



FROM CRISIS TO CUTTING EDGE. THE OTE GROUP EXAMPLE.

Michael Tsamaz

CHAIRMAN & CEO OTE GROUP

LSE HBAUK event

GREECE OUT OF CRISIS? BUILDING A COMPETITIVE ECONOMY

May 21st 2018



COSMOTE

A better world, for all.

NEED FOR TRANSFORMATION

NET DEBT (GROUP)
(2010)

€4.3 BN.

PERSONNEL COST (GR)
(2010)

€1 BN.

REVENUES (GR)
(2010)

-10%

CUSTOMERS (GR)
(2010)

-500,000
(-11% OF TOTAL BASE)

HOSTILE REGULATION

TRANSFORMATION JOURNEY

OUR GOAL: TRANSFORM OTE INTO A MODERN, LEADING, HIGH PERFORMANCE TECHNOLOGY COMPANY

2010

FAST BLEEDING TELCO

'ZERO' BB NET ADDS

ERODING BRAND ATTRIBUTES

'DULL' CUSTOMER EXPERIENCE

COST INEFFICIENCIES

HIGH PERSONNEL COST (PCQ)

NEGATIVE MACRO-ECONOMIC ENVIRONMENT

HOLISTIC STRATEGIC PROGRAM

1

TECHNOLOGY & IT LEADERSHIP

2

BEST CUSTOMER EXPERIENCE

3

INNOVATION & REVENUE TRANSFORMATION

4

LEAD IN CORE BUSINESS

5

OPERATIONAL & COST OPTIMIZATION

6

PEOPLE STRATEGY

1 FIX THE BASICS

2 FOCUS ON GROWTH

3 DRIVE TO THE DIGITAL ERA

TODAY

LEADER IN BB, ICT & PAY-TV (GR)

BEST SERVICES / VALUE

GREAT CUSTOMER EXPERIENCE

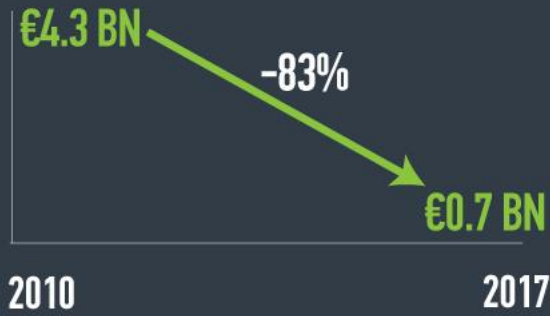
BEST PLACE TO WORK

PERFORMANCE BASED & EFFICIENT OPERATIONS

INCREASED SHAREHOLDER VALUE

OTE GROUP TODAY

NET DEBT (GROUP)



PERSONNEL COST (GR)



REVENUES (GR)



BROADBAND CUSTOMERS (GR)



OTE SHARE PRICE PERFORMANCE 01/01/2012-14/05/2018



INVESTMENT GROUPS | RECOM.

Morgan Stanley **BUY**

J.P.Morgan **BUY**

citigroup **BUY**

Bank of America
Merrill Lynch **BUY**

RBC
Royal Bank **BUY**

NEW DESTINATION: DIGITALIZATION



VISION

MISSION

GOALS

STRATEGY

RESOURCES