

## Costas A. Fragoyiannis

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A successful executive with 25 years of professional experience, an up-to-date level of education and a proven record in all business aspects (Board member, General Management, Manufacturing, Sales and Marketing, Financial control, Investment planning, etc.) both at local and international level. Effective skills of communication, negotiation, analytical thinking, detail planning, new projects start-up and management of large number of personnel.

### **Professional experience**

- 1992– current **CHIPITA. (“Olayan” Group)** (*Vivartia’s Bakery Business Unit, spined off to a new entity; “Chipita.”*) **Business Development Director.** Accountable for Company’s international business development either in the form of greenfield projects or in the form of mergers and acquisitions in such geographies as all of Eastern Europe, Central & South East Asia, India, Middle East and North Africa. He currently takes responsibility of 4 large scale projects in Turkey, India, Indonesia and Saudi Arabia.
- 2006 – 2010 **VIVARTIA. (Marfin Investment Group)** (*Merging of previously noted “Chipita” and “Delta Dairy”*) **Business Development Director.** Accountable for Group’s strategic planning and business development implementation in all of Group’s four business units; a) dairy foods, b) bakery foods, c) restaurants & entertainment and d) frozen foods, either in the form of greenfield projects or in the form of mergers and acquisitions by working closely with reputable investment intermediaries and private investors of all types.
- 1994 – 2006 **CHIPITA. Director, International Business.** Founder of the Company’s international business as of 1994. Today, this division represents 82% of the company’s overall sales with manufacturing plants of 62 fully automated food processing lines (investments of a Euro 350MM magnitude,) in 10 countries (Bulgaria, Romania, Poland, Egypt, Portugal, Saudi Arabia, Nigeria, USA, Mexico & Russia,) employing approximately 6,000 people, and exporting its product line to 38 markets. In his capacity, he implemented each country’s (Business Unit) medium-term plan, coordinated (under a matrix organizational form) every activity of remote Units with headquarters, assured proper execution of each Unit’s marketing plan, controlled the financial results of each company, ensured the realization of an MIS reporting system on a per country and consolidated level, overviewed the proper running of each plant, the performance of quality assurance (AIB, HACCP etc.) and the successful know-how transfer in every region. He retained a close view, (together with his team) of all relevant commercial and trade issues and consequently -on a per market basis- the development of new products, trade activities, third parties assignments, new investments or even acquisitions. Finally, he ensured the implementation of all needed structure, availability of resources, and support of every planned activity in the fields of manufacturing, new investments, sales, distribution, marketing, as well as in relation to administrative and legal matters, human resources and financial control. He reported directly to the Company’s Chairman and CEO.
- 1992 – 1994 **DELTA Dairy Bulgaria. Sofia Based. General Manager.** Founded the ice cream Business Unit of Delta Dairy in Sofia, Bulgaria. He took responsibility for the development and running of a full scale manufacturing plant in Varna, a nationwide network of 3,500 freezers (on 1<sup>st</sup> year,), 17 distribution centers (frozen) and a fleet of 160 distribution vans around the country. An investment of 12 MM USD with excellent profitability as of the first year. Employed approximately 460 people.
- 1990 – 1992 **Interbank of Greece. Athens Based. Marketing Director** and member of the founding team. Responsible for the full spectrum of its marketing mix, including its corporate identity, communication, branches design and development, as well as its pioneering (at the time) retail product portfolio.
- 1988 – 1990 **Commercial Bank of Greece. Athens Based. Marketing Planning Manager.** Designed and implemented several innovative projects related to its Corporate identity and pilot branch execution, retail advertising and corporate communication in general, as well as new product development.
- Education**
- 1983 – 1984 **University of San Francisco. MBA double major:** International management and M.I.S.
- 1981 – 1983 **University of San Francisco. BS.** Major in Business Administration.
- 1977 – 1981 **British Institute of Marketing. HND Diploma,** in Marketing.

### **Additional information**

Fluent in English and Greek, with conversational knowledge of French and Bulgarian. He is married to Christina and has a 24-year-old son. In his free time he enjoys literature, digital photography, snow skiing and sailing.