



24th Annual Capital Link Invest in Greece Forum

"Sustaining Growth & Investment Momentum"

Digital Handbook:

"A compact guide on current business & investment opportunities in Greece"

December 9, 2022
New York City

In Cooperation with



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A 24-YEAR TRACK RECORD OF FOSTERING CLOSER RELATIONS BETWEEN THE GREEK AND AMERICAN BUSINESS AND INVESTMENT COMMUNITIES

We proudly welcome you to **Capital Link's 24th Annual Invest in Greece Forum: "Sustaining Growth & Investment Momentum"**. The Forum is organized in cooperation with the New York Stock Exchange, the Athens Stock Exchange, with the support of Lead Sponsors JP MORGAN and Tsakos Energy Navigation Ltd., and major global investment banks and organizations. The Forum is organized under the Auspices of the Consulate General of Greece in New York.

The Forum is recognized and widely accepted as the main source for updating U.S. investors on developments in Greece, business and investment opportunities and the attractiveness of Greece as an investment destination. The Forum is committed to providing an update on the outlook and progress of the Greek economy. It gathers the elite of the financial and investment communities, as well as business and an exceptional line up of government leaders from the United States and Greece and offers the perfect timing to communicate the proper message to a wider and highly targeted audience.

This year, we are honored and happy to have at the Forum an excellent participation from government officials, company executives and delegates as well as a record attendance by Greek corporates at CEO level.

The Conference is held at a time when Greece has made a notable rebound in the eyes of both the global capital markets and the international investment community in recent years. The significant transformation of the country's investment and economic climate has resulted in a flurry of new and exciting investment activity in the country, signaling a new path forward for Greece, one of modernization, stability, and trust. This new era of economic growth is due in part to ambitious reforms, immense brainpower and entrepreneurship, and hope for the future in Greece, making the country an appealing destination for foreign investors, despite the uncertainties caused by the many consequences of the pandemic and the war in Ukraine.

The spectacularly improved investment environment for Greece comes as recognition of the Greek Government's efforts to reform the economy. As Greece continues on the path of modernization and actively works to strengthen stability and trust in its institutions, the impressive number of American investments in the country comes as proof that efforts to transform Greece into a business-friendly country that will attract further foreign investment are successful. The number of foreign companies that are investing in Greece, with the US taking the lead, attests to the remarkable wind of change achieved in such a short period of time. And what is also interesting is that foreign companies don't just invest in sectors where Greece had a traditional comparative advantage, such as tourism and renewable energy but they're also looking at high-tech, logistics, education, healthcare sectors, which really value the fact that this country has a very high quality human capital, highlighting the prospects of the Greek economy and the existing program of reforms that makes the country a competitive investment destination.

[The Forum concludes with the Formal Dinner, celebrating](#) the close ties between the US and Greece focusing on the business end, with the attendance of Greek Government Ministers as well as prominent Greek American elected officials in the US Government (Congressmen and Senators) and Greek American Entrepreneurs. Each year, the "Capital Link Hellenic Leadership Award" is presented to a person for his or her outstanding contribution to cultivating closer business relations between Greece and the global business and investment community. We are pleased to present the "2022 Capital Link Leadership Award" to Mr. Panos Papazoglou, Managing Partner, EY Greece for his exceptional contribution to Greece. Under his leadership, through multiple initiatives, EY Greece made significant contributions to the Greek economy and became a reference point among the international investment and business community for the Greek Economy and for Investing in Greece.

We are very proud that once again, on Thursday, December 8, 2022 the New York Stock Exchange in cooperation with Capital Link organize a special ceremony honoring the "Greek American Issuer Day at NYSE", during which Greek & Greek American companies listed on the New York Stock Exchange will ring the "Closing Bell" - at NYSE-New York Stock Exchange.

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.

Sincerely,
Nicolas Bornozis
President
Capital Link Inc.

MORNING SESSIONS

The Metropolitan Club

7:10 am –
7:55 am

REGISTRATION & COFFEE

7:55 am –
8:00 am

WELCOME REMARKS

Mr. Nicolas Bornois, *President* - Capital Link

8:00 am –
8:10 am



PRIME MINISTER'S MESSAGE – SUSTAINING GROWTH & INVESTMENT MOMENTUM

H.E. Kyriakos Mitsotakis
Prime Minister, Hellenic Republic (via webcast)

8:10 am –
8:50 am

GREEK ECONOMY ROUNDTABLE

Greece At The Doorstep Of Investment Grade - Implications For The Business & Investment Landscape

Moderator:

Mr. Pavlos Masouros, *Managing Partner* - Masouros & Partners Attorneys

Panelists:

- Mr. Thomas Torgerson, *Co-Head Sovereign Ratings* - DBRS Morningstar
- Dr. Tasos Anastasatos, *Group Chief Economist, Deputy General Manager* - EUROBANK
- Mr. Michael Argyrou, *Chairman of Council of Economic Advisors* - Hellenic Republic

8:55 am –
9:25 am

A NEW ERA FOR THE GREEK CAPITAL MARKETS - Opportunities for Issuers & Investors

Moderator:

Mr. George Bersis, *Managing Partner* - POTAMITISVEKRIS

Panelists:

- Dr. Vassiliki Lazarakou JSD, *Chair* - Hellenic Capital Market Commission; *Member of the Management Board of the European Securities and Markets Authority (ESMA); Member of the IOSCO Board*
- Mr. Yianos Kontopoulos, *CEO* - ATHEX Group
- Mr. Anastasios Astyfidis, *Founder & Managing Director* - Ambrosia Capital

9:30 am –
9:45 am



GOVERNMENT ECONOMIC POLICY & OBJECTIVES

H.E. Christos Staikouras,
Minister of Finance - Hellenic Republic



WEST LOUNGE - 1st Floor

9:50 am- 10:00 am	THE ELLINIKON PROJECT IN FULL SWING Mr. Odisseas Athanasiou, <i>Chief Executive Officer - LAMDA Development</i> (via webcast)
10:00 am- 10:05 am	THE EU AS A CATALYST FOR PRIVATE INVESTMENT AND A PARADIGM SHIFT IN THE GREEK ECONOMY Mr. Margaritis Schinas, <i>Vice-President EUROPEAN COMMISSION</i> (via webcast)
10:05 am- 10:25 am	THE EUROPEAN RECOVERY FUND - A UNIQUE OPPORTUNITY FOR GREECE - Mobilizing 60 billion Euros of Investments Introduced by: Mrs. Athanasia Tsene, <i>Partner - Bernitsas Law</i> H.E. Theodore Skylakakis, <i>Alternate Minister of Finance – Hellenic Republic</i> PPPs AS A MAJOR GROWTH DRIVER Mr. Orestis Kavalakis, <i>Secretary General of Private Investments & PPPs - Ministry of Development & Investments</i>
10:30 am - 11:10 am	INFRASTRUCTURE PROJECTS TRANSFORMING GREECE - BUSINESS & INVESTMENT OPPORTUNITIES Moderator: Mrs. Athanasia Tsene, <i>Partner - Bernitsas Law</i> Panelists: <ul style="list-style-type: none"> Ms. Penelope Lazaridou, <i>General Financial Manager Executive Board Director & Board Member - GT – GEK TERNA Group of Companies</i> Mr. George Mylonogiannis, <i>Chairman - ELLAKTOR S.A.</i> Mr. Konstantinos Vassiliou - <i>Deputy CEO, Head of Corporate & Investment Banking, Executive Member of the BoD – Eurobank S.A.</i> Mr. Harry Sachinis, <i>CEO - Athens Water Supply & Sewerage Company SA (EYDAP)</i>

LIBRARY - 2nd Floor

9:50 am- 10:30 am	VALUE & GROWTH PRIVATE EQUITY INVESTMENT OPPORTUNITIES IN GREECE INTRODUCTORY REMARKS: H.E. Yannis Tsakiris, <i>Deputy Minister of Development & Investments, Public Investments & NSRF - Hellenic Republic</i> PANEL DISCUSSION: Moderator: Mr. Orestis Omran, <i>Partner, Head of Greece Country Group - DLA Piper</i> Panelists: <ul style="list-style-type: none"> Mr. Omiros Sarikas, <i>Founder &, Managing Partner (CEO) - Brookstreet Equity Partners; Liveryman (WCIB Court). Harvard (HAE) Global Council (Co-Chair)</i> Mr. Konstantinos Dermanis, <i>Partner - DECA Investments AIFM</i> Mr. Takis Solomos, <i>Co-founder & Partner - Elikonos Capital Partners</i> Mrs. Eleni Bathianaki, <i>Partner - EOS Capital Partners</i>
10:35 am 11:15 am	MANAGING LIQUIDITY & FUNDING THROUGH INTEREST RATE VOLATILITY - Implications For Issuers & Investors Moderator: Mr. Antonios Achilleoudis, <i>Group Managing Director - AXIA Ventures Group Ltd</i> Panelists: <ul style="list-style-type: none"> Mr. Lee Cumbes, <i>Head of Debt Capital Markets & Public Sector - Barclays</i> Mrs. Myriam Zapata, <i>Managing Director, Debt Capital Markets, Sustainable Finance ESG - BNP Paribas</i> Mr. Christos Christodoulou, <i>Executive General Manager, Group CFO – NBG Group</i> Mr. Antonios Timplalexis, <i>Managing Director - Nomura</i> Mr. Dimitrios Tsakonas, <i>Director General - Public Debt Management Agency</i>



11:15 am –
11:30 am



TRANSATLANTIC PARTNERSHIP TO ADVANCE ENERGY SECURITY AND THE CLEAN ENERGY TRANSITION

H.E. Geoffrey R. Pyatt, Assistant Secretary, Bureau of Energy Resources
U.S. Department of State

11:35 am –
12:20 pm

THE NEW ENERGY LANDSCAPE IN GREECE

INTRODUCTORY KEYNOTE REMARKS

H.E. Konstantinos Skrekas - Minister of Environment & Energy - Hellenic Republic

PANEL DISCUSSION

Moderator:

Mr. Yannis Kourniotis, *Partner, Head of Project Finance & Development* - **Lambadarios Law Firm**

Panelists:

- **Mr. Andreas Shiamishis**, *Chief Executive Officer, Executive Board Member* - **HELLENiQ ENERGY Holdings**
- **Mr. Georgios Stassis**, *CEO* - **Public Power Corporation (PPC - DEI)**
- **Mr. Dimitris Kofitsas**, *Executive Director Investment Banking* - **Goldman Sachs International**
- **Mr. PJ Deschenes**, *Managing Director, Co-Head* - **Nomura Greentech**

12:25 am
12:35 am



U.S. - GREECE: DEEPENING AND EXPANDING A CRITICAL PARTNERSHIP

Ms. Erika Olson, *Deputy Assistant Secretary- Bureau of European and Eurasian Affairs* - U.S. Department of State

12:35 pm –
1:10 pm

TOURISM & HOSPITALITY - ENHANCING GREECE'S ATTRACTIVENESS & COMPETITIVENESS

Moderator:

Ms. Elena Kossena, *Partner* – **Saplegal - A.S. Papadimitriou & Partners Law Firm**

Panelists:

- **Mrs. Olympia Anastasopoulou**, *Secretary General for Tourism Policy & Development, Attorney-at-Law, LLM, MBA, Mediator* – **Ministry of Tourism**
- **Mr. Eftichios Vassilakis**, *Chairman* - **Aegean Airlines S.A.; CEO** - **Autohellas**
- **Mr. Oriol Peña**, *Senior Director (Greece & Italy)* – **Hotel Investment Partners (HIP)**

1:20 pm –
2:55 pm

KEYNOTE ADDRESS & LUNCHEON



WELCOME REMARKS



Mr. John Tuttle
*Vice Chairman – NYSE
President - NYSE Institut*



Mr. Yianos Kontopoulos
*CEO
ATHEX Group*



Dr. Nikolas P. Tsakos
*Founder, President & CEO
TEN Ltd.*

INTRODUCTORY REMARKS



Mr. Takis Georgakopoulos,
Global Head of Payments, Managing Director – JP Morgan

LUNCHEON

KEYNOTE ADDRESS



H.E. Adonis Georgiadis
*Minister of Development &
Investments - Hellenic
Republic*



**Mr. Nikos
Stathopoulos**
*Chairman of Europe -
BC Partners*

AFTERNOON SESSIONS

3:10 pm –
4:00 pm

GREEK BANKING SECTOR - GROWTH & DEVELOPMENT OUTLOOK

Moderator:

Mr. Georgios Papadimitriou, *Partner, Accounts & Markets Leader, Central, Eastern and Southeastern Europe & Central Asia - EY*

Panelists:

- **Mr. Lazaros A. Papagaryfallou,** *General Manager/CFO - Alpha Bank*
- **Mr. Jean-Sebastien Dietsch,** *Global Head of FIC Corporate Finance - BNP Paribas*
- **Ms. Elizabeth McCaul,** *Member of the Supervisory Board - European Central Bank*
- **Mr. George Zantias,** *Chairman of the Board of Directors – Eurobank S.A.*
- **Mr. Gikas Hardouvelis,** *Chairman - National Bank of Greece*
- **Mr. Euan Robertson,** *Partner - Oliver Wyman*

LIBRARY - 2nd Floor

4:05 pm – 4:45 pm **INVESTMENT OPPORTUNITIES IN THE HEALTHCARE SECTOR IN GREECE**
INTRODUCTORY REMARKS:

Mr. Vangelis Vergetis, Co-founder - Intelligencia Inc.

KEYNOTE REMARKS:

Mr. Vassilis Kontozamanis, Advisor to the Prime Minister for Health - Hellenic Republic

4:20 pm – 5:00 pm **REAL ESTATE – INVESTMENT OPPORTUNITIES IN AN EVER-EXPANDING SECTOR**
Moderator: Ms. Eleanna Karvouni, Senior Associate - Machas & Partners Law Firm

Panelists:

- **Mr. Alexandros Argyros, Managing Director & Head of Investment Banking – Axia Ventures Group Ltd**
- **Mr. Dimitris Andriopoulos, CEO - Dimand SA**
- **Mr. Aristotelis Karytinis, CEO - PRODEA Investments**
- **Mr. Tasos Kazinos, CEO – Trastor REIC**
- **Mr. Dimitris Manoussakis, Managing Partner & Founder - SAVILLS HELLAS**

LIBRARY - 2nd Floor

5:05 pm – 5:55 pm **WHY GREECE - THE INTERNATIONAL INVESTOR PERSPECTIVE**

Moderator:

Mr. Panos Katsambas, Global Co- Lead Financial Industry Group, Partner - Reed Smith LLP

Panelists:

- **Mr. Dimitrios Athanasopoulos, Group Managing Director - AXIA Ventures Group Ltd**
- **Mr. Alex Fotakidis, Partner & Head of CVC Greece – CVC**
- **Mr. Stelios Theodosiou, Managing Director - H.I.G. Capital**
- **Mr. Panos T. Xenokostas, Founder & CEO - ONEX Shipyards & Technologies Group**
- **Mr. Costas Papamantellos, Chairman & CEO - RWE Renewables Hellas / Managing Director & Head of RWE Energy Transition Investments**

5:05 pm – 5:55 pm **UPDATING DIASPORA ON GREECE'S TAXATION & CUSTOM SYSTEM**

Mr. George Pitsilis
Governor – Independent Authority for Public Revenue
Hellenic Republic

INTRODUCTORY REMARKS:

Mr. Nikolaos Thomopoulos
Head of the Office of Economic and Commercial Affairs
Greek Trade Office in New York

6:00 pm - 7:00 pm

COCKTAIL RECEPTION

FORUM CLOSING DINNER

CAPITAL LINK HELLENIC LEADERSHIP AWARD DINNER

7:00 PM COCKTAILS | 8:00 PM DINNER

HARVARD CLUB
35 West 44th Street, New York, NY 10036

WELCOME REMARKS:



Mr. Edward Mermelstein
*New York City's Commissioner
for International Affairs
Head NYC Mayor's Office for
International Affairs
New York Mayor Office*

INTRODUCTORY REMARKS:



Mr. John Kalafatis
CEO
Nu Boyana Hellenic
Film Studios

WELCOME REMARKS:



H.E. Alexandra Papadopoulou
*Ambassador of Greece to the
United States
Hellenic Republic*

KEYNOTE ADDRESS:



Mr. Yianos Kontopoulos
CEO
ATHEX Group

CAPITAL LINK HELLENIC LEADERSHIP AWARD PRESENTATION



HONOREE
Mr. Panos Papazoglou
Managing Partner
EY Greece



Introductory Remarks
**Mr. Lazaros A.
Papagaryfallou**
General Manager/CFO
Alpha Bank

The 2022 Capital Link Hellenic Leadership Award

Presented to:



Mr. Panos Papazoglou

Managing Partner
EY Greece

**For his Outstanding Commitment
&
Contribution to Greece**

Panos Papazoglou has served as Managing Partner of EY Greece since 2010. He was also the CSE South Cluster Leader between 2011 and 2022, and Central, Eastern and Southeastern Europe & Central Asia Markets Leader from 2015 to 2020. Under his leadership, EY Greece became one of the fastest-growing professional services firms in Greece, exceeding 1,900 employees (an increase of 247%) attracting some of the brightest minds in the field.

Through his public interventions, articles, interviews and, above all, EY's series of reports and surveys, on a wide range of topics and industries, such as, shipping, logistics, education, leadership, exports and FDI, Panos and the firm's partners, established EY as a thought leader, often setting the agenda for the future of the Greek economy. He worked passionately to promote Greek entrepreneurship, not least through the EY Entrepreneur Of The Year program, but never shied away from urging Greek corporations to reinvent themselves, innovate, digitalize, transform and live up to their environmental, social and governance responsibilities.



Mr. Panos Papazoglou
Managing Partner
EY Greece

I have had the privilege of participating in the Annual Capital Link Invest in Greece Forum since 2012 and have seen it become a real institution, as the longest running investment forum about Greece abroad, actively bridging the Greek business community with the US and international investors' communities, in a systematic effort to promote Greece as a business and investment destination to a global audience.

Over these years, whenever I addressed this forum, I have tried to paint an objective picture of developments in Greece, reporting and commenting, as best I could, on the problems, challenges, progress and setbacks that we faced, but also highlighting the considerable opportunities and successes. Throughout this period, I have always retained my optimism that Greece would overcome its difficulties and regain its place among its European partners, return to sustainable growth and become, once again, an attractive investment destination.

This year's Annual Forum, the 24th, is the last one I am joining as Country Managing Partner of EY Greece, since I will be stepping down from this role at the end of the year. I am happy to report, though, that my optimism has been vindicated. Greece has entered a new phase, leaving the crisis years safely behind it. Greek GDP is forecast to grow by 6% this year, the second highest in the EU and almost double the EU average, and is expected to remain among Europe's top performers in 2023. NPLs are now in single digits and falling, and unemployment has been halved, despite the impact of the pandemic. The brain-drain, one of the direst consequences of the economic crisis, is being gradually reversed.

Most importantly, Greece has become the focus of investment interest, attracting FDI in a wide range of dynamic sectors, most notably technology. At EY, we have been monitoring investors' perceptions of the country's attractiveness as an investment destination, through our annual Attractiveness Survey, which confirms the progress made over the last few years, recording a steady optimism among international companies about Greece's future prospects.

However, this positive outlook must not lead to complacency. We need to remain focused on our reform agenda and address outstanding issues and obstacles that continue to obstruct private investment and entrepreneurship in general. As we have consistently argued, in an increasingly competitive environment, we need to measure our progress not against our past performance but, rather, against the accomplishments of the economies we are competing with.

At the same time, Greek companies, which showed remarkable resilience during the economic crisis, in order to fulfil their role in spearheading growth, need to adapt to the emerging new environment, become more extrovert, scale-up through mergers, acquisitions and partnerships, invest in human capital, innovation and technology, and fully embrace sustainability.

At EY, we will continue to support Greek entrepreneurship in its transformation voyage, while also assisting the public sector in implementing much-needed reforms and leveraging the opportunities creating by emerging technologies.

Capital Link Hellenic Leadership Award

New York City



2021 Honoree:
Mr. Alex Fotakidis, *Partner & Head of Greece CVC*
April 11, 2022



2019 Honoree:
Mr. John Paulson, *President of Paulson & Co Inc.*
December 9, 2019



2018 Honoree:
Mr. Evangelos Mytilineos
Chairman & CEO of MYTILINEOS S.A.
December 10, 2018



2017 Honoree:
Mr. André Calantzopoulos, *CEO*
of Philip Morris International
December 11, 2017



2016 Honoree:
Mr. Wilbur L. Ross,
Chairman and Chief Strategy
Officer of WL Ross & Co.
December 12, 2016



2015 Honoree:
Dr. Anthony Papadimitriou
President to Board of Directors
of Alexander S. Onassis Foundation and
Managing Partner of A.S. Papadimitriou
& Partners Law Firm
December 14, 2015



2014 Honoree:
George Logothetis,
Chairman and CEO
of Libra Group
December 1, 2014



2013 Honoree:
John P. Calamos, Sr., *Chairman,*
CEO & Global Co-Chief Investment
Officer of Calamos Investments
December 16, 2013



2012 Honoree:
Andrew N. Liveris,
Chairman and CEO of The
Dow Chemical Company
November 28, 2012



GREEK AMERICAN ISSUER DAY RINGS THE CLOSING BEL

New York, December 8th, 2022



Within the context of the 24th Annual Capital Link Invest in Greece Forum "Sustaining Growth & Investment Momentum," the New York Stock Exchange in cooperation with Capital Link organize for yet another year, a special ceremony, in honor of Greece, titled "GREEK AMERICAN ISSUER DAY" at the New York Stock Exchange.

Dr. Nikolas P. Tsakos, Founder, President & CEO, TEN Ltd. (NYSE: TNP), **H.E. Christos Staikouras**, Minister of Finance, and **Mr. Yianos Kontopoulos**, CEO, ATHEX Group, rang the "Closing Bell", closing the trading session on Thursday, December 8, 2022, of the NYSE-New York Stock Exchange, accompanied by: the Vice Chairman of NYSE & President of NYSE Institute, Intercontinental Exchange Inc. (NYSE: ICE), **Mr. John Tuttle**, the Alternate Minister of Finance, **H.E. Theodore Skylakakis**, the Deputy Minister of Development & Investments, **H.E. Yannis Tsakiris**, the Secretary General, Ministry of Tourism, **Mrs. Olympia Anastasopoulou**, the Chair of the Hellenic Capital Markets Commission, **Dr. Vassiliki Lazarakou**, the Consul General of Greece in New York, **Mr. Dino Konstantinou**, and representatives of the NYSE listed companies : **Ms. Marina Hadjipateras** of Dorian LPG (NYSE: LPG), **Mr. Steve Demetriou**, CEO, of Jacobs (NYSE: J), as well as **Ms. Olga Bornozi**, Managing Director of Capital Link, and **Mr. Nicolas Bornozis**, President of Capital Link.

This event highlights the long standing relationship between the New York Stock Exchange and the Greek and Greek-American business communities.



Opening remarks to the Annual Capital Link Conference



H.E. Kyriakos Mitsotakis
Prime Minister
Hellenic Republic

Dear friends,

Ladies and gentlemen,

This is the fourth time I have had the opportunity to address the Annual Capital Link Conference as Prime Minister, and I am more confident today than ever before that Greece is on the right track.

As we head towards 2023, we sit at the top tier of European Union countries when it comes to growth - 8.4% in 2021 and 5.6% in 2022 according to the latest projections.

Unemployment continues to track downwards, indeed it has dropped about five points, to the lowest level since 2010. Last year proved a record year for inward Foreign Direct Investments, worth some 5.3 billion Euros. We are on track to break that record again in 2022.

And according to the latest official EU forecast, by the end of 2023, Greece is expected to be the EU country with the biggest cumulative decline in debt as a percentage of GDP since 2019.

We are proud of what has been achieved and believe there is much more to come. The credit for this progress lies with the Greek people and Greek businesses. It is progress that has been achieved in an incredibly short period of time.

In spite of the headwinds and the multiple crises we have faced, Greek companies have proved to be resilient throughout, and are now much more globally competitive. Exports have more than doubled to reach nearly half of GDP, a level higher than many other EU countries.

The vast majority of Greek citizens – despite the hardships they went through – have shown a level of maturity that has enabled Greece to remain at the center of the EU. And thanks to their choices, and their endeavors, populism was thankfully defeated in Greece.

But it is equally true that change would not have come as rapidly, without the structural reforms that we have put in place over the last three years, with nearly 400 bills voted through parliament.

Reforms that have removed unnecessary obstacles, eased the tax-burden for businesses and citizens, and dealt with long-standing deficiencies of the Greek state. It is no coincidence that Greece topped the Economist Intelligence Unit list of countries that saw the biggest improvement in their business environment over the past three years.

Ladies and gentlemen,

While Greece's standing in the world has changed significantly for the better, we cannot ignore the fact that we live in a turbulent world. Inflation has reached multi-decade highs across the globe. Russia's illegal invasion of Ukraine has contributed to an energy crisis that puts all our economies under pressure. And political instability is once again on the rise in many parts of the world.

Against all that, Greece is much better prepared to deal with a difficult 2023. We are projecting continued economic growth of 1.8% despite the global economic turmoil. Our fiscal house is in order. And our appetite for reforms continues unabated.

As you all know, 2023 is also an election year for Greece. We are confident that the Greek people will renew their trust in us, and that the course we have set over the past three years will not be derailed. Because good policies do matter. They have a real effect on people's lives. And despite the multiple crises we have faced, the results of those policies are showing through.

More than ever this is the time to invest in Greece. We have proven we can deliver change. Be in no doubt: we will continue on the path of stability, consistency and reform. Because only that path will continue to grow our economy, and because only that path will make our country stronger.

Thank you.



Mr. Panagiotis Pikrammenos
Vice President
Hellenic Republic

Greece, along with the rest of the western world, has been mired in crises that have lasted for 14 years straight, notably since 2008. After the domestic financial crisis, came the global pandemic, with devastating effects on all levels of social and economic life and with no apparent end in sight. This was followed by the conflict in Ukraine, which signaled the end of a long era of peace in Europe, and in turn gave rise to the current energy crisis. Greece, along with the rest of Europe, is getting ready for a challenging winter, possibly the worst winter since the conclusion of World War II.

In the backdrop of all these terrible adversities, climate change is advancing at an alarming rate and is now being universally viewed as a climate crisis.

This new, constantly shifting reality, cannot be denied or embellished. It forces us to be pragmatic in our perception and leaves us with no choice but to struggle against its negative effects.

With all the perils that come as part of this new reality, political stability has played a crucial role for Greece. Crisis management tends to be most successful for governments and leaders who work within solid constitutional frameworks. In Greece, under the leadership of Prime Minister Kyriakos Mitsotakis, the Government has been working hard since 2019, trying to integrate crisis management in the face of the the pandemic, with development and economic growth which the country desperately needs after the recent fiscal crisis.

The pandemic did not halt the Government's radical reform goals. On the contrary, in an effort to deal with the novel restrictions of quarantine, Greece came up with a multitude of new digital services, which were rapidly and successfully applied for the first time, to more areas of government operation, including health, public administration, education, and justice.

The fact that the Government effectively managed the pandemic and at the same time accelerated development for three and a half years, maintained the newfound stability of the economy and set up the conditions for long-term sustainable economic growth.

Most of all, it has contributed to the recovery of trust in the political and economic system.

The ability to choose the appropriate moment and attitude, as well as the appropriate side of history, is crucial in coping with the new reality. We are thus urged to work together at a national and global level, to develop a fresh, comprehensive agenda based on shared ideals and objectives.

By the end of 2021, people all around the globe were anticipating some semblance of stability, even if they did not expect a return to pre-pandemic status. Approaching the end of 2022, the need for stability remains largely unfulfilled and still grows, after the conflict in the heart of Europe and the looming energy crisis.

The remainder of this decade will probably not look anything like the pre-pandemic or pre-war era. We cannot stop whatever is coming and we cannot run away from it. Nevertheless, we can remain vigilant and prepare to counter adverse effects, while continuing to lay the groundwork for the future of the younger generations.

This is not the time for political experimentation. Countries in the midst of crisis and uncertainty, require stable institutions and strong political leadership.

And for this, all of us, state and citizens, bear responsibility.



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H.E. Christos Staikouras
Minister of Finance
Hellenic Republic

Almost three years after the pandemic shock, the world is still faced with unprecedented and continuous crises that strongly affect the global and, foremost, the European economy, which, after decades of peace, stands in the "shadow" of war. The above, combined with the ongoing shift to tighter fiscal and monetary policies, make 2023 a turning point for the global economy, a year of major challenges.

In this tumultuous historical period, Greece, despite difficulties, has concluded painful chapters of the past, successfully responded to the many and simultaneous challenges of the present and designed policies with a vision for the future, steering its economy on a path of strong and sustainable development.

Through a modern and reform-oriented mix of economic policy, with tax reductions as the main axis, with a timely and successful utilisation of European resources and growth tools, we managed to make our long-tested economy stronger, more resilient and extrovert, in relation to 2019, and attract unprecedented investment interest and international recognition.

The GDP composition is improving, due to the increase in investments and exports to record levels, giving sustainability and momentum to the ongoing economic growth.

Exports of goods and services reached 40% as share of GDP in 2021, more than double compared to a decade ago. The exporting progress continues in 2022, already surpassing 2021 levels in the first 9 months of the year. The increase in the exports of high-tech goods is now approaching the shares of industrialised countries.

Foreign direct investments recorded the highest performance of the last 20 years in 2021, while in the 9 months of 2022 have already reached 95% of the 2021 levels.

A trend that is expected to continue in the coming years, as according to the European Commission, Greece is forecasted to rank first in terms of investments increase for the period 2022-2024 and have the third highest growth rate in the Euro area.

At the same time, our country has now regained – after 12 years – its economic autonomy and has been upgraded by credit rating agencies 11 times the last three years, just one level away from the investment grade, our main goal in the economic field for 2023.

Therefore, we have come a long way, but we still have a difficult road ahead of us, navigating through geopolitical turmoil, high inflation and the increased cost of capital.

In this context, our key economic policy priorities for the new year are:

- 1st. The implementation of targeted interventions to address the economic impact of multi-level crises.
- 2nd. The continuation and strengthening of tax reliefs for households and businesses.
- 3rd. The preservation of existing fiscal responsibility.
- 4th. The support and strengthening of the disposable income of the citizens.
- 5th. The exercise of social policy, with the support of most vulnerable citizens.
- 6th. The optimal and forward-looking utilisation of the resources of the Recovery and Resilience Fund.
- 7th. The strengthening of national defence.

We are fully aware of the difficulties that arise, but we also have the ability, experience and knowledge to continue working hard and methodically, preserving all that we have achieved and capitalising on our progress, in order to further strengthen our economy and to improve the daily life and prospects of our citizens.

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H.E. Adonis Georgiadis
Minister of Development &
Investments
Hellenic Republic

This is really the time for US investors to be in Greece

The 24th Annual Capital Link Invest in Greece Forum is taking place amidst great news for the Greek economy which is expected to grow about 5,6% in 2022 – in my view, it will end up higher -, double the euro area average, powered by a triple historic record in foreign direct investments (FDI's), exports and tourism revenues.

Greece is the world champion in business environment improvement over the past three years, according to the Economist Intelligence Unit's (EIU's) business environment rankings. Furthermore, it is the Eurozone's champion in the recovery of investments at the same period, according to the International Financial Institute (IIF). So, 2022 will be the first year since 2009 that new gross fixed investment will exceed depreciation resulting to capital stock increase.

Greece is projected to perform even better in 2023 onwards. According to the European Commission forecasts, it will be the champion among all the countries of the European Union in the period 2022-2024 in terms of investment growth rate. Particularly, in 2023, Greece's growth rate is projected to 1,8-2,0%, three times the average in eurozone, fueled by a new boost in investments (15,5%) and especially FDI's.

This outstanding growth is built on solid foundation as Greece's economy becomes more extrovert. Greece's exports as a percentage of GDP are at around 41%, double the 2010 performance. There is significant increase in exports of high-tech goods, in which Greece has already exceeded countries such as Italy, France and Spain and approaches countries such as Portugal.

Greece is also reestablishing its role as an energy hub to bring in LNG not just to cover its needs but also to provide natural gas to South-Eastern Europe while, at the same time, it is emerging as a leading force in the penetration of renewables into the energy mix. Greece ranks in the top ten countries of the world in installed solar and wind power and aims to double renewable energy production in the coming years in order to become a net exporter of energy in Europe. Investors' interest is huge in energy sector, which appears as a prime opportunity for the US companies thanks to their leading technology, capital and expertise.

Beyond energy, the IT sector is also a privileged field for US companies to invest in Greece as a gateway to a huge market covering South-eastern Europe, Middle East and beyond. The biggest US companies in this field have already grabbed this unique opportunity and developed state-of-the-art digital hubs, R & D and data centers.

An enduring symbol in the U.S.-Greece investment relationship which has reached historic highs is, undoubtedly, ONEX's investment with the strong support of the US government and the financing of the U.S. International Development Finance Corporation (DFC) in the Elefsina shipyards marking the revival of the Greek shipbuilding industry.

I am confident that as we look to the future we see a thriving economic partnership with opening doors for opportunity in Greece and in the whole region. So, my message to US investors at the 24th Annual Capital Link Invest in Greece Forum is clear: "this is really the time to be in Greece".

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Greeting by the Minister of Environment and Energy, Kostas Skrekas



H.E. Konstantinos Skrekas
Minister of Environment &
Energy
Hellenic Republic

This turbulent year demonstrated more than ever that the green transition is our only option, our common path to mitigate extraordinary global challenges: the climate crisis, skyrocketing energy prices, and destabilizing geopolitics. Simultaneously, the Russian invasion of Ukraine and the weaponization of energy underlined the crucial role of alliances and reliable partners, in resolving energy security issues and defending our fundamental values of democracy, freedom and international law.

In these disruptive times, the Greek government fostered energy security, implementing active diversification and crucial infrastructure, with a significant regional footprint. At the same time, we accelerated the green transition, stimulating massive investments in our energy sector, envisaged to exceed 50 billion euro by 2030 and create 200.000 new, green jobs. We are proud that Greece was ranked by EY as the 2nd most attractive country in the world for renewable investments, accounting for GDP.

Remarkably, this year we are deploying 2 GW of renewables, hence quadrupling the annual rate during the previous government, while saving 900 million euro on gas imports. Renewables' capacity has already surpassed 10 GW and will almost triple by 2030. Hence, renewables' share in our energy mix will escalate from 40% today, or 50% if hydro is included, to 80% by the end of the decade.

Overall, our government has implemented a spectrum of reforms to enhance investor visibility, while boosting an inclusive and fair green transition. We simplified significantly renewable licensing, while introducing digital and transparent processes, aiming at reducing the average licensing time to 14 months. We also activated financial guarantees to distinguish projects that can be materialized, while setting clear and fair rules on grid connections.

To achieve this green revolution, we direct 10 billion euros to upgrade and digitize our networks, while expanding our island interconnections. To ensure grid stability and flexibility, we will deploy 7-8 GW of electricity storage by 2030. We are conducting the first tenders for batteries in Q1 2023, while also developing hydro-pumping. We set an ambitious target of 1 GW hydrogen electrolyzers and 2.5 GW off-shore wind, exploiting the untapped potential of our seas. These projects will create new, green value chains, spanning from ports and shipyards to hydrogen clusters and blockchains in local communities.

As the Russian aggression in Ukraine is, tragically, still on-going, we have redefined the profile of our gas imports. The share of LNG has elevated to 43%, with 60% of this coming from the US, while Azeri gas, delivered via TAP, represents 20%. LNG unloadings at our Revithousa Terminal will reach 80 this year vs. 39 in 2021. Furthermore, we have actively implemented solidarity, exporting 2.5 bcm of gas vs. 0.7 bcm last year.

Leveraging our strategic geographical position, we triple our LNG infrastructure and double our electricity interconnections in all directions. Hence, we transform Greece to a regional hub both for gas and green energy. A game-changer is the IGB pipeline, which started operating in October, connecting Greece with Bulgaria, and releasing further export potential. We support its upgrading as well as the TAP expansion. A strategic facility, the FSRU in Alexandroupolis will be completed by the end of 2023, unraveling new export routes. Another FSRU in Corinth, near Athens, is close to the Final Investment Decision, while 3 others were licensed by the regulator. Hence, LNG capacity in Greece may well exceed 20 bcm within the next 2 years.

In parallel, we initiated the construction of Euroasian Interconnector, linking Greece with Cyprus and Israel, and we rapidly promote a breakthrough, 3 GW green interconnector, with Egypt. Redefining the energy map, we proposed a direct electricity interconnection with Austria and Germany, which avoids congested network areas.

Concurrently, we introduce well-balanced green policies, granting 4 billion euros to involve our citizens and enterprises with renewables and energy efficiency, across all regions, from remote islands to coal areas. Public and private partnerships are a catalyst for this transformation, as demonstrated in our islands, which are transformed to world-class innovation labs.

Despite the geopolitical turmoil, Greece deepened and expanded strategic energy collaborations. The US has always been a key partner and we have forged our relationships at all levels. A strong investment momentum has been registered by US companies in Greece across several sectors. Renewables, infrastructure, energy efficiency, smart and circular applications, e-mobility, hydrogen, carbon capture, data centers and innovation, unveil a huge potential. Finally, I would like to emphasize that Greece is progressing with upstream gas explorations and Exxon Mobil is providing state-of-the-art expertise.

Our government has achieved key milestones amid consecutive international crises. We will continue working together, with our citizens, companies, and international actors, to tackle challenges and shape a sustainable future - a future of growth and resilience, with affordable energy prices and exciting opportunities, for our nations and the next generations.

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Mr. Geoffrey Pyatt
Assistant Secretary of State
Bureau of Energy Resources

Buoyed by the Inflation Reduction Act, Opportunities Abound in the Greek

Greece will continue to play a central role in European energy security and energy transition and be a strong, stable partner for the United States and U.S. businesses. Now that Russia has demonstrated once and for all that it is an unreliable supplier of energy, Greece's role as an energy hub for southeastern Europe, with access to supplies from around the world, is more critical than ever. American LNG suppliers and service providers have ramped up their exports to Greece and the rest of Europe.

Greece's emergence as an energy hub was made possible by years-long investments in projects like the Interconnector Greece-Bulgaria, the Revithoussa LNG terminal, and the Trans-Adriatic Pipeline. Its regional importance will continue to grow when the Alexandroupoli FSRU and the Interconnector Greece-North Macedonia come online. Improving and expanding this type of infrastructure while minimizing its carbon footprint present yet another promising area for investors to consider.

Greece hosts a burgeoning renewable energy sector, with potential for growth in wind, solar, and green hydrogen. The \$369 billion in the recently passed Inflation Reduction Act will greatly spur research, development, and market deployment of these technologies both in the United States and abroad. American ingenuity and investment acumen will play an important role in boosting this sector. This strongly complements Greece's efforts to leverage EU recovery funds to fuel its leadership on the green transition.

There are many fantastic examples of Greek leadership in the energy transition, from Prime Minister Mitsotakis' bold decision to accelerate the phaseout of lignite, to the pathbreaking example of Boston-based Advent Technologies' Green HiPo hydrogen project in Western Macedonia and the rise in wind power investments from American companies like 547 Energy and Ameresco. Meanwhile, Greek battery company Sunlight is expanding its manufacturing operations in the U.S. to supply the thriving market for energy storage, and Hellenic Cables is investing in a greenfield manufacturing plant in Maryland that will replicate its Corinth facility. These transatlantic investments demonstrate how the clean energy transition is a win-win for all our economies, and for the planet.

At COP 27 in Egypt, the United States and Norway launched the Green Shipping Challenge, which will generate investment opportunities in Greece, a leader in the shipping industry. Compared with country emissions, shipping ranks among the top 10 largest emitters globally. The Challenge encourages governments, ports, and companies to commit to initiatives that will decarbonize the shipping sector, a goal which Prime Minister Mitsotakis has highlighted.

U.S.-Greece relations continue to be strong – politically, economically, and militarily. We celebrate our investor partnerships and will continue to strive for energy security for Europe this winter and beyond, all while growing investment in the clean energy transition. Greece is seen as an attractive investment destination, and the U.S. government looks forward to working to support American energy businesses interested in investing in or creating joint ventures in Greece, as we also welcome investments by Greek companies in the United States.

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H.E. Yannis Tsakiris
Deputy Minister of
Development & Investments,
Public Investments & NSRF
Hellenic Republic

I would like to thank you for the invitation to participate in the 24rd Annual Capital Link “Invest in Greece”.

In the late November, the Economist published the ranking of countries based on their business environment.

Greece managed to climb at the first position in the world, in terms of improving the business environment since 2019, i.e., since the beginning of the term of Kyriakos Mitsotakis’ government up to today, climbing a total of 16 places in the global ranking. At the same time, the OECD (Organization for Economic Cooperation and Development) announced the data for the year 2021: in the index of foreign direct investments (FDI), Greece achieved an all-time record. During the current year, our country attracted the most investments (over 6.3 billion euros) since the OECD started including Greece in the relevant index.

Beyond doubt, such a performance indicators are a great success for our country. On one hand, the business environment is improving and we send a strong message that investments and investors are welcome in Greece, and on the other hand the international investment community has already realized this and is already investing. As it appears from the data to date, 2022 will mark an even higher record of foreign direct investment than 2021. So, for the second year in a row, we will have an all-time record in foreign direct investments.

Moreover, for 2022 Greece is expected to have, for the 2nd year in a row, one of the highest growth rates in the entire Eurozone and the European Union. As everything shows, our country will present a growth higher than 5% of GDP, possibly closer to 6% of GDP than the data shows, when the average in Europe will be below 3% of GDP.

Undoubtedly, we would not have achieved all of the above if we did not have the appropriate tools, agencies and resources that contribute to the country's growth, extroversion and investment success.

The continuous improvement of the economic environment in combination with the financial “firepower” of the Recovery Fund and the new NSRF for the period will empower Greek and foreign companies operating in Greece, to strengthen and stand confident in the competitive global market. This gives the Greek economy and entrepreneurship the chance to become more resilient.

Our aim for the next years is to create an economic resilience and make Greece by far more competitive, greener and more digital.

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Vassilios Psaltis, Alpha Bank Group CEO



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H.E. Kostis Hatzidakis
Minister of Labour and Social
Affairs
Hellenic Republic

Labor reforms as catalysts for investments and growth

The Greek economy is consistently overperforming. Unemployment has dropped by almost 6 points- a 12-year low. GDP grew by 8.4% in 2021 and, under current projections, is estimated to grow by 5.6% in 2022. The debt to GDP ratio is coming down rapidly, faster than that of any other EU country. Last August, we exited the EU's enhanced surveillance mechanism. At the same time, Greece is among the top EU countries when it comes to the funding committed to shielding households and businesses from the energy crisis. And the outlook remains positive. We expect unemployment to go further south and GDP to continue growing despite international geopolitical headwinds. All this is no coincidence. It is the result of sound economic policies. Specifically:

- We reduced taxes across the board- including capital and labor taxation- thus making the country more attractive to investments.
- We introduced special tax regimes to attract non-dom tax-residents.
- We simplified licensing procedures.
- We completed a series of privatizations (e.g. DEPA Infrastructure and the 44% of HEDNO, the Distribution System Operator)
- We pushed ahead with numerous reforms: Digitisation of the state, Single insolvency framework, Primary healthcare and clawback, Education reform, Transition to Green Energy.

Amongst them are two major reforms implemented by the Greek Ministry of Labor and Social Affairs:

Just over a year ago, we implemented a major labor market reform. It builds on international best practices supporting economic competitiveness while enhancing the protection of worker rights. Among others: we increased the upper limit for overtime work. We added to the number of business sectors that can operate on Sundays. We reduced the administrative burden for businesses. We established a time bank system through an individual employment agreement. At the same time, we introduced provisions for the protection of employees: The Digital Work Card, new rights, such as the right to disconnect, and a set of provisions helping employees balance personal and professional life.

More recently, we passed a law reforming the Greek Employment Agency and establishing a new framework for upskilling and reskilling, two fields where we were lagging far behind. It brings new tools to support job searchers while tackling benefit fraud. On skilling, we emphasize a high-level certification for employees and the unemployed that will help reduce the skills gap in our economy. One of the key provisions is linking payments to results attained by providers and beneficiaries of skilling. Within this framework, we aim to make optimal use of the relevant EU funds. Almost 1 in 7 Greek workforce members will benefit from training in digital and green skills. In this regard, our Public Employment Agency is already cooperating with four technology giants (Google, Cisco, Amazon, and Microsoft) to upgrade the quality of skilling practices in our country.

Greece is turning the page. A stable and reform-oriented government is setting the pace. We have embarked on a journey of sustained growth and are determined to remain on track!

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H.E. Kostas Karamanlis
Minister of Infrastructure &
Transport
Hellenic Republic

When the Mitsotakis' Government first took office in June 2019, one of our main strategic targets, was to transform Greece into an infrastructure and transport hub of the wider SE European region. Therefore, we came up with a plan to promote specific infrastructure projects, that would serve that purpose.

Three and a half years down the road, our Government has an infrastructure pipeline, that amounts to over 125 projects, with a budget of above 40 billion euros. Within the scope of the Ministry of Infrastructure and Transport, we have already completed the financial tenders of around 11 billion euros.

In the last three and a half years, we have focused on 3 main pillars:

- a) complete projects, that due to the economic crisis were left incomplete.
- b) launch new projects, such as the VOAK motorway in Crete and the upgrade of our railways.
- c) promote “new generation projects”, which are sustainable and green, such as water supply works, anti-flooding, rail projects (both urban and regional), and energy infrastructural projects.

Greece is now, one of the countries leading greener and more sustainable growth, through infrastructure projects, that are in line with the Green Deal decarbonisation goals of the EU. In the last 3.5 years, we have successfully completed a number of urban rail interconnections, most notably connecting Athen's Airport with the Port of Piraeus. We have also launched, the Athens Metro Line 4, a project that after so many delays has finally begun, with a budget of over 1.2 billion euros. These projects are “green”, since it has been estimated that travelling by rail results in 46% less GHG emissions per mile, than driving in a single-occupancy vehicle.

In addition, we have completed the financial tenders of approximately 5 billion euros in the regional rail sector. This undertaking has a two-fold target: on the one hand to achieve the zero emission targets, set out by the European Green Deal, and on the other hand to transform Greece into a multimodal logistic and energy hub of South East Europe. Upgrading our railway system and connecting our ports with rail and logistic centers is the key to achieving this strategic goal. Our railway network, can enhance the maritime corridor connecting the Asian Markets with Europe, through the port of Piraeus, to a land corridor for goods towards Central Europe. The new rail line that will connect the ports of Thessaloniki, Kavala and Alexandroupolis with the ports of the Black Sea, is of strategic importance for both Greece and Europe. The Port of Alexandroupolis – which just a few days ago was incorporated in the EU's Trans-European Transport Network (TEN-T) revision – can also play an instrumental role in the energy security of the wider region, in very challenging times.

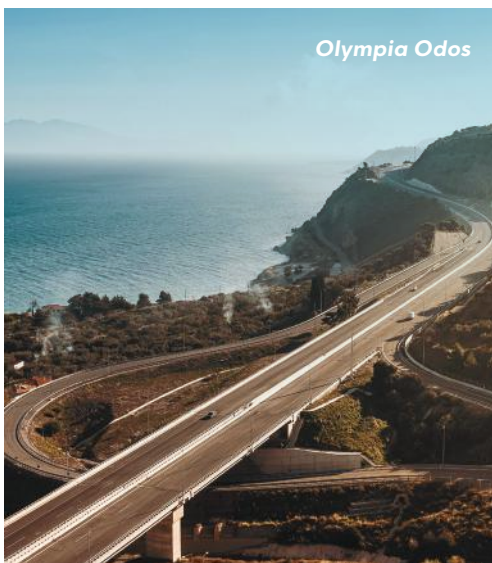
All these projects described above, and many more that are in the pipeline, i.e. projects in progress or prepared but not yet funded, will transform Greece into a major infrastructure – transport and subsequently energy hub in the coming years.

Despite the economic hardships the world economy is facing, Greece's economic indicators are quite impressive. Our economy will grow by approximately 6% in 2022, which is twice that of the EU average.

And I am proud to point out that infrastructure investments have played a significant role in this achievement. In this new challenging global environment, the journey for Greece has already begun with our country taking important steps towards sustainable growth and a greener future.

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H.E. Giannis Plakiotakis
Minister of Maritime Affairs
and Insular Policy
Hellenic Republic

The recent years of the pandemic have shown us very clearly how sensitive and also how important transport sectors are for ensuring resilient supply chains as well as creating reliable and robust mechanisms to keep vessels running smoothly and safely around the world. The most recent crisis in Ukraine revealed even further the importance of shipping in particular to sustain energy and food security worldwide and especially for the most vulnerable parts of our world. As Greeks, we are proud of our shipping which represents 21% of global deadweight tonnage and supports essentially the sustainability and growth of our economy, with 18.7 billion Euros foreign exchange inflow in 2021 corresponding to almost 10% of the national GDP.

We live in challenging times and it is a fact that the pandemic, and more recently the Russian invasion in Ukraine, derailed and rescheduled once again in recent times our priorities. The Russian invasion in Ukraine has not left shipping unaffected. However, we have managed to mitigate the negative consequences, starting from gradually restoring trade, safety and security in the Black sea.

Taking the above into account, it is a certainty that structural pillars of the global economy are in a constant crisis, which has a major impact on the plans of each industry for the future. And in any crisis, those of us who are called upon to make decisions have two choices. We can either let the crisis take us down, or we can look at the crisis as an opportunity.

And we have to treat it as such. As an opportunity. The conditions that have emerged in this period of time and the need for sustainable and lasting solutions to infrastructure and energy issues have laid the foundations for investment initiatives to flourish.

For the Ministry of Shipping and Insular Policy of Greece, the most important area of sustainable development potential is the major regional ports of our country.

Our Ports are an important asset for our country and can be the driving force of growth, not only for our national economy but also for local economies and communities. Before the election, we had developed a specific plan for the development of the country's regional ports. We are implementing it post-election in cooperation with HRADF, and at the moment, practice justifies our strategic choice. International tenders for the development of the country's regional ports are underway. We have contractors in Kavala, Igoumenitsa. There is a temporary postponement of the concession of the Port of Alexandroupolis for specific Geostrategic and Geopolitical reasons and, of course, the concession of the Port of Heraklion is proceeding.

Investment opportunities, however, do not only concern major ports. I am referring to the port of Aigio, where we are implementing a very ambitious programme under the leadership of the General Secretariat of Ports and Port Policy, where the port will be transformed into the first "green" port in the country. It will be able with an electric hybrid ferry to connect Aegio with the crickets and the port of Agios Nikolaos Doridos.

In conclusion, despite the difficulties, the above-mentioned challenges may also be considered as introducing a new dynamic for the shipping industry, if they focus on investing and developing new technologies and innovative transport systems and Ports. Investing in quality shipping and in new types of ships is always a good choice, even in unstable times in shipping markets. The technological development has also the potential to create new opportunities with automated systems on ships, which can reduce the operational cost of shipping. However this should not lead to social dumping or the reduction of employment posts in the shipping industry.

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H.E. Costas Fragkogiannis
Deputy Minister of Foreign
Affairs for Economic
Diplomacy and Openness
Hellenic Republic

Another year, a few more crises and challenges to deal with, but also another window of opportunity for those who do not give up hope... and effort!

Among them, the annual New York City Capital Link Invest in Greece Forum, an event that, for the past 24 years, brings together the business communities and financial institutions of Greece and the US, thus promoting Greece's economy in the world's leading financial center.

Also among them, Greece, which under its current leadership, is in a position to send out to the world messages of optimism and progress against the general mood of gloom and uncertainty in world affairs and the world economy in particular.

Following an impressive 8.3% GDP growth in 2021 and despite all the difficulties and global challenges of 2022, the Greek economy keeps showing rapid economic growth rate, expected to exceed 5% this year. It is no coincidence that the Financial Times described Greece's performance in recent years as one of the 7 economic miracles of the modern financial world.

A few more encouraging figures: Greece saw record Foreign Direct Investment in 2021, reaching €5 billion, the largest inflow since 2002. The upward trend continues in 2022, with FDI (gross) reaching €4.3 billion in the first half of the year only.

Similarly, 2021 was a landmark year for Greek exports, which reached a record €40 billion, representing 22% of GDP. In the first seven months of 2022 we have seen our exports increased by almost 40% compared to the same period last year.

An important driving force behind this growth is definitely extroversion. As a key policy choice and a primary goal of this government since its election, extroversion is driving the shift in Greece's production model towards an export-oriented, open and investment-friendly economy. An economy that generates wealth at home by reinforcing the country's international profile as a reliable and strategic partner in the wider region of Southeastern Europe and the Middle East.

Today, Greece's role on the global stage is unquestionable. In recent years, we have signed a series of cooperation agreements both with traditional allies and also with new strategic partners in Asia, Africa and the Middle East. And our relations with the US are stronger than ever.

In this spirit of optimism and renewed confidence in our country, our economy and above all the potential of our human capital, I welcome another NYC Capital Link Invest in Greece Forum as a perfect opportunity to attract new investments while supporting American entrepreneurial endeavors in the competitive business environment of Greece.



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Dr. Vasiliki Lazarakou
Chair of the Hellenic Capital
Market Commission
Member of the Board of
Directors of ESMA and
IOSCO

It is an honor and a great pleasure to participate in the “24st Annual Capital Link Invest in Greece Forum”.

Over the years, the Forum has contributed significantly to promoting economic cooperation between American and Greek companies and boosting investor’s interest for the Greek economy.

In a period of turbulence, such as the one we are currently experiencing, following successive crises that have affected important sectors of the global economy such as the financial, health and energy, our role in ensuring the smooth operation of the market and the protection of investors is more critical than ever. The mission of the Hellenic Capital Market Commission (HCMC) is to serve society as a whole and to boost the Greek economy, responding to such crises.

At the same time, the activity of the HCMC places particular emphasis on actions that contribute to the development of the domestic capital market, the extroversion of the Greek economy and the international presence of the HCMC. With respect to the development of the Greek capital market, our priority has been to facilitate the financing of the real economy. We have proceeded to a number of actions towards this strategy during the previous couple of years. Specifically, we have taken specific strategic decisions in order to assist to the enhancement of the regulatory framework and the growth of the market. Indicatively, regulatory decisions were issued by the HCMC simplifying the process of approval of prospectuses in case of IPOs, or rights issues or listing of corporate bonds. Also, prospectuses can now be also submitted in English in an effort to assist combined offerings in Greece and other jurisdictions.

It must be mentioned that the year before, the capital raised through the Athens Stock Exchange was 5 times more than 2020 and 2019 and many more times larger than the previous years. Also, a significant increase occurred in the assets of Greek mutual funds if compared to previous years.

In addition, further to a proposal by the HCMC, the corporate governance law applicable to listed companies has been amended. Regulatory decisions implementing such framework were also issued by the HCMC. At present, the Greek listed companies operate under the new corporate governance framework which is in alignment with the international best practices.

The HCMC has also been working on innovative interventions in the operation of the capital market, as a growth driver for the Greek economy, through the analysis of new products that, if properly designed, could contribute to the capital market’s operation as an alternative source of financing.

In this context, and for the first time since the establishment of the HCMC, HCMC also issued its 5year Strategy (2022-2027), which clearly defines the road map to be followed in order to successfully accomplish our objectives. The HCMC Strategy sets out the long-term strategic direction, includes short- and medium-term strategic objectives and defines its mission and core values.

The objectives of the five-year strategic plan are the following which are accompanied by specific commitments:

1. Contributing to the development of the Greek capital market, through proposals regarding the regulatory framework and its implementation, enhancing market information and simplifying procedures.
2. Leveraging new technologies in its supervisory work.
3. Maintaining the priority on investor protection and proceeding to relevant actions towards this objective.
4. Working on sustainability issues and regulatory framework and defining the method of supervision of relevant issues; and
5. Accelerating on innovation and proceeding with the digital transformation of the HCMC.

Through the implementation of the HCMC Strategy, HCMC aims more broadly to respond to the challenges currently facing capital markets and investors at national and European level and addressing the opportunities and risks created by digitalization and innovation in the financial sector.

Moreover, through our presence in Europe and in international bodies, we can contribute to the adoption of proposals and the formulation of policies for the development of the capital market. Noteworthy is our participation in the board of the European Securities and Markets Authority (ESMA) as well as in the board of the International Organization of Securities Commissions (IOSCO) as a representative of European supervisory authorities.

The HCMC is confident that the capital market can be a key growth driver for the Greek economy, by providing funding to essential business needs and meaningful investment plans for the real economy, which may be deployed in the future. In general, the aim of the initiatives that have been taken by HCMC, and currently are at various stages of elaboration, is to participate in reforming the national framework, wherever necessary, through the contribution for the formation of an appropriate strategy for the Greek capital market, which will contribute to the creation of a regime that is attractive and, at the same time, safe for all market participants.

Ladies and gentlemen, our mission as a regulator is to ensure transparency and compliance in line with EU legislation and at the same time to enhance Greece’s economy to meet the challenges of tomorrow and to constitute a strong player in the European and international environment. And this is what we are determined to do.

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Mr. Yianos Kontopoulos
CEO
ATHEX Group

Sustaining Growth and Investment Momentum in the Greek Capital Market

After an extended period of financial crisis that lasted for over a decade, followed by the pandemic crisis of the last 2 years, the Greek economy appears now to have turned the corner, as growth rebounds strongly in 2022 and there is a positive financial outlook for next year.

In a parallel course of development, the Athens Stock Exchange has displayed surprising resilience in times of crisis and is now moving forward in a course of further growth, fostering the development of the Greek economy. In 2021, capital raised in ATHEX exceeded 8 billion euros, hitting a 15-year high, while so far in 2022 the ATHEX Composite Index is performing at the top of most of the regional international index rankings.

The new ATHEX strategy calls for a coordinated effort with a common goal: to re-establish Athens Stock Exchange as a leading regional financial institution in Europe. The main pillar of this strategy is the increase in the number of new IPOs and market liquidity, as both elements are shaping the profile of the market and consequently, its visibility in the international environment.

Our strategy is aligned with the National Strategy for the Development of the Greek Capital Market. We are working in close collaboration with the Ministry of Finance and the Ministry of Development and Investments, as well as with EBRD and other European bodies, to shape an attractive institutional backdrops that will foster new interest for listings in the Athens Stock exchange. In addition, realizing the central role of the Athens Stock Exchange as the principal source of funding for Greek enterprises, we are constantly extending and strengthening our portfolio of financial tools.

The Bond market platform of the Athens Stock Exchange is developing rapidly, and includes today 22 listed bonds, out of which four (4) originate from the Shipping sector. In addition, the Alternative Market of the Athens Stock Exchange is offering the opportunity to dynamic small and medium-sized companies, which form the backbone of the Greek economy, to finance their growth, and acts as a stepping stone for their transition to the Main (Regulated) Market. Listing criteria in the Alternative Market are significantly simplified compared to those of the Regulated Market and the reporting requirements are equally less demanding. There are notable examples of companies that, just a few years after their introduction in the Alternative Market, they managed to multiply their capitalization and move to the Main Market.

There is no doubt that any future active participation of the Athens Stock Exchange in the privatization program will attract additional investor attention both from the domestic market and abroad, acting as a catalyst in enhancing market liquidity. Besides that, any higher free float ratio for the listed companies will result in a higher trade activity for them and increased visibility in the international investment community. We are working actively with all involved parties for such reforms that will bring us a step closer to regaining the Developed Market Status in the foreseeable future.

To promote our growth strategy and increase ATHEX visibility in the international investment community, we are participating in selected initiatives. As an example, for the first time this year, we organized in collaboration with Morgan Stanley a two-day Investor Roadshow in London with the participation of the largest listed and - also for the first time - selected non-listed companies and a large group of international investment funds. In the same context, our sponsored participation this year at the '24th Annual Capital Link Invest in Greece Forum: Sustaining Growth & Investment Momentum' gives us a valuable opportunity to present the positive prospects of the Greek capital market to the Greek American community.

Going forward, in 2023 we will continue our efforts for the growth of the Athens Stock Exchange, as we all share the view that a dynamic and vibrant capital market, with depth, liquidity, institutional stability and technological edge is fundamental to the sustainable growth of the Greek economy.

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Message on the occasion of the 23rd Annual Capital Link Invest in Greece Forum



Mr. Vassilis Kontozamanis
Advisor to the Prime Minister
for Health
Hellenic Republic

The investors community recognize the successful responsiveness of Greece to the pandemic crisis. During this crisis, the health system became stronger, with increased funding, expansion of critical infrastructure, such as ICUs and the introduction of new digital services.

The Greek government is committed to a strong, effective, and resilient healthcare system that meets all needs and adheres to the principles of value-based healthcare. Structural reforms, already in progress, create a favorable investment environment. Up to now, the health sector has attracted a considerable number of international investors which have established a strong foothold. Pfizer, a leading worldwide pharmaceutical company, has based one of its six international centers of digital technology in Thessaloniki. The multinational pharmaceutical Boehringer Ingelheim is investing over 100 million euros during 2019-2025, to expand manufacturing operations of its factory in Koropi-Athens. Moreover, the Greek pharmaceutical industry has recently announced investment plans exceeding €300 million.

We strongly support the cooperation between the public and the private sector. The Ministry of Health has designed Public-Private-Partnership (PPP) schemes to upgrade existing health services offered, develop new ones and modernize infrastructure. The country holds unique characteristics such as highly trained healthcare personnel with international recognition, world-class facilities, and advanced medical technology in line with European quality and safety standards.

We support entrepreneurship in the health sector to boost innovation, R&D, and employment. Segments of the health care space with significant potential include, among others, medical tourism and the silver economy, rehabilitation and well-being services, biotechnology, contract manufacturing, research and development of new technologies and digital health.

Moreover, Greece attracts several service-type businesses that interdigitate with the drug discovery, development, and commercialization process, generally with an underpinning of sophisticated data processing, such as sample processing, medical data handling, Real-World Data and Real-World Evidence, and market access services. We are working towards Greece becoming a hub in the use of big data analytics and other digital tools such as Artificial Intelligence, by developing patient records, utilizing electronic prescription data, and establishing a network of collaboration.

Also, Greece excels in the field of clinical trials. Our aim is not only to influence the advancement of medical science, but to also enhance the knowledge-based economy and attract a highly specialized workforce.

Undoubtedly, Greece is an attractive investment destination. During the 23rd Annual Capital Link Invest in Greece Forum we will invite the investor community to seize the opportunities that have arisen in the health sector.

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Our comprehensive New York, London and Athens office triangulation allows us to meet the legal and business needs of investment funds, financial institutions, entrepreneurs, investors, and Greek companies with inbound and outbound interests in Greece.

We have a preeminent Greek transactional practice with deep corporate finance experience covering private equity, NPL transactions and special situations, real estate and infrastructure, and energy and transport, among others.

We are focused on outcomes, are highly collaborative, and have deep industry insight that, when coupled with our local market knowledge, allows us to deliver high quality work product and successful results.



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H.E. Sophia Zacharaki
Deputy Minister of Tourism
Hellenic Republic

The comeback of Greek Tourism

In a world full of uncertainty, Greek tourism defied all expectations, providing immersive experiences to visitors and proving a safe haven for investors

To say that this year was challenging would be an understatement. Tourism, having suffered the biggest hit in its history, after 2 years of pandemic turmoil, now had to face 3 new crises (in energy, inflation, and war in Ukraine) each one fueling the other. The sudden turn of events on February 24, presented a challenge that could jeopardize the positive outlook for tourism in 2022. However, in one further demonstration of its resilience, global tourism persevered. And Greek tourism in particular, exceeded even the most optimistic expectations. This year, Greece reached in terms of revenue its record year- 2019, just before the pandemic.

In its 3 main markets, Germany, Britain and France, it has achieved its best year ever. Our 14 upgraded airports have recorded the highest number of arrivals in their history. And spending per visitor has risen by 11% compared to 2019.

Greece therefore -and in particular Greek tourism- has successfully bucked the trend of the successive global challenges. Greek GDP grew by 8.4% in 2021, and is expected to further grow by at least 5.5% in 2022, significantly overperforming the EU average.

Tourism has been the catalyst of this success story. And building on its momentum, it opens the way for an even brighter future.

Greece has engaged in a paradigm shift in the past 3 years. We cut red tape, reduced taxation, and created a more business friendly climate - according to the Economist Intelligence Unit, Greece is actually the country with the biggest improvement in investment environment globally.

Yet we do not rest on our laurels - on the contrary we are poised to build on this success to achieve even more.

We focus on the quality, balance and sustainability of our future tourist product. This is why we are prioritizing alternative and thematic tourism, so that Greece can show the world even more aspects of its natural beauty and hospitality. Our “Greece 2.0” program heavily focuses on 300 mil € investments for sustainable infrastructure in fields like gastronomy, diving, mountain, winter, and wellness tourism.

We seek to spread tourism development across the country and across the year. And in this, innovation is at the forefront. New digital tools will allow us to make our tourism more sustainable and our policy decisions even more informed and effective.

In a world where the only certainty is uncertainty, Greek tourism, is a proven choice for investors. Many have already invested in Greece, and are now seeing this decision paying them dividends. However, there are many more opportunities, much more untapped potential. And now is the best time for investors, especially Americans, to make their move.

Greek -US relations have never been better. We have forged strong partnerships in every sector - from defense to business. The momentum of US tourist flows to Greece has recovered dramatically. And the Greek - American community will forever be the unbreakable bond between us.

So now is the perfect chance for Americans both to visit -or revisit- Greece, and invest in a proven asset that has weathered all storms: Greek tourism, with all its great potential ahead. In this regard, I wish every success to the 24th Annual Capital Link Invest In Greece Forum, with the certainty that it will both strengthen and deepen Greek -US relations.



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Mrs. Angela Gerekou
President
GNTO

SUSTAINABLE TOURISM IN GREECE - INVESTMENT OPPORTUNITIES AND CHALLENGES

In 2022, in the midst of repeated, unprecedented, international crises, Greek tourism recorded a spectacular course. All official evidence shows that the field will touch and marginally exceed the 2019 revenue.

In relation to international competition, tourism in Greece not only recovered spectacularly but even outpaced key competitors. During the first ten months of 2022, Greece attracted 88% of its 2019 tourists, the highest percentage in the Mediterranean and also in Europe, according to data announced by ForwardKeys in World Travel Market in London.

Despite the severe energy crisis, inflationary pressures and the ever-increasing competition in the international market, Greece is one of the top 5 brands in the world. Indicative of the tourism product's enormous potential is that eight out of ten investments this year in Greece come from the tourism sector.

Prime Minister Kyriakos Mitsotakis and the current Greek government have moved dynamically towards the regulation and formation of a favorable and flexible legislative framework, regarding investments in the sector.

Also, by making good use of the RRF resources, we have key infrastructure projects advancing towards digital smart upgrade and sustainable development throughout the country's territory. "SUSTAINABLE GREECE" is the strategy on which the entire development effort in Greece is being launched.

According to all international surveys, the modern traveler is looking for and rewards destinations and businesses with integrated digital- smart services and sustainable-ethical label. Businesses that respect the Environment, the Culture and the authentic character of the local societies. An important criterion is also whether a business is accessible to disabled people or adheres to the principle of inclusion of women and various minority groups.

Also according to surveys, there's being recorded the traveler's tendency to search for unspoiled destinations, experiences close to nature as well as discovering the culinary and cultural history of said destinations. Moreover, high on the options agenda is wellness and relaxation tourism. Regenerative tourism, which revitalizes the traveler's body, spirit and soul.

If the modern traveler is looking for all this, then all this exists in today's Greece. According to the central message of the country's international campaign, ALL YOU WANT IS GREECE.

Besides its iconic islands, the country has a number of unspoiled inland and coastal destinations, where a visionary businessman can invest.

In addition to GREEK SUMMER, the Greek brand, along with the government's and G.N.T.O's initiative, unfolds all its multi-thematic wealth, which the visitor can enjoy every season of the year.

The city break, the winter-mountain tourism, the contact with the pure, Greek nature, the Greek culture and the Greek-Mediterranean diet are strong investment assets with a guaranteed return. But above all, Greece as the country of modesty and harmony, of the ancient Greek ΕΦ ΖΙΝ, which holistically regenerates body, spirit and soul is potentially a huge success story.

In every project, the digitization of services, the implementation of the principles of green, blue and circular economy, the energy upgrade and bioclimatic architecture, are not simply imposed because of the international circumstances. They are the largest capital in the portfolio of each investment movement.

We must shape a sustainable tourism ecosystem that is profitable for the planet, the local societies and the business forces not just in Greece but everywhere.

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Bernitsas Law holds a pre-eminent position in advising on complex legal issues and groundbreaking transactions. We have been involved in shaping the modern legal investment framework in Greece, and guide clients throughout the investment cycle from structuring and incentives to governance and regulatory compliance.

Our market leading Projects practice has acted on most of the pioneering deals to have taken place in Greece, including the Trans Adriatic Pipeline, the Interconnector Greece – Bulgaria, the Greek Motorways as well as the Rion–Antirion Bridge and Athens Ring Road (Attiki Odos) projects which opened the concessions market.

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We have advised extensively on the recapitalization and restructuring of the Greek systemic banks within the bank recovery and resolution legal framework and further consolidation of the banking sector, new debt issuances and liability management exercises made by prominent domestic private issuers, equity offerings, relistings and parallel listings. We continue to lead the legal market in the creation and development of a secondary market for Non-Performing Loans (NPLs) and handle complex refinancings in the infrastructure, hospitality and financial services sectors, coming up with innovative legal solutions to facilitate transactions.

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We have a specialization in advising funds and international investors in primary asset acquisitions across a variety of industries, including major hospitality, secondary residential, commercial and infrastructure projects and the consolidation of the private healthcare sector. Bernitsas Law's success rate in major administrative, commercial and corporate crime disputes is exceptionally high. Our Competition & Antitrust practice continues its tradition of involvement in high-profile merger cases before the Hellenic Competition Commission.

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commercial experience
and depth of knowledge ...
impressive track record
in complex developments'

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Mrs. Olympia Anastasopoulou
Secretary General for Tourism
Policy & Development
Attorney-at-Law, LLM,
MBA, Mediator
Ministry of Tourism

Greek tourism ecosystem: The investment fund of choices

The 24th Capital Link Invest in Greece Forum is taking place at a critical point in time for the Greek and global economy due to a series of unprecedented and consecutive exogenous shocks in the fields of health, energy, and geopolitics.

Amid these crises and despite the turbulences and high uncertainty caused by them, the Greek economy has demonstrated remarkable resilience and important achievements as a result of the substantial reforms and the targeted effective policies pursued by the Greek Government. The message is clear: Greece is changing and moving ahead.

Despite the current political and economic turmoil in Europe, shaped by the war in Ukraine and the energy crisis, global investors continue to demonstrate their trust in the Greek tourism industry.

A very recent example is the 2.3bn deal between the Sani/Ikos Group and the Singaporean sovereign wealth fund GIC (the largest investment in tourism globally post covid).

Furthermore, earlier in the year, Goldman Sachs announced an additional investment of 130 mn in the Greek group.

Greek tourism ecosystem managed to move into a new chapter by (a) investing in special forms of travelling activity, (b) promoting its competitive advantages, and (c) reinventing itself highlighting the unique experiences it offers.

Our aim is to meet the rising demands for more **authentic experiences** that offer stronger engagement with local communities, their culture, and products.

We wish to make Greece a resilient, accessible, and inclusive tourism destination for everyone.

Therefore, policies to tourism investments, promote skills development, encourage the digitization of tourism SMEs and enrich the sustainable management of destinations are ranked high at the top of our agenda at the Ministry of Tourism.

In this context, tourism investments related to the promotion of special forms of tourism, by employing special geographical, cultural, and social features of the various regions of the country are highly promoted.

In addition, a wide range of tourism investments are supported, which mainly concern the creation, expansion and modernization of integrated accommodation and resorts in order to further upgrade the national tourism product.

We, also, attribute great importance to the evolution of the Greek tourist ports, seeking to transform them into the springboards of development for both the regional and national economy.

As main objectives of the national tourism policy we have set the prolongment of the tourist season in time and space, the improvement of competitiveness, quality, authenticity, and resilience of the tourist product and simultaneously the promotion of tourism investments with a low environmental footprint.

Today, at the Ministry of Tourism we are certain that the positive change accomplished during our term will constitute only a fraction of the progress we are set to achieve in the coming months and years. Therefore, it is with confidence that we invite our foreign partners to share our vision, witness our progress and participate in the many opportunities for growth that the Greek Tourism Ecosystem has to offer.



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- ▶ Smooth amortization schedule for outstanding indebtedness.

- **High quality customers**

- ▶ Long-term relationships with top tier liner companies, several of which have been maintained for over 20 years.

- **Strong balance sheet**

- ▶ Low leverage combined with a smooth amortization schedule minimizes re-financing risk.
- ▶ No significant debt maturities until 2025.

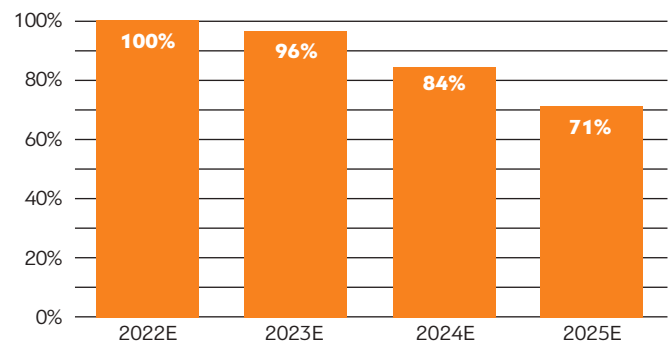
- **Experienced management team**

- ▶ Led the company safely through the challenges including the global financial crisis in 2008-09 avoiding any bank covenant breaches or defaults while at the same time growing the company's assets and cash flows.

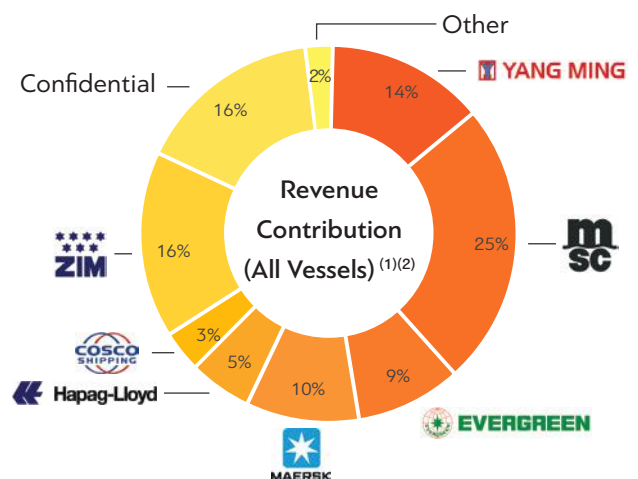
- **Strong Sponsor Support:**

- ▶ 61% ownership by founding family with \$133 million reinvested by them through the Dividend Reinvestment Plan to date.

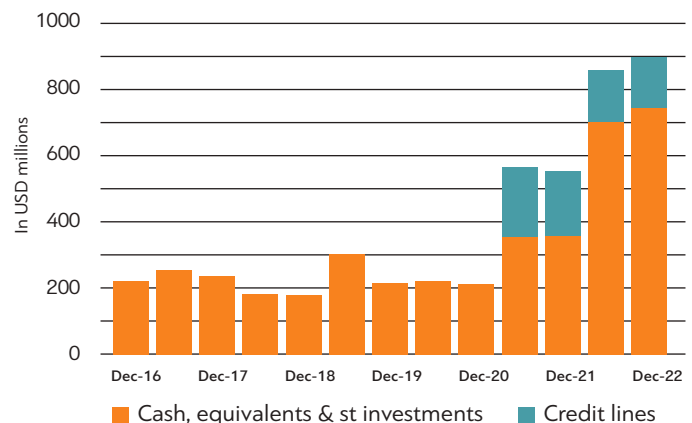
Fixed Revenue Days⁽³⁾



Contracted Revenue Contribution⁽¹⁾⁽²⁾⁽³⁾



LIQUIDITY⁽⁴⁾



1. As of November 2, 2022. Revenues include our ownership percentage of contracted revenues for four vessels owned pursuant to the Framework Agreement with York. Revenues also include the two vessels we have agreed to sell.

2. Assumes earliest re-delivery dates after giving effect to the exercise of any owners' extension options.

3. Containership contracted revenue days are excluding the two vessels we have agreed to sell and are calculated on a TEU basis.

4. Liquidity includes \$715.9 million of cash and cash equivalents (incl. restricted cash), our share of cash held in companies co-owned with York Capital Management (\$4.0 million), short term investments in U.S. Treasury Bills amounting to \$24.9 million, and \$152.5 million in available undrawn funds from two hunting license facilities as of September 30, 2022.



*Embassy of Greece
Washington, D. C.*

The Ambassador

November 22, 2022

**24th Annual Capital Link Invest in Greece Forum
*Sustaining Growth & Investment Momentum***

By the end of last August, Greece managed to exit the Enhanced Surveillance Mechanism of the European Union, marking its return to normalcy in the eurozone, having strengthened the resilience and competitiveness of its economy, as evidenced by strong and consistent growth, notwithstanding the adverse conditions of the current energy crisis and existing strong inflation pressures. This is quite an achievement for a country which, just a few years ago, was deemed as a “big problem” for the eurozone and a case study of unsound economic policies. Greece’s remarkable path to economic growth, better than anticipated and with respect to other EU economies, is due to the positive dynamic of the economy supported by tourism (with revenues expected to reach a record high in 2022), investments and reforms, that led the recovery in 2021 and 2022, along with increases in private consumption and exports, forming an effective front against the external pressures on the EU economy as a whole.

This radical transformation was made possible thanks to the implementation of strict policy reforms aimed at addressing structural problems of the Greek economy, while at the same time meticulously maintaining fiscal sustainability; the latter was possible because the economy grew much faster than anticipated, thus allowing to reduce taxes across the board while generating more revenues for the state, by means of efficient digital fiscal management systems. Notably, as per the recent (10/2022) Economist Intelligence Unit’s global report on the Business Environment rankings (BERs), in the 4th quarter of 2022 Greece ranked first, having the largest improvement since 2019, thus increasing its ranking by 16 places over the last three years. Moreover, the resilience of the Greek economy is recognized by credit agencies through repeated rating upgrades, not only in 2020 and 2021 but also recently e.g. by Moody’s (10/2022) which upgraded the banking system’s outlook from “positive” to “stable”, while S&P and DBRS Morningstar recently renewed their confidence in the Greek economy rating it “stable” for its positive outlook.

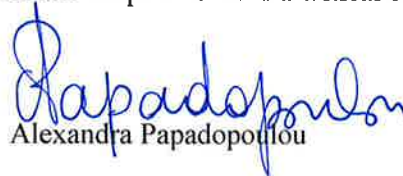
In the course of the past year, Greece remained steadfast on its path to continuous economic progress. After a strong recovery in 2021 with GDP growth at 8,4%, the recently issued European Commission’s “Autumn 2022 Economic Forecast” (11/2022) assesses that Greece will outperform both the Eurozone and the EU in terms of growth, projecting its significantly above average GDP growth of 6,0% in 2022 (double the EU average), 1% in 2023 (third higher in the EU, amidst an

anticipated slowdown of most EU economies) and 2% in 2024 (higher than the EU average). These growth rates are, comparatively, among the highest in developed countries.

At the same time, Greece achieved the fastest reduction of debt as a percentage of GDP in the eurozone, mainly due to high growth rates, while curbing unemployment to its lowest rate in the last 12 years, and also established itself as an attractive destination for foreign direct investment. Notably, in the EU's "Autumn 2022 Economic Forecast" Greece ranks first, by far, in investments for the 2022-2024 three-year period, already distinguished as a "champion of investments" in 2021 by the Institute of International Finance (IIF) in a February 2022 report. Indeed, we expect to have a record year in 2023 with investments across all sectors, facilitated and leveraged by our National Recovery & Resilience Plan, also known as Greece 2.0, that significantly enhances the prospects of strong economic growth in Greece by utilizing the projected total of € 57 billion euros, while supporting the nation's ongoing Green Transition and Digital Transformation.

Having said the above, in the context of European energy security Greece is enhancing its role as a regional energy hub, due to its geostrategic position, offering excellent business opportunities to interested investors in a number of key energy projects. For example, the development of energy related infrastructure, such as the recently inaugurated Interconnector between Greece and Bulgaria (IGB), or the Interconnector with North Macedonia (IGNM) which will soon enter the construction phase, are indeed important projects for improving connectivity and strengthening energy security in the region and the EU.

Greece and the United States share key strategic goals, and Greece is a reliable partner of the US and acknowledged as a pillar of stability in South East Europe. Notably, the annual US-Greece Strategic Dialogue, launched in 2018, enhances our strategic partnership and strengthens our joint efforts to address common threats and challenges in the Eastern Mediterranean and beyond. As Greek-US relations are at their highest point in history, the positive economic developments and prospects in Greece have generated increased American interest for new investments in the country; Google, Cisco, JPMorgan, Amazon, and Microsoft, to name a few, are helping to turn Greece into a regional hub for data management and storage, while other companies, like Pfizer and Deloitte, are increasing their presence, taking advantage of the existing high-quality Greek human capital. Our bilateral cooperation in several sectors and regional initiatives, including defense and security, energy and infrastructure, is multifaceted and gradually expands into new projects such as the recently finalized acquisition of Elefsis shipyards, the largest in Greece, by ONEX, a US company which also operates the Neorion shipyard on the island of Syros. Furthermore, ExxonMobil, a US multinational oil and gas corporation, recently acquired the majority of hydrocarbon exploration rights in regions west and southwest of Crete island to start seismic surveys, while it also partnered with a Greek energy company for the development of a new LNG terminal in the port of Volos. Greece's role in the diversification of energy resources for Europe is one of the most promising aspects in the future of the, already very close, US-Greek cooperation and a critical element in the country's enhanced geostrategic importance.


Alexandra Papadopoulou

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Mr. Marios Lysiotis
Ambassador
Embassy of the Republic of
Cyprus



EMBASSY OF THE REPUBLIC OF CYPRUS

Washington, D.C.

The Ambassador

**Message of Ambassador Marios Lysiotis
on the occasion of the
24th Annual Capital Link Invest In Greece Forum:
"Sustaining Growth & Investment Momentum"
New York, December 9th, 2022**

During this 24th Annual Capital Link Investor Forum, I'd like to once again congratulate all the organizers and extend my greetings to all speakers and participants.

The war in Ukraine along with the Covid-19 pandemic have left the global economy in a fragile state. Nations, businesses, and consumers around the world, especially in Europe, have had to deal with persistent inflation, high energy prices, weak real household income growth, tighter financial conditions, and many other complications. Greece and Cyprus were on a path of unprecedented growth, but have been disproportionately affected by the war. We must do all that we can to keep the momentum going and continue to attract investors. Restoring faith and increasing confidence in our economies should be a priority.

Capital Link's Forum can serve as a springboard for this much needed revitalization. It is a wonderful opportunity for the creation of innovative, sustainable, and fruitful investment strategies. In bringing together government officials, policy-makers, economists, businessmen and corporations from across the Atlantic, this organization has the capacity to help Greece and Cyprus find their rightful place in the global economy and market. Greece and Cyprus have so much potential. There are various avenues of cooperation for Cyprus, Greece and the US which have yet to be examined fully, not just in hospitality, shipping, and the financial sector but in the increasingly important fields of energy transition and climate action.

I wholeheartedly wish to you every possible success.

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**24th Annual Capital Link Invest in Greece Forum:
"Sustaining Growth & Investment Momentum" |
Friday, December 9th, 2022
Metropolitan Club, NY**



H.E. Ioannis Vrailas
Ambassador
Permanent Representation of
GREECE to the E.U.

Having served in New York, I often had the privilege of attending the yearly events hosted by Capital Link and the indefatigable Nicolas and Olga Bornozis. From my “Greece@EU” standpoint, I wish to pay them and their team a very warm tribute for their outstanding work over the years to bring the transatlantic business communities together and to support the Greek economic actors, not least in the key sector of shipping.

Here in Europe, 2022 was meant to be a year for recovery, resilience and a return to normalcy. Unfortunately, Russia’s invasion of Ukraine has put security and stability on our continent at risk. But it has also dramatically changed the economic model to which we had become accustomed to – growth, low inflation, low interest rates, and the benefits of international trade.

The European Union is thus facing some serious challenges: a war in our continent after decades of peace and prosperity, dependence on fossil fuels, migration, endangered biodiversity, high energy prices and the specter of recession. Moreover, inflation in the euro area is at levels last seen half a century ago and it is undermining purchasing power.

Greece could be no exception, even if the long sacrifices endured by the Greek people after the severe economic crisis have proved the determination and resilience of our nation. Indeed, while we can definitely not claim that we are out of the woods, the recent formal termination of “enhanced surveillance” by EU creditors closed, after 12 years, a very difficult chapter of our history.

Last year, the Greek economy recouped most of 2020’s pandemic losses and is forecast to grow stronger this year, not least thanks to a massive tourist season. Greek banks are in a much stronger position than in the wake of the global financial crisis, and unemployment is expected to ease into single digits in 2024. The country’s reinforced position in international financial markets supports its development, strengthens its ability to attract investments and grants greater freedom in the management of fiscal policy, within the regulations applying to all EU members.

The implementation of the National Recovery and Resilience Plan, in the framework of the historic “Next Generation EU” financial package, is proceeding smoothly, fostering the post-pandemic strong recovery and preparing Greece for the future. The reforms and investments will help us become more hard-wearing and equipped to sustainably proceed with the green and digital transitions.

Still, the energy crisis and the rapid increase in prices show that we are in a battle against time. At this difficult juncture, Europe’s immediate challenge is how to reduce the impact of the war in Ukraine. Projects to diversify energy resources and promote energy autonomy are crucial, together with measures to support the citizens and businesses will be key not just for this winter, but for many more to come. In parallel, we must leave no stone unturned in order not to shelve the ambitious plans drawn for tackling climate change and promoting environmental-friendly growth.

Greece’s geostrategic position and the potential for renewables offered by its climate give the country tremendous potential for turning her into an important hub for Europe and the wider region – in the field of energy but not only. It has been said that when opportunity doesn’t knock, one should build a door. Our country has several gates and windows for contributing to “sustaining the growth and investment momentum” – the theme for this event. Let them be, in the words of Demosthenes, the beginning of great enterprises.



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Consulate General of Greece
New York

**Statement of the Consul General of Greece in New York, Mr. Dinos Konstantinou, on the occasion of the
“24th Annual Capital Link Invest in Greece Forum”.**

The 24th annual Capital Link Investment Forum, very aptly titled “Sustaining Growth & Investment Momentum”, comes at a decisive turning point for Greece, the European Union, and the rest of the world. The after-effects of the pandemic in combination with the utterly illegal invasion of Russia in Ukraine have had severe social, political, and economic consequences on a global scale.

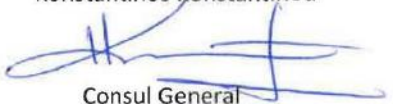
In this harsh environment, Greece remains a beacon of stability, in a region torn by geopolitical threats and uncertainties. The Greek economy has managed to overcome the challenges of the energy crisis and rising inflation. The ever-continuing digitalization of our public administration and the simplification of procedures have created a safe investment climate in Greece, which has already attracted a significant number of international investors, many of them from the USA. Meanwhile, we greatly diversified our investment portfolio: Besides tourism, we have attracted a significant number of investments in energy, technology, pharmaceuticals, education & culture. I am also happy by the fact that many entrepreneurs choose Greece to work as digital nomads or launch their start-up companies in sectors previously underutilized in Greece, such as the field of fin-tech.

The most important sector where Greece can play a pivotal role is energy security. It has now become apparent that we must all work towards the diversification of our energy sources. In this regard, the LNG terminal in Alexandroupolis, as well as our participation in a number of multilateral schemes –including the 3+1 scheme with the participation of the USA -, promote cooperation on energy security. Our efforts point to the global investment community Greece’s crucial role. Meanwhile, Greece is already taking the necessary measures and introducing the required reforms in order to make our economy even more adaptable to this new environment by initiating the transition towards an environmentally-friendly economic landscape in the context of the “green economy” and the European Green Transition.

This new economic state-of-play is, of course, combined with our traditional financial industries: Greek tourism is breaking one record after another and offers to all visitors a unique experience. Our real estate market is attracting an ever-increasing number of buyers, while the Greek maritime sector continues to possess the largest merchant fleet in the world, and of course, our fisheries and agriculture production has significantly augmented its exports worldwide.

Undoubtedly, our efforts to promote the Greek economy have been crucially aided by the annual Capital Link Forum, as well as the Hellenic Diaspora worldwide. It is my firm belief that all such initiatives can play a key role in enhancing the already excellent bilateral Greek – American relations, especially in their ever-growing economic aspect. In this regard, I would like to express my gratitude to you for your contribution, and my sincere wishes for every success in your forum.

Konstantinos Konstantinou



Consul General



Mr. Dinos Konstantinou
Consul General
Consulate General of Greece
New York



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Mr. Antonio Delgado
Lieutenant Governor
State of New York



KATHY HOCHUL
GOVERNOR

ANTONIO R. DELGADO
LIEUTENANT GOVERNOR

December 9, 2022

Dear Friends,

I am delighted to send my greetings to all those gathered for the 24th Annual Capital Link Invest in Greece Forum.

As a New Yorker, I am honored and grateful for the opportunity to host this Forum each year, as it is a true testament to the diversity and strength of our great state. For more than two decades, this forum has been an opportunity to broaden our economic horizons and foster an expansion of economic cooperation between members of the business and financial communities in the United States and Greece.

This annual meeting demonstrates the commitment of the United States, and more specifically New York, to fostering business relationships and economic partnerships with the global community. As we continue our efforts to drive cooperation between our nations, we can look forward to a brighter future that will come for both Greece and the United States as a result.

Finally, I want to recognize the cultural importance of associations like these. The exchange of culture and ideas promotes diversity throughout our state and country. Again, I express my sincere gratitude for the opportunity to host this annual forum and I applaud your dedication to strengthening the connection between our nations.

Sincerely,

A handwritten signature in blue ink, consisting of a stylized 'A' followed by a series of loops and a final horizontal stroke.

Antonio Delgado
Lieutenant Governor
State of New York

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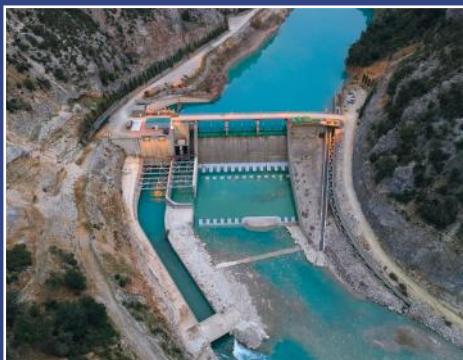
We design, develop and operate key infrastructures, which ensure comfortable and safe transportation and upgrade the tourist product of our country.

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new jobs
in the next five years

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Mr. Eric Adams
Mayor
New York



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

December 9, 2022

Dear Friends:

It gives me great pleasure to welcome everyone to the 24th annual Capital Link Invest in Greece Forum.

As a city built by immigrants, our diversity is the source of our singularity and strength, with New Yorkers hailing from every corner of the globe, speaking more than 800 languages, and providing us with infinite reasons to celebrate. We are proud to be the home of a thriving population of Greek New Yorkers who have made an indelible impact on life throughout the five boroughs. For more than 20 years, Capital Link has promoted fruitful partnerships and vital cross-cultural exchange between groups in our city, Greece, and around the world through its yearly international Invest in Greece Forum. This year's forum is an excellent opportunity for attendees to network, engage in a variety of panel discussions and presentations, exchange expertise, ideas, and knowledge, and discuss beneficial collaborations between members of the American and Greek investment communities. I applaud Capital Link for its efforts to empower business professionals and develop enterprises in both our nations as we continue to rebuild from the COVID-19 pandemic. Together, we will continue to work to forge a brighter future for our city and further reinforce New York City's status as an international hub of equal opportunity for all.

On behalf of the City of New York, I extend my best wishes for a productive forum and continued success.

Sincerely,

Eric Adams
Mayor

A photograph of the ancient theater ruins of Epidaurion in Greece, showing the semi-circular stone seating tiers under bright sunlight.

GREECE

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Dr. George Patoulis
Regional Governor of Attica

Welcome address by the Regional Governor of Attica, Dr. George Patoulis on the occasion of the “24th Annual Capital Link Invest in Greece New York Forum”

It is with great pleasure that I welcome the proceedings of the 24th Annual Capital Link Invest in Greece New York Forum, a forum which connects investors, politicians and businesses from Greece and USA and stimulates growth policies and investment momentum in Greece.

We are already heading for a new era of investments in Greece. Greece has made a dynamic comeback in the global capital markets and the global investment community. The transformation of the investment climate in Greece in recent years, the emergence of traditional and new competitive advantages and the opportunities offered by our country are but some of the aspects of the new reality and potential in Greece today. Our country continues its course to modernization while drawing the roadmap of stability and trust. This marks a gradual return to normalcy, while pursuing an ambitious reform agenda that would ensure long-term growth for the country and a favorable environment for foreign investments despite the additional pressure on public finances caused by the pandemic and the war in Ukraine.

The Region of Attica has a central role to play in this dynamic comeback. Attica produces almost 40% of the GDP of Greece and hosts 45% of the population of the country. What we want to achieve is to make Attica not only an attractive global destination for tourism, but also the ideal place for advanced investments.

To do that, we have already set in motion the most ambitious program for recycling aiming to transform Attica into a Green Region - a model, a leader in growth and job creation, e-government, innovation, projects that upgrade the daily lives of us all. A region coming first in terms of safety, solidarity, social protection, health, environmental protection and circular economy, quality of life of its citizens.

We know well that this is not an easy nor a quick option. Therefore, we invest a lot in advancing the governance structures and upgrading the human resources, a key-element for the successful transformation of any region. In addition, we embrace the advances of the 4th Industrial Revolutions and promote the digitalization of the public services and electro-mobility as cornerstones of a new future for Attica.

Attica is under transformation:

through great works aiming to highlight the unique cultural and tourist product of Attica and to make this place a special, all-year-round travel destination.

through projects highlighting the coastal front and its islands while enhancing the accessibility of its ports, which constitute the bridge between Greece and the Mediterranean.

through projects that protect the environment, promote ecological waste management and shield citizens from the consequences of the climate crisis.

through infrastructure promoting public health, education, road safety, sport and culture.

through initiatives that enhance entrepreneurship and create investment opportunities, as well as new jobs with perspective and growth potential.

We welcome the 24th Annual Capital Link Invest in Greece New York Forum and we are pretty sure that through that we will become wiser and more ready to promote growth, to establish public private partnerships and to attract as many investors as possible for those economic and business sectors that will forge the future.



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Mr. Orestis Kavalakis
Secretary General of Private
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Ministry of Development &
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PPPs as a Major Growth Driver

Our government believes in the importance of PPPs as a tool to deliver public infrastructure projects by mobilizing private sector investment and striving to achieve optimal risk sharing between the public sector and the private partner, while delivering better “value for money” for the public sector and the citizens.

The fruition of PPP projects in Greece is the result of mainly three pillars of success.

Firstly, there is a stable institutional framework. The legal framework is comprehensive, transparent, simple and flexible. Secondly, the innovative financing, comprising EU funds, EIB funding, financial engineering instrument JESSICA, Greek and international banks and contractors’ private capital, is crucial. This is a funding structure innovation in the European Union that shapes a new paradigm, especially in countries with fiscal constraints that wish to invest in social infrastructure. Last but not least, strong competition has been inherent in all PPP calls for tender.

The PPPs framework in Greece has successfully ensured the strategic selection of PPP projects, by means of their approval by the Inter-Ministerial Committee for PPPs, the clear and open tender and selection procedures, by means of the legal certainty provided by the stable legal framework and the predetermined time and cost for all implemented PPP projects, by means of effective contract provisions.

Since 2009, 14 projects of EUR 822 million that span several sectors (including education, waste management, ICT and broadband internet) have successfully reached financial close in Greece. All these projects are currently operational.

43 projects of EUR 6.4 billion development cost have been approved by the Inter-Ministerial Committee for PPPs, in a variety of sectors including roads, student accommodation, waste, transport, energy efficiency projects. All these projects are either being or will be tendered in the near future by a number of procuring authorities.

It is the intention of the Greek Government to help provide efficient and high-quality project preparation for all projects. In this direction, we developed, with EBRD’s support, a new mechanism focused on the preparation of bankable PPP projects. This bespoke Greek PPP Project Preparation Facility, with the support of the Greek Government via the Ministry of Finance’s funding, supports Greek procuring authorities in maturing PPP projects.

Our goal and ambition since the first day has been to develop a strategic plan for the use of PPPs across sectors, with a view to identifying and developing a credible forward-looking PPP project pipeline, within a context of a proactive approach to targeting new projects.

We have now developed a strategic PPP project implementation framework to identify and develop a reliable long-term pipeline of projects. The Greek Government is holding discussions with stakeholders on projects that will be submitted for approval in the near future, in sectors including energy efficiency, irrigation, public accommodation, ICT, transport and health.



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Greeting to the 24th Annual Capital Link Invest in Greece Forum



Mr. Michael G. Arghyrou
Head of Council of Economic
Advisors
Ministry of Finance
Hellenic Republic

It is a great pleasure and an honor to participate to the 24th Annual Capital Link Invest in Greece Forum, an annual event which has gained a prominent place in Greece's financial calendar.

This year's forum takes place in the background of remarkable economic progress, rendering Greece Europe's positive economic surprise: Over the last couple of years Greece has been achieving exceptionally high growth rates, increasing employment and record levels of exports, investment growth and foreign direct investment. At the same time Greece is achieving the fastest fiscal consolidation in the European Union; public debt is declining fast, while the banking system continues the restoration of its profitability and balance-sheet quality. Greece's ambitious national Recovery and Resilience Plan, Greece 2.0, implemented in the context of the European Next Generation EU program, is in full swing and a forerunner among European peers. Combined with allocated EU cohesion funds, the RRF ensures that over the next decade Greece will receive European transfers more than double (in GDP percentage terms) compared to those received in the context of the Marshall plan, guaranteeing for the foreseeable future a high level of economic activity.

At the same time, a structural transformation of the Greek economy is taking place, improving significantly Greece's long-term economic prospects. Since taking office back in 1999, the present administration has been implementing an ambitious, wide-ranging reform agenda, making Greece much more business friendly. The country gains ground fast in internationally respected competitiveness rankings; governance indicators improve; progress in digitalization of public services has been outstanding; and R&D investment rises fast. Compared to ten years ago, Greece has become a much more extrovert economy, exporting now (in GDP percentage terms) more goods and services than France, Italy, and Spain. High-tech exports (as percentage in total good's exports) are notably higher than peer EU countries and fast-approaching Germany's performance. This substantial upgrade of Greece's supply side was recognized by Greece's European partner and markets, as respectively reflected by the end of the Enhanced Surveillance framework and eleven credit rating upgrades since the pandemic's onset.

Having said the above, as all western economies, particularly European ones, Greece faces significant challenges caused by the ongoing energy crisis and the consequent increase in global inflation. Nevertheless, there are good reasons to believe that the Greek economy will show resilience in the face of this new, exogenous crisis. These include the strong carry-over effect from 2022; continued positive labor market outcomes; continued and increasingly targeted support within the limits imposed by available fiscal space, and as already mentioned, a much healthier and resilient banking system expanding sustainable finance to the real economy, as well as the continued deployment of RRF funds. Based on the above, obtaining investment grade in 2023 is a feasible objective.

Overall, despite significant global challenges, Greece enters 2023 without complacency but a sense of rational optimism, offering to the international investment community five significant advantages: First, a pro-business government. Second, availability of investment funds guaranteeing high and sustainable growth rates. Third, political stability, underpinned by strong social support to the government's reform agenda. Fourth, in the medium run, a healthy low inflation rate and a stable currency. Finally, Greece is a credible Western ally, rendering it (in combination with the advantages mentioned above) an ideal investment destination within the context of the emerging near- and friend-shoring global investment landscape. Greece promises international investors, in partnership with the Greek society, high value creation, high predictability and high returns. Smart-money investors have much to gain by going long in Greece.

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Mr. Ilias E. Xirouhakis
Chief Executive Officer
Hellenic Financial Stability
Fund

Greek banks on upswing path towards privatisation

Throughout 2022, the Greek banking sector continued its remarkable recovery and showed resilience to the inflationary pressures and broader geopolitical risks. Asset quality, profitability, capital and liquidity have all been substantially strengthened. Banks are now signalling medium-term plans to resume dividend distributions, subject to prior regulatory approval. In this context, the HFSF has been designing its Divestment Strategy along with its stakeholders – the local and European official institutions – and in collaboration with the Greek banks, with the aim to return the Greek financial sector to private hands in a reasonable and timely manner and in a way that optimises the value of its portfolio over such time period (i.e. by the end of 2025), in line with its mandate to support financial stability and act in the public interest. Greek banks emerged successfully from a decade-long sovereign debt crisis, addressing legacy balance sheet challenges and structural issues, re-designing their business models, strengthening their capital base and liquidity position. Further, the sector rebuilt its competitiveness, weathering the pandemic well and showing continued resilience against the energy and geopolitical crisis and the broader inflationary and macroeconomic pressures.

Banks performed better than expected through nine months, which led to upwards revisions to their fullyear 2022 earnings guidance. Benign asset quality, top line growth and solid cost-to-income ratios, allowed banks to generate capital organically. Notably, within 2022, all four systemic banks reached the single-digit NPE mark, down from a peak when 1 in 2 loans were non-performing back in 2016. Profitability hit record levels, reversing the trend of the prior two loss-making years. Core income was robust stemming from credit expansion and cross-selling and staff costs further declined mostly due to prior years' voluntary employee exit schemes. Currently, there seem not to be signs of credit quality deterioration, despite higher energy costs and persistent inflation, while cost of risk is broadly intact. At the same time, deposits reached a ten-year high at €186 billion in September, further enhancing the liquidity mix.

Going forward, Greek banks are set to further boost NII, benefitting from ECB's interest rate hikes and the continued deployment of the funds under the country's Recovery & Resilience Plan. A near-term upgrade of the Greek sovereign to investment-grade would ease funding pressures and be a profound confidence vote on Greece's economy and its banking sector. Banks have already voiced plans to reinstate dividend payments at competitive yields, which will be subject to supervisory discussions and approval.

Notwithstanding, significant downside risks remain that may cloud the outlook going forward. Uncertainty is primarily centered around the evolution of the Russia-Ukraine war and its repercussions on the real economy and capital markets, along with the speed and decisiveness of the corresponding fiscal and monetary policy response. Interest rate increases impact firms' operating costs and weigh on household real disposable income, which may affect debtors' debt servicing capacity. On the funding side, banks will be called to absorb increases in funding cost and will be more exposed to refinancing risk, evident in more expensive shorter duration issues to cover MREL and other needs. Some structural issues are yet to be tackled.

We, at the HFSF, remain overly optimistic and have been intensively engaging with our local and international stakeholders to design a robust Divestment Strategy from our holdings. Yet, we are flexible to swiftly reposition our approach, if needed, based on the broader macroeconomic, capital market and idiosyncratic conditions. In doing so, we abide by our commitment to implement an effective exit strategy from our holdings, while maintaining the stability of the Greek financial system for the sake of public interest.

An aerial night photograph of a coastal city, likely Athens, Greece. A prominent church with a tall, illuminated tower and a red dome stands out among the dense, multi-story buildings. The city is situated on a hillside overlooking the sea. A large boat is visible in the dark water in the upper left. The overall scene is lit with warm city lights and the cool blue tones of the night sky and water.

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You matter



Mr. Dimitrios Tsakonas
Director General
Public Debt Management
Agency

In 2022, despite the extremely inflationary and volatile interest rate environment, due to Russia's invasion in Ukraine and the followed energy crisis, Greece (Hellenic Republic – HR) preserved its continuous presence to the capital markets via syndicated bond issuances and by introducing auctions, as part of its funding activity, for the first time after more than a twelve-year period.

The above-mentioned activity was done in providing additional supply on outstanding old GGBs, the so-called free float of which was deteriorated, mainly due to their nature which and the fact that they were issued in a context of a bond swap with the old PSI bonds, which took place in December 2017. These extraordinary auctions were positively accepted by all banks, Primary Dealers in GGB market, since they facilitated the secondary market's operation, reduced distortions caused due to the lack of liquidity and the lack of free float, in general.

HR's issuance activity for 2022 was finally deteriorated at circa 8 billion euros, i.e. less by 4 billion euros compare to the initial target, mainly because of the increased tax revenues due to the impressive increase of the nominal 2022 GDP, by c. 30 billion euros.

Next year funding strategy will be consistent to this year's one. Given the early repayment of the IMF loans and the upcoming prepayment of c. 2.7 billion euros of the GLFA, next year's amortizations are expected to be 4 billion euros less compare to the original amortization schedule, being close to 7.1 billion euros. The funding strategy will be targeting mainly to cover next year's amortizations, in an effort, not only to have a reduced Debt to GDP ratio but also, to keeping stable the outstanding nominal amount of Greek public debt by year end 2023.

In 2023, depending on market conditions and investors' appetite, we'll continue issuing benchmark bonds to fill in gaps remaining of the maturity spectrum, providing liquidity, reducing even further the roll-over risk, preserving a “decent” steepness in the GGBs' yield curve.

Due to its proactive portfolio and cash management strategies in the last couple of years, Greece has managed to not only hedge –but overhedge– the country's public debt portfolio against interest rate exposure. With the fixed rate component now sitting at 104% –and in combination with cash reserves currently at 18% of GDP– this creates a window of at least four years during which the country's annual new funding cost will be much lower than today's market rates, and similar to what it was 2-3 years ago.

Finally, HR is still exploring whether to issue green bonds, with a debut deal which could be incorporated in the HR's funding strategy of 2023. Indeed, this project was scheduled to take place in 2022, but, due to the uncertainty and the extreme volatility of this year, it has been postponed for 2023. We are focusing on “green” projects by issuing “green” bonds without rejecting the possibility to expand the scope of the “green” funding strategy incorporating social or projects addressed to sustainability in general. One of the main targets in issuing “green” bonds is the expansion of the investors' base without ignoring the improvement of HR's brand name. The incorporation of the “green” element will not change the core of our funding strategy but rather it would be complementary to it.

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Mr. Dimitriadis, Gregory D.
Chief Executive Officer and
Executive Member of the
Board of Growthfund

Amid the energy crisis and the volatile geopolitical conditions in Europe and beyond, the Greek economy remains untouched by recession and is expected to maintain strong positive growth rates in 2023. This is verified by the EU projections and is also reflected in the new state budget, forecasting GDP growth (expected to exceed 224 billion).

This outlook makes Greece a consistently attractive investment destination. It also showcases the country as the centerpiece of sustainable development and deployment of alternative energy sources. Meanwhile, new investment opportunities are emerging, due to the reform effort undertaken by Growthfund regarding public asset development.

Through its dynamic presence in Greece's public economic sphere over the past two years, Growthfund is embracing and promoting the country's strategic goals.

First, sustainable development has emerged as an absolute priority by 2024 in accordance to its Strategic Plan. Hence, Growthfund has already launched actions and initiatives on multiple levels, the most salient ones being the integration of ESG criteria and the digital transformation.

All companies in the Growthfund portfolio have now incorporated environmental considerations into their business and investment plans, in congruence with the national and European sustainable development goals. Aiming to ensure low-emission operations, Growthfund has proceeded with measuring the carbon footprint regarding the Scope 1 and Scope 2 emissions across all its portfolio companies.

In tandem, the regulatory framework regarding for climate-related financial disclosures (TCFD) has been signed, and the process of joining the UN Principles for Responsible Investment (PRI) is under completion.

Growthfund's alignment effort towards the goal of sustainability has recently received international recognition. Indicatively, this year Growthfund ranks 28th in the Global SWF GRS Scoreboard, achieving a GSR Rating of 60%, among 100 countries, which assesses the governance- and resilience-related progress of sovereign wealth funds.

The sustainability dimension is also a binding aspect of the ongoing effort to develop public assets, spotlighting major investment prospects for the real estate and logistics sectors. Environmental considerations characterise not only the major logistics investment that took place in Thriasio, in the prefecture of Attica, but also the one being planned in northern Greece, near Thessaloniki.

In the context of promoting sustainability and combating the climate crisis, Growthfund has joined the international OPSWF network, a partnership of sovereign wealth funds and major private equity funds, and EMENA SWF Foundation, the network of sovereign funds in the Mediterranean region.

In brief, while Greece is gaining visibility as an investment destination, through its multilevel activities and systematic fostering of regional and global collaboration, Growthfund has emerged as a dynamic and reliable partner for important investment initiatives aimed at sustainable growth and prosperity.




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“Greece: An attractive and reliable investment destination”



Mr. Ioannis Smyrlis
Secretary General
For International Economic
Affairs
Hellenic Republic
Ministry of Foreign Affairs

Nowadays, Greece has changed. It has a new, dynamic and outward-looking face; is friendly and optimistic for entrepreneurs; provides significant opportunities to foreign investors.

Greece has also a resilient presence. After 12 years of Memoranda and Surveillance, Greece is out of the surveillance regime. It has gone even further, leading the way in growth, exports and attracting investments.

The country had to cope with various multifaceted challenges in a very short period of time. The battle with the coronavirus pandemic since 2020 and the latest unprecedented soaring global energy prices, trade disruption and rising inflation are just some of the results of the Russian invasion in Ukraine that we are all called upon to deal with effectively.

At this extremely challenging juncture, with the economic environment being unstable, the Government, under the leadership of Prime Minister, Mr Kyriakos Mitsotakis, has faced all the difficulties as a great challenge; as a valuable opportunity to restart the economy and to implement its economic and social policy; In short, as a unique opportunity for recovery and growth worthy of the potential of Greece and its citizens.

Over the last 3,5 years, we have both adopted and implemented a series of substantial structural reforms that highlight the country's comparative advantages. At this crucial time, all sectors of the economy are gearing up to perform to the best of their ability. Both investments and exports are now being supported by the Greek Government.

For this reason, we have activated many flexible and well-designed tools, such as the financial instruments, provided by the Recovery and Resilience Fund, the innovative legislation on Strategic Investments, the New Development Law, the New National Strategic Reference Framework 2021 – 2027 and the digital transformation of public administration.

Regarding the key sector of Foreign Direct Investments (FDI), it is to be noted that the investment resources of the Recovery Fund exceed €30 billion, mobilizing total investment resources of over €57 billion. Additionally, through the National Strategic Reference Framework 2021-2027, €26.2 billion of available resources will be channeled into the Greek economy. The €20.9 billion will be an EU contribution to strengthen the productive potential of the Greek economy. The digital transformation of the Public Administration is also an important factor in strengthening the favourable environment investment, simplifying and speeding up time-consuming bureaucratic procedures.

Greece is already heading towards a new era, with confidence and optimism. Last year, the country's GDP grew by 8.3%, while growth for this year is estimated to exceed 6%. In particular, Greece saw record FDI in 2021 – reaching €5.3 billion and marking the largest FDI inflow since 2002 – confirming the country's dynamic phase. As far as Strategic Investments are concerned, there is a sharp increase compared to the past, as they have already reached €8 billion. At the same time, 2021 was a landmark year for Greek exports, which reached a record €40 billion, representing 22% of GDP.

The successful results in upgrading the Greek economy's extroversion provide us with strength, hope, faith and a fighting spirit to continue our effort.

The background is a vibrant collage of various sports balls, including soccer balls, basketballs, and lottery balls, set against a backdrop of geometric shapes and patterns in shades of green, blue, and red. A large soccer ball is the central focus.

When you drop the ball,
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Mrs. Sophia Kounenaki-Efremoglou
President
Athens Chamber of
Commerce and Industry -
President of the National
Chamber Network of Women
Entrepreneurs

Greek resiliency as a factor of success

If there is one factor that distinguishes Greece from other European countries during this world-wide uneasy period, it is its resiliency in the face of successive “black swan” (the covid pandemic, the war in the Ukraine) and “white elephant” (climate change) crises.

Resiliency is not one-dimensional. It is multi-phased and structural. It depends on governance, public sector organization and capabilities, the strength of civic society, the availability of economic and human resources.

Greece cannot be said to possess any of these in extraordinary quality or in great abundance. Yet, in the last 3 and a half years it has gradually exhibited the ever-increasing ability to deploy resources in a near-optimum way and, thus to provide adequately successful responses to these crises.

This achievement is even more impressive if one takes into account the fact that problems started breaking out successively, just at the moment when Greece was emerging from a ten-year national crisis that saw its GDP drop by 25%, its social cohesion reach near collapse, its politics verge on the extreme.

In 2021 Greece rebounded from the covid-induced recession of -9% to a healthy +8,3%, that is being followed by a 6,7% GDP growth this year – despite the havoc created by the energy crisis. In this, Greece is overperforming the world growth rate by more than 60% and the eurozone rate by double.

On the investment side, following an abysmal performance of -12.2% in gross capital formation for 2018, investment suffered a loss of 4.6% in 2019 and finally recovered to +1.1% in 2020 despite the consequences of the pandemic and then made an impressive comeback, growing by 20% in 2021. For this year, and despite the currently prevailing global pessimism, gross capital formation in Greece is expected to show further growth of 10% and then to increase even more by 15.5% in 2023.

Foreign direct and indirect investment is playing a significant part, as it begets technological spillovers and productivity gains, increases knowledge-based capital, contributes to export performance and helps build blocks of global value chains.

Thus, in the period from the 4th quarter of 2019 to the 2d quarter of 2022, FDI grew by nearly 10%, and all other foreign investments by more than 30%. The interesting and significant factor is that Greece’s net international investment position worsened only by 9%, as the rebound of the economy also led Greek investors to seek investment opportunities and returns abroad.

The factors that contributed to this investment renaissance are, briefly, political stability, a business-friendly environment, the streamlining of insolvency procedures, the strengthening of contract enforcement, the banking sector getting back on the road to health and, most importantly, a radical change in the spirit with which the government approaches the issue of investment – both local and foreign. Businesspeople have discovered the face of a government that, at all levels and all the way to the very top, gets involved in the promotion, attraction and facilitation of investments. This has been practically expressed and implemented in a series of executive and ministerial decisions and laws, starting with law 4608 of 2019 on strategic investments and culminating in the new law (4887 of 2022) for growth and development.

Of course, Greece is not immune to the crises that with added urgency characterize the global environment. Uncertainty, is the name of the game and pessimism is its godparent. Yet, as the business confidence index aptly shows, Greece remains an island of proper governance, quality and reach-expanding public services, with a business community and a state administration that honor the principles of sustainable development.



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Greeks Abroad and Greece's New Public Diplomacy

Public Diplomacy is a significant soft power mechanism that thanks to new technologies and social media progress is growing more useful in our country's effort to promote its new image to the international public. It's a horizontal policy that helps all types of diplomacy, such as economic, parliamentary, cultural, educational and, of course, classical diplomacy. That is why Prime Minister Kyriakos Mitsotakis incorporated PD in the Ministry of Foreign Affairs and made it the third pillar of the new strategic planning of our foreign policy, aiming to create a decision-making centre that will coordinate and advance the policies and messages our country wishes to communicate to international public opinion. Public Diplomacy helps enhance the state's image, supports the state's policy to form confidence-based relations with other states, and also promotes understanding and justification of a state's strategic decisions.

Public Diplomacy and Greeks Abroad are two fields of action that not only do not conflict but complement each other and are both tied to the same global openness and strategic planning in promoting Greece abroad. The General Secretariat of which I'm in charge is the channel of communication between Diaspora Greeks and the metropolitan centre. It is the institution that understands and mediates between our expatriates and the Greek state, while creating the modern narrative of the country and promoting its positive image to international public opinion with the help and cooperation of our expatriates, who, wherever they may live, are a prominent element of their local communities with a special standing, acknowledgement and influence.

Greeks abroad are a major force in the dissemination of Greek values and culture, with an active role in the promotion of Greek positions on issues of interest before international public opinion, but also as a channel of friendship and solidarity with their host countries.

For that reason, the Greek Government, honouring its commitments, but also implementing a constitutional requirement that for years has not been brought into effect, proceeded with regulating the issue of expatriate voting through legislation which mustered the political consensus that was necessary on this important issue.

At the same time, given the expressed interest of the Prime Minister Kyriakos Mitsotakis and the competent Deputy Foreign Minister Andreas Katsaniotis for the facilitation of our expatriates' needs, the digitalization of our consular services continues with the "myConsulLive" system, an online portal designed to enable expatriate Greeks to conduct their transactions with the Ministry of Foreign Affairs consular authorities through video calls with competent officials, with no physical presence needed. Additionally, we have launched the Virtual Assistant service, a globally innovative virtual assistance program using chatbots that interface with all existing and planned digital information and assistance platforms of the Ministry of Foreign Affairs, providing access to all information and requests submitted to Consular Authorities along with processing guidelines.

Since January 2022, Greek consular authorities can register all requests from abroad in a Register of Citizens. Digitisation has cut down the registration time, it bypasses the need to register with municipal authorities through the Special Registry Office in Athens, it reduces bureaucracy and modernizes operations across all consular authorities.

staellinika.com is a digital platform for learning the Greek language and culture. It emerged from our collaboration with the interdisciplinary team led by members of the New Media Lab at the Centre for Hellenic Studies of the "STAVROS NIARCHOS" Foundation of Simon Fraser University in Canada. This is of particular importance as regards Public Diplomacy. Currently, the final version of the mobile app is available for iOS and Android devices (phones and tablets), while we can support a very large number of users. We already have 50,000 registered pupils and students in 158 countries, and the platform has been introduced in all Greek schools in North America (the USA and Canada).

Notwithstanding today's hardships and strains, Greece's image has been greatly improved by the radical transformation of its economy into an open, innovative growth model and its return to the international bond market; by its positive assessment by international credit institutions and the increase of foreign direct investment; by the reduction of bureaucracy, and by the increase of accountability and efficiency in the public sector with the use of modern digital technologies, especially during the pandemic.

Our new Public Diplomacy strategy is therefore invited to show this new image of Greece. To demonstrate that our country is becoming more competitive and that it is destined to play a leading role in its broader neighborhood. It is time we added the country's modern image to the highly recognizable aspects of Greece, namely its human, its cultural capital, and its values. Greece has the potential and the soft power it takes to create a strong national re-branding. And this strategy is inextricably linked to our effective communication with Greeks Abroad, the support of Greek heritage in any part of the world and the promotion of important issues that concern our country with the help of the Greek Diaspora.

A long-exposure photograph of a classical building at night. The building has multiple floors with balconies and large windows. Some windows are lit from within, and some balconies have decorative railings. The sky is a deep blue. In the foreground, there are horizontal light trails from traffic, with blue and red streaks. The overall mood is sophisticated and modern.

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Mr. Petros G. Doukas
Mayor
The City of Sparta & Mystras

Dear friends!

“When the going gets tough, the tough get going”

For the time being, the going is just getting tougher!

A host of problems, all at the same time: Regionalization replacing Globalization (causing the shrinking of the once huge and open available world markets), Ukraine, Russia, Taiwan, South China Sea, post-Covid trauma, poverty in Africa and elsewhere, weak growth rates, business confidence at bottom levels barriers to trade (see India's restrictions on wheat and rice exports), huge government deficits and debts financed by Central Banks! How are they financed? By Central Banks purchasing Government-issued bonds at low interest rates, which the private open markets would not otherwise purchase!

When the commercial banks need actual cash for their clients' needs, then the Central Banks, actually print paper and mint coin currencies!

This huge increase in the supply of money does not correspond with increases in production, causing strong rises in price levels = inflation!

Indicatively

Turkey	86% (world highest?)
Argentina	83%
Poland	18%
Check	18%
Egypt	15%
Netherlands.	14%
Greece	11%
Italy	12%
Europe.	11%
Britain.	10%
USA	8%

Such rates and the continuous budget deficits, will cause further increases in interest rates!

{Just a couple of weeks ago, “New Zealand's central bank raised the official cash rate (OCR), by a record amount of 0.75%, to 4.25%, and warned the economy might have to spend an entire year in recession to bring sky-high inflation under control.”}

Yes we are now in the bad part of a cycle!

But it is a cycle!

Things will get a bit worse, but will eventually improve!

And the opportunities will abound!

In Greece, an island of stability, given all of the above, opportunities seem to abound in a number of sectors:

Travel & tourism, Athens Stock Exchange investments in shares, non-banking finance, wellness, food & agribusiness, logistics, transportation, seaports, logistics, pharmaceuticals, electronics & technology, smaller-scale manufacturing, et.al.

Its time for the tough to get going!

Petros G. Doukas

-Mayor, The City of Sparta & Mystras

-Chairman, ICC - The International Chamber of Commerce, Hellas

-President Capital Partners SA - Investment Banking Advisors,

-fm. Deputy Minister of Finance

-fm. Deputy Minister of Foreign Affairs

-fm. Member of Parliament - Attica Region

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Increase of our investment in Renewable Energy Sources aiming to represent 40% of the country's market share by 2026.



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Significant decrease in lignite-based electricity generation by 49% between 2019 and 2021.

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Mrs. Andreea Moraru
Director, Regional Head of
Greece and Cyprus
European Bank for
Reconstruction and
Development

The EBRD's engagement in Greece started in late 2015 to support the country's recovery and we have reached the milestone of total investment volume of EUR 6.2 billion in the country. We are very proud to have reached this important achievement in such a short period of time, making every effort to front-load the Bank's activities as per our mandate. We believe the Bank is well placed to assist Greece in facing important challenges in the years ahead.

The Bank's priorities in Greece are strengthening the private and financial sectors, supporting privatisation, developing the country's infrastructure – especially in the green energy and renewable sectors – and regional integration of the Greek economy. Most importantly, we take pride in supporting impactful operations with a strong focus on the private sector that deliver systemic change. Some highlights of our successful engagement so far in Greece include the following:

Green transition is among our top priorities, and it's also one of the priorities under EU's Recovery and Resilience Facility (RRF) and our new facility with the Greek authorities. Our programme will combine up to €500 million of RRF concessional loans managed by the EBRD, up to €500 million of EBRD commercial financing and financing from private investors and commercial banks to achieve significant multiplier effects. As part of this programme and until the end of 2025, we will be focusing on five strategic pillars: green investments, digital transition, exports, R&D, and mergers, acquisitions and partnerships. So far, we have supported two very important deals as part of the programme: €10 million to Greek packaging manufacturer A. Hatzopoulos SA and €150 million for OTE's rollout of "fibre to the home" (FTTH) broadband infrastructure.

In the energy sector, we see great opportunities and we want to help the Greek government with its ambitious plans to reduce carbon emissions, which are in line with our goals for a "greener" country. The EBRD is on the right track to becoming a majority green bank by 2025 and this is also the case in Greece where more than half of our investments last year were in green projects, a 20% increase from 2020. So far, we have invested in green and sustainable projects of Mytilineos and PPC, among other companies. Finally, from the end of 2022, we also aim to have all our activity aligned with the goals of the Paris Agreement.

In the property & tourism sector, about 65% of EBRD funding in the Greek real estate sector is in green buildings or urban regeneration projects. Green buildings, the integration of sustainability practices in the real estate and tourism sectors and urban regeneration have a prominent place in the Bank's strategy for Greece. Among other investments, to date we have participated in the green bond issued by Lamda Development in Greece, the largest Greek real-estate developer and owner of The Ellinikon, the largest urban regeneration project in the country and one of the largest in Europe. The EBRD has also entered a joint venture with the Greek real estate developer Dimand S.A., focuses on brownfield redevelopment, deep refurbishment and regeneration projects in Greece.

In the financial sector, EBRD has developed a very good relationship with the banks over the years, through equity and various debt investments, and we will continue to engage and support their initiatives going forward. More specifically, we have supported the four systemic Greek banks with their capital raising efforts, investing across the capital structure. Moreover, we have supported the Greek banking sector with building its resilience through Minimum Requirement for own funds and Eligible Liabilities (MREL) and other financial instruments, further supporting resolution of non-performing loans and promoting green financial intermediation.

Looking ahead, we expect 2023 to be yet another good year for EBRD in Greece. The Bank will continue supporting the Greek economy, improving its competitiveness and strengthening its regional integration through our investment and policy engagement. We are very proud to participate in the 24th Capital Link Invest in Greece Forum to showcase Greece as a potential investment opportunity.



PRO Sustainability **PRO Green Investments** **PRODEA Investments**

At PRODEA Investments, the largest real estate investment company in Greece, we create a policy for sustainable growth. We commit to ESG standards by investing in a new generation of bioclimatic buildings which contribute both to environmental protection and the well-being of the users.



Mr. Marinos Giannopoulos
CEO
Enterprise Greece

Greece's business-friendly environment and success story is being recognized

Over the last few years, Greece has implemented a range of reforms and initiatives to create a business-friendly environment that will fully unleash the country's economic potential. That is now being increasingly recognized by international economists and investors alike.

The results are evident: successive export records, soaring foreign direct investment, and diversification into forward-looking sectors like technology, green energy and logistics. Greece is rapidly establishing itself as a hub for innovation, energy, as well as business services and supply chain operations for the greater region – the outcome of an attractive and competitive business environment leveraging the country's advantages.

Recently, the respected Economist Intelligence Unit (EIU) [recognized Greece](#) as the number one country in the world that has done the most to improve its business environment. From late 2019 until now, Greece climbed 16 notches, more than any other place, according to the latest EIU Business Environment Rankings. The EIU noted that the government's pro-business approach, comprising reforms and tax cuts, has "restored confidence in the country."

And a few days later, Moody's Investors Service [upgraded its ratings](#) of six Greek banks and its macroeconomic profile of the country to reflect the improved economic standing of Greece. "Structural improvements and reforms have improved the economy's resilience to shocks. As a result, Moody's has raised the Macro Profile it assigns to Greece to 'Moderate-' from 'Weak+',” the agency said in its assessment.

Clearly international investors are also taking notice. In 2021, FDI jumped 72.3% to €4.8 billion from €2.8 billion in 2020. And despite the challenging global environment, 2022 is set to be another great year on this front with the likes of Google and JP Morgan joining the list of large multinationals to recognize the growth potential and business advantages of Greece. Indeed, the latest data show that FDI this year may have already surpassed last year's levels and is on track for an all-time record, further confirming Greece as one of the fastest-growing investment destinations in Europe.

The Greek success story can also be seen in one of the highest growth rates in the European Union and the country's resilient economic performance despite global adversity. This success is a combination of the ongoing reform program – that has created the conditions for businesses to innovate and thrive – a forward-looking economic strategy that is further backed by the EU's Recovery and Resilience Fund (RRF), which will accelerate Greece's transition to a green and digital economy, as well as our longstanding advantages. These include a highly educated and digitally literate workforce, competitively priced real estate, and our geostrategic location at the crossroads of Europe, Asia and Africa.

Greece has overcome tremendous challenges over the last decade, and has emerged stronger and more resilient. With a clear strategy for inclusive and sustainable development to achieve long term growth and prosperity, I am confident that Greece will continue to rise in international business rankings. We have the location, the people, the knowhow, and a commitment to welcoming business.

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Mr. Nikolaos Thomopoulos
Head of Commercial Section
Consul of Greece in New
York

Statement of the Economic Consul of Greece in New York, Nikolaos Thomopoulos, on the Occasion of the “24th Annual Capital Link Invest in Greece Forum”.

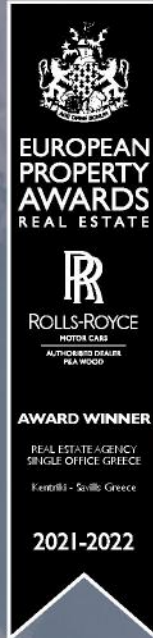
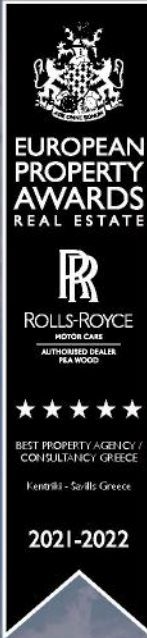
December marks the 24th year milestone of Capital Link’s commitment to raising awareness about Greece as an investment destination, to a wider investor universe, by bringing together government and business leaders from Greece, Europe and the United States, and top executives from the investment, financial and business communities.

This year’s event is of great importance, as Greece not only recovered from the severe COVID-19 crisis stronger than expected, with its output returning to the pre-pandemic levels, but, also, in April 2022, it completed the early repayment of all outstanding IMF credit, terminating its Post Financing Assessment, while in August 2022, it exited the EU’s enhanced surveillance framework. Thus, in 2022, despite the adverse impact of the war in Ukraine and the subsequent high-energy prices, which rose the inflation at 9.2 percent, GDP growth is forecast to 5.2 percent with unemployment rate and public debt to be on a downward trajectory.

These achievements were made possible through a growth-enhancing program of structural reforms in all areas. As structural reforms are the key, in the long term, to improve competitiveness, to boost productivity and to increase investment and employment, Greece continues to implement an extensive program of structural policies, of which the main ones are:

- Creating a business-friendly environment by simplifying licensing, easing of doing business, and facilitating trade.
- Supporting private investment by cutting corporate taxes, improving corporate finance, and facilitating corporate restructurings.
- Modernizing labor market by modernizing labor-management relations, increasing labor market’s capacity to adapt to changing conditions, upskilling and reskilling workforce on digital skills, and lowering social security contributions
- Fostering inclusiveness by reinforcing workers’ rights, deploying the Guaranteed Minimum Income scheme, and tackling labor informality and gender inequality
- Promoting digitalization by investing in 5G and fiber optic infrastructures and digitizing public administration procedures in all areas.
- Decarbonizing energy sector and promoting green economy by phasing out gradually all lignite plants and reducing greenhouse gas emissions, investing in renewable energy, and upgrading energy efficiency of all infrastructures buildings.

Taking into consideration all the structural reforms that have been made in the Greek economy, and the ones that will be made, along with the sizable EU economic support, I strongly believe that 24th Annual Capital Link “Invest in Greece” Forum constitutes an excellent opportunity for every investor to enjoy the benefits of the Greek economy’s new era.



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KENTRIKI





Mrs. Mary Vaxevanidou
Press Counsellor
Head of the Public Diplomacy
Office of Greece in New York

Greece rebounding strongly from the recent coronavirus pandemic and having made a dynamic comeback in the global capital markets and the global investment community, is already enjoying a healthy economic performance, and is poised to enter a new era.

On August 20, Greece formally exited the European Union's enhanced surveillance framework, after a 12 year-long financial crisis, and looks ready to return to investment grade in the months ahead.

Tourism has made a dynamic recovery this year with inbound travelers' numbers up to 121.8% between January and August, generating €12.71bn. Despite tourism being a consistently high-performing sector for Greece, the country is keen to develop other promising sectors for investors within the Greek economy, including energy, ICT, life sciences, pharmaceuticals etc. Greece's return to economic growth has generated new investor interest in the country. It is underlined that companies like Pfizer, Cisco, Deloitte, and Microsoft have all announced major investments in the past few years, showing a vote of confidence in the country's solid ICT infrastructure.

The Trans Adriatic Pipeline (TAP) is another example of the large investment projects of the country. The pipeline began operations in December 2020 and in March 2021, TAP announced that a total of 1 billion cubic meters (bcm) of natural gas from Azerbaijan entered Europe via the Greek interconnection point of Kipoi.

At the same time, Greece is increasingly a source of solutions – not just in the fields of energy and defense initiatives, but also in high-tech innovation - through establishing incubators, research and development (R&D) centers and co-working spaces -, healthcare, and green energy, lending prospects for solid economic growth and new investment projects.

As more opportunities arise and the Greek talent pool grows, more businesses will choose to invest in Greece. The Annual Capital Link "Invest in Greece" Forum, dedicated to promoting Greece as a business and investment destination to a global audience, helps profoundly in this direction. Gathering the elite of the financial and investment communities, as well as business and government leaders from the United States and Greece, the Annual Capital Link "Invest in Greece" Forum, organized in New York, offers the perfect step to communicate the proper message to a wider and highly targeted audience.

I firmly believe that the 24th Annual Capital Link "Invest in Greece" Forum, as an important source for updating U.S. investors on developments in Greece, can contribute the most to Greece's "Sustaining Growth & Investment Momentum".

The image features a modern, multi-story office building with a large glass facade, reflecting the sky and surrounding greenery. The building is situated behind a well-maintained lawn with several manicured trees and shrubs. The sky is a vibrant blue with scattered white clouds. The company name 'TRASTOR' is prominently displayed in the upper center, with a small orange triangle above the 'A'. Below it, the full name 'REAL ESTATE INVESTMENT COMPANY' and the website 'www.trastor.gr' are written in smaller text. The tagline 'FOCUS ON GROWTH RESPONSIBLY' is positioned below the company name.

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RESPONSIBLY



MESSAGE BY
HON. ARISTOS CONSTANTINE,
TRADE COMMISSIONER OF THE REPUBLIC OF CYPRUS FOR NORTH AMERICA
ON THE OCCASION OF THE 24th ANNUAL CAPITAL LINK INVEST IN GREECE FORUM

New York - Dec 2022

The Capital Link “Invest In Greece” Forum is not only the longest running investment forum about Greece abroad, it is one of the most engaging and dynamic annual events in New York for those seeking to gain insight and discover opportunities for business and investment in Greece across multiple industries and sectors.

Greece has always been a country of possibilities and its new growth trajectory reflects the transformation of its economy to one that is well positioned to continue to attract foreign direct investment and grow its export trade.

Beyond being fellow EU members, Cyprus and Greece share a special relationship, connected through the bonds of history, heritage and culture. Moreover, the cooperation and collaboration that Cyprus and Greece have jointly fostered with our neighbors in the EastMed is fueling increased stability and connectivity in the region and beyond. This strengthening regional collaboration creates significant new opportunities for inclusive growth and prosperity.

In closing, I would like to congratulate Capital Link for organizing this prestigious event and extend my warmest wishes to all the participants.

z

Sincerely,

Aristos Constantine

Trade Commissioner of Cyprus for North America



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Next stage financing for ventures and small caps with track record of value creation and clear path to sustainable growth



Commercial & Professional

We help our founders to understand how to leverage governance, team development and risk management



Green & Digital

We invested into: energy technologies, facility and workforce management, A.I. 5G robotics, security

Investments of Greek Interest

Energy



Construction, Marine, Solar NanoTech

- Recognized by **Bill Gates**
- **3x** filled Global IP and **10+** in 2022
- **50+** applications
- **ESG** materials
- **Lavrio Tech Park**

4IR (5G Robotics & AI)



4IR/5G Industrial B2B Robotics

- **15x*** Growth
- **Global Top 5 4IR B2B** start/scale up
- **1st 5G Smart Factory** Award 3yrs
- **15+** applications
- **National Leader**

Physical & Cyber Security



Guard Patrol Workforce Management SaaS

- **No1** Guard Tour Management SaaS
- **1000+** Clients incl. **Hilton, Heathrow**
- **88+** Countries
- **EU Horizon Winner**
- **Ioannina HQ**



Facility Energy Management SaaS

- Recognized by **MIT and Microsoft**
- **Endeavor** Alumni
- **Smart Building, City, Retail**
- **Patented** in USA
- **Sweden HQ/Patra**



Artificial Intelligence SaaS

- Recognized by **InterSpeech**
- **4x** USA Patents
- **Harvard/USC NTUA** Founders
- **Global** Clientele
- **California HQ**



Cybersecurity in Maritime SaaS

- **5x** Growth Trajectory for 2022
- **LORCA Innovator**
- **Shipowners and managers** clientele
- **UK HQ**
- **Singapore/GR Ops**

Industries Covered



88+

Export Countries

40+

Awards

Greek Impact

15x

Asset* Growth (3Yrs)

250+

Jobs

20+

Transactions

200+

Reviews PCM

Offices & Reps

- **London HQ**
- Paris
- Athens
- New York

Ecosystem Access

- USA (West, East, SW)
- UK
- EU
- MENA
- BRICS



Global Platform
Local Access

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13th Annual Capital Link
Greek Shipping Forum



12th Annual Capital Link Greek Shipping Forum – February 9, 2023

Divani Caravel Hotel, Athens

Greek shipping remains important to the maritime economy, constituting approximately 20% of the world's shipping fleet. This event will not only cover the latest developments and trends in international trade, dry bulk commodities, and the energy markets framed against of the global economy – but also review various but also review various funding alternatives for raising capital among listed and private shipping companies.

2nd Annual Capital Link
Jones Act Forum



2nd Annual Capital Link Jones Act Forum – February 23, 2023

Digital Event

The Forum will feature industry leaders that will address all critical issues regarding Shipping and the Jones Act. The Regulations, Financing, Operations as well as the market, trends, investment and outlook.

6th Annual Capital Link
Cyprus Shipping Forum



6th Annual Capital Link Cyprus Shipping Forum – March 7, 2023

Columbia Plaza, Limassol

This event is held under the Auspices of the Deputy Ministry of Shipping of Cyprus. The forum will feature international and Cypriot industry leaders and will discuss the latest geopolitical, regulatory, industry and financial trends and developments, and will also highlight the role and significance of Cyprus as a maritime, energy, logistical and financial hub.

17th Annual Capital Link
International Shipping Forum



17th Annual Capital Link International Shipping Forum – March 20, 2023

Metropolitan Club, New York

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

5th Annual Capital Link
Singapore Maritime Forum



5th Annual Capital Link Singapore Maritime Forum – April 24, 2023

Weston Hotel, Singapore

The Forum is held in partnership with Columbia Shipmanagement and Singhai Marine Services. It is held in conjunction with the Singapore Maritime Week. The Forum will feature industry leaders that will cover financing opportunities and critical topics of relevance to the maritime industry such as environmental regulations, shipping in post COVID-ERA, technology, crewing, mental health, and more.

2nd Annual Capital Link
Maritime Forum - Norway



2nd Annual Capital Link Maritime Forum – Norway – June 5, 2023

Oslo, Norway

The event is held in partnership with DNV and in conjunction with Nor-Shipping. This event will address all major areas of the maritime cluster, and panelists will discuss topics of relevance to the global maritime industry and to the Norwegian maritime cluster, featuring major stakeholders from the shipping, financial and broader maritime community

3rd Annual Capital Link
Decarbonization in Shipping Forum



3rd Annual Capital Link Decarbonization in Maritime Forum – July 2023

Digital Event

This event aims to combine two main features providing a forum true to the goal of “Moving from Discussion to Delivery”.

First, a comprehensive global blueprint that will cover the Roadmap of Decarbonization from A-Z. and

Second, it will offer practical suggestions as to the next steps for all stakeholders to achieve the goal of net-zero emissions.

The agenda topics are carefully designed and selected by the Steering Committee comprised of leading experts in the Maritime Industry.

15th Annual Capital Link
Shipping & Marine Services Forum



15th Annual Capital Link Shipping & Marine Services Forum – September 12, 2023

Pall Mall, London

In cooperation with the LSE, and in partnership with Fearnley Securities, 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.

13th Annual Capital Link
Sustainability in Greece Forum



13th Annual Capital Link Sustainability in Greece Forum – September 2023

Grand Hyatt Hotel, Athens

Capital Link continues to support the sustainable development in Greece by promoting and presenting both initiatives from the business side, as well as the activities and needs of NGOs. The conference will present programs and initiatives that foster entrepreneurship and innovation. It aims to present entrepreneurs with a practical guide as to how they can get financing and other types of support for their business plans.

Capital Link Forum Calendar: <http://forums.capitallink.com/calendar/>



15th Annual Capital Link New York Maritime Forum – October 10, 2023

Metropolitan Club, New York

Organized in partnership with DNB, the New York Maritime Forum (NYMF) is both an investment and an industry conference. The objective of the Forum is to enhance New York's profile as a place of business to the global maritime industry and especially to global shipping firms and industry participants who do not reside in New York.



13th Annual Capital Link Operational Excellence in Shipping Forum – October 3, 2023

Divani Caravel Hotel, Athens

This Forum discusses Best Industry Practices across all areas of operations such as human resources, environment, fleet operations, technology and innovation, safety and security, corporate governance and more. The Forum showcases how implementation of best practices translates into financial operational and commercial competitive advantages.



22nd Annual Capital Link Closed - End Funds & Global ETFs Forum – October 2023

3 West Club, New York

This annual event, playing host to 600 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



8th Annual Capital Link International Shipping Forum – China – October 2023

Grand Kempinski Hotel, Shanghai

This event, organized in Partnership with Columbia Shipmanagement and Singhai Marine Services provides investors with a comprehensive review of various shipping markets to investment communities in China and throughout Asia. It aims to provide investors with a comprehensive review and current outlook of the various shipping, marine services and offshore markets and in addition, cover topics of critical interest to shipping industry participants, financiers and investors.



3rd Annual Capital Link Japan Maritime Forum – October 2023

Tokyo, Japan

This event will be organized in Partnership with Fearnleys and Columbia Shipmanagement. The seminar will provide an educational foundation into all major areas of shipping markets, maritime operations, regulatory, geopolitical and industry trends affecting shipping. Participants will gain a comprehensive review of the current outlook of the various shipping sectors, environmental regulations and compliance, the impact of technology, marine insurance, shipbuilding; ship management, financial and capital markets, and topics of critical interest to shipping industry participants, financiers and investors.



3rd Annual Capital Link German Maritime Forum – November 2023

Empire Riverside Hotel, Hamburg

This event is held in Partnership with DNV. The forum will feature German industry leaders on the various panels sharing their insight on issues specific to the German Maritime Community/Cluster and also on critical global industry topics. The digital nature of the event opens it to a global audience and makes this approach highly relevant and effective.



5th Annual Capital Link Hong Kong Maritime Forum – November 20, 2023

Hong Kong Convention and Exhibition Centre, HK

This event is organized in Partnership with InvestHK and the Hong Kong Government. It will discuss the regulatory, geopolitical and industry trends affecting shipping. It will provide a comprehensive review and current outlook of the shipping, financial and capital markets, as well as issues related to shipmanagement, the environment, innovation, the impact of technology, and marine services. The Forum will also highlight the role of Hong Kong & Asia for the global shipping industry.



25th Annual Capital Link Invest in Greece Forum - December 2023

Metropolitan Club, New York

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 NYSE.

Capital Link Shipping Awards - Honoring Global Leaders in The Shipping Space

CAPITAL LINK Shipping Leadership Award – New York

- **2019:** Mr. C. Sean Day, Chairman Emeritus of Teekay Corporation, Chairman of Compass Diversified Holdings
- **2018:** Peter Evensen, Former President & CEO – Teekay Corporation
- **2017:** Richard T. du Moulin, President – Intrepid Shipping; Former Chairman – INTERTANKO
- **2016:** Dr. Martin Stopford, Non-Executive President – Clarkson Research Services
- **2015:** Michael Parker, Global Head of Shipping – Citi
- **2014:** Dagfinn Lunde, Former CEO & Industry Head of Shipping & Offshore Division – DVB Bank; Former Managing Director – INTERTANKO



CAPITAL LINK Greek Shipping Leadership Award – Athens

- **2019:** Captain Paris Dragnis, Chairman & Founder - Goldenport Group
- **2018:** Panos Laskaridis, President – European Community Shipowners Associations; CEO – Lavinia Corporation/Laskaridis Shipping Company Ltd. & Athanasios Laskaridis, Chairman & CEO – Lavinia Corporation, Lavinia Enterprises Limited and Laskaridis Shipping Company Ltd.
- **2017:** Professor Costas Th. Grammenos, Chairman – Costas Grammenos Centre for Shipping, Trade & Finance; Cass Business School
- **2016:** Andreas, George & Nicolas Tsavliris – Tsavliris Salvage Group
- **2015:** Lambros Varnavidis, Global Head of Shipping – Royal Bank of Scotland; Vice Chairman – Baltic Exchange
- **2014:** Perikles Panagopoulos, Founder – Attica Group
- **2013:** Captain Panagiotis N. Tsakos, Founder – Tsakos Shipping & Trading



Capital Link Shipping Awards - Honoring Global Leaders in The Shipping Space

CAPITAL LINK China Shipping Leadership Award – Shanghai

- **2018:** Captain Xie Chun Lin, Managing Director – China Merchants Energy Shipping Co., Ltd.
- **2017:** Zhang Ye, President – Shanghai Shipping Exchange
- **2016:** Yang Xian Xiang, CEO – SITC International Holdings



CAPITAL LINK Maritime CSR Leadership Award – London/Athens

- **2018:** Mr. Philippe Louis-Dreyfus, Chairman - Louis Dreyfus Armateurs S.A.S.; Former President – BIMCO
- **2017:** John Platsidakis, Chairman – Intercargo; Managing Director – Anangel Maritime Services, Inc.
- **2016:** Jeremy Penn, Chief Executive – The Baltic Exchange
- **2015:** Nikolas Tsakos, Chairman – INTERTANKO
- **2014:** Efthimios Mitropoulos, Chairman Emeritus – International Maritime
- **2013:** Clay Maitland, Chairman – NAMEPA & Partner – Marshall Islands Registry





Ambassador Eleni Kounalakis
(Ret.)
Lieutenant Governor of
California



ELENI KOUNALAKIS
LIEUTENANT GOVERNOR

November 23, 2022

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

Dear Friends:

I am delighted to extend my warmest welcome to the 24th Annual Capital Link Invest in Greece Forum attendees. I regret that I cannot attend this year's event to honor the 2022 Annual Capital Link Hellenic Leadership Award recipient, Mr. Panos Papazoglou, Managing Partner for EY Greece, for his outstanding contribution to Greece through his multiple initiatives to inspire international investment in Greece.

This year's theme, "Sustaining Growth & Investment Momentum," evokes the great promise of collaboration and cooperation between our countries, during a times where collaboration is key for both our economies and our climate.

As a daughter of Greek immigrants, the Lieutenant Governor of California, and Governor Newsom's appointed International Affairs and Trade representative, I am always pleased to see the benefit from the great partnerships that benefit the economic well-being of Greece, the United States, and California.

I applaud Capital Link for its steadfast commitment to providing investors, businesses, and financiers with dependable networking opportunities throughout the past 24 years. This regular engagement builds resilient ties between governments, and we treasure the strong ties of friendship that unite Greece and California. We look forward to an even brighter and more collaborative future for all.

Best wishes to all of my fellow Greek and Greek American colleagues.

Sincerely,

Ambassador Eleni Kounalakis (Ret.)
Lieutenant Governor of California

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Calamos Investments Proudly Supports the Capital Link Invest in Greece Forum

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WASHINGTON, DC 20510-3203

December 9th, 2022



Dear Friends,

It is an absolute pleasure to welcome you to the 24th Annual Capital Link Invest in Greece Forum: “Sustaining Growth & Investing Momentum”. As the premier global city for business and investment, New York City is proud to host this event in person once again.

For over 20 years, Capital Link has strengthened the relationship between the United States and Greece by serving as the main platform for updating our business and investment community on the progress, developments and outlook of the Greek economy. In conjunction with corporations and agencies, Capital Link’s forum has significantly affected economic regrowth and stability in an unpredictable economic future. I applaud Capital Link’s vital efforts in encouraging and supporting the growth of businesses in the United States and abroad. It is through the dedication, commitment, and support of all gathered here today that the United States, Greece and the global economy will flourish.

Additionally, I would like to take this moment to acknowledge this year’s honoree and recipient of the 2022 Capital Link Hellenic Leadership Award, **Panos Papazoglou**, Managing Partner, EV Greece. I commend Mr. Papazoglou and EY Greece for their outstanding contributions to Greece, as well as to the State of New York.

On behalf of all New Yorkers, thank you for your hard work. It is my hope that Capital Link will continue to serve New York, Greece, and the international community for many years to come. Best wishes for a fruitful event!

Sincerely,

Charles E. Schumer
United States Senator

ROBERT MENENDEZ
NEW JERSEY

COMMITTEES:
BANKING, HOUSING, AND URBAN
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FOREIGN RELATIONS, CHAIRMAN

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208 WHITE HORSE PIKE
SUITE 18-19
BARRINGTON, NJ 08007
(856) 757-5353

December 9th, 2022

Dear Friends of the 24th Capital Link Invest in Greece Forum,

It is my honor to you send you all my greetings as you gather for this important summit. Unfortunately, I am unable to join you all, but I want to thank you all for your efforts to further relations between the United States and Greece. This forum showcases the Greek business market and the future growth of the investment opportunities between our countries. It also demonstrates to other countries that the Greek economy as a stable and reliable business market.

I hope that this forum gives you a better understanding of what the investments in Greece can provide. I am appreciative that this event will offer the business community better insight to the investment opportunities that are available. Once again, I hope this event is a success and continues well beyond its twenty-four-year track record.

Sincerely,

A handwritten signature in blue ink that reads "Robert Menendez". The signature is fluid and cursive, with a large, stylized "R" and "M".

Robert Menendez
United States Senator

DECA

INVESTMENTS

Generating attractive returns for our stakeholders

Adding value to our portfolio companies

Supporting the Greek economy through investments and job creation



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OFFICE OF THE STATE COMPTROLLER
110 STATE STREET
ALBANY, NY 12236

December 9, 2022

Nicolas Bornozis, President
Capital Link, Inc.
230 Park Avenue, Ste. 1540
New York, NY 10169

Dear Friends:

Greetings to all those gathered today for the 24th Annual Invest in Greece Forum hosted by Capital Link, in partnership with the New York Stock Exchange and the Athens Stock Exchange. Since 1995, Capital Link has provided financial advice and educational opportunities to a wide array of international clients, with a focus on the maritime, energy and commodities sectors.



Congratulations are due to this year's honoree: **Panos Papazoglou**, Managing Partner, EY Greece. His leadership, service and accomplishments are worthy of your recognition.

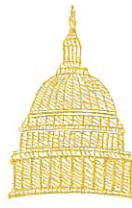
The Invest in Greece Forum brings together a wide range of distinguished investors, financiers, corporate executives and economic experts from the United States and Europe to meet with high-ranking Greek government officials. With a 2022 theme of "Sustaining Growth & Investment Momentum," the Forum will include discussions on economic conditions, government policies, the current energy situation and emerging business opportunities in Greece. In addition, the Forum offers in-depth examinations of specific industrial sectors, including banking, real estate, tourism and global shipping, as well as allowing ample time for networking. Through its Invest in Greece Forum, Capital Link is providing economic insight and opportunities for collaboration between U.S and Greek investors.

Best wishes for a productive event and continued success.

Sincerely,

A handwritten signature in blue ink, reading "Tom DiNapoli".

Thomas P. DiNapoli
State Comptroller



JOHN P. SARBANES
3RD DISTRICT, MARYLAND
MEMBER OF CONGRESS

December 9, 2022

24th Annual Capital Link Invest in Greece New York Forum

Dear Friends:

I am pleased to extend warm greetings to all those gathered for the 24th Annual Capital Link Invest in Greece New York Forum.

The title of this year's forum, "Sustaining Growth and Investment Momentum," reflects the tremendous progress Greece has made in the international investment community despite recent global challenges such as the coronavirus pandemic. As Greece's economy continues to turn the corner and pursue ambitious reforms, U.S. investment and trade remain critical to supporting robust and stable economic growth for both nations. For over two decades, Capital Link has played a key role in promoting Greece's economic progress by convening leaders in the financial, business and investment communities to discuss the best ways to forge long-term growth and stability.

I applaud Capital Link for its ongoing support for investment and development opportunities in Greece. Please accept my best wishes for a wonderful event.



Sincerely,

John P. Sarbanes
Member of Congress



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we transform
entire neighborhoods.
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sustainable working
and living spaces,
friendly to both people
and the environment.

Creating the Cities
We Want to Live in



Mr. Gus Bilirakis
Member of Congress of the
United States

GUS M. BILIRAKIS

12TH DISTRICT, FLORIDA

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AND COMMERCE, RANKING MEMBER
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(727) 940-5860

Congress of the United States

House of Representatives

Washington, DC 20515-0912

December 9, 2022

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

Dear Friends:

It is my pleasure to welcome you to the historic Metropolitan Club in New York City for the *24th Annual Capital Link Invest in Greece Forum: Sustaining Growth and Investment Momentum*. I regret that I cannot join you in person. Organized in cooperation with the New York Stock Exchange and major global investment banks, this informational and networking platform is an important collaborative event providing investors, financiers, and business people a comprehensive update on the latest trends, developments, and outlook for the Greek economic, political, and business environments. I commend Capital Link for its continued commitment to raising awareness about Greece as an investment destination to a wider investor audience. It is certainly encouraging to have so many government and business leaders from Greece, Europe, and the United States, coming together to focus on the continued growth and stability of the Greek economy, industries, and capital markets. With a proven track record and wide acceptance within the business, financial, and investment communities, this Forum offers the ideal opportunity to communicate the proper message to a broader and highly targeted audience, enhance investor interest and confidence, and help entice foreign investments. The timing of this forum could not be better as it will highlight the significant progress made so far while underscoring the fact that Greece and Cyprus have been steadfast U.S. allies in the face of Turkish aggression and the uncertainty in the region that has been caused by Russia's war in Ukraine. Now, more than ever, we must reaffirm our commitment to these wavering allies while pursuing the endless potential of these countries' ability to help meet the growing energy demands of Europe which have also been exacerbated by the war.

As the grandson of Greek immigrants and Co-Chair of the bipartisan Congressional Caucus on Hellenic Issues, it has been a labor of love to help strengthen U.S. – Greece relations. On behalf of the entire Hellenic-American community, I send my best wishes for an informative and productive forum, and I thank you all for your participation!

Sincerely,

Gus M. Bilirakis
Member of Congress

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Skouries Project, Greece



eldorado gold

Breaking New Ground

WHO WE ARE

Eldorado Gold is a mid-tier gold and base metals producer with mining, development, and exploration operations in Türkiye, Canada and Greece. The Company's activities involve all facets of mining, including exploration, development, production, reclamation, and rehabilitation. Our vision to build a safe, sustainable, and high-quality business in the gold mining sector, creating value today and for future generations.



Mrs. Nicole Malliotakis
Member of Congress of the
United States

NICOLE MALLIOTAKIS
11TH DISTRICT, NEW YORK

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ASSISTANT WHIP FOR THE HOUSE
REPUBLICAN CONFERENCE

December 9, 2022

Capital Link, Inc.
230 Park Avenue, Suite 1540
New York, NY 10169

Dear Friends,

It is with great pleasure that we gather here to celebrate the 24th Annual Capital Link Invest in Greece Forum. I am grateful for the opportunity to extend these words of welcome and applaud the work of this year's Capital Link Hellenic Leadership Award recipient, Mr. Panos Papazoglou.

With the theme of "Sustaining Growth & Investment Momentum," this event has been a longstanding and largely successful effort to promote Greece to the international business community and strengthen the United States-Greece partnership. As a Greek American Congresswoman and member of the House Foreign Affairs Committee, it is remarkable to gather with experts and professionals from across the political and business worlds to take advantage of new opportunities and create new partnerships between our two nations and beyond.

As Greece continues down its path of modernization and actively works to bolster stability and trust within its institutions, there is no better time for the United States and the greater global community to recognize the competitive advantages of investing in this nation. Greece's favorable foreign investment environment is a testament to its ambitious reform agenda that has paved the way for long-term economic growth and sustainable bilateral cooperation. Connected by our shared values, our bilateral economic relationship has become a robust force on the world stage and one that has overcome immense challenges and pressures. I believe there are abundant opportunities to strengthen the United States-Greece partnership.

I am confident that with our continued support, the Hellenic-American economic partnership will prosper for generations to come. Once again, thank you for allowing me to join you for this year's Summit, and congratulations to Mr. Panos Papazoglou for his outstanding contributions to the Greek economy this year.

Sincerely,

Nicole Malliotakis
Member of Congress

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Mrs. Carolyn B. Maloney
Member of Congress of the
United States

CAROLYN B.
MALONEY
12TH DISTRICT, NEW YORK

2308 RAYBURN HOB
WASHINGTON, DC 20515-3212
(202) 225-7944

COMMITTEES:
OVERSIGHT AND REFORM
[CHAIRWOMAN]

FINANCIAL SERVICES



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House of Representatives
Washington, DC 20515—3212

December 9, 2022

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ASTORIA, NY 11102

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INSTAGRAM: @repmaloney
FACEBOOK: /RepCarolynMaloney

WEBSITE: maloney.house.gov

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

Dear Friends:

I am delighted to send my best wishes to Capital Link on the occasion of its 24th Annual Invest in Greece Forum. I join Capital Link and the New York Stock Exchange in welcoming you to a collaborative forum on Greece's current economy and how to make its finances stronger in the future. As the co-chair of the Congressional Caucus on Hellenic Issues, I strongly support the close friendship between the United States and Greece, and I believe that strong economic ties between our nations benefit us both.

This year, the Invest in Greece Forum has a great lineup of speakers and participants from the highest levels of Greek and American government and business. I applaud all of your efforts to strengthen the long-term bonds between Greece and the United States. Additionally, I am pleased to recognize tonight's honoree Mr. Panos Papazoglou, Managing Partner of EY Greece.

I am glad that this forum acknowledges the importance for both the U.S. and Greece in continuing to have a strong economic relationship and I support the forum's mission of using collaboration to further strengthen those ties. I wish you all a productive and successful event.

Sincerely,

CAROLYN B. MALONEY
Member of Congress

CBM/shg



Mr. Chris Pappas
Member of Congress of the
United States

CHRIS PAPPAS
FIRST DISTRICT, NEW HAMPSHIRE

COMMITTEE ON
VETERANS' AFFAIRS

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DOVER, NH 03820
(603) 285-4300

December 9, 2022

Capital Link, Inc.
230 Park Avenue, Suite 1540
New York, NY 10169

Dear Friends:

It is my pleasure to extend my warmest greetings to all who have gathered for the 24th Annual Capital Link Invest in Greece Forum. I'd also like to recognize and congratulate the 2022 Capital Link Hellenic Leadership Award recipient, Mr. Panos Papazoglou, for his remarkable success with securing foreign investments for Greece.

For more than two decades, Capital Link has convened leaders from around the globe to promote Greece as a key destination for international business and investment. Greece has blossomed as a destination for diverse international investment, and I am grateful for Capital Link's efforts to strengthen and make Greece's economy more resilient by hosting this forum to provide updates on Greece's economic outlook, examine industrial trends, and attract foreign investments.

As the grandson of a Greek American small business owner, I appreciate how important attracting capital and investments are to employers and businesses, and as a member of the Congressional Caucus on Hellenic Issues, I am proud to support efforts to deepen the bilateral economic and financial relationship between Greece and the United States.

Thank you again for hosting this important and productive forum to bolster Greece's economy and further strengthen the bilateral relationship between Greece and the United States. Thank you for your participation and I wish you all the very best.

Sincerely,

Chris Pappas
Member of Congress



Mr. Michael N. Gianaris
Senator
12th District
State of New York

**NEW YORK
STATE
SENATE**



SENATOR MICHAEL N. GIANARIS
12TH DISTRICT

DEPUTY MAJORITY LEADER

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

December 9, 2022


Dear Mr. Bornozis,

I am delighted to extend my personal greetings on the occasion of the 24th Annual Capital Link Invest in Greece New York Forum. I join you in celebrating this year's theme, "A sustaining growth and investment momentum".

The "Capital Link Invest in Greece Forum" through a unique 24-year track record of success has been engaged in a systematic effort to promote Greece to the international investment and business community. Given that there is significant US interest in investing in Greece and also interest and activity by Greek firms to invest in the US, this event promotes business and commerce between the two countries. I am pleased to recognize this year's 2022 Capital Link Hellenic Leaders, Christos Staikouras - Minister of Finance, Adonis Georgiadis - Minister of Development & Investments, Konstantinos Skrekas - Minister of Energy, Theodoros Skylakakis - Alternate Minister of Finance, Yannis Tsakiris, Deputy Minister of Development & Investments, Public Investments & NSRF. The partners heading the Greek investment team for the positive impact on Greece and the Greek economy with the active investment participation and for raising the profile of Greece as an investment destination within the global investment community.

The Forum continues to be a successful gathering of the elite of the financial and investment communities, as well as business and government leaders from the United States and Greece. I applaud all that your organization does to bring together Greek Americans and I thank you for your many efforts on behalf of our community.

Please accept my best wishes for even more success in your future endeavors. Congratulations.

Sincerely yours,

MICHAEL N. GIANARIS
State Senator

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ATTORNEYS

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Flott & Co. PC is a recognized expert in US taxation of international transportation, particularly as it affects foreign shipping companies operating vessels that call to lift or discharge cargo at US ports.

Our principal, Stephen Flott, has been involved in assisting international shipping companies since the Tax Reform Act of 1986 changed US taxation of international shipping. Indeed, when tax returns were due for the 1987 tax year, the first year in which the new rules applied, Stephen worked with the IRS to develop exemption language for US tax returns.

Flott & Co. PC monitors developments in the US shipping tax and assists foreign shipping companies with their US compliance obligations. Since 1988, the firm has advised P&I Clubs, BIMCO, INTERTAKO, the Greek Shipping Cooperation Committee, the Union of Greek Shipowners, individual shipowners and shipping investors on the application of the tax and the exemptions.

Flott & Co. PC's knowledge and experience in the US taxation of international shipping ensure our clients understand the application of the US tax rules to their circumstances and that they meet their US tax compliance obligations in a timely and cost-efficient manner.

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Our Office

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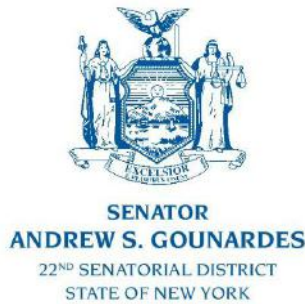
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December 9, 2022

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



Dear Attendees of the 24th Annual Capital Link “Invest in Greece” Forum:

The past decade has involved great economic hardship for Greeks. Slowly but surely, through comprehensive economic and political reform, Greece is regaining its footing in the foreign investment arena. Through the recent adoption of a more modernized tax system, more export-oriented trading strategies, and an increasingly tech-innovative approach. As a proud Greek-American, I am hopeful that Greece will embark on a solidly-grounded economic growth trajectory. At last, Greece may finally have the means to attract and maintain foreign investment, as it rightfully deserves.

Now more than ever, it is important that organizations such as Capital Link step in and further aid the growth and prosperity of the Hellenic people by providing a space for Hellenic-supporting individuals to meet and raise awareness of the issues facing the Greek community. The annual Capital Link “Invest in Greece” Forum offers an excellent opportunity for those who care about the Hellenic community to communicate with domestic and foreign leaders, enhance the interest of investors and further attract foreign investment.

I am proud to be part of the conversation on how to further prosperity in Greek society, for the benefit of Greece’s future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Andrew S. Gounardes".

New York State Senator
Andrew S. Gounardes

State of Rhode Island

SENATOR
LEONIDAS P. RAPTAKIS

District 33

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Coventry, Rhode Island 02816

Room 114
Rhode Island State House
Providence, Rhode Island 02903

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sen-raptakis@rilegislature.gov



Senate Chamber

SECRETARY
Committee on Judiciary

Committee on Special
Legislation & Veterans' Affairs



December 9, 2022

Dear Friends:

Welcome to the 24th Annual Capital Link Invest in Greece Forum, recognizing "Sustaining Growth and Investing Momentum." I thank you for taking part in this important event and being a part of this new exciting new era.

Capital Link, Inc. has always played a vital role in providing American companies with the information they need to promote economic growth and develop strong relationships with Greek companies. Now more than ever, it is critically important to promote trade, commerce and foreign investment between the United States and economically vibrant countries like Greece.

This event builds bridges between our nations and gives investors and business people the unique networking opportunities they need to generate successful outcomes. As a State Senator from Rhode Island and the President of the World Hellenic Inter-Parliamentary Association, I share Capital Link's commitment to forge strong ties between the United States and Greece especially with the positive outcome of the United States mid-term elections. I have worked to develop exchanges between our academic institutions, generate economic opportunities and ensure Hellenic-American elected officials throughout the United States are keeping the state and federal officials informed about issues of concern to our countries.

Those efforts and the initiatives which come out of Capital Link Forum every year are vital in terms of opening up lines of communication, facilitating trade and generating economic growth. Your participation in this event puts you at the center of an exciting world of opportunities. I thank you again for your involvement and wish you continued success in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Leonidas Raptakis".

Leonidas Raptakis



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Mr. James Skoufis
Senator
39th District
State of New York

CHAIR
INVESTIGATIONS & GOVERNMENT OPERATIONS

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e-mail:
skoufis@nysenate.gov

November 22, 2022

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

Dear Friends:

It is my distinct pleasure to welcome you to the 24th Capital Link Invest in Greece Forum.

This forum provides an outstanding opportunity for business people to receive updates on Greece's economic, political, and business environments. I commend Capital Link for its commitment to presenting this annual opportunity to learn about and support Greece.

As the son of a Greek immigrant, I am pleased to help strengthen relations between Greece and New York State. I wish you an enlightening and productive forum and congratulate you on another successful event.

Sincerely,

James Skoufis
Senator, 39th District

The Hellenic American Women's Council
HAWC

December 9, 2022

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 24 outstanding years of success in promoting investing opportunities in Greece.

We recognize the "Capital Link Invest in Greece 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 "24th Annual Capital Link Invest in Greece Forum "Sustaining Growth & Investment Momentum." This year is important to raise Greece's profile to the international investment community. It can be the foundation to attract the significant and additional foreign investments that the country needs. We applaud the Forum's efforts to highlight the important progress made so far and the potential ahead, and we encourage you to continue the important work of raising the profile of Greece among the global financial, business, and investment communities.

All the best,

Dr. Ekaterini Malliou
HAWC Vice President





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Funds managed or advised by CVC are invested in more than 100 companies worldwide, which have combined annual sales of c.€100 billion and employ more than 550,000 people.

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December 2022

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

We are delighted to continue our support for the annual Capital Link Forum appropriately themed “Sustaining Growth & Investment Momentum”. Europe came out of the pandemic with a lot of momentum, bolstered by the *Recovery and Resilience Facility* a recovery instrument that allows the EU Commission to raise funds to help Member States implement reforms and investments in line with the EU’s priorities. Among those priorities are climate, energy and transportation ... all key sectors that drive the Greek economy. Greece plays a major role within the European energy sector both in terms of security & access.

This top-notch forum offers a unique setting to educate U.S. investors about Greece and an opportunity to connect money to investment-ready projects and the people in charge to make them happen – both in Greece as well as the United States. The Bornozis’ Family’s drive and their ability to bring together executives from the most relevant business sectors in the US and connect them with potential partners in Greece has no equal. The caliber of attendees the Capital Link Forum assembles every year is beyond impressive.

In our view, the Capital Link Forum is the most relevant platform in its space as it connects U.S. and European investors, politicians and the business community for a meaningful discussion about opportunities and challenges for Greece and how they affect the Transatlantic economy.

The *raison d’être* of the European American Chamber of Commerce in New York is to support transatlantic trade and investment and with that it is essential to support programs like the Capital Link Forum.

On behalf of my colleagues at the EACCNY, I would like to congratulate the Bornozis family and the Capital Link team for putting together a superb agenda, expert panelists and government representatives for an update on the Greek economy and its role in transatlantic trade & sustainable investment.

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

Cordially,

Yvonne Bendinger-Rothschild
Executive Director

MacArthur

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MacArthur Capital and Antony Contomichalos proudly support the 24th Annual Capital Link Invest in Greece Forum



Our Core Strengths

Focus on long term fundamental values

Prioritization of conservative growth opportunities

A proven and dedicated in-house professional expertise



Properties



Capital



Management



Mr. Steve Demetriou
Chair & CEO
Jacobs

Topic: What is Jacobs doing in Greece and how do we view Greece as a business and investment destination.

Jacobs is leveraging our global experience across major programs around the world to support Greece's infrastructure and economic development aspirations in creating iconic and unique projects that provide sustainable solutions, support a greener environment and promote inclusivity.

As a Greek American and CEO of Jacobs, I am proud of our growing presence in Greece. Our work there is spearheaded by our role on The Ellinikon as the program and project management consultant, which I am personally engaged with. This in addition to our growing footprint across several infrastructure and defence projects. It is our goal to bring confidence and trust to investors and the supply chain in the Greek market while partnering with local consultancies to help them grow.

By supporting large-scale foreign investment and transforming Greece's infrastructure, we can bolster career opportunities to attract and retain top, diverse talent, ultimately creating sustainable growth across the country.

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Athens Exchange Group provides support to the Greek Capital Market. Operates the organized equities and derivatives markets, the alternative market, performs clearing and settlement of trades and participates also in the Energy Market since 2019.

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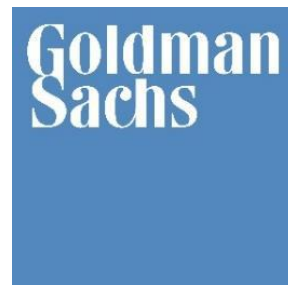


EY exists to build a better working world, helping create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate. Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY has been operating in Greece since 1926. EY in Greece has offices in Athens, Thessaloniki and Patras. It is part of the EMEA (Europe, Middle East, India, Africa) region and one of the 31 countries that comprise the CESA (Central, Eastern and Southeastern Europe & Central Asia) region; the largest and most culturally diverse region of EY.

To learn more about EY, please visit ey.com/el_gr



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 individuals. Founded in 1869, the firm is headquartered in New

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York and maintains offices in all major financial centers around the world.

NOMURA

Nomura is a global financial services group with an integrated network spanning over 30 countries and regions. By connecting markets East & West, Nomura services the needs of individuals, institutions, corporates and governments through its three business divisions: Retail, Investment Management, and Wholesale (Global Markets and Investment Banking). Founded in 1925, the firm is built on a tradition of disciplined entrepreneurship, serving clients with creative solutions and considered thought leadership. For further information about Nomura, visit www.nomura.com.

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ALPHA BANK

Alpha Bank was founded in 1879 by J.F. Costopoulos. The Alpha Bank Group is one of the leading Groups of the financial sector in Greece. It offers a wide range of high-quality financial products and services in the domestic and international market and has one of the highest capital adequacy ratios in Europe.



AXIA Ventures Group Ltd (“AXIA”), is a leading independent, employee-owned investment banking group founded in 2008, providing financial advisory and capital market-related services to corporates, governments and institutional clients. AXIA has presence in key markets of southern Europe as well as in the USA through its subsidiary, AXIA Capital Markets LLC, a registered broker-dealer and member of FINRA. Through its regional offices, AXIA brings world class investment banking expertise while offering unparalleled local insight and execution capabilities to global financial and strategic investors.



The Eurobank Group, consisting of Eurobank S.A. (Eurobank) and its subsidiaries, is a strong banking group active in six countries, with total assets of € 83.4 billion and 11,343 employees. Eurobank Ergasias Services and Holdings S.A. (Eurobank Holdings) is the parent company of Eurobank Group.

With a total network of 615 branches in Greece and abroad, the Eurobank Group offers a comprehensive range of financial products and services to its retail and corporate customers. In

Greece, Eurobank operations encompass a retail banking network, dedicated business centers, a Private Banking network and a dynamic digital presence. The Eurobank Group also has presence in Bulgaria, Serbia, Cyprus, Luxembourg and United Kingdom (London).

The philosophy of Eurobank focuses on providing quality services to its customers, paying attention to their particular and diverse needs.

Eurobank Group - Key Figures		€bn
Gross loans		43.1
Deposits		55.8
Total assets		83.4
Total equity		6.4
Client Service Network		615
Greece		300
International		315

Data as at September 30th, 2022

Beyond core business activity Eurobank, responding to the needs of today's ever-changing environment, consistently designs actions relating to social and environmental issues, adopting responsible practices that promote transparency and business ethics. Eurobank links its business decisions to environmental sustainability, social responsibility and corporate governance (ESG).



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The Greek National Tourism Organisation (GNTTO), founded in 1929 and re-established in 1950, is a Public Entity (PE) under the supervision of the Ministry of Tourism. Its mission is to develop and promote the Greek tourism product through the implementation of promotional tourism campaigns in Greece, and abroad with the help of the extensive network of GNTTO offices in foreign countries. With its vast experience and expertise and its large network of associates and stakeholders within as well as beyond the Greek borders, GNTTO has

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always played a crucial part in the national effort for a cost-effective and efficient promotion of Greece for what it is: a unique and amazing destination. GNT0 is a member of UNWTO and ETC.



HELLENiQ ENERGY is one of the leading energy groups in South East Europe, with activities spanning across the energy value chain and presence in 6 countries. The Group's main activities include Refining, Supply, and Trading of petroleum and petrochemical products, Fuels Marketing both in Greece and internationally, Renewable Energy Sources, Power Generation & Trading, as well as Supply, Distribution, and Trading of Natural Gas.

The Group is rapidly transforming itself, based on its new strategic business plan for sustainable growth, called 'Vision 2025'.



NATIONAL BANK
OF GREECE

With its 181-year participation in the country's economic and social life, **NBG** is one of the most significant Greek financial organizations, as it plays a key role in efforts to support the Greek economy and enable the economic transformation of the country.

The Group provides a wide range of financial products and services that meet the changing needs of businesses and individuals, including deposit and investment products, various financing

facilities, brokerage, insurance, leasing and factoring services.

Today Nbg's Group employs a workforce of 8.800 employees. It also has a wide distribution network of 355 branches and 1.433 ATMs in Greece, and provides services through alternative electronic networks (internet, phone and mobile banking), which enable customers to carry out easy, fast and safe everyday transactions.

NBG supports Greek businesses by offering new financing tools and high-quality specialized services, placing emphasis on financing productive investments, export trade and new, innovative entrepreneurship.

QUALCO Group

For more than 20 years, **Qualco Group** has been offering solutions to real problems of the global financial sector through a combination of technology, data analytics, operations and best practices. Having its headquarters in Athens and a significant presence in the UK and continental Europe, Qualco Group serves over 140 organisations in 35 countries, employing more than 800 experts.

ReedSmith
Driving progress
through partnership

Reed Smith is a dynamic international law firm, dedicated to helping clients move their businesses forward. Our long-standing relationships, international outlook, and collaborative structure make us the go-to partner for speedy resolution of complex disputes, transactions, and regulatory matters.

SPONSORS



AEGEAN, the airline that knows Greece best, offers a network of 138 destinations (29 domestic and 109 international) to 44 countries, operated with a fleet of 64 Aircraft among which the brand-new AIRBUS A320 and A321 neo. AEGEAN has been honored, for the 11th consecutive year and 12th time in the past 13 years, with the 2021 Skytrax World Airline award, as the Best Regional Airline in Europe and has recently received, a 4-star award from Skytrax (4-Star COVID 19 Arline Safety Rating), as it was certified that from the beginning of the pandemic and with the same commitment until today, is implementing the highest standards and best practices proposed by the World Health Organization, ICAO and IATA for the protection of passengers and crew.

For more information visit: www.aegeanair.com

AMBROSIA CAPITAL

Ambrosia Capital, is a London based, FCA Regulated financial services firm with a local subsidiary headquartered in Athens, Greece.

Ambrosia Capital is actively involved in capital markets deals, across all sectors in Greece, both in equity and fixed income, as well as, in the private domain.

The institutional investor community continues to demonstrate its support and acknowledgement of Ambrosia Capital's expertise and in-depth research offering through the top rankings rewarded in The Institutional Investor Surveys, under the Leading

Brokerage category for Research and Sales in Greece.

BERNITSAS

A Top Tier Commercial Law Firm at the Forefront of the Market

Bernitsas Law is a market leader in the provision of commercial law services in Greece and one of the largest firms in the country. We have unrivalled experience in both benchmark and mainstream domestic and cross-border transactions and have acted in many of the significant and often pioneering transactions to have taken place in terms of both complexity and value over the last three decades. The Firm has strong advisory, transactional and dispute resolution capabilities across its areas of practice.

Proactive, Innovative and Socially Conscious Representation

We believe that doing business responsibly matters and benefits our clients, our people, the legal industry and the community and markets in which we are active and to which we are accountable. Our clients trust us to passionately protect and promote their interests. Exceptional lawyers work within and across teams to offer excellent service in line with international professional and ethical standards of care. Acting with responsibility to the legal industry and the community and markets in which we are active is the cornerstone of our practice and drives all our relationships.

Recognitions

Bernitsas Law is consistently recognized by all the major international legal directories as a leading legal services provider in the Greek market and is top ranked by Chambers Global and Europe, The Legal 500 EMEA and The IFLR1000 Guide to the World's Leading Financial Law Firms.

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For more information, contact us at
bernitsas@bernitsaslaw.com or visit
www.bernitsaslaw.com.



Costamare Inc. is one of the world's leading owners and providers of containerships and dry bulk vessels for charter. The Company has 48 years of history in the international shipping industry and a fleet of:

- 73 containerships in the water, with a total capacity of approximately 537,000 TEU including five vessels that we have agreed to sell.
- 45 dry bulk vessels with a total capacity of approximately 2,436,000 DWT

Our strategy is to time-charter our containerships to a geographically diverse, financially strong and loyal group of leading liner companies. Our aim is to operate our containerships under multi-year time charters which are not subject to the effect of seasonal variations in demand. On the other hand, our strategy is to operate our dry bulk fleet in the spot market.

We are continuously evaluating opportunities to create shareholder value by growing our fleet prudently. We follow a portfolio approach on our chartering strategy in order to ensure that we meet our obligations, without limiting potential upside.



DLA Piper is one of the largest law firms in the world and we strive to be the world's leading business law firm. We operate in more than 90 offices in over 40 countries across Europe, the Americas, Asia Pacific, Africa, and the Middle East.

We offer our clients seamless cross-border legal services and deep local experience. Recognised as one of the leading law firms in Belgium, receiving numerous awards, we are one of the few law firms that combine strong local presence and international capability to assist our clients.

With over 100 lawyers, we have strong experience in the Belgian legal and political scene and advise clients on all areas of business law.

Our Brussels office serves as the firm's EU Centre of Excellence. We are well-versed in managing complex legal, regulatory and policy files with EU components and are actively involved in the EU consultative and decision-making processes, ensuring our clients' interests are represented during the legislative process.

With this familiarity of various EU-related matters, we provide strategic legal advice that takes into account changes in geopolitical developments such as Brexit and international tax policies.

Wherever our clients do business, we are there to assist them.

SPONSORS



ELLAKTOR Group is the largest infrastructure group in Greece and one of the leading in Southeastern Europe with an international presence in 17 countries and a diversified portfolio of activities focusing on the sectors of Construction, Concessions, Environment, Renewable Energy Sources, Real Estate Development – Management.

Combining **70** years of history in the most demanding projects with the latest technologies and the unique experience of its **7,246** employees, **ELLAKTOR Group** operates in an environmentally and socially responsible way, paving the way and investing towards an innovative and sustainable world.

The Group's mission is to deliver high-quality infrastructure, energy, and environmental projects, promote circular economy through innovative waste management solutions, increasing its alternative energy footprint, contributing to the development and improvement of the quality of life while aiming at the continuous creation of added value for all shareholders, employees, the Greek economy and society.



A leading force in the insurance sector for 131 years

Established in 1891, “The Ethniki Hellenic General Insurance Company S.A.” is the oldest insurance company and an insurance leader in Greece. The Company's name has been identified with real assurance and embodies the timeless values of reliability, ethos, security, trust and respect.

Striving for high-quality services to its over 1,000,000 policyholders, Ethniki Insurance always ensures that its infrastructure remains up-to-date. The Company puts its customers first and continuously measures customer satisfaction, while it also researches and develops new services and products. Ethniki Insurance's contribution to local initiatives is proof of its support to Education, the Arts, Culture, and the Environment.

Its modernized structures and dynamic sales networks of 135 tied Agencies, staffed by 1,714 tied Agents and 1,160 non-tied Agents and Brokers, allow Ethniki Insurance to always stand by its policyholders, catering to all their needs.



EYDAP, founded in 1980, is the leading company in the water supply, sewerage and wastewater treatment sector in Greece, covering the needs of more than 40% of the total population of the country, supplying Attica with drinking water, the quality of which is ranked among the best in Europe.

EYDAP is constantly investing in new technologies, as well as in new activities in and out of its competence area, currently focusing on the development of new WWTP and sewerage networks in East Attica, following the principles of cyclical economy.

In recent years, large companies' activities are oriented towards ESG objectives, related to environmental protection, society empowerment and corporate governance. In this context, EYDAP's goal is to achieve zero carbon water, high quality water accessible for every everyone, and high levels of transparency and disclosure.

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EYDAP is the first public company to include in its Sustainable Development Report 2020, the SASB Standards for the water sector, while at the same time it has been included in the ESG index of the Athens Stock Exchange.

GEK TERNA GROUP OF COMPANIES

GEK TERNA Group is one of the leading business Groups in Greece and one of the most extroverted Greek Groups, with a significant presence abroad.

With 4,000 employees worldwide, the Group holds a leading position in Greece in the fields of infrastructure, energy production, supply and trade from thermal sources and RES, concessions, waste management and real estate development & management.

The Group has a significant construction backlog, which along with the projects to be signed will reach to the historical high of €4.9 billion in the following period, while the total investments implemented by the Group or in which the Group participates, currently exceeding €6.5 billion.

GEK TERNA (www.gekterna.com) is listed in the Athens Stock Exchange (FTSE / Athex Large Cap).

LAMBADARIOS LAW FIRM est. 1863

Founded in 1863 and now under the stewardship of managing partner Constantinos Lambadarios, **Lambadarios Law Firm** has evolved from a family firm into a thoroughly modern, international practice with a dynamic, problem-solving mindset, while retaining the traditional qualities of respect, integrity and personal service.

With a number of top-ranked partners and a highly skilled team of lawyers, we are recognized as one of the leading Greek firms in all of our key practices – M&A, Banking & Finance, Project Finance, Litigation & Dispute Resolution, Real Estate, Energy, Capital Markets, and TMT and Intellectual Property in Greece. Within these fields, we have advised on many of the most significant transactions and commercial developments in Greece's recent past, from privatizations of state-owned utilities and major energy and infrastructure projects to cases involving emerging internet law and anti-trust actions.



LAMDA Development, listed on the Main Market of the Athens Exchange (ATHEX), is a holding company specializing in the development, investment and management of real estate. LAMDA Development Group retains a leading position in the large shopping and entertainment sector in Greece, with investments as well in residential and office space developments primarily in Greece and in Southeastern European countries. The Group investment portfolio includes four shopping and entertainment centers (The Mall Athens, Golden Hall and McArthurGlen Designer Outlet in Athens, and Mediterranean Cosmos in Thessaloniki), office buildings, residential complexes as well as the Marinas in Flisvos and The Ellinikon. LAMDA Development has undertaken the complete urban regeneration of the Ellinikon-Aghios Kosmas Metropolitan Pole (including the area of the former "Ellinikon" airport and the coastal front), which will be the largest private investment in Greece and one the largest urban regeneration project in Europe. The budget of the estimated investment for the project is €8

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billion. The majority stake in the company is held by the Latsis Group.



At Machas & Partners is rewriting the model for a full-service law firm in Greece, serving its clients locally according to international standards and in compliance to the sector's globally acknowledged best-practices.

Our practice is focused on serving both corporate and private clients in the broad spectrum of their legal affairs. Corporate clients are provided with specialized advisory and top-notch representation in matters related to their day-to-day operations, commercial transactions, financing, structuring, compliance, disputes etc., while private clients benefit from our extensive experience in handling complex disputes, including criminal matters, as well as from our expertise in servicing the needs of HNWI's.

Our core purpose is to become an agent for change in the Greek legal community, providing our clients with the service they deserve, in terms of quality and timing, and creating true and measurable value for them by our legal advice and insight. We strive to grow, and the best way to achieve this is by creating value and enhancing the prospects and the impact of the matters we handle on behalf of our clients.

Our set of values is simple: professional excellence, service with added value and ethical integrity. These values, together with the implementation of acknowledged best-practices, has allowed us to grow organically, acquire a sterling reputation in Greece and abroad amongst peers and clients and gradually but steadily become a major legal service provider in Greece.

Our multi-jurisdictional exposure as a law firm that operates and is qualified to practice in both Greece and in London UK, together with our team of lawyers with members who are qualified to practice under Greek, UK and US law, comprise the basis for international clients, doing business in or relocating to Greece, to feel at home.

We aspire to become a valuable platform for our clients and the Greek economy, bringing people and companies together, foreseeing synergies, creating value and turning opportunities into success.



MASOUROS
ATTORNEYS AT LAW

Masouros & Partners is a law firm headquartered in Athens focusing on sophisticated capital and specializing in corporate law and M&A.

The firm is consistently ranked across all major legal directories (*Chambers*, *Legal 500*, *IFLR1000*) as one of the top law firms for Corporate Law/M&A and Energy in Greece in Greece. The *Masouros* team has been called as '*clearly the most reliable Greek team for corporate work*' and '*super-responsive, quick, available 24/7*' (*The Legal 500 EMEA 2022*).

Masouros & Partners advises routinely private equity funds in relation to high-profile cross-border corporate deals and Greek (public and private) M&A, while it is also involved in big ticket corporate litigation and M&A arbitration in Greece and beyond. The firm has a 'best friends' relationship with a good number of major US and UK law firms and is also a traditional advisor for Dutch clients doing business in Greece.

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Milbank

Milbank has been in London for over 40 years, assisting clients with their most complex, highprofile and ground-breaking cross-border transactional and contentious matters. Now the second largest office in Milbank's global network, the London office has over 160 lawyers providing English and NY law advice on UK, pan-European, Asian, African and other global matters. The strength of its leading UK and US practices provides the firm with a unique ability to handle the most complex and demanding transatlantic mandates for its clients.



The NN Group

It has been active since 1845 and has a strong presence in 11 countries in Europe and Japan.

It focuses on people and building trust. It offers a wide range of insurance and investment solutions, always guided by its corporate values "We Care, We Are Clear, We Commit".

Products & Services

We are by your side and support you every step of the way. We offer a wide range of insurance and financial products and services to cover any insurance or investment need:

- Health
- Nursing
- Diagnosis
- Protection
- Zoe
- Insurance linked to Investments
- Pension

- Group Programs for businesses
- Car, Home, Business Insurance (through NN Agency)



Oliver Wyman is a global leader in management consulting. With offices in more than 70 cities across 30 countries, Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation. The firm has more than 6,000 professionals around the world who work with clients to optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities. Oliver Wyman is a business of Marsh McLennan [NYSE: MMC].

For more information, visit www.oliverwyman.com. Follow Oliver Wyman on Twitter @OliverWyman.



ONEX SHIPYARDS & TECHNOLOGIES

Group, headquartered in NY, runs a diversified portfolio of activities that mainly include Aviation, Security, ICT/IoT, Business Process Outsourcing, Integrated Logistics Support, Energy, Nanotechnology and more.

The Group investments in Greece exceeds **650 million euros**, with half billion invested the last five years, and **2 billion euros in delivered projects** across all activities. In total, Onex has **500**

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million euros Equity & Assets value under management, with more than **2.500 employees**.

ONEX SHIPYARDS is a member of **ONEX SHIPYARDS & TECHNOLOGIES Group**, with the strategic objective of acquiring, operating and investing in shipyards.

Currently **ONEX SHIPYARDS** owns and operates **Neorion Shipyards** in Syros (3rd largest shipyard in Greece) and is acquiring **Elefsina Shipyards** through a restructuring and rehabilitation plan (2nd largest shipyard in Greece), with financial contribution from **U.S. International Development Finance Corporation (DFC)** and the strategic partnership with the Italian shipbuilding behemoth **Fincantieri**.

Indicatively, **the re-operation of Neorion Shipyards by ONEX** since 2018 has changed the ship-repairing Greek National Index after decades of decline; 90% of the sector's National Growth comes from Neorion.

ONEX's success stems from always applying supreme innovative methods and operational excellence at the most competitive cost and delivery times, thus constituting a valuable partner and **an emerging leader in the Eastern Mediterranean for commercial and military fleets**.

Websites & Social Media Networks

Onex Neorion Shipyards

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

<https://www.linkedin.com/company/onex-syros-shipyards-sa/>

<https://www.facebook.com/OnexSyrosShipyardsSA/>

<https://www.instagram.com/onexsyrosshipyards/>

https://www.youtube.com/channel/UCRf3f_R7ky8TgJGmImHByIQ

ONEX Technologies

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

<https://www.linkedin.com/company/onex-hellenic-sa/>

<https://www.facebook.com/ONEXgroupofcompanies/>

<https://www.instagram.com/onextsbs/>

<https://www.youtube.com/user/ONEXGroupofCompanies>



OPAP is the leading gaming company in Greece and one of the most renowned in its industry worldwide.

Founded in 1958, it operates and manages numerical lotteries, sports betting games, horseracing mutual betting, lotteries, instant win games and video lottery terminals (VLTs) in Greece. Moreover, OPAP holds a leading position in the sector, in terms of embedding the global Responsible Gaming principles in its operations.

At the same time, OPAP holds a prominent position among corporate social champions in Greece. Through its extensive Corporate Responsibility program, which focuses on Health, Sports and Employment, the company supports Greek society in practice.

Additional information is available at: www.opap.gr

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OTE Group is the largest technology company in Greece. It is one of the top three listed companies with respect to capitalization, in the Athens Stock Exchange and is also listed in the London Stock Exchange. Deutsche Telekom holds 49.22% of OTE's share capital and the Greek State holds 7%. In 2021, OTE Group employed approximately 10,500 people in Greece.

OTE Group offers a wide range of services: fixed-line and mobile telephony, broadband services, pay-TV and integrated ICT solutions. The Group is also active in maritime communications and real-estate, and has the BOX online food ordering service and the COSMOTE Insurance digital platform for comparison and purchase of insurance. Abroad, the Group operates in the mobile telecommunications market of Romania.

Sustainable growth is an integral part of OTE Group's business strategy, as the sustainable growth principles are integrated into its operation. Key priorities include improvement of the Group's environmental and social footprint, as well as equal access for all citizens to the digital opportunities of the future.

COSMOTE is the unified commercial brand for all the products and services of the Group and its key message is 'a better world for all'. Its mission is to bring technological capabilities to all, so that everyone can make full use of all the opportunities of today, while also building a better tomorrow.

POTAMITISVEKRIS

POTAMITISVEKRIS is one of Greece's largest full-service law firms. We are a recognized leader in key market sectors and practice areas and highly regarded for our commercial acumen and focus on client relationships.

We all share a commitment to the highest professional and ethical standards. We foster effectiveness in problem-solving, a culture of respect and collaboration, openness, and equal opportunity.

Our law firm has earned the Great Place To Work® certification and has been recognized for its High Trust Culture Workplace, as a testament to our collegial work culture.

Our firm's success is demonstrated by its recognition as "Greece Law Firm of the Year" in 2012, 2014, 2020 and 2021 by Chambers Europe and our Top-Tier rankings by all leading legal directories, including Chambers, Legal 500, and IFLR1000.

Moreover, POTAMITISVEKRIS follows a globally recognized approach for its Quality Management System and has been certified under ISO 9001:2015 by Lloyd's Register Quality Assurance.



Public
Power
Corporation

PPC is the leading Greek electric utility, with activities in electricity generation, distribution network operation and supply of electricity to end consumers.

It is the largest power generation company in Greece with a total capacity of 10.5 GW including thermal, hydro and RES power plants. HEDNO S.A., its 51% subsidiary, is the owner and operator

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of the electricity distribution network of Greece with a Regulated Asset Base of c. € 3 bn. PPC is the leading electricity supply provider in the country, servicing c. 5.7 m customers.

PPC is re-inventing itself in order to be aligned with the energy transition through the implementation of its strategic priorities by (i) proceeding to the decarbonization of its business through accelerated lignite phase out plan and a ramp-up of Renewables investments, (ii) focusing on digitalization and operational efficiency applying new technologies across all business activities and (iii) pursuing areas of additional growth through customer centricity undertaking at the same time a leading role in the development of e-mobility in Greece.

PPC was founded in 1950 and is listed on the Athens Stock Exchange since 2001.

PPC Group total annual revenues in 2021 amounted to c. € 5.7 bn and total assets to € 17.8 bn, having approximately 12.9k employees.



PRODEA Investments is the leading real estate investment company in Greece, listed on the Athens Stock Exchange (ATHEX). With total assets exceeding €2,9 bn, Prodea Investments Group engages in real estate investments and is internally managed by experienced professionals with proven sourcing, execution and value creation track record.

PRODEA Investment's real estate portfolio consists of more than 380 commercial properties, primarily office and retail, but also rapidly expanding in the logistics, hospitality and residential sectors. With more than 80% of its portfolio located in prime urban areas throughout Greece and Cyprus and selectively positioned in other key markets in South East Europe, such as

Italy, PRODEA Investment's boasts a high-quality, high-yielding, diversified portfolio with predictable cash flows driven by high occupancy levels, long-term lease tenures and strong tenant base.

saplegal

**A.S. PAPADIMITRIOU
& PARTNERS**

Saplegal–A.S. Papadimitriou & Partners is a prominent law firm, based in Athens, Greece, and provides full business law services.

Our firm was incorporated in March 2008, being essentially the evolution of the law firms of Stelios Papadimitriou and Dr Anthony Papadimitriou, the current President of the Onassis Foundation.

Combining legal expertise and business savvy, we provide bespoke practical and creative solutions to complex business and legal challenges for our worldwide clients, which include venture capital firms, private equity funds, financial institutions, insurance companies, shipping companies, hoteliers, car industries, foundations, as well as corporations and entrepreneurs in almost all areas of industry and commerce.

Main areas of practice

- Banking, Finance & Capital Markets
- Corporate & Commercial
- Competition Law
- Employment & Labour Law
- Foundations & Non Profit Organisations
- IP & Data Protection
- Insurance Law
- Litigation, Arbitration & Mediation
- Mergers & Acquisitions
- Private Equity & Venture Capital
- Real Estate
- Restructuring & Insolvency
- Shipping
- Tax

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Kentriki – Savills Greece is a leading real estate services provider offering a wide range of specialist advisory, management and transactional services to clients in Greece and the neighbouring countries (Cyprus, Bulgaria, Romania).

Established in 1997, the Company is a full member of the Savills International Network, and thus it is considered as one of the oldest international associates of Savills plc. Our office advises clients on commercial, residential and hospitality properties, while assisting them in maximizing their properties' and investments' profit and efficiency.

Our team consists of people with extensive knowledge and deep understanding of the Greek market, suitably qualified to offer valuation, advisory and agency services of the highest quality, always in the client's best interest.

Our staff is accredited through the Royal Institution of Chartered Surveyors (RICS), the Technical Chamber of Greece and the Greek Ministry of Finance. The company is also regulated by RICS.



Trastor REIC is the first real estate investment company to be established in Greece under law 2778/99 and it is listed on the Athens Stock Exchange. The Company adopts a value-add investment strategy in prime commercial real estate while through active asset management delivers alpha returns to its shareholders. Experienced and qualified management team with deep

understanding of the local market, proven sourcing, execution, and value creation track record.

As of today, Trastor REIC owns a portfolio of 54 assets with €379.2 mn of Gross Asset Value, comprising of 60.9% office buildings, 13.8% logistics centers, 9.4% mixed use assets, 13.8% retail, and 2.1% of other assets including land plots for development.

Shareholders Structure:

Piraeus Bank: 98.3%

Free Float: 1.7%

SUPPORTING SPONSORS

BROOKSTREET EQUITY PARTNERS LLP

Brookstreet is recognised as the "Best Commercially Motivated PE" and being a platform for CEOs, UHNW Families and International Advisors supporting Founders on their Scale Up journey. The firm's notable awards include "UK Innovative PEVC Fund Manager of the Year" and "UK Niche PE House of the Year". Brookstreet is a thematic investor in innovations across the 4th Industrial Revolution (4IR) and ESG technologies with wider impact, growth potential and evidence of value. The firm does things differently, including focusing on selected key assets, having a McKinsey alumni strategy consulting and commercial due diligence affiliate and dedicated portfolio managers.

More: www.brookstreetequity.com

CALAMOS[®] INVESTMENTS

Calamos Investments is a diversified global investment firm offering innovative investment strategies including alternatives, multi-asset, convertible, fixed income, equity, and sustainable equity. The firm offers strategies through separately managed portfolios, mutual funds, closed-end funds, private funds, and UCITS funds.

Clients include major corporations, pension funds, endowments, foundations, and individuals, as well as the financial advisors and consultants who serve them. Headquartered in the Chicago metropolitan area, the firm also has offices in New York, San Francisco, Milwaukee, Portland (Oregon), and the Miami area. For more information, please visit us on LinkedIn, on Twitter @Calamos or at www.calamos.com.

DECA INVESTMENTS

Deca Investments is a **dynamic private equity fund**, aiming to generate attractive returns for its stakeholders and value for its portfolio companies. Through the funds **Diorama I** and **Diorama II**, Deca Investments acquires significant minority or majority positions in promising SMEs through equity (or equity-like) instruments. Based on its **investment philosophy**, Deca Investments focuses on companies in which a combination of their management quality, sector dynamics and their fundamentals indicate that the expected risk-adjusted return will be attractive. These are companies with a proven track record, strong export potential or import substitution capability and the potential to grow profitably. Deca Investments actively supports its portfolio companies by **adding value, promoting good governance, and improving operational efficiency**. Investments made for Diorama I include **Adam Pack, Atlas Tapes, Axel Accessories, Damavand, EZA, InternetQ, Lariplast, Minerva, PharOS** and **Viva Wallet**. In April 2022, DECA Investments completed the first closing of Diorama Investments II with EUR 158mn of total commitments.

DIMAND REAL ESTATE DEVELOPMENT

DIMAND SA is one of the leading real estate development companies in Greece, listed on the Athens Stock Exchange (ATHEX).

Since its inception in 2005, it has incorporated the philosophy of sustainability into the core of its business, creating a new market in Real Estate which has now become a global model. Its business activity focuses on the implementation of modern bioclimatic office buildings, large-scale urban renovations, complex mixed-use projects, as well as private sports facilities.

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The company has developed 40% of the ‘green’ buildings in Greece, which are certified with LEED BD + C (Leadership in Energy & Environmental Design).

Dimand was awarded the LEED® Proven Provider™ distinction by the Green Building Certification Institute of which it is also a silver member. It is a member of GRESB, but also Credentialed Project Developer and Credentialed Quality Assurance Provider of the Investor Confidence Project (ICP) Europe.

Website: dimand.gr

LinkedIn: www.linkedin.com/company/dimand/

Facebook:

<http://www.facebook.com/dimandrealestatedevelopment>

Instagram: www.instagram.com/dimand_s.a/



Eldorado Gold is a mid-tier gold and base metals producer with mining, development, and exploration operations in Türkiye, Canada and Greece. The Company's activities involve all facets of mining, including exploration, development, production, reclamation, and rehabilitation. Our vision to build a safe, sustainable, and high-quality business in the gold mining sector, creating value today and for future generations. We are listed on both the New York Stock Exchange, and the Toronto Stock Exchange, under the symbols EGO (NYSE) and ELD (TSX).

Elikonos Capital Partners

We at **Elikonos Capital** aim to support companies with sustainable growth strategies and strong management teams that have the ability, vision and commitment to create value.

Investment Focus

- Active deal flow sourcing
- Scalable operating models
- Solid balance sheets
- Market and sector attractiveness
- Thorough due diligence
- Transaction type flexibility
- Swift execution
- Visible exit options at time of investment
- Post Investment adding value

Elikonos team has established a solid track record of coherence, execution capacity, professionalism and ability to source and structure transactions.

The team combines strong finance and investment experience enhanced by solid and diverse operating and managerial experience gained across various sectors and corporations.



EOS Capital Partners (“EOS”) is the external Alternative Investment Fund Manager for EOS Hellenic Renaissance Fund, a Luxembourg based Private Equity Fund. EOS is a €150MM private equity fund, established in May 2018, investing primarily in Greek growth SMEs.

EOS Hellenic Renaissance Fund is a generalist fund with a well-diversified portfolio of eight investments so far operating in a variety of sectors. EOS has also completed one divestment since its

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establishment, that delivered significant returns to its shareholders.

EOS strong investors' base comprises of c. 70% institutional and 30% other private investors while the key European supranationals such as the European Investment Fund, European Investment Bank and the European Bank for Reconstruction and Development are anchor investors, proving their strong vote of confidence to the investment team and its strategy. A cornerstone for the creation of the fund, was its participation in the Equifund investment platform, an initiative created by the cooperation between the Hellenic Republic and the European Investment Fund.

The key pillars of EOS investment strategy have as follows:

- Focus on sectors with defensive characteristics
- Healthy SME companies with solid business plans and strong management teams
- Primarily acquisition of controlling minority stakes
- Average investment ticket of €10MM through primarily share capital increases
- Average investment holding period of 5-7 years

EOS is bringing together internationally recognised investment professionals both in Greece and abroad, with

- A solid track record in private equity in Greece and internationally, transaction execution and strategic business development,
- An extensive executive management experience; and

A unique access to international networks of investors and strategic counterparties



Who We Are

Founded in 1990, **Flott & Co. PC** is an international business and tax law practice that is its thirtieth year of serving businesses and individuals with international transactions and cross-border commercial matters; US citizens living in or outside the US with their US tax compliance obligations, including reporting foreign source income, Foreign Bank Account Report (FBAR) and Foreign Account Tax Compliance Act (FATCA) reporting; non-US persons with US source income with their US tax compliance; and non-citizens who live in the US under various non-immigrant visas with their US tax compliance. We also assist businesses and individuals in tax disputes with the Internal Revenue Service.

Representing Businesses

We provide advice and tax compliance assistance to United States companies doing business overseas and foreign companies with US operations, investments or US source income. We have developed particular expertise in the US taxation of international transportation income and US tax deferral for US persons engaged in business overseas.

Representing Individuals

We offer advice and tax compliance assistance to United States citizens with foreign source income, non-United States citizens who have US source income, and United States citizens living abroad. We also help clients resolve disputes with the IRS, including representing clients in US Tax Court.

Our Team

Our team consists of well qualified lawyers and enrolled agents (EA's) who have considerable

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experience on a wide range of international tax and business issues, tax controversies, citizenship and expatriation, among others. We can serve clients in French, German, and Russian in addition to English.

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Moussas & Partners is a multidisciplinary law practice that assists its clients on a broad spectrum of legal subjects and consistently delivers responsive and appropriate solutions.

Our highly-qualified team advises on a broad range of legal matters including: Corporate & M&A/Commercial, Compliance, Regulatory (including Licenses and Permits), Public Procurement, Projects & Energy, Litigation & Arbitration, Finance & Capital Markets, Competition, Data Protection, Land & Real Estate.

Our regular clients include international and domestic corporations, listed and non-listed, that we advise on all aspects of their activities and business affairs.

We seek to deliver quality legal services pursuant to our clients' goals that are tailored to their context and economic environment.

Our team has extensive expertise in managing cutting-edge and complex transactions and in operating in contractual and contentious fields whenever an in-depth knowledge of both Greek and foreign legal systems is required.

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BC Partners is a leading investment firm with over €40 billion in assets under management across private equity, private debt, and real estate strategies. Established in 1986, BC Partners has played an active role for over three decades in developing the European buy-out market. Today BC Partners integrated transatlantic investment teams work from offices in Europe and North America and are aligned across our four core sectors: Healthcare, TMT, Business Services & Industrials, and Consumer. Since its foundation, BC Partners has completed over 124 private equity investments in companies with a total enterprise value of over €160 billion and is currently investing its eleventh private equity buyout fund.

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Established in 1981, **CVC** is a world leader in private equity and credit with €123 billion of assets under management, €157 billion of funds committed and a global network of 25 local offices: 16 across EMEA and the Americas and nine in the Asia Pacific region.

CVC is one of the most active institutional investors in Greece, having invested more than €1.5bn of equity since 2017 across various sectors. Today, CVC has 8 portfolio companies in Greece: Hellenic Healthcare Group, eTravel, D-Marin,

Skroutz, Vivartia, Dodoni, PPC and Ethniki Insurance.



At **DBRS Morningstar**, your contributions have meaning and can drive change. With offices in Toronto, New York, Chicago, London, Frankfurt, Madrid and Mumbai, we are a fast-growing, diverse and talent-driven company backed by one of the best brands in financial services, Morningstar, Inc.

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HIP is the main investor in holiday hotels in southern Europe with 21,479 rooms located in the main tourist destinations in Spain, Italy, Greece and Portugal

HIP is committed to the transformation and conceptualization of hotels and an active management of operations with the aim of maximizing the value of hotels.

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H.I.G. is a leading global private equity and alternative assets investment firm with more than \$52 billion of assets under management. Based in Miami, and with offices in New York, Boston, Chicago, Dallas, Los Angeles, San Francisco, and Atlanta in the U.S., as well as international affiliate offices in London, Hamburg, Madrid, Milan, Paris, Bogota, Rio de Janeiro and São Paulo, H.I.G. specializes in providing both debt and equity capital to small and mid-sized companies, utilizing a flexible and operationally focused / value-added approach:

1. H.I.G.'s equity funds invest in management buyouts, recapitalizations and corporate carve-outs of both profitable as well as underperforming manufacturing and services businesses;

2. H.I.G.'s debt funds invest in senior, unitranche and junior debt financing to companies across the size spectrum, both on a primary (direct origination) basis, as well as in the secondary markets. H.I.G. is also a leading CLO manager, through its WhiteHorse family of vehicles, and manages a publicly traded BDC, WhiteHorse Finance;

3. H.I.G.'s real estate funds invest in value-added properties, which can benefit from improved asset management practices.

Since its founding in 1993, H.I.G. has invested in and managed more than 300 companies worldwide. The firm's current portfolio includes more than 100 companies with combined sales in excess of \$29 billion. For more information, please refer to the H.I.G. website at www.higcapital.com.



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The modern industrial and service society has many lifelines: data networks, mobility, competitive industries, building infrastructure. These areas have one thing in common: They all need electricity – the most important energy of our time. The more digitization and electrification progress, the greater the need for a constantly available, secure supply. This presents society with a major task: meeting the increasing demand for electricity and protecting the climate at the same time. RWE produces this electricity – clean and safe. We are investing massively in the expansion of renewable energies and storage technologies. With our flexible power plant park, we support a secure energy supply.

Our goal is clear: we will be climate-neutral by 2040.

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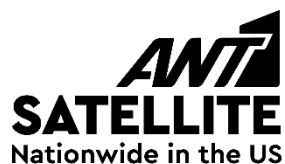
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The food products company **MICHAEL ARABATZIS SA - 'HELLENIC DOUGH'** (Reg Nr: 058429504000) operates in the sector of frozen pastry products, supporting the Food Service market as well as the retail market. The operational structure of the company is based at its privately owned 77.250m² production facilities located on privately owned land within the Thessaloniki Industrial Zone and supported by a wide sales network together with a private fleet of transportation vehicles, three branches, in Athens, Patra and Ioannina, and highly trained associates throughout Greece.

HELLENIC DOUGH - ARABATZIS, rank among the most up-to-date food production companies not only in Greece but also in Europe, which from its founding has been operating with the philosophy of producing high - quality products.

The company's quality assurance from its selection of raw materials, to the careful and professional production and handling ensures safety and hygiene right up until consumption of the products.

Quality is controlled and maintained at all stages in accordance with the following standards: BS EN ISO 9001:2015, BS EN ISO22000:2005, IFS International Food Standard Issue 6: April 2014(Higher Level) and BRC Global Standard for Food Safety Issue7: January 2015 (Grade A).

The company strategy is to continue its already long - term steady growth in Greece by creating new products and establishing new collaborations, while maintaining a strong presence abroad.

Being particularly faithful to Greek tradition, **HELLENIC DOUGH - ARABATZIS** is committed to associates and consumers alike with a view to maintaining the highest quality standards in all areas.

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Navios Partners owns and operates dry bulk and container vessels with long term, staggered expiration charters with a diversified customer base.

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H.E. Kyriakos Mitsotakis
Prime Minister
Hellenic Republic

Kyriakos Mitsotakis has been Prime Minister of Greece since July 2019, when a landslide general election victory swept his Nea Demokratia party to power. He is the leader of

Greece's first majority government in more than a decade.

Campaigning on an unapologetically pro-business/anti-corruption platform, and an end to populism and the rhetoric of empty promises, as Prime Minister he has focused relentlessly on green and digital job creation, strong economic growth, sustainable tourism, and tax reform.

To date, he has prioritised foreign direct investment, enhanced Greece's credibility among the ratings agencies, provided a strong and respected voice at the centre of the European Union. He has also championed the role of experts and technocrats in his Cabinet, in senior positions in government and at the forefront of Greece's widely praised response to the Covid-19 pandemic.

Political career

Kyriakos was Greece's Minister for Administrative reform and e-government between 2013 and 2015. He became President of Nea Demokratia in 2016, after winning an open election in which he was widely considered the outsider.

He immediately set about radically reinventing the party in opposition; modernising and renewing its appeal; boosting membership; and revolutionising fund-raising, based on small annual donations by members. He also put in place a code of transparency and accountability in how the party operated.

A member of the Greek Parliament since 2004, Kyriakos previously sat on a number of prominent parliamentary Committees, including the Committee for Constitutional Amendment, the Committee for Trade, and the

Committee for National Defence. He was also an active member of the NATO Parliamentary Assembly. As Chairman of the Environment Committee and shadow minister for the environment he fought to highlight the issue of climate change and advocated for environmentally sustainable growth.

Early career and education

Before entering politics, Kyriakos worked for a decade in the private sector as a financial analyst with Chase Investment Bank, a consultant with McKinsey and Company and as CEO of NBG Venture Capital at the National Bank of Greece. He has a bachelor's degree in Social Studies *summa cum laude* from Harvard, an MA in International Relations from Stanford, and an MBA from the Harvard Business School.

Family

Kyriakos is married to Mareva Grabowski, an investment banker. They have three children, Sofia, Konstantinos and Dafni, and live in Athens. In addition to Greek, the Prime Minister speaks English, French and German.



H.E. Christos Staikouras
Minister of Finance
Hellenic Republic

He was born in Lamia, Fthiotida, in 1973.

He was elected MP in Fthiotida with Nea Demokratia political party on the election of 2007, 2009, 2012 (May and June), 2015 (January and September) and July 2019.

From October 2009 until June 2012 he was Deputy Head of the Economic Policy Sector of Nea Demokratia.

From June 2012 he was appointed as Alternate Minister of Finance, and held his position until the election of January 2015.

From February 2015 until June 2019 he was the Head of ND Economic Policy Sector.

SPEAKER BIOS

From July 2019 he was appointed as Minister of Finance.

He holds a degree in Mechanical Engineering from the National Technical University of Athens (NTUA), a Master in Business Administration (MBA) from the Management School, Imperial College of Science, Technology and Medicine, University of London, and a Doctor's degree (PhD in Banking) from the Department of Banking and Finance, Cass Business School, City University.

He is Associate Professor in Finance at the Athens University of Economics and Business.

He was part time academic staff at the Hellenic Open University (2004-2007), Assistant at the Athens University of Economics and Business (2006 - 2019), Visiting Professor at the Universities of Thessaly, Athens, City and European University Cyprus.

He has worked at the Central Bank of England and the Eurobank Group.

He has published over 50 research papers in international refereed scientific journals, books and monographs and he has also participated in many scientific international conferences.

He is member of scientific and research societies and organizations.



H.E. Adonis Georgiadis
Minister of Development & Investments
Hellenic Republic

Adonis Georgiadis was born on November 6th, 1972, in Athens.

He graduated from the Faculty of History & Archaeology of the School of Philosophy of the National & Kapodistrian University of Athens.

In 1993, he took over the management of publications 'GEORGIADIS-LIBRARY OF GREEK'. In 1994, he

founded the Liberal Studies Center "GREEK EDUCATION".

Elected MP in Athens B region in the elections of 2007 and 2009 with the LAOS political party.

In February 2012, he joined the Nea Demokratia political party, having resigned from the parliamentary office. Elected with Nea Demokratia in Athens B in the national elections of 2012 and 2015.

In 2011, he was Vice Minister of Shipping in the Government of Lucas Papademos and in 2013 he was appointed Minister of Health in the Government of Antonis Samaras.

On January 18th, 2016, he was appointed one of the two Vice-Presidents of the Nea Demokratia by decision of Kyriakos Mitsotakis, the President of Nea Demokratia.

On July 8th, Adonis Georgiadis was appointed as Minister of Development and Investments after the 2019 greek elections.

He is married to Eugenia Manolidou and they have two children, Perseus and Alcaeus.



H.E. Konstantinos Skrekas
Minister of Environment & Energy
Hellenic Republic

Member of the Greek Parliament (New Democracy Party, Constituency: Trikala) Minister of Environment & Energy.

Konstantinos Skrekas comes from Megarhi, Trikala. He is married to Eirini Karagouni and has two daughters, Alexandra and Sophia.

He holds a Degree in Civil Engineering from the Aristotle University of Thessaloniki (Civil Engineering Department, Faculty of Technology), and an M.Sc. in Construction Management from the University of Birmingham, UK.

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After completing his studies, he worked in the Fast Moving Consumer Goods sector in managerial positions. He is the co-founder of a company operating in the FMCG sector and held the position of CEO for 15 years.

In the general election of May 6, 2012 he was elected Member of the Greek Parliament (MP) for the Constituency of Trikala with the New Democracy Party. He was re-elected on June 17 of the same year.

On the 25th of January 2015 he was elected Member of the Greek Parliament (MP), receiving the largest number of electoral votes among candidates from all political parties in the Constituency of Trikala. He was re-elected in the elections on 20th September of the same year.

In the general election on July 7, 2019 he was elected Member of the Greek Parliament for the Constituency of Trikala.

He was appointed Minister of Development and Competitiveness from October 2014 until February 2015.

On the July 9, 2019 he was appointed Deputy Minister of Rural Development and Food, being specifically responsible for the Common Agriculture Policy (CAP).

On the 5th of January 2021 he was appointed Minister of Environment and Energy.

He speaks English and French.



H.E. Theodore Skylakakis
Alternate Minister of Finance
Hellenic Republic

He is an economist born in Athens 1959.

He is a former MEP (2009-2014), member of the Committees on the Environment, Public Health and Food Safety, on Budgetary Control and also of the Special Committee on Organized Crime, Corruption and Money Laundering.

Substitute member of the Committees on Industry, Research and Energy, on Economic and Monetary Affairs as well as of the Special Committee on the Financial, Economic and Social Crisis.

2006-2009 he was appointed General Secretary of International Economic Relations and Development Cooperation at the Ministry of Foreign Affairs. From 2003 to 2006 he was Deputy of the Athens Mayor, Deputy Mayor for Finance and responsible for the preparation of Athens for the Olympic Games 2004. He also served as Chairman of the Organization of Tourism and Economic Development Company in 2005-2006. From 1990 to 1993 he served as Advisor to the Prime Minister Constantinos Mitsotakis and Head of the Office of Planning and Communication of the Prime Minister.

He was also President and General Director of the Research Center E21 (1994-2001). From 2014 he is elected President of Drassi Party which has suspended operations in order to support New Democracy.

He has worked in advertising and communication since 1985 and has founded and managed four companies in the fields of communication (1994-1999), crisis management (2000-2006), agriculture and processing (2014-2019).

He has studied economics at the University of Athens and Management (MBA Degree) at the City University of London. He holds a Diploma from the British Market Research Society in Marketing Research as well as a PhD from the Dept of History and Philosophy of Science of the University of Athens on the matter of social tolerance to corruption.

He is married to the lawyer Helen Papapanou and they have two daughters, Marianna and Irene.



H.E. Yannis Tsakiris
Deputy Minister of Development
& Investments, Public Investments
& NSRF
Hellenic Republic

Yannis Tsakiris holds a BSc and an MSc in Mining Engineering from the

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National Technical University of Athens and an MBA degree from the Management School of the Imperial College in London.

He started his career in 1995 in S&B Industrial Minerals, a European major industrial minerals producer where he spent 5 years in production, marketing and sales in charge of new products.

From 2000 to 2006, he was Partner in Vectis Capital, a venture capital fund based in Athens with an investment focus in Greece and the Balkans.

He joined Europe Investment Fund in 2006 as a Principal involved in certain European venture capital markets that were under development phase. Then he continued as Head of Region in the Regional Business Development Division, responsible for South-Eastern Europe and Head of Unit for Special Programmes in the Institutional Business Development Division. He was appointed Head of Division for South-eastern Europe and EU Neighbouring Countries in the Mandate Management Department and he continued as Head of Division for Business Development.

He has set-up and developed several investment and SME financing initiatives and platforms such as Equifund for Greece, Western Balkan Enterprise Development & Innovation Facility, JEREMIE for Greece and Cyprus, Portuguese Venture Capital Initiative for Portugal, the Grater Anatolia Guarantee Facility for Turkey, DCFTA Guarantee Facility for Ukraine, Georgia and Moldova, etc.

From January 2015 until July 2019, he was Chairman of the Board of Directors of the Global Energy Efficiency and Renewable Energy Fund (“GEEREF”) which is an innovative public-private Venture Capital fund of funds catalysing equity capital into clean energy projects in developing countries and economies in transition.

He is also an adjunct professor in Venture Capital in the Luxembourg School of Finance of the University of Luxembourg.



Mrs. Olympia Anastasopoulou
Secretary General for Tourism
Policy & Development
Attorney-at-Law, LLM, MBA,
Mediator
Ministry of Tourism

Olympia Anastasopoulou graduated with High Honors from Athens College and obtained a Law Degree from Athens University. She holds a L.L.M. in International and European Studies with a thesis on P.D.O. and G.I., as well as an M.B.A. with a major in finance and statistics.

As an attorney-at-law at the Supreme Court and Accredited Mediator with the Ministry of Justice, she has worked in Greece and abroad, whereas she has also served as a legal counselor in the National Theater of Greece.

Since 2010 she serves as Legal Counselor in E-EFKA.

In 2010 she was elected municipal counselor in Palaio Faliro.

In 2014 she joined the political party Potami.

In the national elections of July 2019 she ran as a parliamentary candidate in Southern Sector of Athens for New Democracy.

In January 2022 she was appointed Secretary General for Tourism Policy and Development. She is fluent in English, French and German, married to Stefanos Adamopoulos and has two sons.



Mr. Orestis Kavalakis
Secretary General of Private
Investments & PPPs
Ministry of Development &
Investments

Orestis Kavalakis is the Secretary General of Private Investments & PPPs. Before his appointment, he had

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served as special Advisor to the Deputy Minister of Development & Investments, responsible for industry, trade and consumer protection. During his tenure he successfully handled major investment projects, e.g. Hellinikon Project, Elefsis Shipyards, Hellenic Sugar Industry etc.

The current portfolio of the General Secretariat of Private Investments & PPPs includes private and strategic investments as well as PPPs. Since his appointment as Secretary General in September 2020, 43 PPP projects of approximately EUR 6.1 bn. development cost have been approved by the inter-Ministerial Committee for PPPs, in a variety of sectors including roads, student accommodation, waste, transport, energy efficiency projects. Moreover 32 strategic investments in numerous sectors, such as tourism, energy, housing, R&D, data centers have been approved by the inter-Ministerial Committee for Strategic Investments amounting up to approximately EUR 7.2 bn.

He is the president of the Steering Committee for Strategic Investments, a member of the Ministerial Committee for the Monitoring & Development of Ports, the Investment Committee of the Entrepreneurship Fund II (TEPIX II), the Investment Committee of Infrastructure Fund of Funds (InfraFoF) and numerous other committees and public bodies. He is also an assigned member of the Board of the Arab – Hellenic Chamber of Commerce and Development.

Orestis is a lawyer, holds degrees from both National and Kapodistrian University of Athens and from Queen Mary & Westfield College, University of London and has gained extensive experience in commercial law, corporate restructurings and insolvency procedures.



Mr. Dimitrios Tsakonas
Director General
Public Debt Management Agency

Current Position:
Director General, Public Debt Management Agency (PDMA), since July 2019

Previous Positions:

Alternate Director General, Public Debt Management Agency (PDMA), Jan 2018 – July 2019.

Director of Funding & Portfolio Management Directorate, PDMA, Feb 2015 – Jan 2018.

Expert and Head of Department A', Public Debt Directorate, Ministry of Finance (MoF), March 2009 – Feb 2015.

Expert, Portfolio Management Department, PDMA, Oct 1999 – March 2009

Expert, Department A', Public Debt Directorate, May 1995 – Oct 1999.

National School of Public Administration, Dec 1992 – May 1995

Mobil Oil Hellas S.A.: June 1989 – March 1992

Greek Army: Officer, June 1986 – Oct 1988.

Studies

MSc in Banking and Finance, Athens University of Economics and Business, Sept 1998 – June 1999.

Greek National School of Public Administration, Dec 1992 – May 1995.

Mathematics, University of Ioannina, Oct 1981 – Feb 1986.

SPEAKER BIOS



Mr. Michael Arghyrou
Chairman of Council of Economic Advisors
Hellenic Republic

Michael G. Arghyrou was born in Nicosia in 1972. He is a graduate of the Department of Economics of the Athens University of Economics and Business, and holds a Master's and Doctoral Degree in Economics from the University of London (Queen Mary).

Since July 2019 he is Head of the Council of Economic Advisors. With this capacity, he represents Greece at the Economic and Financial Committee (EFC) and the Eurogroup Working Group (EWG). Also, since July 2019 he is a Professor of Economics at the Department of Economics of the University of Piraeus. Previously, he was a Lecturer, Assistant and Associate Professor of Economics at Cardiff University (2005-2019) and a Lecturer in Economics at Brunel University (1998-2005). His main research interests are international monetary relations, international macroeconomics and the Greek economy. His academic publications cover topics including the European sovereign debt crisis, applied monetary policy, public debt sustainability, as well as exchange rates, current account determination and international trade / investment.

He is a member of the Scientific Council of the Konstantinos Karamanlis Institute of Democracy in Athens, a member of the research network of the Munich CESifo Group and a member of the Julian Hodge Institute of Applied Macroeconomics.



Mr. Vassilis Kontozamanis
Advisor to the Prime Minister for Health
Hellenic Republic

Vassilis Kontozamanis, former Alternate Minister of Health, is the Advisor to the Prime Minister of

Greece for health affairs. He represents Greece at the Management Board of the European Health Emergency Preparedness and Response Authority (HERA).

He embraces a profound record in the fields of international healthcare environment, policy and management, human resources, economics, strategic planning, financing and outcomes measurement.

From July 2019 until September 2021, with the oversight of the health care system as Deputy and Alternate Minister, he played a catalytic role in successfully managing the pandemic crisis in the country. He led the way in the design and implementation of structural reforms, while addressing the challenges of a modern and resilient healthcare system.

Vassilis has managed the pharmaceutical sector as Executive Vice President and President of the National Medicines Organization (EOF) and as member of the Management Board of the European Medicines Agency (EMA). Also, he served as Chief Executive Officer of the 1st Regional Health Authority (Attica) and as Secretary General of the Ministry of Health.



H.E. Geoffrey R. Pyatt
Assistant Secretary, Bureau of Energy Resources
U.S. Department of State

Geoffrey R. Pyatt, a career member of the Foreign Service, class of Career Minister, was sworn in as Assistant Secretary for Energy Resources on September 19, 2022.

Ambassador Pyatt served as U.S. Ambassador to Greece from 2016 to 2022 and U.S. Ambassador to Ukraine from 2013 to 2016. Among other recognitions, he received the State Department's Robert Frasure Memorial Award in recognition of his leadership of the U.S. response to Russia's invasion of Crimea and eastern Ukraine in 2014.

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Previously, Ambassador Pyatt was Principal Deputy Assistant Secretary of State in the Bureau of South and Central Asian Affairs from 2010-2013. He was Deputy Chief of Mission at the U.S. Mission to the International Organizations in Vienna, Austria from 2007 to 2010. He also served three times at the U.S. Embassy in New Delhi, India, as Deputy Chief of Mission from 2006 to 2007, Political Counselor from 2002 to 2006, and Political Officer from 1992 to 1994. Ambassador Pyatt was Economic Officer at the U.S. Consulate General in Hong Kong from 1999 to 2002 and Principal Officer at the U.S. Consulate General in Lahore, Pakistan from 1997 to 1999. Since joining the Foreign Service in 1989, he has also served on the National Security Council staff, on the staff of Deputy Secretary Strobe Talbott and at the U.S. Embassy in Honduras.

Prior to joining the Foreign Service, he worked with The Inter-American Dialogue, a Washington-based think tank that brings together leading citizens of the Americas.

Ambassador Pyatt grew up in La Jolla, California and holds a Master's degree in International Relations from Yale and B.A. in Political Science from the University of California, Irvine.



Mr. Antonios Achilleoudis
Group Managing Director and
Founding Partner
AXIA Ventures Group Ltd

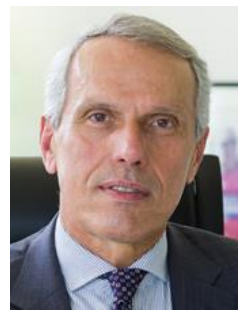
Antonios Achilleoudis is a Founding Partner, Group Managing Director and member of the Executive Committee of AXIA Ventures Group with over 27 years of experience on Wall Street and capital markets. Prior to AXIA, Antonios was a founding Director of Axia Ventures Ltd, in New York, an alternative investment and corporate finance advisory firm, servicing global institutions, corporate clients and family offices. Prior to Axia Ventures Ltd, Antonios was a Vice President of Investments at Gruntal & Co in New York overlooking portfolio investments for institutions and family offices. Antonios

is a graduate of New York University, Stern School of business, with a BSc in Accounting and Finance.



Dr. Tasos Anastasatos
Group Chief Economist, Deputy
General Manager
EUROBANK

Dr. Tasos Anastasatos is Group Chief Economist of Eurobank, Chairman of the Steering Committee of Economic Analysis and Member of the Executive Committee of the Hellenic Bank Association, and Research Associate of the University of Piraeus. Previously, he has served as Secretary General of the Hellenic Ministry of Finance and Chairman of the Council of Economic Experts (SOE), EuroWorking Group Member for Greece; Visiting Member of Staff, Athens University of Economics & Business; Economist, Bank of Greece; Lecturer, Loughborough University. He holds a Ph.D. from the University of Warwick, an M.Sc. (Warwick) in Economics and Finance and a B.Sc. in International and European Economic Studies from the Athens University of Economics and Business. Dr. Anastasatos has published extensively in market research publications, academic journals and the media in the areas of macroeconomics, financial economics and the Greek economy; he has co-authored three books.



Mr. Dimitrios Andriopoulos
CEO, Vice Chairman
DIMAND S.A.

Dimitris Andriopoulos is the founder, major shareholder and CEO of DIMAND. Born in Patras, he has a diverse professional background and has participated in the top management of branded organizations in the field of real estate, tourism, shipping and f&b. More specifically, he was the Managing Director and shareholder of Intradevelopment S.A., a real estate development and exploitation company of the INTRACOM group (2003-

SPEAKER BIOS

2005), the Managing Director of REDS S.A., a real estate development company of the Hellenic Technodomiki group (1998-2002), Project Manager at Superfast Ferries S.A. (1994-1997) et al. In 2005 he founded Dimand real estate development, one of the leading companies in the field of real estate development, which implements large-scale projects with emphasis on modern bioclimatic office buildings, large-scale urban renovations, complex mixed-use projects, and private sports facilities.



Mr. Alexandros Argyros
Managing Director & Head of
Investment Banking
AXIA Ventures Group Ltd.

Alexandros Argyros joined AXIA in March 2010 and is currently the Managing Director and Head of the firm's Investment Banking Division.

While at AXIA, Alexandros has participated in over 80 transactions, with total value in excess of €45bn including debt and equity capital raisings, M&A, corporate restructurings, securitizations and NPL transactions.

Prior to AXIA, Alexandros spent one year with FiliaGroup, a private fund focusing on investments in the Environmental and Alternative Energy sectors in Greece. Prior to that, he spent eight years with Morgan Stanley, three years with the Global Industrials Group in New York and London and five years with the Greek coverage team in Athens. Alexandros has executed a significant number of M&A and Capital Markets transactions in the region spreading across various industries, namely Financial Institutions, Energy, Industrials, Real Estate and Shipping. Some of the most recent transactions are the €10.8bn NPE portfolio securitization of Alpha Bank paired with the sale of its 80% stake in Cepal, the assessment of Bank of Greece's proposal for the creation of an asset management company to address the high NPE stock of the Greek banks, the €1.38bn share capital increase of Piraeus Bank and the reverse triangular merger of United Arab Chemical Carriers Limited with United Overseas Group.

Alexandros holds a BA in Economics from Amherst College, USA.



Mr. Anastasios Astyfidis
Founder & Managing Director
Ambrosia Capital

Mr. Anastasios Astyfidis is the founder and CEO of Ambrosia Capital, a London based, FCA Regulated financial services firm with a local subsidiary headquartered in Athens, Greece.

Ambrosia Capital is actively involved in capital markets deals, across all sectors in Greece, both in equity and fixed income, as well as, in the private domain.

The institutional investor community continues to demonstrate its support and acknowledgement of Ambrosia Capital's expertise and in-depth research offering through the top rankings rewarded in The Institutional Investor Surveys, under the Leading Brokerage category for Research on Greece.

Prior to Ambrosia Capital, Mr. Astyfidis spent most of his banking career at Deutsche Bank in London where he was one of the founding members of the Principal Strategies Group, trading mainly equities and credit instruments for European and Emerging market corporates for Deutsche Bank's account. Before that, he was at Citigroup Asset Management working in the Structured Products and Derivatives group responsible for pricing and trading derivatives for Citigroup's structured funds.

Mr. Astyfidis holds an MSc in Financial Mathematics from the University of Edinburgh, and a BSc (Hons) in Mathematics from the University of Patras.

SPEAKER BIOS



Mr. Odisseas Athanasiou
Chief Executive Officer
LAMDA Development S.A.

Odisseas Athanasiou holds the position of Chief Executive Officer at LAMDA Development S.A. for more than 12 years. He has long experience in senior executive positions in Greece and abroad. During his 9-year career in the US, he worked for Ernst & Young and Emerson Electric. He has held the positions of CFO Western Europe in Barilla in Paris, CFO at Diageo Hellas, responsible for the Greek and Turkish Hub, and CFO of Titan cement. 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. Athanasiou is a member of the Board of Directors of SEV, member of the Board of Endeavor Greece, Founding member of Alliance for Greece, and member of the committee of the TEDx Academy Greece.



Mr. Dimitrios Athanasopoulos
Group Managing Director and
Founding Partner
AXIA Ventures Group Ltd.

Dimitrios Athanasopoulos is a Founding Partner, Group Managing Director and member of the Executive Committee of AXIA Ventures Group, Ltd., which is the parent of AXIA Capital Markets, LLC, with more than 20 years of experience in the finance industry. Prior to AXIA, Dimitrios was a Managing Director of AXIA Ventures Ltd, an alternative investments and corporate finance advisory boutique focusing on global institutions, corporate clients and family offices. He is a Founding Partner and currently serves as Chief Financial Officer, Treasurer, and Director of ITHAX Acquisition Corp. From 2001 to 2004 Dimitrios worked for a large family office in NY, with assets under management of \$3.5 billion, conducting due diligence and ideas generation regarding the underlying funds. He has also worked in the Private Wealth Management divisions of

Salomon Smith Barney and Morgan Stanley in New York. Dimitrios holds a B.B.A. in Finance and Investments from the Zicklin School of Business, Baruch College. Dimitrios has been Head of International Committee at HOPEgenesis.



Mrs. Eleni Bathianaki
Partner
EOS Capital Partners

Eleni has over 22 years of experience in investment banking, strategic advisory and private equity positions. She is a Partner and a founding member of EOS Capital Partners, a Greek Private Equity Fund with €150 MM assets under management. She is a member of the Fund's Investment Committee and Board of Directors. She is responsible for a number of investments of the Fund and has recently completed the divestment of EOS investment in Cosmos Sport to JD Sports.

Prior to her current role, she was a Senior Executive at Piraeus Bank Group Strategy unit, leading several strategic projects for the Group including a number of M&A and capital issuance transactions during the period 2009 to 2017. Prior to this role, Eleni worked in the Investment Banking Group of Morgan Stanley in London being responsible for the origination, advisory and execution of M&A and capital market transactions for public and private sector corporates in Greece and CEE region. She started her career at Citigroup Global Market Investment Banking Unit in 2002, being involved in multiple M&A, privatization and capital market transactions across a very diversified number of sectors and a regional focus on Greece, CEE and North Africa.

She holds a Banking and International Finance Degree from City University Business School London and a MSc in Accounting and Finance from the London School of Economics, UK.

She holds Board positions in a number of Greek companies as well as being a mentor in Endeavor Greece

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and a Member of the Board of Directors in the Greek NGO, Desmos.



Mr. George Bersis
Managing Partner
POTAMITISVEKRIS

George is a dedicated expert in the field of banking, capital markets and real estate. He has played a pivotal role in the recent development of the Greek banking sector, contributing to the redrafting of the HFSF law which paved the way for the 2013 bank recapitalizations to take place and participating in many of the mergers and acquisitions which consolidated the sector.

His finance practice includes advising clients, mainly banks, on their entry into syndicated loans, bond loans and restructurings, including voluntary and pre-bankruptcy processes. He has considerable experience in tender offers, rights issues and M&A transactions, with a focus on listed companies and private equity.

George has a broad expertise in the area of real estate, advising on traditional asset acquisitions as well as complex structurings and financings. He has acted in many of the landmark Greek real estate transactions that took place in the last decade.

George lectures at Piraeus University. He previously taught at Alba University and at the Athens Exchange Training Centre.



Mr. Nicolas Bornozis
President
Capital Link

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.

SPEAKER BIOS



Mr. Christos Christodoulou
Executive General Manager,
Group CFO
NBG Group

Christos Christodoulou was appointed Group Chief Financial Officer and a Member of the Executive Committee of National Bank of Greece SA in July 2019. He is also a Member of the Board of Directors of Stopanska Bank A.D. Skopje, National Bank of Greece Cyprus Ltd, Ethniki Hellenic General Insurance Company and Ethniki Insurance Cyprus.

He joined NBG in 2007 and has served the Group in several positions in Greece and abroad. From July 2017 to July 2019 he was appointed Chief Executive Officer and Executive Member of the Board of Directors of National Bank of Greece Cyprus Ltd, while from January 2015 to July 2017 he was appointed Chief Financial Officer of United Bulgarian Bank A.D. From 2007 to 2014 he served as Financial Controller of NBG's International Subsidiaries.

He started his career in London with Hacker Young Chartered Accountants.

Mr. Christodoulou holds a BSc Honors degree in Economics from the University College London and is a Fellow Chartered Accountant (FCA) with the Institute of Chartered Accountants of England and Wales (ICAEW).



Mr. Lee Cumbes
Head of DCM EMEA & Public
Sector Origination
Barclays Investment Bank

Lee Cumbes is a Managing Director within the Capital Markets division at Barclays Investment Bank. Mr Cumbes heads the Debt Capital Markets team for EMEA, along with leading the coverage of Sovereign, Supranational and Agency

borrowers globally, for debt issuance and risk management needs.

Mr Cumbes was named "Most Impressive Banker for Sovereign Borrowers" in 2009 by Euroweek, appeared in FinancialNews "Top 40 under 40" Rising Stars of Investment Banking in 2013 and was awarded "Most Impressive SSA Banker" by Global Capital in 2015, 2017, 2018 and 2019. This is in addition to a number of sector awards for the Barclays team, including being named "Most Impressive Sovereign Bond House" from Global Capital over a number of years, Euromoney's "World's Best Bank for Public Sector clients" in 2016 and IFR's "SSAR Bond House of the Year" in 2015, 2017 and 2020.

Prior to joining Barclays Capital in 2003, Mr. Cumbes worked for Credit Suisse in a similar role.

Mr. Cumbes holds a master's degree in Social and Political Science (1996) from the University of Cambridge.



Mr. Konstantinos Dermanis
Partner
Deca Investments

Konstantinos has more than 16 years of experience in private equity and investment banking roles. He has advised more than 30 transactions valued in excess of EUR 7bn and completed 15 investments across several sectors including technology, pharmaceuticals, food, telecommunications & media, transportation, financial institutions.

He is a founding Partner at Deca Investments, a Private Equity fund with EUR 300mn of assets under management focused on investing in Greek companies with strong fundamentals and attractive growth potential. He is a member of the Fund's Investment Committee and the Investment Manager's Board of Directors and responsible for a number of portfolio companies.

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Before joining Deca Investments, he spent three years at the Private Equity department of Eurobank, an internal fund investing from the bank's capital and inviting family offices as co-investors. He completed five investments in small and medium enterprises in food, waste management, technology, recycling and packaging sectors. Prior to that, Konstantinos worked in the investment banking department of Eurobank, advising clients in M&A, capital markets and privatization transactions. He started his career in the Investment Banking department of Credit Suisse in London working for the Greek and the TMT (Technology, Media & Telecommunications) departments.

Konstantinos holds an MBA from INSEAD, an MSc in Investments and Banking from ICMA Centre, The University of Reading and a BSc in Banking and Finance from the University of Birmingham.

Konstantinos is also a member of INSEAD's alumni association organizing committee.



Mr. PJ Deschenes CFA
Managing Director & Co-Head
Nomura Greentech

PJ Deschenes is a Managing Director and the Co-Head of Nomura Greentech. He has over 15 years of experience advising companies and investors in a variety of sustainable infrastructure and technology sectors. He has a strong background in M&A, project finance, financial structuring and capital raising.

His recent transaction experience includes advising multiple companies on going public via Special Purpose Acquisition Corporations (SPACs), including Local Bounti (NYSE: LOCL) and TMC - The Metals Company (NASDAQ: TMC). He has also advised corporate clients on strategic M&A, including Neste on the acquisition of Mahoney Environmental and TerraForm Global on its sale to Brookfield. He also has

experience in advising growth-stage energy technology companies.

PJ joined Nomura Greentech from GE Energy Financial Services where he worked on equity investments in wind, biomass, and solar energy projects and companies, totaling \$1 billion of underwritten equity investments.

Previously, he was a founding member and Partner of BlueWave Strategies, a cleantech-focused consulting firm.

PJ holds an MBA from Harvard Business School and a Master of Environmental Management from the Yale School of Forestry & Environmental Studies. He graduated summa cum laude from the University of the South with a Bachelor's degree in Forestry and Mathematics.

PJ is a CFA Charterholder, and lives with his wife and three children in Manhattan.



Mr. Jean-Sebastien Dietsch
Global Head of FIC Corporate
Finance
Corporate and Institutional
Banking
BNP Paribas

Jean-Sébastien Dietsch is a permanent member of the FIC Management Committee and attends the CF EMEA Business & Management Committee.

He has over 20 years of Corporate Finance (M&A and ECM) experience for financial institutions and has been in charge of the FIC CF EMEA team since 2012. Prior to this, he was Head of Insurance for CF EMEA from 2008 to 2012.

Jean-Sébastien has led numerous M&A or ECM deals in Europe for clients like AXA, SCOR, Generali, Ageas, Hellman & Friedman, CNP, Allianz, NN, Barclays,

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Euronext, Cerberus or the Hellenic Financial Stability Fund.

Jean-Sébastien began his career in the Advisory department of Paribas from 1996 to 2000 subsequently in Frankfurt and Paris. He joined the FIG team of BNP Paribas in 2001.

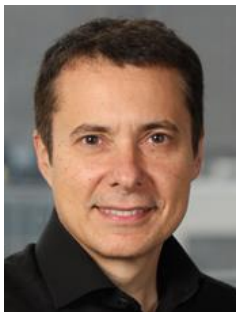
Jean-Sébastien is a graduate of HEC Business School in Paris.



Mr. Alex Fotakidis
Partner and Head of Greece
CVC

Alex Fotakidis is a Partner at CVC and Head of Greece. He is based in Athens and responsible for all of CVC's investment activities in Greece. Alex has been working at

CVC for more than 16 years and previously spent 5 years at CIBC World Markets. He holds an MSc in Environmental and Natural Resource Economics and a BSc in Economics and Geography, both from University College London.



Mr. Takis Georgakopoulos
Global Head of Payments,
Managing Director
J.P. Morgan

Takis Georgakopoulos is global head of Payments for J.P. Morgan's Corporate & Investment Bank (CIB) and a member of the firm's

Operating Committee. Payments is a business that combines cash management, payment solutions and merchant services to corporate clients, financial institutions and governments. In this role, he oversees the Product, Client Service & Implementations and Sales teams globally.

Prior to this role, from 2013 to 2017, he served as the head of Strategy and Chief of Staff for the Corporate &

Investment Bank, developing and executing the firm's strategic initiatives. Before that, Takis spent four years in London building J.P. Morgan's Global Corporate Bank, first as Chief Financial Officer and then as global head of Coverage for Multinational clients. Takis first joined J.P. Morgan in 2007 as head of Corporate Strategy. In that role, he worked on a broad range of strategy issues for the firm's Operating Committee.

Before J.P. Morgan, Takis was a partner at McKinsey & Company in New York, where he advised major banks and Asset Managers, and helped lead McKinsey's Asset Management practice.

Takis has a Ph.D. in Mathematical Economics, an MA in Mathematics of Finance and an undergraduate degree in Computer Science, studying in Greece and at Columbia University in the U.S. He sits on the boards of the Neuroscience Institute, the Program for Financial Studies of the Business School and the Graduate School of Arts and Science all at Columbia University.



Mr. Apostolos Gkoutzinis
Partner
Milbank

Apostolos Gkoutzinis is an international capital markets and finance lawyer and a partner in the firm's European Leveraged Finance/Capital Markets group in

London.

Ranked as a top tier practitioner by Chambers & Partners and Legal 500 UK, he is one of the most widely respected advisers in his field globally. Focusing on US securities laws and international debt and equity offerings, he covers an exceptionally broad practice across international corporate, capital markets and finance transactions. His experience includes advising on IPOs, international rights offerings and other equity offerings, high-yield and investment-grade bond offerings and private placements, large acquisition financings, tender offers and other liability management

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exercises, M&A transactions, NPL portfolio sales, restructurings, recapitalizations and privatizations.

He is also one of the most prominent international lawyers in relation to Greece and leads one of the strongest Greek practices in the market. His track record on post-financial crisis Greek deals is unsurpassed, providing strategic legal advice to most of the major financial and strategic investors in Greece and most of the major banks and listed companies of the country. As well as advising private companies and foreign investors on matters involving private and public capital, restructurings and refinancing since 2005, Apostolos has represented issuers or underwriters in most of the international and cross-border equity and debt offerings by Greek issuers.



Mr. Gikas Hardouvelis
Chair of the Board, Non-Executive
National Bank of Greece

Prof. Gikas A. Hardouvelis is the Chair of the Board of Directors of the National Bank of Greece since July 2021. In the previous two years he was the Senior independent Director.

Currently, he is also Professor of Finance and Economics in the Department of Banking and Financial Management of the University of Piraeus in Greece, First Vice Chairman of the Board of Directors and Member of the Executive Committee of the Foundation of Economic and Industrial Research (IOBE), Member of the Board of Trustees of Anatolia College, and Research Fellow at the Centre for Economic Policy Research in London.

Prof. Hardouvelis holds a Ph.D. in Economics from the University of California, Berkeley (1985), as well as a B.A. (Magna cum Laude) and a M.Sc. in Applied Mathematics from Harvard University (1978). He has taught at Columbia and Rutgers universities and his academic work has been published in prestigious top-ranking academic journals.

Prof. Hardouvelis served as Research Adviser & Senior Economist at the Federal Reserve Bank of New York

(1987-1993) and as Adviser to the Bank of Greece (1994-1995), where he also acted as Alternate to the Governor at the European Monetary Institute (precursor to the ECB).

In the private financial sector, he held key managerial positions at the National Bank of Greece (1996-2004) and Eurobank (2005-2014). He was a founding member of the Board of Directors of the Athens Derivatives Exchange (1998-2000). He has also been a member of the Academic Council of the Hellenic Bank Association (HBA), its President and the HBA EBF-EMAC (European Banking Federation -Economic and Monetary Affairs Committee) representative.

His long standing academic and banking career was also accompanied by intermissions for public sector service in senior government positions. He served twice as the Director of the Economic Office of the Greek Prime Minister of the time (May 2000 - March 2004 and November 2011 - May 2012), and as Minister of Finance of the Hellenic Republic (June 2014 - January 2015).



Ms. Eleanna Karvouni
Senior Associate
Machas & Partners Law Firm

Eleanna Karvouni is a Senior Associate focused on Real Estate legal practice at Machas & Partners Law Firm, one of the most dynamic and fast-growing law firms in Greece. Machas & Partners is acknowledged for its cross-border litigation practice and for providing high quality services in demanding and sophisticated business deals. Eleanna specializes in civil law with a particular focus in Real estate law, advising in a wide range of real estate transactions, from private acquisitions to great-scale investments and hospitality projects.

Having a long track record of successful legal support to banks and funds, for the management of their portfolio, and to key-investors in their projects, Eleanna is an

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experienced lawyer, proven to be an ally and valued partner for the clients' ventures.



Mr. Aristotelis Karytinios
Chief Executive Officer
Prodea Investments

Aristotelis Karytinios is the Chief Executive Officer of Prodea Investments, the leading real estate investment company in the region with assets of 2.9 bn. He possesses

long standing experience in investment and banking through key positions both in the public and private sectors. Prior to his current position, from 2008 -2013 he was the General Manager - Real Estate of the National Bank of Greece Group. From 1996 - 2008 he held senior positions within Eurobank EFG Group, including Head of Group Real Estate, Head of Mortgage Lending and CEO of Eurobank Properties REIC (later known as Grivalia 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. Aristotelis Karytinios holds a Doctorate (PhD) in Finance from the University of Warwick, UK and is a Fellow of Royal Institute of Chartered Surveyors (FRICS) and Recognised European Valuer (REV).



Mr. Panos Katsambas
Global Co-Lead Financial
Industry Group, Partner
Reed Smith LLP

Panos serves as global co-lead of Reed Smith's Financial Industry Group. Currently based in Reed Smith's London office, Panos has a

diverse practice advising U.S. and European-based clients in the entire lifecycle of alternative investment vehicles, including with respect to the establishment of new hedge funds and private equity funds, the structuring, negotiation and execution of underlying investments, corporate governance matters, strategic

advice concerning relationships with investors, counterparties, and/or regulators, and the restructuring or liquidation of alternative investment vehicles or related investments.

In addition, as a Greek national who initially received his legal education in Greece, Panos has a significant Greek-interests practice, focused on advising international clients with respect to investments or privatizations opportunities in Greece or Greek-based clients with respect to their international transactions and other legal needs. Panos was among the partners leading our firm's Eurozone crisis advisory team, focusing also on issues arising out of the restructuring of Greece's sovereign debt.



Mr. Tassos G. Kazinos
Chief Executive Officer, Vice
Chairman of the Board of
Directors
Chairman of the Investment
Committee
Trastor REIC

Tassos G. Kazinos serves as the Chief Executive Officer, Vice Chairman of the Board of Directors, and the Chairman of the Investment Committee of Trastor REIC. He joined Trastor in November 2016 and since then, he has played a leading role in formulating the Company's investment strategy, rapidly growing the company from €60mn to €390mn of GAV.

He has more than 20 years professional experience in the UK, USA, and Greece, during which he successfully assumed senior positions. Prior to Trastor, he worked for Piraeus Bank S.A. as Head of Real Estate Investments, focusing on corporate restructurings and the development of a divestment strategy for the bank's REO portfolio. He also worked for Argo Capital Management, an alternative investment manager based in the UK, specializing in emerging markets, private equity investments, and the acquisition, development, and management of real estate assets.

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He served as an Executive Board Member of the Albert Abela Corporation, a private foodservice management company and hotel group with \$ 1.4 billion in sales, responsible for the acquisition, repositioning and administration of hotels, the management and development of in-flight catering facilities, and the sale of non-core subsidiaries. He also worked for Arts Alliance, a venture capital fund with investments in technology companies, and for Bain & Company, a strategy consultancy company in Boston.

Mr. Kazinos holds a Master of Business Administration (MBA) from Harvard Business School and graduated with First Class honors from the London School of Economics with a degree in Industrial and Business Economics.



Mr. Dimitris Kofitsas
Execution Director - Investment Banking
Goldman Sachs

Dimitris joined Goldman Sachs in 2015 in the Investment Banking Division at the European Financing Group desk in London covering South Europe with responsibility to originate and execute equity, HY debt, structured finance and risk management transactions. Since late 2020s, Dimitris is responsible for the Investment Banking and Financing Client Coverage in Greece and CEE with focus on Financial Institutions and Energy sectors.

Previously he worked for Blackstone's Debt Advisory and Restructuring business and JP Morgan's M&A team in London.

Dimitris holds an MBA from the London Business School.



Mr. Yianos Kontopoulos
CEO
Athens Exchange Group

Mr. Kontopoulos has a long and successful international experience in global capital markets. He was a Partner, Chief Macro Strategist at CQS Fund in London, with previous service at UBS and Merrill Lynch, and he was CEO at Eurobank Asset Management.

He has worked in senior management positions in capital markets in New York, London and Athens. He started his career on Wall Street at Salomon Brothers. He was Managing Director at two of the largest international investment banks, UBS and Merrill Lynch, where he created and led large teams of leading analysts, building an extensive international network of contacts with major and significant investment firms around the world.

In Greece, he was Chief Investment Officer of Eurobank as well as CEO of Eurobank Asset Management, the largest mutual fund management company in the country. He has also worked in key positions in hedge funds abroad with billions in investments in global markets.

Mr. Kontopoulos holds a Ph.D., M.Phil., and M.A. in Economics from Columbia University and an A.B., also in Economics, from Harvard University. He was born and raised in Thessaloniki.



Ms. Elena F. Kossena
Partner, Saplegal
A.S. Papadimitriou & Partners Law Firm

Elena joined Saplegal - A.S. Papadimitriou & Partners Law Firm in 1998 and is now co-heading the firm's Dispute Resolution practice. For more than 20 years Elena has been advising high-net-worth individuals and corporations of various

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sectors, including shipping, finance, hospitality, industry, aquaculture and healthcare and has broad expertise especially in cross-border civil and commercial legal matters. She has represented clients in cases brought in front of courts of several jurisdictions, including courts of the U.S, U.K., Luxemburg, and Cyprus and has acted as an expert of Greek law in several cases. Her strong track record includes successful representation of clients in complex cases involving ownership and control of groups of companies, family wealth disputes, breach of business arrangements and enforcement of NPL portfolios of significant value.

Elena is a Supreme Court advocate and a Certified Mediator. She holds an LL.B. from the University of Thessaloniki, an LL.M. in International Commercial Law (University of Kent at Canterbury), a MSc in Business Law for Law Practitioners (ALBA) and numerous professional certifications.



Mr. Yannis Kourniotis
Partner, Head of Project Finance
& Development
Lambadarios Law Firm

Yannis heads up Lambadarios Law Firm Project Finance and Development practice and is among the leading experts in this field in the

Greek market. Working alongside other senior colleagues, Yannis has helped to establish Lambadarios Law Firm as an Athens powerhouse in Project Finance and Development and Banking & Finance.

He has extensive experience on infrastructure and energy projects, as well as public private partnerships, advising participants across the entire project lifecycle, from tendering authorities to sponsors, lenders and the contractors who will be on site. As a result, Yannis has been engaged on many of the most significant infrastructure and development projects of recent years in Greece.

Yannis is ranked in all leading publications including Chambers, IFLR and the Legal500 as a leading individual for Banking & Finance and Energy.



Dr. Vassiliki Lazarakou, JSD
Chair of the Hellenic Capital
Markets Commission
Member of the Management
Board of ESMA and the Board of
Directors of IOSCO;
Chair of the ESAs Joint Sub-
Committee on Securitizations.

Vassiliki Lazarakou is currently the Chair of the Hellenic Capital Markets Commission (HCMC) and Member of the Board of Supervisors as well as the Management Board of the European Securities and Markets Authority (ESMA). She is also the Chair of ESAs Joint Sub-Committee on Securitizations and an Alternate Member of the Enforcement Panel of ESMA.

Recently, HCMC was elected as the Representative of the European Regional Committee (ERC) to the IOSCO Board for a two year term since October 2022 and Vassiliki Lazarakou is representing HCMC as a member of IOSCO Board.

Vassiliki is a lawyer, admitted to both Athens Bar (Supreme Court Lawyer) and New York Bar, USA. She is an expert in capital markets, banking and finance law as well as in M&As and has led a large number of international and domestic business transactions.

She was the first Vice-Chair of the Hellenic Capital Markets Commission (HCMC) from September 2012 until end of December 2015. During her term, she achieved the political agreement for the adoption of the Regulation and Directive on “Markets in Financial Instruments” (MiFID II/ MIFIR) as Chair of the relevant Working Group of the Council in 2014. She continued to work on the regulatory framework of MIFID II / MIFIR, by chairing, until May 2016, the Committee appointed by the Ministry of Finance in Greece for the transposition of MiFID II into Greek law. Also, she chaired the Council Working Group for the draft

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Regulation on European Long Term Investment Funds (ELTIFs) and managed to achieve the general approach by the Council in June 2014.

She has worked for more than 20 years as a Partner at several prominent law firms and for more than 10 years she was heading the relevant Banking, Capital Markets and Finance Department of such Firms. In 2000 and for one year she worked at the legal department of the Athens Stock Exchange.

She has a Doctorate in Law (JSD) from New York University School of Law, New York, U.S.A. and her Doctoral thesis was on “Greek privatizations in International Perspective”. She also has an LLM in International Legal Studies from New York University School of Law and Bachelor in Law from the Athens University, School of Law.

Vassiliki Lazarakou has participated in a large number of Seminars by teaching several capital markets and banking issues (indicatively, corporate governance issues of financial institutions, MIFID II/ MIFIR, AML, etc.).

She is the author of a large number of articles in newspapers relating to capital markets issues (such as, implementation of MiFID II issues, SMEs, ELTIFs, Power Market in Greece, etc.) and co-author of several legal publications (on issues such as takeover bids, obligations of listed entities, etc.).



Mrs. Penelope Lazaridou
General Financial Manager
Executive Board Director &
Board Member GT
GEK TERNA Group of
Companies

Mrs. Lazaridou is a graduate of Athens University of Economics and Business and holds a M.Sc. in Finance from the University of Strathclyde UK.

Ms. Lazaridou has more than 25 years of previous experience in the banking sector, having held the

position of the General Manager in Corporate & Investment Banking in the Banking sector for over 10 years. At the same time - and in the context of her above responsibilities - she has served successfully as Chairman of the Board of Directors to subsidiaries of Banks, as well as an executive member of Bank's senior committees. Through this role, she has acquired a deep knowledge of the country's infrastructure and energy sectors, contributing strongly to their rapid growth.

In 2017, joined GEK TERNA Group, assuming the position of General Financial Manager with focus on defining financial policy and management. Since December 2019, Mrs. Lazaridou is Executive Board Director and BoD Member of GEK TERNA listed company.

She is also member of the ExCo Committee of the ICC (Hellas international Chamber of Commerce) women and participates in an international network of “Women on Board” at Harvard Business School.



Mr. Dimitris Manoussakis
Managing Partner & Founder
Savills Hellas

Dimitris Manoussakis is the Managing Partner & Founder of KENTRIKI Property Valuers & Consultants, the Savills International associate in Greece. He specializes in offering professional advisory services to private companies and public organizations. He has graduated from the National Technical University of Athens, Department of Architecture, and he is a qualified Architect, Member of the Technical Chamber of Greece (TCG). He has obtained an MSc Degree in Urban and Regional Planning Studies from the London School of Economics (LSE). He is also Member of the Royal Institution of Chartered Surveyor (MRICS) and Accredited Valuer to the Registry held by the Greek Ministry of Finance. Dimitris has more than thirty years of experience in valuation, portfolio analysis, due diligence, feasibility studies and concession agreements. He is also

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experienced in negotiations and investment transactions with international property funds in Greece.



Mr. Pavlos Masouros
Managing Partner
Masouros & Partners

Pavlos is admitted to practice in Athens and is the Managing Partner of *Masouros & Partners*, a law firm focusing on sophisticated capital and specializing in corporate law and M&A. The firm is consistently ranked across all major legal directories (*Chambers*, *Legal 500*, *IFLR1000*) as one of the top law firms for Corporate Law/M&A in Greece, while Pavlos is consistently named a ‘Leading Individual’ in such directories. Pavlos has been named an ‘elite corporate lawyer’ and a ‘titanic figure in corporate law’ (*The Legal500 EMEA 2022*).

Pavlos has advised foreign and domestic corporate clients, as well as the Hellenic and foreign governments and state-owned organizations, on dozens of business combinations (mergers, share purchase agreements, tender offers, privatizations, shareholders’ agreements, joint venture agreements, etc.), including some of the largest deals in value with a Greek element and is continuously engaged in cross-border corporate and M&A dispute resolution cases before international arbitral tribunals, Greek and foreign state Courts. Apart from his legal directories’ accolades, Pavlos has received several references in the press for his corporate law expertise (*The Washington Post*, *American Lawyer*, *Het Financieele Dagblad*, etc.).

Outside of his professional activities Pavlos is Assistant Professor of Corporate Law at Leiden Law School in the Netherlands and a Visiting Professor of Corporate Law at LUISS Guido Carli University in Rome, Italy.

He is the author of many books and articles on corporate law, corporate litigation, corporate governance and law and economics and the author of a widely-referenced practitioner’s handbook on *Corporate Litigation* in Greece.

Pavlos holds an LL.B. from the Athens Law School (1st in class), an LL.M. in Corporate Law & Governance from the Harvard Law School (Fulbright Scholar; Victor Brudney Prize for Corporate Governance) and a Ph.D. in Corporate Law & Economics from Leiden University.



Ms. Elizabeth McCaul
Member of the Supervisory Board
European Central Bank

Elizabeth McCaul is a Member of the Supervisory Board of the European Central Bank. Her areas of responsibility include the Supervisory Review and Evaluation Process (SREP), internal governance and risk management, the digital agenda, the training program of the SSM as well as diversity and inclusion. She focuses on prudential implications in dynamic areas such as the oversight of FinTech and supervision of crypto-assets, cyber and IT risk and the digital transformation of the banking sector.

She joined the NY State Banking Department as First Deputy in 1995 and served as NY Superintendent of Banks from 1997-2003. She was elected Chair of the Conference of State Bank Supervisors, served as a Member of the Federal Financial Institutions Examinations Council, on the Joint Forum for Financial Conglomerates and as an Instructor for Financial Stability Institute at the BIS.

Before joining the ECB, she worked for Promontory Financial Group where she founded the New York office and served as the Partner-in-Charge, as CEO and Chair of Europe, and Global Head of Strategy.

For the first decade of her career she was an investment banker at Goldman Sachs.

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Mr. Edward Mermelstein **Commissioner**

Edward Mermelstein is New York City's Commissioner for International Affairs. As head of the Mayor's Office for International Affairs, he leads the office's mission to serve as the primary liaison between the City of New York and the diplomatic community, consular corp., and the United Nations.

Prior to joining the Adams Administration, Edward was the CEO and founder of One & Only Holdings and One & Only Realty, where he specialized in international corporate and real estate law, private equity investment and joint ventures, as well as real estate investment. Edward's experience in navigating international markets led him to be named one of New York City's 10 most influential figures in real estate. He aims to bring the same tenacity to the Commission for International Affairs, and to help Mayor Adams reestablish New York City as the capital of the world.

In addition to a remarkable career in the private-sector, Edward has also been an integral member of the philanthropic community.

In 2016, Edward joined the Board of Overseers of NYU, where he established the Mermelstein Family Scholarship. He is also a Board Member of JDC, a leading global Jewish humanitarian organization, which works in 70 countries to lift lives and strengthen communities.

He also served as the USA Director of the Link of Times Foundation, where one of the projects he helped facilitate was organizing the return of the Danilov Bells to the Russian Orthodox Church in 2008 from Harvard University.

Edward sits as Chairman Emeritus of COJECO (Council of Jewish Émigré Community Organizations), where he gave guidance to help facilitate the integration of Russian-speaking Jews into the greater American Jewish community while preserving their cultural heritage.

From 2018 until 2021 he served as President of Zaka International Rescue and Recovery, a UN-recognized humanitarian volunteer organization that provides a rapid response to mass casualty disasters across the world. To date, ZAKA has saved thousands of lives—and honored those who couldn't be saved with dignity in death.

Fluent in English and Russian, Edward emigrated to the U.S. in 1976 as a refugee from Ukraine. He holds a BA from NYU and a JD from Western Michigan Law School. Edward lives in NYC with his wife, Rose, a Broadway producer, and six-time Tony award winner, and his two sons.



Mr. George Mylonogiannis **Chairman of the Board** **ELLAKTOR Group**

George Mylonogiannis was born in Athens in 1963. He studied both Economics (BSc) and Law (LLB) at the National & Kapodistrian University of Athens.

He has worked as a plenipotentiary attorney at law of major international companies before the Greek courts. He has worked as advisor to the Prime Minister in the period 1991-1993 and Legal Advisor to the Prime Minister in the period 2019-2021. His practice focuses on Commercial law, tax law, EU law, public contracts and arbitration. Some of his recent highlights of his work include working as an advisor as well as legal counsel for: OTE, Airbus Group, Airbus Hellas SA and Athens Gas Corporation (EDA SA).

He is founding partner of the law firm Fortsakis, Diakopoulos, Mylonogiannis & Associates (FDMA Law Firm) since 2001.

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Mr. Orestis Omran
Partner - DLA Piper, Brussels
Head of the Firm - Greece
Country Group

He focuses on EU transactional and regulatory matters in the energy, banking, and infrastructure sectors.

Qualified in England and Wales,

New York, Greece, and Brussels (E-list), Orestis has been advising on some of the most significant and most complex transactions in the country including privatizations, bank and debt restructurings, delinquentization, renewable energy sources and transactions in the hospitality sector. Orestis has also advised governments and international corporates in formal and informal state aid and other investigations before the European Commission, national regulatory authorities, and subsequent proceedings before the EU Courts.

He is recognized by numerous established legal directories (Chambers, Legal500, IFLR) as one of the top international lawyers in the fields of banking and finance, energy and competition law in Europe and in Greece. He regularly speaks in business and legal conferences in Europe and the United States and delivers lectures as a Guest Lecturer in many universities in Europe and the Americas. He has also been publishing articles in the press addressing economic and social issues in Greece and the EU.



Mr. Georgios Papadimitriou
Partner, Accounts & Markets
Leader, Central, Eastern and
Southeastern Europe & Central
Asia
EY

Georgios Papadimitriou is a Partner in EY and the Regional Accounts

and Markets Leader of Central, Eastern and Southeastern Europe & Central Asia (CESA). In this role he is responsible for leading the EY's integrated go to market

approach for the region, leveraging the power of sectoral expertise, alliances and innovation in executing client service strategies. Before his appointment as CESA Regional Markets Leader, he has been the Financial Services Industry leader in the CESA region and Advisory Leader for EY in Greece and Southeast Europe.

George has a strong background in Financial Services having 20 years of respective professional experience, focusing for many years on Risk Management. He has worked extensively on advising clients at C suite level across all Dimensions of Risk and Business transformation.

He holds an MSc in Accounting and Finance from the London School of Economics (LSE) and a number of professional certifications in Risk and Finance. He is a Chartered Financial Analyst (CFA), a Professional Risk Manager (PRM), a certified Financial Risk Manager (FRM) and a Certified Financial Services Auditor (CFSA).



Mr. Lazaros A. Papagaryfallou
General Manager/CFO
Alpha Bank

He was born in Athens in 1971. He studied Business Administration at the Athens University of Economics and Business and holds an MBA in Finance from the University of Wales, Cardiff Business School. He started his career in Citibank and ABN AMRO and he joined Alpha Bank in 1998, having served as Manager of the Corporate Development, International Network and Strategic Planning Divisions. On 1.7.2013 he was appointed Executive General Manager of the Bank and has contributed to the implementation of the Group's Restructuring Plan, the capital strengthening of the Bank, the design and closing of mergers, acquisitions and portfolio transactions. On 2.1.2019 he was appointed as General Manager and CFO for the Group. During his career he served as Chairman and member in the Board of Directors of various group companies, in Greece and

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abroad, in banking, insurance, financial services, industry and real estate sectors.

Utrecht (HU International) and a Master's in Finance from the London Business School.



Mr. Costas Papamantellos
Chairman & CEO
RWE Renewables Hellas
Managing Director & Head
RWE Energy Transition
Investments

Costas is an investment and commercial executive with over 20 years' experience across the entire value chain of the energy industry. Costas joined the RWE Group in 2008 having a background in management consulting and engineering. Costas holds an MSc and PhD degree in Engineering from RWTH Aachen in Germany.



Mr. Oriol Peña
Senior Director (Greece & Italy)
Hotel Investment Partners (HIP)

Oriol Peña is Senior Director Asset Management at Hotel Investment Partners (HIP). He joined the company in 2016 as Acquisitions Associate helping in establishing the initial hotel portfolio. He later moved to Asset Management where he is currently managing the Greek investments.

With more than 15 years of experience in corporate finance and hospitality, Oriol began his career at Deloitte, where he participated in different projects for hotel groups such as Accor. He later moved to Corporate Finance, taking part in several business unit transactions between Sara Lee, Protcter & Gamble and Unilever. Prior joining HIP, Oriol contributed in the creation and launching of Next Urban Hotels, a company focused on strategic consulting and hotel management.

Oriol holds a degree in International Business Management from the University of Applied Sciences in



Mr. Euan Robertson
Partner
Oliver Wyman

Euan Robertson is a Partner at Oliver Wyman, based in Athens. For more than 14 years, he has advised major banks, investors, governments and supranational institutions in Europe, Africa and North America, out of London and Athens.

Euan is Oliver Wyman's co-lead for Greece and Cyprus, leading the provision of advisory to banks in the market. His core content expertise focusses on issues to do with analytics and balance sheet assessment, including prudential and accounting measurement, stress testing, valuation, pricing and reporting. He also covers issues of wider strategic importance to banks.

Euan has worked with all the systemic Greek banks, the regulatory bodies and the Greek government on several strategic issues, while he regularly advises investors interested in the Greek market.

He studied Philosophy Politics and Economics at the University of Oxford and Economics at Stanford University.



Mr. Harry Sachinis
Chief Executive Officer
EYDAP

Mr. Sachinis is the Chief Executive Officer of EYDAP, the largest water and wastewater company in Greece. He previously held the position of Business Development Officer at Aegean Airlines.

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He has been involved in private equity as a Partner at Global Finance, as an Operating Partner at Advent International and independently.

Earlier he was the Chairman and CEO of DEPA Group, where he significantly improved profitability, negotiated and completed major supply contracts worth \$20 billion and contributed in the shaping of alternative gas supply routes to Europe.

He has also served as President of the McGraw-Hill Companies' Business Information Group, which he made into one of the top global business-to-business information companies, specializing in the energy, construction, aviation, aerospace and defense industries. Prior to this, he was President of Platts, which he built into the world's largest energy and commodities price and information provider, and at the same time he actively promoted transparency and integrity in the global energy markets.

He was also Group Vice President of Standard & Poor's, where he grew key strategic businesses in the financial information sector.

He has served as Vice President of ATHEXClear and is now a Member of the Boards of Directors of ENEXClear, of the Atlantic Council and of the Investment Committee of CNL Capital.

He holds an engineering degree from the National Technical University of Athens, Greece and an MBA from Harvard Business School.



Mr. Omiros Sarikas
Founder and Managing Partner
(CEO)
Brookstreet Equity Partners

Omiros is the Founder and Managing Partner (CEO) of Brookstreet Equity Partners ("Brookstreet"). He has been recognised as "GameChanger of the Year", "CEO of the Year", "M&A Young Gun of the Year", "Top 250 Deal Makers in the World", "40 Under

40", "Who is Who International Award", Real Deals "Drax Future 40" investor that shapes the future of Europe and being 2x the cover of CEO Today. Active alum of Harvard Business School (HBS), LBS, CBS and LSE, amongst others. Harvard Alumni Entrepreneurs Global Council coChair. Court & Liveryman WCIB International Bankers.

More: www.omiros-sarikas.com



Mr. Margaritis Schinas
Vice-President
EUROPEAN COMMISSION

Margaritis Schinas took office as Vice-President for Promoting our European Way of Life in the Von der Leyen Commission in December 2019. In this capacity, he oversees the EU's policies for migration, security union, social rights, skills, education, culture, youth, health and dialogue with churches, religious associations and non-confessional organisations.

Mr Schinas started his career in the European Commission in 1990. He also served as a Member of the European Parliament, from 2007 until 2009. Upon the completion of his parliamentary term of office, he returned to the European Commission and held various senior positions. In 2010, President Barroso appointed Mr Schinas as Deputy Head of the Bureau of European Policy Advisers. Later he served as Resident Director and Head of the Athens Office of the European Commission's Directorate-General for Economic and Financial Affairs (DG ECFIN). In 2014, President Juncker appointed Mr Schinas as the European Commission's Chief Spokesperson.

Margaritis Schinas holds an MSc on Public Administration and Public Policy from the London School of Economics, a Diploma of Advanced European Studies on European Administrative Studies from the College of Europe in Bruges and a Degree in Law from the Aristotelean University of Thessaloniki.

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You can follow him on Twitter: Margaritis Schinas (@MargSchinas)

President of the Business Council for Sustainable Development (SEV VIAN).



Mr. Andreas Shiamishis
Chief Executive Officer, Executive Board Member
HELLENiQ ENERGY Holdings S.A.

Holds an Economics degree specializing in Econometrics from the University of Essex and is a Fellow (FCA) member of the Institute of Chartered Accountants in England and Wales (ICAEW).

He began his career in 1989 with KPMG in London, specializing in banking and large multinational Groups before joining the international food and drink group DIAGEO in 1993, to assume senior Greek and European positions in Finance and Business development. During 1998-1999, he also worked for the development of the food sector business (Pillsbury) in Middle East and North Africa. Between 2000-2002 he worked as Chief Financial Officer and Chief Restructuring Officer, in an ASE listed high-tech company (part of LEVENTIS Group) and in 2003 he joined PETROLA HELLAS as Chief Financial Officer.

After the legal merger and operational integration of PETROLA HELLAS with HELLENIC PETROLEUM, he was appointed as CFO of the new Group in 2005 and became a member of the Group's Executive Committee. In 2012, he assumed the responsibility for International subsidiaries and he was Deputy CEO during the period 2014-2015 and 2017-2019, when he became CEO.

He is a founding member of the American Hellenic Chamber of Commerce (AMCHAM) board of Corporate Governance and is also a member in a number of professional bodies including the Economic Chamber of Greece and ICAEW specialized faculties. In 2020, he was elected in the BoD of the Hellenic Federation of Enterprises (SEV) and from June 2021 he is the



Mr. Takis Solomos
Co Founder & Partner
Elikonos Capital Partners SA

Takis Solomos is a seasoned Private Equity/ Venture Capital professional with more than 20 years experience in PE/VC investments. Takis is a co founder and a partner of Elikonos Capital Partners, a Luxembourg based Private equity/ Venture Capital Manager, regulated by the CSSF (Capital Markets commission of Luxembourg). Takis has initiated, structured and developed numerous investments in Greece, the Balkans and the USA and serves in the board of several companies that operate in the areas of meat processing, fish processing, fresh produce, ready-made meals, breakfast items production, olive oil and condiments production and other.

Takis is a co founder of Mega Yeeros Group, one of the largest Mediterranean recipe meat and plant based meat analogues producer with sales in the European and the North American markets and production facilities in Athens, Greece and New Jersey, USA.

Takis is a member of the Advisory Board of Rutgers University's Food Innovation Center. He has co operated with the Rutgers Food Innovation Centre for a number of years, introducing European food companies of his Private Equity portfolio, in the highly effective soft landing program of RFIC, that aims to assist international food producers in their entrance in the North American market.

Earlier in his career, Takis has held positions as GM and CFO in the Logistics and Media sectors while started his career in Accountancy with an international accountancy firm in the UK (London and Leeds offices).

Takis has a BSc on Management and Organizational behavior from the American College of Greece (Deree

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College) and an MBA in International Business and Finance from the Sheffield Business School in the UK.



Mr. Georgios Stassis
CEO
Public Power Corporation (PPC - DEI)

Mr. Stassis has more than 13 years of experience in the energy market and has held important positions in various organisations and associations within the energy sector in Greece and abroad.

Previously worked for ENEL SpA, as head of Green Power, and as President & CEO of Enel Romania Srl., the largest energy company in Romania.

Mr. Stassis holds a bachelor's degree in Civil Engineering and a master's degree in Management in Construction and Structural Design from Kingston University (UK), and has attended Executive Courses at Harvard Business School (US) and at Elis Academy (Italy).



Mr. Nikos Stathopoulos
Chairman of Europe and Member of the Management Committee of BC Partners

Nikos is Chairman of Europe and Member of the Management Committee of BC Partners, the leading international investment firm with Assets Under Management over \$40bn. He joined BC Partners in 2005 and has over 25 years experience in private equity. He also leads the firm's investments in Telecom and Media.

Prior to joining BC Partners, Nikos was a Partner at Apax Partners in London where he spent seven years working on large private equity transactions in Europe.

Prior to Apax he spent three years as a management consultant with the Boston Consulting Group (BCG) in London. Nikos is Chairman of the Board of United Group, DentalPro, Cigierre, Pharmathen, Keesing, Nova and PetCity. Vice Chairman of the Board of Springer Nature and a member of the Board of Advanced. Nikos is a member of the Global Advisory Board of Harvard Business School, the Board of Trustees of the American School in London, the Board of Trustees of Impetus, the Board of The Hellenic Initiative, the Council of Serpentine Galleries, a Fellow of the Royal Society of Arts and Chairman of the BC Partners Foundation. Nikos holds an MBA from Harvard Business School and a degree in Business Administration from Athens University of Economics & Business (AUEB).



Mr. Filippo Taddei
Senior European Economist,
Executive Director
Goldman Sachs International

Filippo Taddei is senior economist for southern Europe (focusing on Italy, Spain, Portugal and Greece) on the Europe Economics team at Goldman Sachs. Previously, he has been Associate Professor at Johns Hopkins SAIS and Director of the Bologna Institute for Policy and Research (BIPR) and the Master of Arts in Global Risk (MAGR). Dr Taddei has over 10-year policy experience as economic advisor and policymaker, with specific focus in the context of labor markets. From 2013 to 2017, he served as Economic and Labor Affairs Spokesperson of Partito Democratico (Italian Democratic Party) and a direct report to the Italian Prime Minister. In this capacity, Taddei was one of the main designers of the Italian labor market reform in 2014-15. Previously, he was a policy expert and consultant on labor market policies to the International Labour Organization (ILO), the European Commission, and several multinational companies. Taddei's academic research focuses on macroeconomics, international finance and the relationship between the labor market and the pension system. For his research, he was awarded the Lamfalussy Fellowship by the European Central Bank and the Young

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Economist Award by the European Economic Association.

1988 – 1995 Athens, GREECE Certified Public Accountant (CPA)

EDUCATION

2005 Ph.D. in Economics with Distinction, Columbia University
2003 M.Phil. in Economics, Columbia University
2002 M.A. in Economics, Columbia University
2000 Laurea in Economics cum Laude, University of Bologna, Italy.

EDUCATION AND TRAINING

1995 – 1997 National School of Public Administration, Department of Economic & Commercial Affairs

1995 – 1996 Diplôme d'Etudes Approfondies (Master) de Histoire du monde byzantin et post – byzantin, Université de Paris I, Panthéon, Sorbonne

1982 – 1986 Bachelor of Business Administration University of Macedonia, Thessaloniki, Greece.



Mr. Nikolaos Thomopoulos
Head of the Office of Economic and Commercial Affairs
Greek Trade Office in New York

WORK EXPERIENCE

A. Ministry of Foreign Affairs (MFA)

Sep 2021 New York, USA

Head of the Greek Trade Office

2020 – 2021 Zagreb, CROATIA Head of the Greek Trade Office

2018 – 2020 Jeddah, SAUDI ARABIA Head of the Greek Trade Office

2016 – 2018 Athens, GREECE Directorate for International Economic Organizations

2011 – 2016 Hague, NETHERLANDS

a. Head of the Greek Trade Office

b. Greek Representative & Deputy Executive Director to Common Fund for Commodities

2008 – 2011 Athens / Thessaloniki, GREECE

2004 – 2008 Sofia, BULGARIA

2000 – 2004 Nicosia, CYPRUS

a. Directorate for Economic & Commercial Relations with Sub Saharan Africa and Asia

b. Trade Office of Northern Greece

Greek Trade Office. Economic Vice Consul

Greek Trade Office. Economic Vice Consul

1997 – 2000 Athens, GREECE General

Secretariat for Economic and

Commercial Relations

B. Institute of Certified Public Accountants of Greece (SOEL)



Mr. Stelios Theodosiou
Managing Director
H.I.G. Capital

Stelios is a Managing Director of H.I.G. Realty based in London. He has more than fifteen years of real estate principal investment experience, employing both equity

and credit opportunistic strategies across a broad spectrum of real estate asset classes across Europe. His experience includes distressed acquisitions (e.g. NPLs and REOs), operating platforms, corporate restructurings, portfolio break-ups, property developments and forward acquisitions.

Prior to H.I.G., Stelios was a Director with Deutsche Bank's European credit structuring & trading teams and a senior originator in the real estate direct lending business with a focus on special situations. Prior to that, he was a member of Deutsche Bank's Alternative & Real Assets opportunistic investment team based in London.

Stelios holds an undergraduate degree in Operational Research & Marketing from Athens University of Economics & Business and a Master in Business Administration from INSEAD.

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Mr. Antonios Timplalexis
Managing Director
Nomura

Antonios has been with Nomura for over 13 years, having worked in roles as Regional Head for Greece, Cyprus and Central Eastern Europe across Global Markets and Investment

Banking.

He is a Managing Director and member of the Investment Banking and Financial Institutions Group Management Committees in EMEA.

During his time at Nomura, the firm has arranged over €15billion of equity and debt financing for multiple accounts and advised on M&A transactions totaling over €10bln.

Prior to joining Nomura, Antonios was Executive Director at Lehman Brothers and previously worked at Alpha Bank as Head of Syndicate and DCM for Greece and Central Eastern Europe (2000-2007).

Antonios holds a bachelor and master degree in Banking and Finance from the Athens University of Economics and Business.



Mr. Thomas R. Torgerson
Managing Director, Co-Head of
Sovereign Ratings
DBRS Morningstar

Thomas joined DBRS Morningstar's Sovereign Ratings Group in 2013. He is responsible for methodology development and manages the

Group's data support team. He oversees analytical work on macroeconomic risk for the global group, and is responsible for sovereign ratings in the Americas and Asia. Thomas has authored or contributed to several DBRS Morningstar methodologies, helping to develop and refine DBRS Morningstar's analytical approach to

rating sovereign governments, supranational institutions, and other government related entities.

His prior experience includes over 10 years working on sovereign analysis within the U.S. Treasury's Office of International Affairs. Thomas has a Masters in International Affairs from the University of California, San Diego, and a Bachelor's degree from Brigham Young University.



Dr. Nikolas P. Tsakos
Founder, President & CEO
TEN Ltd.

Dr. Nikolas P. Tsakos is the Founder and Chief Executive Officer of Tsakos Energy Navigation (TEN), a pioneering shipping company listed on the New York Stock Exchange. He

comes from a traditional Chios seafaring family and has extensive seagoing experience, having also served as an Officer in the Greek Navy.

Mr. Tsakos was the Chairman of INTERTANKO from 2014 to 2018 and the former President of the environmental organisation "HELMPEPA". He sits on the boards of a number of maritime and finance organisations and associations. Nikolas graduated from Columbia University in New York with a degree in Economics and Political Science and obtained a Master's Degree in Shipping, Trade and Finance from London's City University Business School (CASS). In 2011, he was awarded an honorary doctorate from City University, for his pioneering work in the equity financial markets relating to shipping companies. He is married and has three children.

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Ms Athanasia Tsene
Partner
Bernitsas Law Firm

Athanasia is a leading expert in banking & finance, with vast experience in structuring, drafting, negotiating and advising on the feasibility and implementation of international financial transactions, including on security and hedging arrangements.

Athanasia has acted in innovative and groundbreaking deals which have paved the way for future transactions in the banking sector. Her broad practice encompasses secured and unsecured corporate, asset, acquisition and structured financings and an expertise in securitisations. She has also been involved in most transactions for the sale, transfer and servicing of non-performing loan portfolios of the Greek banks. She has extensively advised funds and credit and financial institutions on regulatory compliance in the context of all the above transactions, as well as on financial restructurings and insolvency proceedings.

She joined the Bernitsas Law in 2001 and her clients include all the major banks and financial institutions that are active in the Greek market.

Athanasia holds a Degree in Law from the National & Kapodistrian University of Athens and an LLM in European Internal Market, Comparative Conflict of Laws, Law of Restitution and Jurisprudence and Legal Theory from the University of London (External Programme). She is admitted to the Athens Bar (1989), the Athens Court of Appeals (1993) and the Supreme Court of Greece (1997).



Mr. George Tsopelas
Chairman & Managing Partner
McKinsey & Company, Greece & Cyprus

Mr. George D. Tsopelas is the Managing Director of McKinsey & Company, Greece.

Mr. Tsopelas joined McKinsey's London's Office in 1994, started working in Greece in 1997 and led the opening of the Athens Office in 2000.

During the last 12 years, Mr. Tsopelas has worked extensively in the Banking/Insurance, Energy, Basic Materials and Public sectors in Greece, Turkey and North Africa.

Mr. Tsopelas holds an M.B.A from Harvard Business School and his undergraduate studies include an Economics and Econometrics degree and a Business Administration degree in Greece.



Mr. Eftichios Vassilakis
Chairman
Aegean Airlines S.A.
CEO
Autohellas

Mr. Eftichios Vassilakis is the Chairman of AEGEAN and Olympic Air and also the CEO of Autohellas

S.A./Hertz.

Mr. Eftichios Vassilakis holds non-executive directorships with Greek listed retailer Fourlis, listed real estate holding company Lamda Development and also luxury resorts developer TEMES. He previously served as a non-executive member of the Board of Directors of Piraeus Bank and TITAN Cement.

He has been a member of the Board of Directors of the Greek Tourism Confederation (SETE) since 2011, and in 2014 he has been appointed Vice President. He is both

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a member of the Board of Directors and the Executive Board of the Hellenic Federation of Enterprises (SEV).

He is a member of the Board of Directors and one of the founders of "Marketing Greece" as well as of the consortium to enhance the tourism and cultural promotion of Athens "This is Athens".

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.



Mr. Konstantinos Vassiliou
Deputy CEO
Head of Corporate & Investment Banking
Executive Member of the BoD,
Eurobank S.A.

Konstantinos Vassiliou is Deputy CEO and an Executive Member of the Board of Directors of Eurobank, heading Corporate and Investment Banking (CIB).

Mr. Vassiliou is also Chairman of the Board of Directors of Eurobank Factors, Vice Chairman of the Boards of Directors of Eurolife FFH Insurance Group Holdings, Eurolife FFH Life Insurance and Eurolife FFH General Insurance, member of the Boards of Directors of Eurobank Equities, Athens Exchange Group and Marketing Greece and member of the ESG Steering Committee of the Hellenic Federation of Enterprises.

Before joining Eurobank in late 2005, Mr. Vassiliou was Country Manager for Greece, Cyprus and the Balkans region at Bank of Tokyo-Mitsubishi, based in London. Having more than 20 years of experience in Corporate & Investment Banking, he has been actively involved in most M&A transactions and major debt financings completed in Greece and Southeastern Europe and has led some of the largest and most visible debt restructurings in Greece.

Mr. Vassiliou received an MBA from the Boston University Graduate School of Management in 1998 and a BA in Business Administration from the Economic University of Athens in 1994.



Mr. Vangelis Vergetis
CEO, Epikast Inc
Co-founder, Inteligencia Inc

Vangelis has been working in the intersection of data science, technology, and healthcare for more than 15 years - as a company founder, operator, consultant, and investor. He is the co-founder of Inteligencia, a US-based company with significant presence in Greece. Prior to that he was a consultant at McKinsey and at Hakluyt, focusing primarily on the biopharmaceutical industry. He has worked on multiple topics within biopharma, including commercial strategy and execution, product launch, M&A, post-merger integration, clinical development strategy, and digital health initiatives. Outside of his executive role, Vangelis is an advisor to healthtech companies and founders, serves on the board of an investment vehicle focusing on healthtech, is a board member and member of the Executive Committee of the Alliance for Artificial Intelligence in Healthcare (AAIH), and is a former member of the Dean's Advisory Council for Cornell's Bowers College of Computing & Information Science (CIS). He received a B.S. in Computer Science and Electrical Engineering from Cornell University, and Ph.D. in Electrical Engineering from the University of Pennsylvania.

SPEAKER BIOS



Mr. Panos T. Xenokostas
Founder & CEO
ONEX Shipyards & Technologies Group

Profile

Panos Xenokostas is a founder, entrepreneur, engineer, investor, and a retd Air Force Officer with BA in

Aerospace Engineering and MBA in IUKB Swiss University. He is active in the industries of Shipbuilding, Maritime, ICT, Aviation, Defense & Security and Energy.

Vision

The creation of a leading US shipyard, technology and integrated logistics hub in East Med. So far, through his investments, he has contributed to the job creation rate in Greece by directly/ indirectly employing more than 2.000 people.

Main milestones involve:

- Shipbuilding, Energy & Maritime: Elefsina Shipyard acquisition, restructuring & rehabilitation plan (2nd biggest shipyard in Greece) and creation of a Shipyard/Energy/Technology, Maritime hub,
- ICT: In teaming partnership with CISCO and South Aegean Region established the “Aegean Neorion Innovation center” based in Syros Island
- Shipbuilding: Acquisition & rehabilitation of [Neorion Syros Shipyards](#), (3rd largest shipyard in Greece and the oldest Greek heavy industry)
- Technology & AI: [Onex LifeBox](#) platform focusing on making people’s life easier, applications such as Vaccine App, COVID Free GR Wallet and more

Notable Achievement

The re-operation of Neorion Shipyards has changed the ship-repairing National Index after decades of decline, with 90% of the National Growth of this sector comes from Neorion Shipyard’s operations.

Awards & Recognition:

- The Lloyd’s Greek Shipping Awards for the regeneration of shipbuilding/ship repair industry in

Greece (for the first time a shipyard was the primary recipient of one of the Greek Shipping Awards)

- Honorary member of the BOD of Piraeus Chamber of Commerce & Industry

- Annual award of Hellenic Institute of Marine Technology

- The Maritime Tradition Museum honorary distinction for his valuable contribution to the rebirth of the Greek Shipbuilding Industry

- Among the 100 most influential Greeks internationally for 2020 ([mononews100 | top100listview2020](#))

- Twice (2014 & 2015) among the 10 Best European Entrepreneurs in the European Business Awards contest

- Twice (2013 & 2015): participation of his Nanotechnology company in the CleanTech Open Global Ideas Competition; both times among the top 5 contestants who presented the cleanest technologies

Active Citizen

P. Xenokostas continuously engages in philanthropic activities such as in sports (local teams, athletes with disabilities etc), environmental actions, cultural events and endeavors that promote art and science, or simply and quietly supporting families and people in need, thus aiming for a more fair and sustainable future.



Mr. George P. Zantias
Chairman of the Board of Directors
Eurobank S.A.

George P. Zantias is currently the Chairman of the Board of Directors of Eurobank S.A.

He has served as the Minister of Finance, Chairman of the Board of Directors of the National Bank of Greece (NBG), Chairman of the Board of the Hellenic Banking Association, Chairman of the Council of Economic Advisors at the Ministry of Finance, General Secretary of the Ministry of Economy and Finance, Chairman and Scientific Director of the National Economic Institute (KEPE).

SPEAKER BIOS

He has also served as a Director on the Boards of Hellenic Exchanges (EXAE), the Debt Management Office (PDMA), General Bank, CHIPITA SA.

Outside Greece, he has been a member of Eurogroup, Euro Working Group, Economic and Financial Committee of the EU (EFC), as well as on the Boards of Directors of EFSF/ESM and the European Banking Federation.

He holds a Doctorate from Oxford University.



Mrs. Myriam Zapata
Managing Director, Debt Capital
Markets, Sustainable Finance
ESG
BNP Paribas

Myriam Zapata is ESG specialist for the global Public Sector Debt Capital Markets team at BNP Paribas based in London. She has over 15 years of experience in Debt Capital Markets Origination for Sovereigns, Supranationals and Agencies and has been originating sustainable finance instruments since the inception of this market in 2008. Myriam has also assisted European and G7 Sovereigns, Supranational organisations and other public sector entities across the globe in their sustainability journey with marketing activities amongst socially responsible investors, gathering views from opinion leaders and helping shape up institutional ESG strategies.

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