



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



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



TODAY

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

BEST SERVICES / VALUE

GREAT CUSTOMER EXPERIENCE

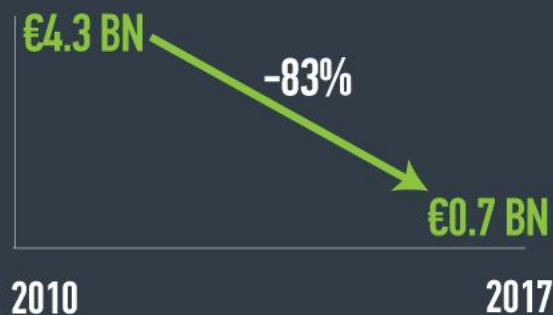
BEST PLACE TO WORK

PERFORMANCE BASED
& EFFICIENT OPERATIONS

INCREASED SHAREHOLDER VALUE

OTE GROUP TODAY

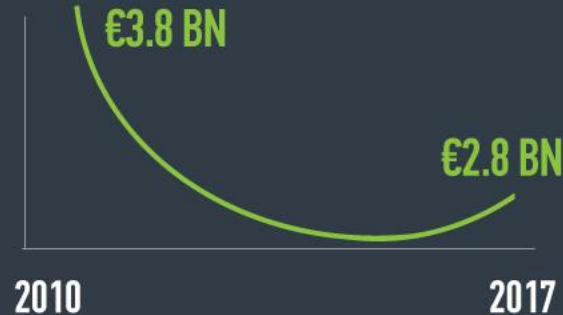
NET DEBT (GROUP)



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

A glowing blue sphere composed of numerous intersecting lines and points, creating a complex, web-like structure. The lines are bright blue and have a slight glow, set against a dark blue background with faint, scattered light points.

DIGITAL@CUSTOMER

A glowing blue spiral composed of many small dots. The dots are arranged in a series of concentric, slightly offset circles that create a sense of depth and movement, radiating from a central point. The dots are bright blue and have a slight glow, set against a dark blue background with faint, scattered light points.

DIGITAL@COMPANY

VISION

MISSION

GOALS

STRATEGY

RESOURCES