



## PRESS RELEASE

### PANEL DISCUSSION

#### “RECAPITALIZATION & NPEs: A STRATEGIC APPROACH”

In the context of the

26<sup>th</sup> Annual Capital Link Invest in Greece Forum  
"Greece - Speeding Ahead Post Investment Upgrade"

**Monday, December 9, 2024 – New York**

**24 Sessions – 97 Top Speakers – 19 Listed Companies**

**An International Summit about the Greek Economy & Investment Opportunities in NEW YORK**

Featuring Top US and International Investors, Global & Greek Companies,

Global Investment Banks & Institutions, High-Ranking Government Officials from Greece and the US

[All photos](#)

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**Digital Journal** <https://forums.capitallink.com/greece/2024/flip/>  
**Agenda :** <https://forums.capitallink.com/greece/2024/agenda.html>

Friday, December 13, 2024

The following highly interesting discussion titled «**RECAPITALIZATION & NPEs: A STRATEGIC APPROACH**» was part of the agenda of the **26<sup>th</sup> Annual Capital Link Invest in Greece Forum: "Greece - Speeding Ahead Post Investment Upgrade"**, that was held with great success and participation, on **Monday, December 11, 2024** in New York, in cooperation with the New York Stock Exchange, the Athens Exchange Group (ATHEX Group), and major Global Investment Banks & Organizations, and under the Auspices of the Consulate General of Greece in New York. «**Goldman Sachs**», «**Morgan Stanley**» and «**TEN Ltd (Tsakos Energy Navigation)**» were the **Lead Sponsors**.

The topic of «**RECAPITALIZATION & NPEs: A STRATEGIC APPROACH**» was covered by the following speakers:

- **Mr. Evangelos Kanelis**, Chief of Strategy & NPE Officer - **Attica Bank**

**Fireside chat:**

- **Mr. Euan Robertson**, Partner - **Oliver Wyman**

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**Mr. Evangelos Kanelis**, Chief of Strategy & NPE Officer - **Attica Bank**, stated: “Attica Bank’s five-year strategic plan is designed to establish the bank as a leading non-systemic financial institution in Greece, marked by sustainable growth and robust financial performance. By 2029, we aim to achieve measurable milestones that reflect our vision and our commitment to succeed. Loan Growth lies at the heart of our strategy, driven by SME financing, retail loans, and green investments. Similarly, profitability remains a cornerstone of our objectives, aligning with our first planned dividend distribution in 2029. Operational efficiency is also a key, with a cost-to-income ratio projected to fall below 50% by 2027, driven by digital transformation and streamlined processes. Key strategic initiatives include a focus on SME lending, leveraging European funding programs like NSRF and InvestEU, alongside targeting new, younger, tech-savvy customers.”

**Mr. Euan Robertson**, Partner - **Oliver Wyman**: Mr. Robertson discussed the positioning of the merger of Attica Bank and Pancreta Bank with Mr. Evangelos Kanelis. The new bank is of interest as it aims to inject further competition and innovation into the Greek banking market.

The banking sector plays a crucial role in financing the better-than-average growth we see now. Following significant consolidation during the crisis, and a successful balance sheet clean-up process, the Greek pillar banks have become more profitable. Such a revitalized banking system is essential for fostering a competitive environment that can provide the necessary financing to support the ongoing economic expansion.

However, this concentration within the banking sector presents challenges. Retail deposit rates remain low and there is a perception of lack of innovation in financing options for small businesses. Retail finance segments, such as mortgages, are experiencing sluggish growth. The banking sector's loan portfolios are increasingly concentrated in larger corporations. All of these are issues which could, potentially, benefit from the entry of credible challengers.

At Oliver Wyman, we have been actively involved in supporting Greece’s economic recovery, particularly in enhancing the role of the banking sector. Over the past few years, we have assisted the four pillar banks in evolving their operating models, modernizing processes, and implementing cost-cutting measures to better serve the economy. Additionally, we have supported these banks in managing non-performing exposures (NPEs) and facilitated their sale to the servicing sector. Furthermore, we have advised the newly established “fifth pillar bank” in defining its business model and navigating the complexities of merger preparation, regulatory approval, and strategic business planning.

Looking ahead, we see several areas of focus for banks in the Greek market:

- Enhancing retail banking: Modernizing customer experiences through digital channels and remote services.
- Expanding small business financing: Finding ways to better use data to target lending to support expanding businesses.
- Improving wealth management services: Enhancing marketing and service offerings to empower more clients in building long-term financial wealth.
- Pursuing inorganic growth opportunities.
- Diversifying business models: Expanding into new sectors to mitigate risks and enhance growth potential.

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## THE FORUM WAS ORGANIZED:

**In Cooperation With:** New York Stock Exchange – NYSE & Athens Exchange Group (ATHEX Group)

**Under The Auspices:** of the Consulate General of Greece in New York, which hosted a welcome reception for all speakers.

**This International Summit about Greece held in New York, has been taking place year after year, regardless of the political and economic conditions in Greece. With a 26-year track record of success, it has been engaged in a systematic effort to highlight Greece’s profile to a global business and investment audience. The Forum was organized in a particularly positive**

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timing for Greece, Featuring Top US and International Investors, Global & Greek Companies, Global Investment Banks & Institutions, High-Ranking Government Officials from Greece and the US (4 Greek Ministers), 19 Listed Companies, and 97 Top Level Speakers. This year's forum was particularly significant as Greece is now experiencing a remarkable upturn in economic growth and inflow of foreign investments. The regaining of the Investment Grade Rating is a milestone for the Greek economy, attracting long-term capital and creating favorable liquidity conditions. This rating status unlocks opportunities for a significant influx of foreign capital, facilitated by the significant efforts in digitalization and tax incentives. The country offers diverse sectors ripe for investment, including infrastructure, hospitality, real estate, and energy. Greece's geographical position at the crossroads of three continents provides easy access to emerging and mature markets.

**The Prime Minister of Greece, H.E. Kyriakos Mitsotakis, opened the Forum and delivered the Greek Government's message to international investors, with a written message read by Mr. Nicolas Bornozis, President of Capital Link.**

**Keynote Remarks by Greek Ministers: Minister of Infrastructure & Transport, H.E. Christos Staikouras – former Minister of Finance, Minister of Labour & Social Security, H.E. Niki Kerameus, Alternate Minister of Economy & Finance, H.E. Nikolaos Papathanasis, and Deputy Minister of Environment & Energy, H.E. Alexandra Sdoukou.**

**Greek Government Officials: Ms. Mary Psylla, General Secretary of Tax Policy - Ministry of Economy & Finance, Mr. Orestis Kavalakis, Governor of Recovery and Resilience Facility Coordination Agency - Ministry of Economy and Finance, Mr. Dimitrios Tsakonas, Director General - Public Debt Management Agency, Mr. George Pitsilis, Governor – Independent Authority for Public Revenue, and Mr. Vassilis Kontozamanis, Former Alternate Minister of Health.**

**US Government Representative • H.E. George J. Tsunis, U.S. Ambassador to the Hellenic Republic - U.S. Embassy in Athens.**

**European Investment Bank** was represented by **Mr. Yannis Tsakiris, Vice President.**

**The Athens Exchange Group** was represented by **Mr. Yianos Kontopoulos, CEO - Athens Exchange Group, (via webcast), and Enterprise Greece** by **Dr. Marinos Giannopoulos, CEO.**

The Forum featured the important participation of representatives from ♦ **the biggest Greek Banks:**

- 1) **Four Systemic Banks, Alpha Bank - Eurobank - National Bank - Piraeus Bank,**
- 2) **Attica Bank and Hellenic Development Bank of Investments (HDBI ex TANEQ), and**
- 3) from ♦ **major Global Investment Banks • Barclays • BNP Paribas • Goldman Sachs International • Morgan Stanley • Nomura • AXIA Ventures Group.**
- 4) **Participating speakers in investor panel, representatives from: AXIA Ventures Group - Brook Lane Capital - CVC Capital Partners • Grifon Capital Advisors • Oaktree**

♦ **19 Listed Companies :** • AKTOR Group of Companies (ATH:INKAT) • Alpha Services & Holdings S.A. (ATH:ALPHA) • Athens Stock Exchange S.A. (ATH:EXAE) • Athens International Airport S.A. (ATH:AIA) • Athens Water Supply & Sewage Company S.A. (ATH:EYDAP) • Attica Bank S.A. (ATH:TATT) • AVAX Group (ATH:AVAX) • Dimand S.A. (ATH: DIMAND) • Ellaktor S.A. (ATH:ELLAKTOR) • Eurobank Ergasias Services & Holdings S.A. (ATH: EUROB) • GEK TERNA S.A. (ATH:GEKTERNA) • HELLENIQ ENERGY Holdings S.A. (ATH: ELPE) • IDEAL Holdings S.A. (ATH:INTEK) • LAMDA Development S.A. (ATH:LAMDA) • Metlen Energy & Metals S.A. (ATH:MYTIL) • National Bank of Greece S.A. (ATH: ETE) • Piraeus Financial Holdings S.A. (ATH:TPEIR) • Public Power Corporation S.A. – PPC (ATH:PPC) • Trastor REIC (ATH:TRASTOR).

**During the Official Luncheon the Greek Minister of Infrastructure & Transport, Mr. Christos Staikouras, Mr. Christos Megalou, Chief Executive Officer, Piraeus Group, and Ms. Eleni Vrettou, CEO - Attica Bank delivered Keynote Remarks. Mr. Chris Taylor, Global Head of Listings – NYSE, Mr. Yianos Kontopoulos, CEO - Athens Exchange Group, and Dr. Nikolas P. Tsakos, Founder, Chairman & CEO - TEN Ltd. (NYSE: TEN); Chairman, INTERTANKO 2014-2018, delivered Welcome Remarks.**

**The Forum concluded with an Official Dinner** during which the "**2024 Capital Link Hellenic Leadership Award**" was presented to **Dr. Yannis Stournaras, Governor of Bank of Greece, for his invaluable contributions to the European and Greek economies, and for his instrumental role in keeping Greece as part of the Euro and to Greece's return to economic growth and prosperity.**

**Dr. Yannis Stournaras** delivered Keynote Remarks.

The Dinner opened with a brief Welcoming Speech by **The Ambassador of Greece to the USA, H.E. Ekaterini Nassika.**

**Dr. Yannis Stournaras** was introduced by **Mr. John Paulson, President & Portfolio Manager - Paulson & Co.**

## «GREEK AMERICAN ISSUER DAY» at NYSE-New York Stock Exchange.

On **Tuesday, December, 10, 2024**, within the context of the “**26<sup>th</sup> Annual Capital Link Invest in Greece Forum**”, the **New York Stock Exchange** in cooperation with **Capital Link** organized for a **20<sup>th</sup> year in a row**, a special ceremony, the “**Greek American Issuer Day at NYSE**”, honoring Greece and Celebrating the Close Ties between the US, the Greek American and the Greek Business Communities, during which Greek & Greek American companies listed on the New York Stock Exchange rang the “Closing Bell” - at NYSE-New York Stock Exchange.

### Sponsors:

**Lead Sponsors:** Goldman Sachs • Morgan Stanley • Tsakos Energy Navigation - TEN Ltd.

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**Cocktail Reception Sponsor:** Navios Maritime Partners L.P.

**Dinner Sponsors:** Onassis Group • Red Apple Group

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### MEDIA PARTNERS:

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### Greek Print & Digital News:

• tovima.com – TA NEA - in.gr – ot.gr

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**Greek American Media:**

- Εθνικός Κήρυξ – The National Herald
- Αναμνήσεις • Cosmos FM 91.5 NY • Hellas Journal by Mignatiou.Com • Greek News USA • Hellenic DNA • Hellenic News of America

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**ABOUT CAPITAL LINK**

*Founded in 1995, Capital Link is a New York based investor relations, financial communications, and advisory firm with a strategic focus on the maritime, commodities and energy sectors, MLPs, as well as Closed-End Funds and ETFs. Based in New York City, Capital Link has presence in London, Athens & Oslo. The company is a member of the Baltic Exchange and works very closely with the New York Stock Exchange, NASDAQ and the London Stock Exchange as well as with major international and supranational organizations and industry associations in the areas of the firm's strategic concentration.*

*Capital Link offers a full suite of services including strategic and corporate advisory, investor relations, media relations, public and industry relations and the organization of corporate events. Capital Link's proactive approach integrates Investor Relations, Information Technology and Media, enhancing awareness and branding for our clients through tailored outreach programs targeting analysts, institutional and individual investors and the financial media complemented by extensive and uniquely powerful marketing platforms.*

*Capital Link is also known for the organization of 18 top-level investment and industry forums, Webinars and Podcasts, the majority of which focus on maritime transportation and U.S. investment products, in 10 countries in Europe, the United States and Asia, in key industry centers, such as New York, London, Oslo, Hamburg, Athens, Limassol, Shanghai, Singapore, Tokyo and Hong Kong, featuring industry leaders focusing on investment strategies, sectors, critical topics of interest to the investment*

community that draw the elite of the global financial, investment and business communities. Capital Link holds about 18 forums annually focusing on the areas of its strategic concentration.

*The Capital Link brand is widely recognized and valued worldwide by participants in these communities for combining rich informational and educational content with as well as superior networking opportunities with a global marketing platform that enhances the visibility and reach of these events on a global scale that lasts well beyond the date on which each event is held, becoming a continuous reference point for market participants.*

*Capital Link's efforts have been recognized in 2023 by HABA – Hellenic American Association for Professionals in Finance, in 2018 by the Finance Monthly CEO Awards, in 2016 by the Wealth & Finance Magazine - by the International Propeller Club of the United States and by AHI-American Hellenic Institute, in 2013 and 2012 by the InterContinental Finance Magazine, and also in 2011 by the Lloyds's List Greek Shipping Awards.*