

# DEBT BUSINESS

NOVEMBER 2020 | MAGAZINE - VOL. 1

## \$300B

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### PANDEMIC INTERVENTION AND THE ECONOMY

Beyond a devastating human toll, the pandemic has severely impacted the U.S. economy



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### The Chinese NPL market

Phil Groves  
Founder & President  
DAC Management LLC

### Greek NPLs & Management



## THE GLOBAL DEBT BUSINESS SUMMIT 2021

The place to meet LPs and GPs

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# DEBT BUSINESS

Welcome to DEBT BUSINESS magazine. Working with leading experts in the industry, we're delighted to provide you with the most recent developments, events, trends and outlooks from the global NPL and Distressed Investment sphere.

### DDC SUMMITS

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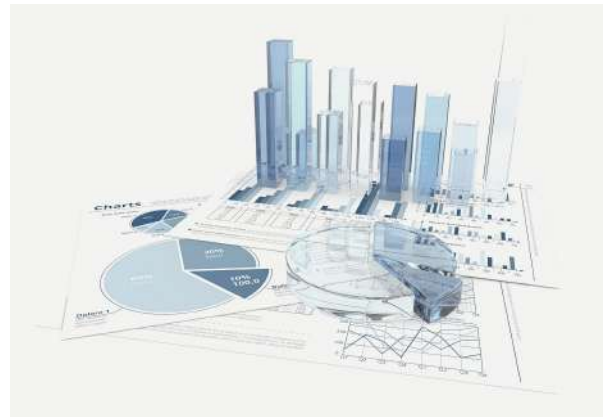
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## MARKET EXPERT

Mr. Tassos Panousis, CEO of doValue Greece and President of EDADP



**The stock of non-performing loans is estimated to be reduced to 16 billion euros by the end of 2022, according to the plans submitted by the four systemic banks to the SSM.**

Of these, 65% - 70% will come from securitizations, while the remaining 30% - 35% from liquidations and write-offs of loans, leading to a single-digit level the NPE index at the end of the period.

*Article by: Eugenia Tzortzi from the Greek Newspaper, [Kathimerini](#)*

The data was presented by the CEO of doValue and President of EDADP Mr. Tassos Panousis, speaking recently at a conference on "NPL Investing & Management" organized by DDC Financial Group. According to the plans submitted to the SSM, the crisis will leave behind a new generation of red loans of 5-7 billion euros, as loans of 26 billion euros to 400,000 households and businesses have entered into a suspension regime. As Mr. Panousis underlined, the first indications for the behavior of securitized loans, especially the secured one, are encouraging, creating relative optimism for the forthcoming securitizations. The burden from both the banks and the servicers will be given to the utilization of the "Bridge" program, in which 150,000 debtors have so far joined for loans amounting to 10 billion euros, as well as to the return of these loans in full repayment, through gradual dose reset.

At the conference, all the speakers agreed that the prospect of creating a scheme in the form of an Asset Management Scheme, ie: a bad bank, as proposed by the BoG can complement the existing scheme of Hercules, which will include a total of 28 billion euros in loans. The expansion of Hercules so that new securitizations can be included is on the table and is discussed given the increase in NPEs due to Covid, but also the fact that the NPE index despite the efforts of banks will remain high compared to the European average condition.

## LESSONS IN CRISIS MANAGEMENT BY GREECE

It was not widely noticed how Greece managed extremely well the early phase of the Covid-19 crisis. The odds were against the country as it came out of a decade-long debt crisis. Nevertheless, the government of Prime Minister Kyriakos Mitsotakis acted very swiftly on early signs of the virus spreading. The country imposed early lockdowns, closed schools, and requested non-essential businesses to halt operations as early as February, days before the first reported death from Covid-19. Statistics are praising the government's action: at the end of July, Greece had recorded just over 4,700 cases and 210 deaths. However, the biggest challenges are yet to come. Managing the aftermath of the disappointing summer season and diversifying from tourism, continuing to implement the ambitious reforms and attracting private capital will be among the numerous items at the top of the government's agenda. Will Greece be able to continue on its path towards ambitious reforms and development projects amidst an extremely uncertain environment?

### FROM AUSTERITY TO RECOVERY TO UNCERTAINTY

A little more than two years ago, Greece started its transition from Europe's laggard to Europe's strongest country based on GDP growth and economic dynamics. The government delivered the much-needed reforms, tax cuts and ambitious development plans opening up to institutional money chasing opportunities. Unfortunately, the blue-sky scenario halted abruptly when the Covid-19 crisis forced Prime Minister Mitsotakis to take extraordinary measures. For a country like Greece, already in a dynamic yet fragile state of recovery, such a crisis could severely impair future growth prospects.

### OVER-RELIANCE ON TOURISM

Tourism could prove to be Greece's Achilles heel. Indirectly, approximately between a quarter and a third of Greece's GDP comes from tourism. Closure of borders and planes stranded across the world will undoubtedly have a severe impact on tourism, with losses estimated at around EUR 10bn, according to a recent study by Ernst & Young. Although Greece did all it could to be "as open as possible" for the 2020 summer season, all efforts will likely be largely insufficient to "save" the season; providing damage control at best. July passenger traffic was only tracking between 15% and 25% compared to July 2019, and some hotels have decided not to open for this season, while a number of resorts are running at losses. Although nothing new, it is a reality check that over-reliance on a single sector is not viable on the long run.



“This government, often praised to be one of the most pragmatic and efficient in the world, will not let this crisis go to waste.”

However, this government, often praised to be one of the most pragmatic and efficient in the world, will not let this crisis go to waste. Firstly, the management of the initial phase of the crisis has shown how this small Mediterranean country is able to handle an extreme situation. A swift and efficient response, its robust crisis-management team setup, and transparent and open communication with its citizens were the key factors. Furthermore, the government took the opportunity to ramp up a long overdue project to bring digitalisation to SMEs and the state, doing this in a matter of weeks. SMEs are now able, through a single access point, to learn freely from tech-fluent companies exactly how to manage online advertisement. Citizens can obtain electronically notarised documents, as well as electronic medical prescriptions, while Greek employees quickly learned to work remotely and embrace digital communication tools. Such efforts on the digitalisation of the country will be supportive in attracting companies looking to set up headquarters in southern Europe.



## **NEXT GENERATION EU**

On the financial front, Greece recently secured a large allocation of EUR 72bn, comprised of EUR 32bn in grants, from the EUR 750bn EU recovery package. The grant portion represents more than 17% of Greece's GDP, the highest among EU countries. PM Mitsotakis has already put together a steering committee aimed at establishing a plan to make the best use of this fresh money. Additionally, the Prime Minister's cabinet was reshuffled with a view to making the government more efficient at managing the EU funds. Finally, the country will also take precious inputs from the Pissarides committee report (a committee chaired by Cypriot Nobel laureate Sir Christopher Pissarides). The report aims at promoting the "systematic increases of income that will increase productivity, labour and investment". Although commissioned before the Covid-19 crisis, this will lay the foundations for the country's next chapter of growth.

Greece has done a tremendous job at controlling the epidemic on its territory, taking all the right decisions and implementing them without delay. Having one of the most competent leaderships in Europe, combined with strong approval ratings, is proving key to navigating this crisis. Greece has a very strong incentive to show that, after 10 years of economic downturn, it can handle this crisis well. In the long term, the benefits of current management will likely reverberate on a number of aspects of the economy and reinforce Greece's credibility. The near future will be complicated, of course, but given what the country has achieved both before and during the Covid-19 crisis, there are many reasons to remain optimistic that it will emerge with its head held high and continue its successful growth trajectory. As Alex Patelis, Chief Economic Advisor to Prime Minister, summarised when discussing the current Greek mindset: "We are not trying to reinvent the wheel; this government was elected on an ambitious agenda of reforms".



*Contributing Editor*

### **NICOLAS ROTH**

Nicolas Roth is the Head of Alternative Assets - Private Assets Fund Manager at REYL & Cie Group, with 18 years of experience in the field of alternative assets with a demonstrable expertise and track record in hedge funds, distressed, real estate debt and non-performing loans.



# THE GLOBAL DEBT BUSINESS SUMMIT 2021

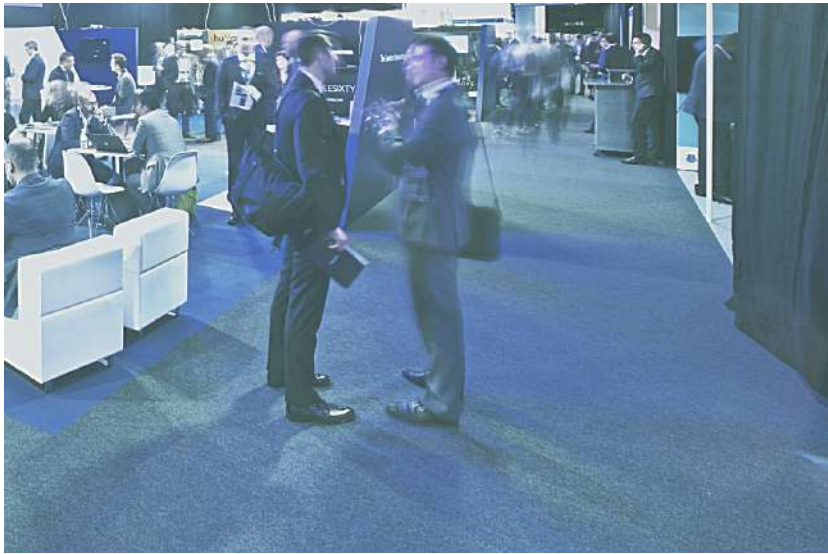
AMERICAS + ASIA + EUROPE + MIDDLE EAST

24 - 25  
MARCH



# EVENT OVERVIEW

Meet today's most influential investors, managers and economists.



## STAMFORD BRIDGE STADIUM WELCOMES THE ANNUAL GLOBAL DEBT BUSINESS SUMMIT 2021

As global economies continue to reel from the tumultuous year 2020 has been, we delve into and analyse certain key areas of the global debt investing market with the aim to educate, establish new connections and prepare for business to take off in 2021.

With some of the world's leading economists and distressed investing experts presenting their outlooks on global and regional markets. Points of focus will include current and expected developments on Debt Management issues, NPL Investments & Management, REO, Fintech, Family Offices, Private Equity & Investment Groups across a spectrum of regions from LATAM, Middle East, Asia, US, and Europe.

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DDC partnered with the world's leading deal-matching platform and banks to provide a safe business environment that simplifies deal sourcing for chief executives and investors for every kind of business: Corporate, Private Equity, Venture Capital, Family Offices & UHNWIs.

*More information on page 19*



*“We look forward to our partnership with Stamford Bridge (the home of Chelsea Football Club) on hosting the very important event on Global Debt. Our goal is to bring leading players in the NPL, Distressed debt and Alternative Investing sphere from around the globe, and make this annual event the world's leading Debt Business Summit!”*

**Albert Sirignano**  
CEO | DDC Financial Group



# SPONSORS



## PLATINUM

DAC Management LLC and its affiliates (DAC) are a privately held firm that provides credit, intellectual property, and strategic advisory solutions to global investors and companies operating in China. For 20 years, DAC has served clients across a wide range of industries in more than 24 provinces and municipalities, developing extensive local relationships with financial institutions, government agencies, courts, attorneys, and other service providers.



## PLATINUM

RAZOR Capital is an international buyer of distressed assets. Since 2016, RAZOR Capital's primary area of debt purchasing involves international asset purchases. The principals of RAZOR have an extensive background in delinquent asset collections and the purchasing of delinquent asset deals. The principals of RAZOR Capital have been in the delinquent asset collection and purchase business for over 20 years currently.



## PLATFORM

Prosperity is a revolutionary PropTech company that transforms the way the real estate market works today and redefines the whole experience by making selling, buying, renting and managing property as it should be: Simple, Contactless, Transparent and Efficient for all.

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# AGENDA

The AGENDA is currently being developed by our research team and expert contributors. With new developments occurring with great frequency, we aim to deliver the most relevant and up to date content. Detailed updates and outlooks will be provided on the following areas of interest:

## GLOBAL FOCUS

- Global Debt Outlook and Management
- Single Family Offices: Alternatives Investing
- Distressed Investing: New Opportunities and Strategy
- A Multi-Jurisdictional Analysis of Restructuring & Turnarounds
- Servicing Best Practice During Crisis Times
- SPOTLIGHT: Co-investing & Collaborating for a Competitive Edge
- SPOTLIGHT: The IMF, Influence during times of Crisis

## REGIONAL FOCUS

- INDIA: New Developments in NPL Investing
- MIDDLE-EAST: Private Equity Funds
- GREECE: Latest Developments
- MIDDLE EAST: Generation Gap - How Investment Focus & Sentiment between 1st and 2nd Gen Families has Changed
- LATAM: Quality Recoveries
- CHINA: NPL Opportunities for Global Investors
- ITALY: Market Spotlight
- SPAIN: Legal Framework Developments

## TECHNOLOGY FOCUS

- Industry Perspective: How Digitalization & Big Data are transforming Real Estate
- New Technologies Influencing the Global NPL Market

## MEET AND NETWORK

- Our networking platform will make it easy to connect with the right people



## THOUGHT LEADERS OF THE **GLOBAL DEBT BUSINESS SUMMIT 2021**

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**KATINA STEFANOVA**

CIO & CEO  
Marto Capital, USA



**ROBERT YOUNG**

Managing Principal  
Financial Point, USA



**RICHARD THOMPSON**

Global Leader, Portfolio  
Advisory Group  
PwC, UK



**MICHAEL BORISOV**

Chief Investment Officer  
Leon MFO, Russia



**PHIL GROVES**

CEO  
DAC Management, China



**AKIS BIS**

Managing Director  
Intrum Investments, Greece



**OBEDIAH AYTON**

The Private Investment  
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**MARTIN MACHON**

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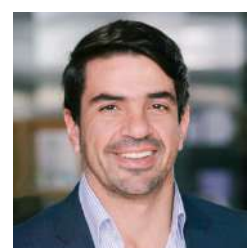
**PER WIMMER**

Wimmer Family Office, UK



**CHRIS WINKLER**

CEO  
Razor Capital, USA



**ANTONIS  
MARKOPOULOS**

Co-Founder & CEO,  
Prosperity, Greece

**OVER 100 SPEAKERS**



# THE PLATFORM

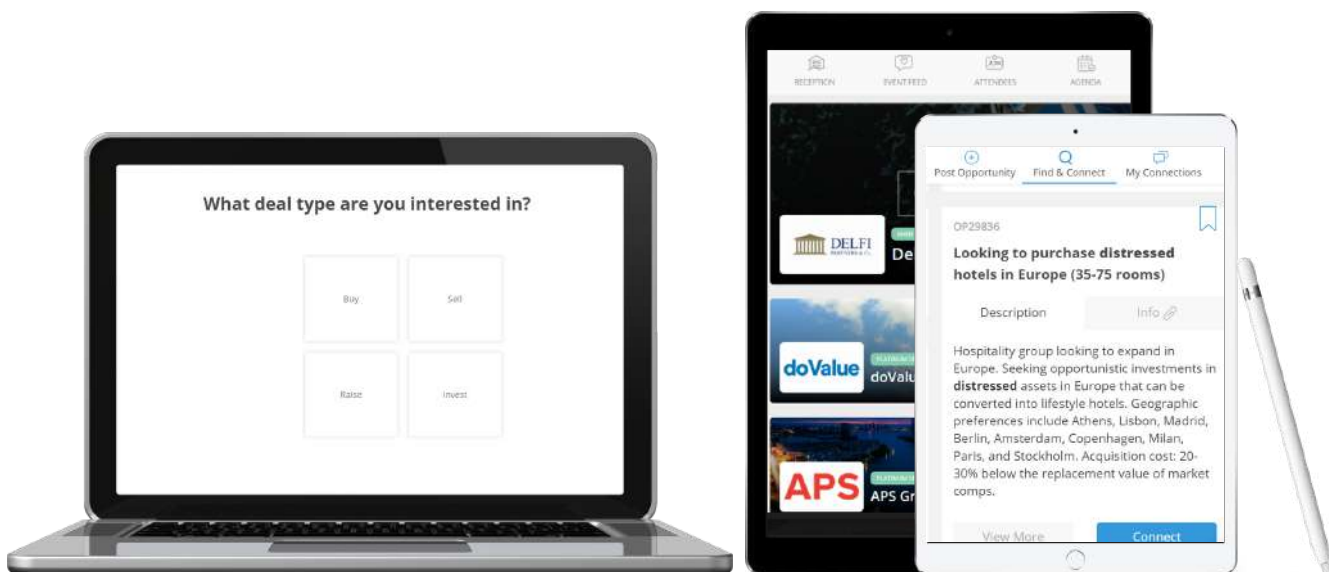
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DDC presents INVESTORM, an all-in-one powerful deal-matching and event platform. With members from 130+ countries, the platform connects you to a safe network where everybody is verified. This will ensure you will be connected to real opportunities and investors. For 12 months!

**RAISE AND INVEST CAPITAL, SECURE NEW CLIENTS, SOURCE PRODUCTS AND SERVICES, FIND M&A AND REAL ESTATE DEALS, ON-DEMAND ACCESS TO DDC SUMMITS & DOCUMENTATIONS, — ALL ON INVESTORM**



# NPL INVESTING & MANAGING SUMMIT 2020-2021

A DEEP DIVE INTO THE CURRENT AND FUTURE  
STATE OF THE GREEK NPL INVESTING LANDSCAPE

FOR MORE INFORMATION PLEASE VISIT  
EVENT WEBSITE



## NPL INVESTING & MANAGEMENT SUMMIT PART 1

A deep dive into the current and future state of the Greek NPL investing landscape

🔍 Part 1 reviewed by Martin Kunzmann

DDC Financial Group recently hosted its NPL Investing & Management: Greece event. With the management of NPLs continuing to be high on the agenda within the framework of Greece and Cyprus' ongoing economic recovery, the virtual conference provided an in-depth look at recent developments in the various sectors of these markets. A successful event by all accounts, it was also a clear demonstration that folks are adapting, even embracing this relatively new way of virtual interaction and business development.

**"FOLKS ARE ADAPTING, EVEN EMBRACING THIS RELATIVELY NEW WAY OF VIRTUAL INTERACTION AND BUSINESS DEVELOPMENT."**

Much more than just a simple webinar, the sessions featured many high profile speakers and were informative and on point. The event platform facilitated not just professional presentation of these featured sessions, but enabled interactions via messaging and meetings between the participants. As a plus, all session recordings and interactions are available up to a month after the conclusion of the event. In attendance were senior representatives from leading debt purchasing, debt servicing and private equity firms, along with banks, government institutions, high caliber investors, advisors and asset managers within the distressed debt landscape. The event started with a high profile session on Greek Banking and Legal Development, moderated by Paschalis Bouchoris, Managing Director of BlackRock Greece. Some insights shared included updates on secondary market portfolio sales, a detailed update on securitisation, and the ongoing successes with the Hercules scheme. The question was asked whether despite many successes, is enough being done? An update on progress with the development of a bad bank to handle NPE / NPL portfolios as well as the topic of the new Insolvency Law, being voted into law the following day, were also discussed. A candid and insightful discussion on the topic of Real Estate followed, which delved into changing trends, performance of the different asset classes, the effect Covid was having on valuations and what incentives were needed to attract investors amongst others were summarised on this great panel. Other highlights over the two days included a panel tackling investor insights and sentiment for the Greek NPL market during the current crisis, a discussion on the role of Mediation as a dispute resolution alternative for commercial disputes, particularly during this pandemic recovery period with courts working at limited capacity, and a panel on the role of Restructuring & Turnarounds where all panelists concurred that we are in the "calm before the storm".



**Martin Kunzmann**  
Director of Production  
DDC Financial Group



With Part One of this event rounded up, we can now look forward to Part Two being hosted, hopefully in a live setting, in Athens in March 2021. Why two parts? We believe that given this unprecedented global crisis we are all in, it would be beneficial for all of us to take stock of where we currently stand, then re-gather and reassess the state of affairs in approximately 6 months from now. Many things are expected to have changed during this time so we take the opportunity to update on the important topics which have been discussed and analyse the predictions made for the months to come.

# OUR MISSION AS CRISIS MANAGERS

What is my mission as a crisis manager?  
What to expect from the insolvency market?



**600 European companies go into liquidation every day.  
1 in every 2 new companies survive less than 5 years.  
These were statistics before Covid-19.**

## Trends in insolvency and in the NPL market

What is the situation during a pandemic that effects all economies worldwide? Not surprising at all, the number of insolvencies is lower this year than the last year and below all projections and estimations. What we are living now can be called the calm before the storm.

There are a few factors that are causing this apparent decrease of insolvent companies in almost all countries Europe wide:

- **The lockdown.** This had a direct impact on the less digitally advanced courts and created a direct delay in officially registering new insolvencies that were already in a pipeline.
- **The governmental help packages.** These came in order to prevent an immediate liquidity crisis for companies: tax deferrals, wage subsidies, debts or interest moratoriums.
- **The changes in the insolvency codes.** Some countries drafted and enacted temporary changes in their insolvency codes. One of the main changes was the suspension of the obligation of the companies to file for insolvency even though conditions for these actions were normally met and the suspension of the creditor's right to place their debtors in insolvency.

Therefore, when comparing with the same figures from 2019, in the first half of 2020 there has been a general decrease in the number of new insolvencies in most countries (Western Europe the registered difference was of approx. 15%). However, short-term measures can only have a short-term impact. What will happen next?

NPL investors will have a massive market available to them. The challenge will come in assessing the viability of all opportunities in the new landscape that is covered with uncertainty. There are different estimations, some say that the number of global corporate insolvencies will increase by 25% in the next year, while others estimate that the increase will exceed 35%, the certain thing is the volume of Nonperforming loans will follow an upward trend.

## Insolvency trends do not follow NPL trends

There is no direct connection in between the volume of NPLs and the number of insolvencies. The explanation is obvious. The link between the volume of NPLs and the actual number of insolvencies is always related to the legal system of each country. Even though an economy may be extremely affected by a crisis, which will of course lead to over-leverage borrowers and a high level of NPLs, that does not always translate into a high number of insolvencies as well. And a very good example in this respect is the situation of Greece. Even before the Covid-19 situation, Greece was holding the largest volume of NPL in Europe, with more than 41%, however, Greece is also the only country with a cumulative decrease in insolvencies in the last years.

Legal infrastructure is very important in the way the organic reduction of NPLs is being ran by every country: the insolvency and restructuring professionals play a key role in the insolvency process, crisis managers can maximize the recovery rate, the specialized courts are an extremely important part of a health insolvency system, the involvement of the courts in the process – can expedite or slow down the process, protection for the debtor, incentive for creditors, new financing, use of electronic means. When these elements are missing from a country's system, the insolvency proceedings cannot stand as a proper tool for recovery. And distressed companies and creditors are in the position to find alternative ways of recovery, that comes with no protection for any of them, no guarantees, no formal picture. Therefore, they are taking many risks, that at the end of the day, will lead to a really low rate of recovery and a risky market for NPL investors. This is the current situation in Cyprus.

## Case study

In many cases the creditors and the debtors in distress leave aside important sources of income that will contribute at the level of recovery in a case. Once appointed as crisis manager, we started assessing all sources and resources of the case and we realized that the company is sitting on a high number of unrecovered amounts (around 30 million euro). Therefore, one of the first measures we took was to restructure their legal department that was running the recovery process. We brought new people, we implemented clear management routines, budgets, KPIs for each person, basically we brought in a clear team leadership. As a result, compared to the year before our appointment when



### Irina Misca

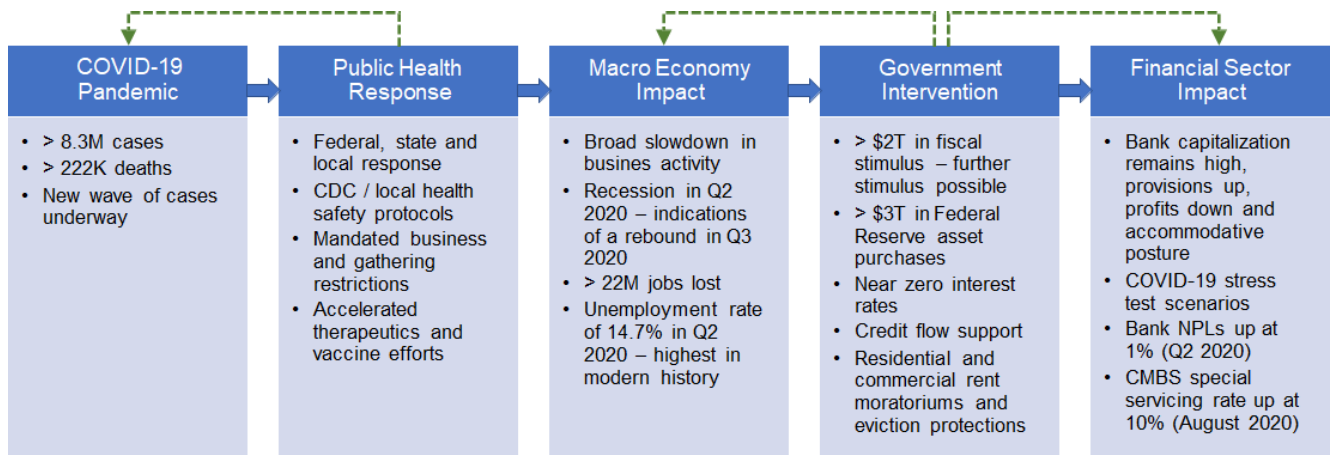
*Managing Partner, CITR CYPRUS & Country Coordinator, Insol Europe Cyprus*



the company recovered 300,000 euro in the year following the appointment, we manage to recover 2,565,217 euro and this trend was kept the next year as well. The recovery rate will be very much influenced by the existence of a crisis manager that is involved in the process. In 20 years of experience we understood that the mission of a crisis managers is to find the value in every insolvency and restructuring case and to save it or increase it where that is possible. Sometimes that means saving a company, other times means saving value that we manage to find in that company: maybe the brand, maybe the product, the share market, or the core assets. All in all, translates at the end of the day or the case in a higher recovery rate.

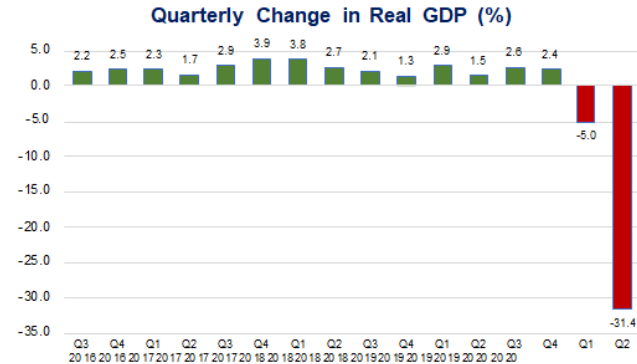
# PANDEMIC INTERVENTION AND THE ECONOMY

Beyond a devastating human toll, the pandemic has severely impacted the U.S. economy resulting in unprecedented Government intervention and significant uncertainty for consumers, businesses and investors.

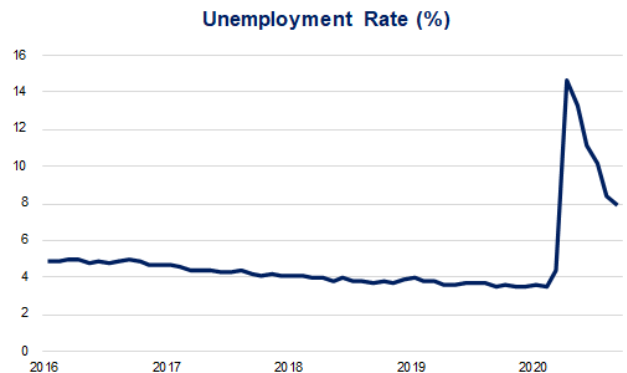


## COVID-19 – IMPACT ON THE U.S. ECONOMY

Business activity slowed significantly with the economy entering a recession in Q2 2020. Over half of the jobs lost early in the pandemic have been regained.



Source: U.S. Bureau of Economic Analysis



Source: U.S. Bureau of Labor Statistics



*Contributing Editor*

### ROBERT YOUNG

Robert Young is the Managing Principal of Financial Point Advisors, LLC. He leverages over 30 years of global commercial banking, investment banking and financial advisory experience to provide a range of strategy, risk and transaction advice to corporate and financial sector clients. Robert has operated in a range of industry and advisory capacities across multiple financial sector crises in the U.S., Asia, Europe and globally. Being at the coalface through such crises and the follow-on restructuring and reform enables Robert to deliver deep insights and sharpened perspectives. Prior to Financial Point Advisors, Robert spent 17 years with Deloitte member firms globally where he established and managed client service offerings in Asia, Europe and the Americas.



## NEW OPPORTUNITIES IN THE CHINA NPL MARKET

**At the Global Debt Business Summit, China NPL market will be a major focus**, bringing together global investors and AMCs to discuss strategies, new developments and opportunities. The block will cover various means of NPL disposal including whole loan sales, key Issues to look out for, in-house and third party servicing, the potential role of securitisation and much more.



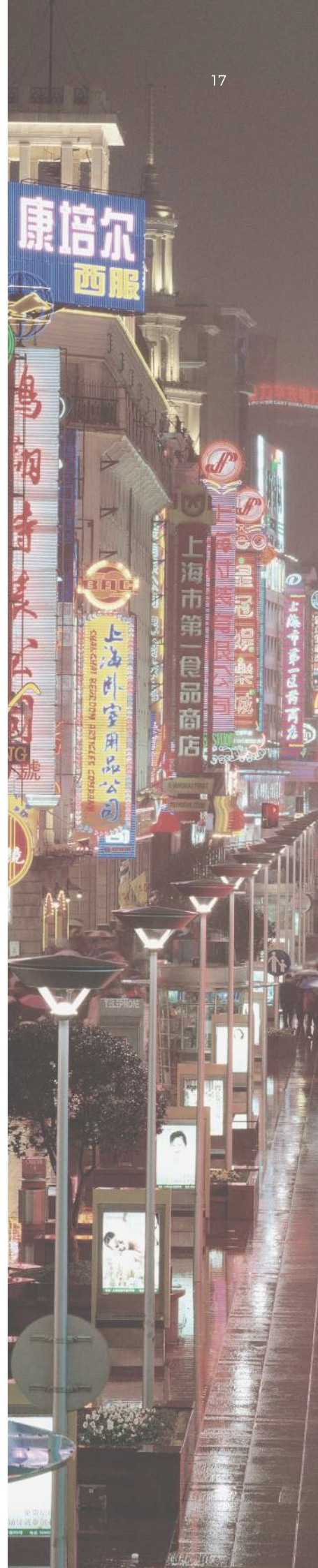
### Phil Groves

*Founder & President of DAC Management will share insights on the economic downturn caused by the Covid-19 pandemic, how foreign investors could enter the NPL Market, and much more.*

As the first foreign participant in China's non-performing loan (NPL) market over 20 years ago, DAC has invested in, managed, and serviced over 50,000 credits across a majority of Chinese provinces. Spanning dozens of portfolios and more than 1,500 litigations, DAC leverages its on-the-ground experience to provide comprehensive credit management services, from sourcing and underwriting to collections and profit repatriation.

Our team has recently observed fundamental changes in China's distressed debt market, which have been further impacted by the Covid-19 pandemic. Although there are nearly 60 national and regional asset management companies (AMCs), various pilot exchange programs, and multiple e-commerce avenues established to resolve bad debts, China's financial institutions are overwhelmed and facing increasing government pressure to clean up their books.

In October, China's banking regulator announced its approval for more than USD 250 billion of NPL disposals in the fourth quarter of 2020 alone. Entering next year, we expect further regulatory guidance to encourage foreign investment as China seeks external capital and expertise. DAC anticipates this next wave of supply to lead to downward pressure on pricing, while domestic demand is also likely to decrease due to difficulties securing financing for acquisitions. This combination should lead to a compelling entry point for foreign firms eyeing the market. With our active sourcing team in China, DAC maintains and updates a steady pipeline of opportunities from our deep connections fostered by two decades of leadership in China's credit markets.



## The power of a new perspective

in debt servicing  
and property management

**doValue Greece**, the No1 loan servicer in Greece, is a member of **doValue**, the leader in credit management and real estate services for banks and investors in Southern Europe.

We leverage novel tools and the expertise of our people, to focus on sustainable solutions for businesses and households.

By embracing and leading innovation, we create value and offer new perspectives for all stakeholders, investors and the Greek economy.

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# Lead your business with the right connections

## **ALL ON INVESTORM**

INVESTORM is an invite-only business match-making platform. Members post and connect to actionable deals and investment opportunities ranging from early-stage funding to M&A, commercial partnerships, and JVs, both domestically and internationally. Powered by DDC Financial Group, Opportunity Network and trusted partners.

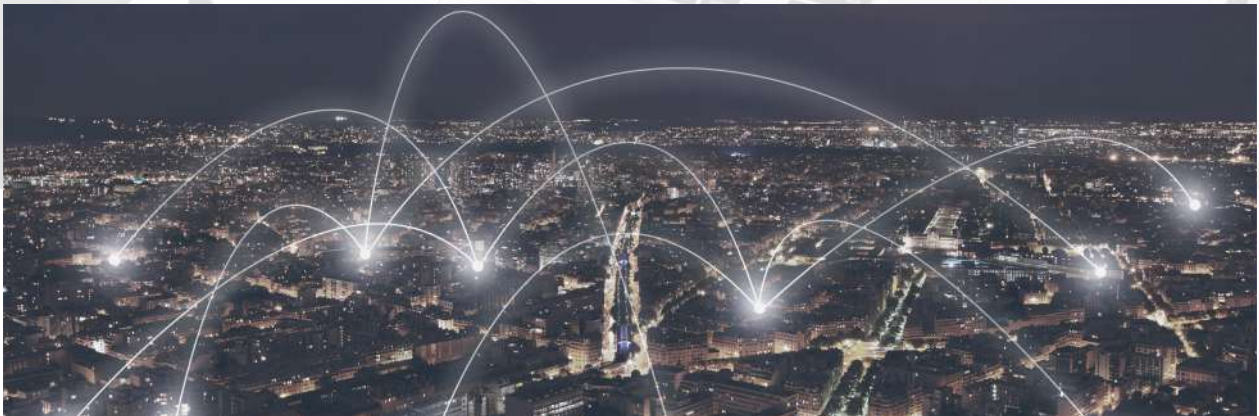
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One single place to secure the solutions your business needs



*“The platform gives me the opportunity to do more proactive outreach & to generate more conversations, multiplying my lead growth.”.*

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**Real Estate Investor**