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AND ROMANIA, JOHNSON & JOHNSON
INNOVATIVE MEDICINE

Thought Leaders

**Transform
or Perish**


**The Healthcare
Sustainability Challenge**

**Annual General
Assembly and
Election 2025**

**AmCham Greece
in the USA: An Interview
with Katerina Sokou**

**The AmChams Regional
Economic Summit 2025
in Athens**

**Corporate Governance
2025: Navigating Challenges,
Seizing Opportunities**



Ξεχωρίζουμε για τη δύναμη και το πάθος μας, για τη ζωή κάθε ανθρώπου.

Είμαστε η AbbVie, μία παγκόσμια βιοφαρμακευτική εταιρεία. Πιστεύουμε σε κάθε άνθρωπο, στις δυνάμεις, στα όνειρα, στο πάθος του να ζει αληθινά. Κάθε άνθρωπος αποτελεί για εμάς μία μοναδική, αληθινή ιστορία ζωής που μας εμπνέει να καταβάλουμε κάθε προσπάθεια, να υπερβαίνουμε τον εαυτό μας, να κάνουμε επιστημονικά άλματα για να ανακαλύπτουμε ασφαλείς και καινοτόμες θεραπευτικές λύσεις στην Ανοσολογία, στην Αιματολογία, στη Νευρολογία, στην Οφθαλμολογία, στην Αισθητική Ιατρική. Η αξία της ζωής είναι ο λόγος που αγωνιζόμαστε κάθε λεπτό για να συμβάλουμε ώστε να γίνουν πραγματικότητα τα όνειρα των ανθρώπων!

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DIRECTOR'S DESK



We have fully entered the heart of summer, and although this is traditionally a season of vacations and rest, developments—both domestic and international—continue to unfold rapidly, demanding our attention.

In international affairs, there is the ongoing issue of trade negotiations between the United States and the European Union, with the potential imposition of tariffs by either side presenting a significant economic concern. The volume of transatlantic trade and the magnitude of financial transactions between the two

regions are such that any disruption would have serious consequences on both sides of the Atlantic.

The American-Hellenic Chamber of Commerce, in full alignment with our fellow American-European Chambers, firmly opposes the imposition of tariffs. We advocate for an open, honest, and good-faith negotiation process aimed at reaching a mutually beneficial agreement that will strengthen transatlantic trade and economic cooperation. The stakes are high, and they demand realism, responsibility, and a willingness to work together and find mutual compromises to resolve issues. I remain hopeful that even at the last moment, both parties will reach an agreement. After all, far more unites than divides us.

In domestic matters, the Greek economy continues to show encouraging growth, yet challenges remain in sectors such as tourism, real estate, construction, and energy that are particularly sensitive to global geopolitical and economic developments. Meanwhile, society is feeling the pressure of persistently high inflation compared to other EU countries, the rising cost of living, and an escalating housing crisis—issues that are further compounded by recurring incidents of corruption, illegal transactions, and mismanagement of public funds, which undermine public trust. Immediate and effective solutions are urgently needed, along with substantial improvements in governance. Safeguarding social cohesion is more essential than ever in our current era.

I would also like to refer to the recent AmCham Greece election. The process was impeccably organized and conducted with absolute transparency, honoring the integrity of our Chamber. The newly elected Board of Directors is ready to move forward with renewed vision and strategic planning. Remaining true to our mission and values, we continue to serve the business community with responsibility and dedication and uphold the Chamber's proud legacy. On this path, the new Board, all our members, and our dedicated staff will work together to meet the expectations placed upon us. Our goal remains clear: to promote extroversion, innovation, and collaboration while supporting Greek entrepreneurship, strengthening bilateral and international economic relations, and contributing positively to society.

Wishing you all a beautiful, relaxing, and refreshing summer filled with health and positive energy.

Elias Spirtounias
Executive Director

The American-Hellenic Chamber of Commerce

Dynamic. Proactive. Global.

The American-Hellenic Chamber of Commerce (AmCham Greece), founded in 1932, is one of the largest and most active American Chambers in Europe. With over 700 members—including nearly all U.S. companies operating in Greece and many Greek firms trading with the U.S.—the Chamber plays a key role in strengthening transatlantic business ties.

An independent, non-profit organization with no government funding, AmCham Greece is dedicated to advancing U.S.–Greece economic relations. Its dynamic member network drives business growth, fosters partnerships, and capitalizes on global trade and investment opportunities.

In April 2025, AmCham Greece expanded its presence to the United States with the opening of a Washington, D.C. office. This strategic move supports deeper bilateral engagement, promotes Greek business outreach, and encourages U.S. investment in Greece.

The Chamber is an active member of both the U.S. Chamber of Commerce in Washington, D.C. and the European Council of American Chambers of Commerce (ECACC).

Mission Statement

AmCham Greece is dedicated to the continuous advancement of U.S.–Greece economic and business relations. Through the expansion of its membership base, effective advocacy, and the organization of high-level events, exhibitions, fora, seminars, and congresses on both sides of the Atlantic, the Chamber fosters dialogue, cooperation, and sustainable growth.



Πάντα υπάρχει κάτι περισσότερο που μπορεί να γίνει

Η βελτίωση της ζωής των ανθρώπων με σοβαρές ασθένειες αποτελεί δέσμευσή μας. Η δουλειά μας δεν σταματά όταν κλείσουμε την πόρτα του εργαστηρίου ή όταν αναλύσουμε το τελευταίο δείγμα. Ψάχνουμε πάντα για την επόμενη ανακάλυψη, την επόμενη καινοτομία - τώρα και για το μέλλον.



Inspired by **patients**.
Driven by **science**.

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CHAMBER NEWS AND EVENTS

Annual General Assembly and Election 2025

The American-Hellenic Chamber of Commerce convened its Annual General Assembly on June 30, 2025, at the Athenaeum InterContinental Hotel in Athens. During the assembly, AmCham Greece leadership provided an overview of the Chamber's work over the past year, highlighting its various activities, new initiatives, and key outcomes, and outlined its direction and main goals moving forward. In addition to showcasing AmCham Greece's considerable achievements, the event also served as a platform for a dynamic and constructive discussion on some of the most pressing challenges the Chamber faces, as well as the possibilities and opportunities ahead. The day's agenda included the Chamber's triennial elections, which saw

members vote for the 25 members of the new Board of Directors. The new board subsequently convened on July 1, 2025, to elect the new Executive Committee. John D. Saracakis, Chairman of the Board at Saracakis Group, will lead the American-Hellenic Chamber of Commerce as its new President, taking over from outgoing President Nikolaos Bakatselos, who led the Chamber for two consecutive terms. Mr. Bakatselos noted, "After six years, I stand before you today firmly convinced that the day after the elections will find our Chamber united, strong, and looking to the future — a Chamber that exemplifies democratic values and institutional integrity." "In an era of significant global shifts, AmCham Greece has an institutional

responsibility to serve as a catalyst for U.S.–Greece relations and a force for good. Leading efforts with the Executive Committee and the Board of Directors, we are committed to staying true to our course—translating principles into priorities and direction into impact.

Moving forward, unity will be our compass. We will harness our most valuable assets: the spirit of collaboration, the exceptional individuals within our Chamber, our rich legacy, and our expanding presence in the United States. With integrity, dedication, and deep respect for the values that define our institution, we will work tirelessly to honor the trust of our members and lead the Chamber into a new era of impact and relevance," said President Saracakis.

General Assembly





The new AmCham Greece Executive Committee and Board of Directors

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Kyriacos Sabatakakis
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Board of Directors

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Kostas Andriosopoulos | Akuo Energy Greece

Yanna Andronopoulou | Microsoft Hellas

Alexandros Angelopoulos | Aldemar Resorts

Panayotis Bernitsas | Bernitsas Law

Claudia Carydis | The American College of Greece

Alexandros Costopoulos | Foresight Strategy and Communications

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Vassos Efthymiadis | K&N Efthymiadis Agrotechnology Group

John Enepekides | Effectus Government Relations and Strategic Communications

Spyridon Gkikas Panousis | GE Healthcare

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Sophia Kounenaki-Efraimoglou | Foundation of the Hellenic World

Emilios Kyriacou | Citibank Europe - Greece Branch

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George Margonis | Papastratos

Konstantinos Mavros | PPC Renewables

Stavros Mourelatos | Coca-Cola Hellas

Kostas Nebis | OTE Group

Litsa Panayotopoulos | E.V.I.A. Intelligent Performance

Georgios Papadimitriou | EY Greece

Costas Papadopoulos | Lockheed Martin International

Liza Papafitsorou | Hard Rock Hellas

Lena Papalexopoulou | Titan Cement Company

Spyros Poulidas | IBM Hellas / IBM EMEA

Zachary Ragousis | Pfizer Hellas

Ioannis Stavropoulos | Stavropoulos and Partners Law Office

Loukia Tzekaki | Procter and Gamble Hellas

Nikolaos Vasileiou | Bright Special Lighting

CHAMBER NEWS AND EVENTS

Joint Event on the Climate Crisis and Water Resources

AmCham Greece was a proud co-organizer of the event titled “The Climate Crisis and Environmental Protection: Political, Economic, and Social Dimensions,” which took place on June 5, 2025, at the European Public Law Organization’s (EPLO) facilities in Plaka, Athens. The event was jointly organized by the American-Hellenic Chamber of Commerce, the EPLO Circular Economic and Climate Institute and Institute, the EPLO Institute of Sustainable Water Management and Water Law, and The Club of Rome – Hellenic Chapter. The event, which was held on the occasion of World Environment Day, was attended by distinguished scientists, representatives of key institutions and agencies, as well as business executives and featured discussions on the ongoing climate crisis, the importance of keeping to the Paris Agreement, and the worst case scenario for our planet and our lives. Particular emphasis was given to threats to seas and water resources, with speakers exploring feasible solutions to water scarcity, poor quality drinking water, and growing demand for irrigation water.

Ioannis Katsoyiannis, Iliana Kosti, Kelly Marinaki, Stamatis Vardaxis, Haralampos Mavroeidopoulos, George Rammos, George Kremlis



George Kremlis, Ioannis Katsoyiannis, Kelly Marinaki



Northern Greece Committee Closed Luncheon with Minister of Justice Georgios Floridis in Thessaloniki

On June 6, 2025, the American-Hellenic Chamber of Commerce hosted a closed working luncheon with Minister of Justice Georgios Floridis at The Met Hotel in Thessaloniki. The event, which was organized by the Chamber’s Northern Greece Committee, was attended by AmCham Greece members and eminent representatives of the region’s legal and business communities. Addressing the meeting, Minister Floridis spoke on the government’s initiatives on a number of key legal issues and outlined its

Nikos Tsavdaroglou, Georgios Floridis, Vassilis Kafatos



priorities for the near term. Participating Chamber members further enjoyed the opportunity to ask questions and share their thoughts and concerns with the minister.

Education, Innovation and Entrepreneurship Committee

Supporting Innovation in Greece 6.0: Northern Greece

Proudly co-organized by the American-Hellenic Chamber of Commerce through its Education, Innovation and Entrepreneurship (EIE) Committee, “Innovation Northern Greece 6.0: AI the Day After” was successfully held on May 28-29, 2025, at OK!Thess and the Alexander Innovation Zone in Thessaloniki. Featuring 52 speakers participating in 11 panels, the conference set out to map Northern Greece’s innovation landscape and examine how this is affected by AI. Innovation Northern Greece 6.0 was held as part of an initiative of Smart Attica European Digital Innovation Hub (EDIH). It was co-financed by the European Union and co-organized by NBG Business Seeds with the

Ahead Together

Ενώνουμε την επιστήμη, την τεχνολογία και το ταλέντο, ώστε να ξεπεράσουμε τις ασθένειες μαζί.

Είμαστε υπερήφανοι για τη συνεισφορά μας, για περισσότερα από 50 χρόνια, στο ελληνικό σύστημα υγείας και τη χώρα εν γένει, καθώς και ευγνώμονες για τη σχέση εμπιστοσύνης που έχουμε οικοδομήσει με όλους τους φορείς, συμπεριλαμβανομένων, μεταξύ άλλων, των επαγγελματιών υγείας, κυβερνητικών φορέων, συλλόγων ασθενών, ιατρικών κοινοτήτων και δημοσιογράφων υγείας.

Κοιτώντας μπροστά, δεσμευόμαστε να συνεχίσουμε με το ίδιο πάθος και προσήλωση την επένδυσή μας σε καινοτόμα φάρμακα και εμβόλια, στο ανθρώπινο δυναμικό μας, καθώς και σε ενέργειες με υψηλό κοινωνικό-οικονομικό αντίκτυπο για τη χώρα, έχοντας πάντα ως γνώμονα το όφελος των ασθενών.

Στοιχεία επικοινωνίας:

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CHAMBER NEWS AND EVENTS

American-Hellenic Chamber of Commerce, Alexander Innovation Zone, the Aristotle University of Thessaloniki, the Centre for Research and Technology Hellas (CERTH), the Hellenic Development Bank of Investments, L-Stone Capital, Metavallon, OK!Thess, Uni.fund, and the University of Macedonia.

AmCham at NBG Business Seeds' 15th Anniversary

The American-Hellenic Chamber of Commerce was present at the special anniversary event celebrating 15 years of NBG Business Seeds. The event, which was held on June 25, 2025, at the National Bank of Greece's famed Megaro Mela (Melas Mansion), brought together tech and innovation leaders, members of

government, NBG executives, academics, investors, and other members of the country's business community to celebrate the 15th anniversary of NBG Business Seeds, an initiative that has established itself as a key institution in promoting an supporting startups in Greece.

AmCham Greece was represented by Litsa Panayotopoulos, Chair of its Education, Innovation, Entrepreneurship (EIE) Committee, who also presented the newly introduced Special Award for Women's Entrepreneurship to Green2pack.

"My collaboration with the National Bank of Greece and the NBG Business Seeds program, and with Spyros Arsenis in particular, is founded on shared values and the belief that entrepreneurship is achieved through knowledge, daring, and steady steps into the future," said EIE Committee Chair Panayotopoulos. "It is always a pleasure to take part in initiatives that give space and light to those who create. The face of Greek entrepreneurship is changing, and this fills us with hope."

Litsa Panayotopoulos



Upcoming Events

9th Southeast Europe Energy Forum

September 5, 2025

THE MET HOTEL, THESSALONIKI

HealthWorld 2025

A New Era in Healthcare - Driving the Change

September 29-30, 2025

GRAND HYATT ATHENS, ATHENS

Hellenic Pavilion at AUSA Annual Meeting and Exposition 2025

October 13-15, 2025

WALTER E. WASHINGTON CONVENTION CENTER, WASHINGTON DC

23rd Corporate Responsibility Conference

Omnia: Universal Values Lead Progress

October 21, 2025

STAVROS NIARCHOS FOUNDATION CULTURAL CENTER, ATHENS

21st Athens Tax Forum

Changing Gears: Tax Policy at a Turning Point

November 3, 2025

THE ATHENS CONCERT HALL, BANQUETING HALL



Find out more and stay up to date with our latest and upcoming events at amcham.gr/amcham-events/



Novartis Hellas

Changing the practice of medicine

Στη Novartis, αξιοποιούμε στο έπακρο τη δύναμη της καινοτομίας στην επιστήμη για να αντιμετωπίσουμε μερικά από τα σημαντικότερα ζητήματα που απασχολούν την κοινωνία στο χώρο της υγείας.

Δεν σταματάμε ποτέ να αναζητούμε με πάθος νέους τρόπους που θα βοηθούν τους ασθενείς να ζουν περισσότερο και καλύτερα.

MEMBERS' CORNER

Dedicated to showcasing the AmCham Greece community

New Members

The American-Hellenic Chamber of Commerce welcomes its newest members

3K Investment Company

asset management and mutual funds

Aesthet – AZ Exclusive Trading

women's fashion and jewelry

Agrexpo

food and beverage production and exports

Aioliki Mpelecheri

energy

Aioliko Parko Lykovouni

energy

Aioliko Parko Arkadias - Reninvest

energy

Aioliko Parko Doukas

energy

Aioliko Parko Koukouli

energy

Aioliko Parko K-R

energy

Aivalis, Nikolaos

aerosol, color sprays, trade

AKEK

ceramic products for construction and industry

Aktor Group

technical and energy projects

Aldemar

hospitality and tourism management

Alesta

business consulting, deal brokerage, real estate

Alexios Alexopoulos - Anastasios Sandalakis Law Firm

full range counselling and litigation

Alpha Systems and Technologies

defense industry and new technologies

Andreou, Panagiotis

co-founder, Phytoplasis (skincare and supplements)

Amalthia Energy

energy

Ameresco Energy Hellas

energy

Anicon Engineering and Management Consultants

project and construction management

Anodos Ekpaideftiki Symvouleftiki

education

Ardittos Symmetoxon Technologion Axiopoihseon

theatrical services

Arkadikos Helios Ena

energy

Arkadikos Helios Dyo

energy

AronCorp

material handling equipment and intralogistics systems

Arsis Global Consulting

executive search, business advisory

Association of Chief Executive Officers – ACEO

professional association

Atlantik Exagogiki Trofimon

food exports

Autokinitistiki

leaf spring suspension manufacturer

Avax

general constructions

Axia Services

accounting services

Berios

construction

Bespoke SGA Holdings

F&B

Big Pi Venture Capital Management

investment services

Blue Sun

MEP projects

Bright Academy

advisory services

Bright Business Solutions

advisory services

Bright Consulting Group

holding company services

Bright Hospitality Group

holding company services

Brouziotis Sirmatourgiki

wholesale of wire mesh; fencing construction

Buildtech Solutions Techniki Ergoliptiki

technical company

Carge

e-mobility solutions

Chamber of Kilkis

chamber of commerce and industry

Chorozoglou, Ioannis

business consultant

Christakos, Stylianos

business consultant

Christodoulakis, Apostolos

Greek and European investments and investment advisory

Christopoulos Georgios kai Synergates Symvouloi Epicheiriseon

accounting – tax and business consulting

Clamwind Power

energy

Coface Greek Branch

credit insurance

Coface Services

business information

Commitment to Success – COM2S

management consulting services

Conbulk Shipmanagement Corporation

ship management

Cosmos Business Systems

information technologies and telecommunications

Cosmos Consulting

information technologies, telecommunications and software

Costas A. Papaellinas (Hellas) – CPO Greece

import and trading of pharmaceuticals, medical devices, and consumer goods



GE HealthCare

**Creating a
world where
healthcare
has no limits**

MEMBERS' CORNER

Dedicated to showcasing the AmCham Greece community

CPA Kudos Greece

auditing services, financial advisory, accounting services

Customedialabs

digital transformation consulting

Cyberflip

data analysis services and cyber security

D. Kannabos, K. Siamparinas and Partners – Infoterra

project supervision studies

Damkalidis

distributor in consumer electronics and small domestic appliances

Darling On Wheels

premium catering services

Daskalakis, Charalampos

CEO, BCA College

Data In Scale

design, construction, development and operation

DEI Optikes Epikoinonies

commercial activity in the field of electronic communications

Digi Car

car leasing services

Digittech High Technology Solutions

integrated information technology solutions

Divinity Wellness

mental health services

Economou, Anastasios**Ekpaideftikos Organismos Prooptiki FME-KDVM**
education**Elgre MFI**

micro-loans and guarantee letters

Enallaktiki Energeiaki Alpener

construction, installation, and operation of power plants

Endeavor Integrated Solutions

maritime and defense consultants

Endospine Hellas

spine surgeries

Energeiakos Stochos**Ergofast Construction Company**
construction**Ether Applications**

supply of energy solutions (smart grid/smart meters, photovoltaics, net metering)

Europa Insurance Co.

insurance services

European Profiles

business consultancy firm

European Prospect

education

Falcon Capital

investment banking boutique

Fasoulas, Georgios

CEO, Krivek

Fathom Wealth Management Advisors

wealth asset management

Fertzo

energy

Filippou, Thomas

engineering consulting services

Flexideas

employment energy services

Florou, Karolina Konstantina

strategic solutions to improve business efficiency

Foundation of Hellenic World USA

educational foundation

Geniatakis, Minos

owner, Crete Provence

Geniatakis, Georgios

managing director, Crete Provence

Grand Air Services

wholesale trade of aircraft and related equipment, provision of air transport

Grand Ipiresies Kafestiasis

coffee production and trade

Grand Real Estate

real estate

Grand Sea

maritime yacht shipping company

Greek Windpower**Gypari Bros**

cheesery

Haidemenos Intergrated Printing Services

graphic arts

Hanikian Law Firm

law firm

Heliako Velos Ena

energy

Hellas Gold

wholesale of metals and minerals

Hellenic Defence Systems

production of weapons and ammunition

Iatrides, Demetrios

Secretary General of Migration and attorney at law, Iatrides Law Office

Icon Energy Corporation

shipping company

Iliaka Parka Dytikis Makedonias Ena

energy

Iliaka Parka Dytikis Makedonias Dyo

energy

Iliofaneia Anonymi Techniki Emporiki kai Viomichaniki Etaireia Ananeosimon Pigon**A. Iliopoulos and K. Konstantinidou O.E. – Empiria Group**

luxury hotels and hospitality

Impact Prometheus Technologies

computer programming activities

Industry Disruptors Game Changers

cultural education services

Inkat Energy Inspiring Earth

energy

Institute For Migrant Education and Inclusion

services provided by organizations for human rights

IYC Greece

brokerage services, yacht management

JPI Management

import-export and hospitality management

Όλα ξεκινούν με μια υπόσχεση να κάνουμε τη ζωή των ανθρώπων καλύτερη

Προτεραιότητά μας είναι να παρέχουμε υψηλής ποιότητας φαρμακευτικά ιδιοσκευάσματα σε όσους τα έχουν ανάγκη, αλλάζοντας τη ζωή και τις προσδοκίες τους. Να δίνουμε ελπίδα στους συνανθρώπους μας που πάσχουν από σοβαρές και εξουθενωτικές ασθένειες εξασφαλίζοντας έγκαιρη πρόσβαση σε καινοτόμες θεραπευτικές επιλογές. Να προσφέρουμε υπεύθυνη επιστημονική ενημέρωση & να ανταποδίδουμε στην κοινωνία μέσα στην οποία δραστηριοποιούμαστε.

CO-11-2023

MEMBERS' CORNER

Dedicated to showcasing the AmCham Greece community

Kanellopoulos, Rafail Annivas

owner, Kanellopoulos Rafail Annivas Company

Kaoussis, A.

waste handling equipment factory

Kapa Research Consulting

market research, politics, surveys, consulting, crisis management

Karakasis, Georgios

business management

Kastri Evvias

energy

Kentro Epagelmatikis Katartisis Aristotelis

education

KNE Brandt

fertilizers trading

Kohyli

tourism

Koinonia Klironomon Gyparaki Iosif

commerce of dairy and bakery products

Kousta, Rosina

founder and principal, Mereo Wealth

Koutlas, Anastasios

managing director, Innovation and Digital Economy Hub

Koygioumtzis, Pavlos

sculptor

KP Consulting

financial consulting for non-performing loans

KPM Energy

energy

Kritikos Tourismos

hotel and tourism businesses

Lavipharm

pharmaceuticals

Liapis, Lampros

Gloa Design and Marketing Services

Lidoriki, Zozo

president, International Relations for Culture

Livador

energy

Manos, Nikolaos

business investor

Marine Insurance and Reinsurance International Consultants

marine insurance broking services

Martinou, Ioanna**Metamorph Digital**

software as a service

Michael Cacoyannis Foundation

cultural and educational non-profit

Minisco Orthopaedic Center

orthopedic surgery services

Momentum

construction works, design services, and technology development

Moptil

new technologies for culture and tourism (AR/VR/AI)

Moysoglou, John

entrepreneur in food service and hospitality

K. Natsikas & Sia – Computer GR

lifelong learning center, center for informatics, robotics, and new technologies

Next Gen Retail Services

consumer electronics retailer

Nikou, Orestis

estimator and restorer of classic vehicles

Nithavrianakis, Antonios

owner, GR Eurotrade

NLG Group

consulting services

Noisis Development Consultants

development consultants

North Greece Dairy

dairy products

Nova Information and Communication Technologies

ICT integrator focusing on the provision of custom solutions

Olympus Artificial Intelligence

data and artificial intelligence services

Omiros Dairies

cheese production

Otis Hellas

elevators and escalators installation and maintenance services

Pagoni Paraskevi – Gyparaki Unit

bakery production and commerce

Paikopoulos, George

agency manager, Ethniki Asfaltistiki

Pantazis G.P.

vocational training center

Papapolitis and Papapolitis

law firm

Petrakis Transport Company

national transportation services and 3PL services

Phoebe Energy**Pixel Etairia Pliroforikis**

information technology company

Plastwood Hellas

commercial and technical company

Policy Lab

consulting, public affairs, business strategy, marketing strategy

Portalaki, Eleftheria

general manager, ELP

PPC e-Money Services

electronic money institution

PPC Spectra

laboratory testing, inspection and certification services

PPC Renewables

energy

Primser Development Solutions

consulting, technology, investment, education/training

Prisma Electronics

high technology systems, electronic manufacturing services

Proprius

real estate agents and consultants

Proteou, Pavlina

founder and CEO, BeyondCSR

Renex Aioliiki Artas

What science can do

Κλινική καινοτομία

Οι ψηφιακές τεχνολογίες δημιουργούν πρωτόγνωρες ευκαιρίες συλλογής δεδομένων από τους ασθενείς σε πραγματικό χρόνο. Στην AstraZeneca αναπτύσσουμε τις ψηφιακές μας δυνατότητες σε όλο το φάσμα της Έρευνας και Ανάπτυξης, για να ανακαλύψουμε καλύτερους τρόπους τροφοδότησης των κλινικών μας μελετών με επικαιροποιημένη γνώση και να βοηθήσουμε τους ασθενείς στην πρόληψη, τη διαχείριση και τη θεραπεία της ασθένειάς τους.



MEMBERS' CORNER

Dedicated to showcasing the AmCham Greece community

Revithis, Ioannis

real estate agent, economist,
real estate appraiser, Revithis
Ioannis Real Estate Services

Sammy

technology company in the
fields of smart ports/marinas
and blue economy

Santander Consumer Finance, Greek Branch

credit and financial services

Sarantitis Law Firm

law firm

Sarris & Sia

lifelong learning center

Sfouni Bros

construction

Sidirourgiki Brouziotis

wholesale of wire mesh
and wire products - fencing
construction

Simvouleftiki Analysis

business services and
consultants

Solarlab**Spartakos Energy****Sphears AI****I.N. Spyliopoulos**

retail and wholesale of
footwear, accessories, and
clothing

Stellar V Sponsor

investments company and
public company administration-
sponsor

Stirixis

architectural studies, MEP
studies, construction
management, consulting
services

Symmetochiki Kataskeyastiki Ellados

construction

Synapse Hospitality

hospitality management and
consulting

Synesis Systems

authorized distributor of Sig
Sauer Inc. products

Takem

post-harvest equipment for the
agrifood sector

Talent Information Systems

innovative software products
and services

Tenara Real Estate

real estate

Tensorgram

AI, advanced software and
hardware engineering

Thalis Civil Non Profit Company

vocational and lifelong training
center

The Pastry House

frozen dough industry

Theodoridis Panagiotis

CEO, Alfa Vita Gama

Theodorou Panagiotis

civil and mechanical engineer

Theoni

bottled water

Thrakiki Aioliiki 1**Total Advice**

consulting services

TourGreece

destination management
company and incoming tour
operator

Tourism Enterprises of Messinia

tourism and real estate

TrB

project management

Tsagaris, Dimitrios

economist, accountant, advisor

Tsavliris, Claire

principal, Tsavliris Salvage Group

Tsoulouvis, Apostolos

leadership, human resources,
management, operational
planning and organization

Vaios V. Filippou & Sia

vocational training center

Veession

advertising company, creative
and digital agency

Vigkopoulos, Achilles**Vlachou, Elina**

principal, EV Management
Consulting

Volton Hellenic Energy

supply of electricity and natural
gas

Von Poll Greece

real estate

Voreino Pellis

energy

Vrellis, Vassilis

economist, business consultant

Windarrow Energeiaki**Xylas, Ioannis**

president and CEO, Ariston
Navigation Corp.

Zikoulis, Apostolos

representative, Apostolos
Zikoulis & Sia



**Member
To Member
Offers**

Stay tuned
for more Member
To Member offers



GILEAD

Creating Possible

**CREATING
A BETTER,
HEALTHIER
WORLD.**

GILEAD is a research-based biopharmaceutical company that discovers, develops and delivers innovative therapeutics for people with life-threatening diseases.

At Gilead, we set and achieve bold ambitions in our fight against the world's most devastating diseases. We are driven by our purpose of making the world a healthier place for all people. That means delivering innovative therapies that offer new hope for patients. Our ambitions have led us to a cure for hepatitis C and to transforming the treatment and prevention of HIV. Our innovation is helping people with diseases and conditions that include cancer, viral hepatitis, HIV and COVID-19.

By investing in world-class science, driving access to our medicines, addressing societal barriers to care and building a culture where our employees can make a real impact, we will continue to confront the biggest public health challenges of our day for the benefit of generations to come.

Gilead is a global company of over 18,000 employees with 28 currently marketed therapies. Gilead entered the Greek market in 2001 with innovative medicines to treat HIV, Hepatitis B, D and C, Haematology/Oncology, Covid-19 and Invasive Systemic Fungal Infections as well as Cystic Fibrosis. Today, Gilead Sciences Hellas occupies 52 people focusing on medical, regulatory and commercial activities.

AMCHAM GREECE IN THE USA

Launched in May 2025, AmCham Greece's new branch office in Washington DC affords the Chamber a permanent presence in the United States, allowing it to work on the ground, at the heart of US and global decisionmaking, to deliver value for member companies and fortify bilateral trade relations.



From Athens to Washington

A Timely Move with Global Ambitions

At a time when US–Greece relations are at an all-time high, AmCham Greece has taken a bold and timely step by establishing a formal presence in Washington DC. In this exclusive interview with Alexandra Loli, Business Partners Publisher and Editor in Chief, Katerina Sokou, Executive Director of the American-Hellenic Chamber of Commerce in the United States, shares her vision for the new US office, the strategic relevance of this initiative, and how she plans to turn this timely expansion into a lasting platform for advocacy, partnership, and growth.

The launch of AmCham Greece's new branch office in Washington DC marks a new chapter for the Chamber, reflecting its commitment to further strengthening bilateral economic and business ties, deepening policy engagement, and expanding opportunities for Greek and US companies alike.

At the helm of this new initiative is Katerina Sokou, an international affairs specialist with more than 20 years of experience in journalism and strategic communication and considerable expertise in US politics and economics, transatlantic relations, Greece, and the European Union. Prior to taking on the role of Executive Director of the American-Hellenic Chamber of Commerce in the United States, Sokou was the Washington DC correspondent for Greek daily newspaper Kathimerini, where she is also a columnist, focusing on transatlantic relations, foreign policy and financial diplomacy. Previous positions include work for leading Greek and US publications such as To

We plan to showcase the most dynamic sectors and opportunities for strategic synergies that support our aligned economic and security interests

Vima and The Washington Post, while she has also served as Washington DC correspondent for Skai TV.

Sokou is a non-resident senior fellow with the Atlantic Council's Europe Center and a research fellow at the Hellenic Foundation for European and Foreign Diplomacy (ELIAMEP), while in the past she has also served as communications consultant to Olympic Airways, been a contributor and member of the Editorial board at *European Affairs*, the online magazine of The European Institute, and founded the news analysis and communications consulting firm News Intelligence. She received a

BA in History with First Class Honors from the University of Ioannina in Greece and holds an MA in International Studies from the University of Warwick and an MA in Journalism from Columbia University, where she was a Knight-Bagehot Fellow in Economics and Business Journalism (2012-2013).

A seasoned journalist, transatlantic affairs analyst, and longtime observer of US-Greece dynamics, Sokou builds on her strong background in policy and communication and her deep understanding of Washington to bring a unique blend of experience and insight to her new role as Executive Director of AmCham Greece in the USA.

Your appointment marks the launch of AmCham Greece's presence in Washington DC, which is a strategic step at a time of exceptional momentum in US-Greece relations. What is your vision for this office, and how do you see it amplifying the Chamber's mission on both sides of the Atlantic?

The momentum in US-Greece relations is impressive; it is withstanding the current geopolitical uncertainty. In the US, we see increased investor interest and a positive image of Greece not just as a strategic ally but also as a desirable destination. Importantly, we are also witnessing a renewed interest on the part of Greek Americans to reconnect with their homeland, which is not limited to visiting but also includes working and investing in Greece. My vision for our USA office is to be the catalyst that capitalizes on this historic high for bilateral relations to benefit our respective economies—which in our case translates to supporting the global ambitions of Greek companies, whether they are looking for new partners or for new markets to grow their international presence, and at the same time help bring US investment to Greece. Because America is still the land of opportunity, as it offers both a huge market and an amazing wealth of resources, be it capital, people, or technology. And from its part, Greece offers strategic access as a gateway to the European Union market and an attractive base for a diverse set of business operations for a wider region, from Southeast Europe to the Eastern Mediterranean and beyond.

Greece is increasingly viewed as a regional hub for energy, innovation, and infrastructure. Which sectors do you see as the most promising for US-Greece collaboration, and how will you work to promote investment in these areas? While increasing the volume of bilateral trade and investment is a key goal, we are focused on the sectors that



We aim to amplify the mission of AmCham Greece by promoting Greece as an investment destination and by elevating the profile of Hellenic enterprise in the United States

will provide the most added value to the Greek economy, and you correctly identify them as those where Greece can play a regional role. Greece's geography makes it a hub for energy, logistics, and transport infrastructure, where we already see US interest, as Greece is viewed as a key part in building a more resilient supply chain for global trade.

But you are also right to point out innovation too, as there is great potential for technology transfer, research collaborations and business partnerships with the U.S. that

AMCHAM GREECE IN THE USA

could benefit the competitiveness in a wide range of Greek sectors, from defense and heavy industries to agribusiness and biotech. And real estate and tourism still have great potential, as Greece aims for a resilient model of development that supports a longer season and attracts expatriates and foreign retirees.

With your background in journalism and transatlantic affairs, how do you plan to navigate the Washington policy environment and elevate Greece's economic and strategic profile within the US capital?

Greece has a lot of friends in the United States, and this is especially the case in Washington, where I have witnessed the increasing strategic importance that our American partners place on Greece. In public opinion, there is a total turnaround from the troubled days of the Greek financial crisis to the positive image of Greece that highlights its soft power as a cultural icon. A unique asset in that regard is Greek Americans, who are the ambassadors of Greek values and culture in the United States and make an impactful and engaged community that we also aim to serve with our US office.

So, from our new office in Washington, we will work with our friends and partners in the administration, the think tanks, the media, and our community leaders in joint efforts to build the case for expanding the US-Greece strategic partnership to trade and investment. The way I see it, President Donald Trump is focused on American security and supporting the dynamism of American business. So, to elevate Greece's economic and strategic profile and bring investment to Greece, we plan to showcase the most dynamic sectors and opportunities for strategic synergies that support our aligned economic and security interests. And we also plan to use our strong people-to-people ties and soft power to highlight the multifaceted contribution of the Greek entrepreneurial spirit in America.

How do you plan to amplify the mission of AmCham Greece in the United States, and what specific tools or partnerships do you envision introducing to help Greek businesses access the US market and to attract US investment into Greece?

As an independent and trusted business association, with deep and established ties in both countries, we will amplify the mission of AmCham Greece by promoting Greece as an investment destination and by elevating the profile of Hellenic enterprise in the United States. We are already seeing prospective investors use our office as a hub for

access to information and for networking with potential partners. We are introducing various tools to help inform business and investment decisions by providing information and analysis, access to trusted professionals, and economic and business intelligence.

At the same time, we are working with key allies and partners such as the US Chamber of Commerce and the Greek Embassy in Washington to create a diverse program (from door-knock missions and conferences to webinars and happy hour socials) that is tailored to the interests and ambitions of our members, sharing value adding information and offering opportunities for networking, advocacy, and business facilitation in the United States and Greece.

From our new office in Washington, we will build the case for expanding the US-Greece strategic partnership to trade and investment

In a time of shifting global alliances and emerging technologies, how can AmCham Greece's new US presence act as a forward-looking platform for resilience, innovation, and deeper transatlantic business collaboration?

By geography, Greece is at the frontline of any future challenges in its neighborhood. Thus, even as Europe takes on more responsibility for its own security, Greece will remain a strategic regional ally for the United States as it undertakes efforts to help stabilize the region. And here lies the opportunity for us to expand the strategic partnership to strengthen the Greek economy by seeking business collaborations, technology transfers and innovative partnerships that will support Greece's regional role and build its resilience and innovation capacity.

In particular, building resilient supply chains is a key security interest for both the United States and Europe, and as Greece is a key part of the region's energy and infrastructure networks, I expect it to continue importing US LNG to Europe, safeguarding a resilient shipping industry and upgrading its logistics infrastructure. As for emerging technologies, the US is a world leader in AI and quantum technology, and partnering with US companies to develop AI applications may give a big leap to the Greek high-tech ecosystem and a big productivity boost to the economy. 🇬🇷

Μετατρέποντας τον κώδικα της ζωής σε καινοτόμα φάρμακα

Στην Amgen πιστεύουμε ότι οι απαντήσεις στα πλέον επιτακτικά ιατρικά ζητήματα, είναι καταγεγραμμένες στο DNA μας.

Ως μια από τις ηγέτιδες ανεξάρτητες εταιρείες στο χώρο της βιοτεχνολογίας παγκοσμίως, η Amgen χρησιμοποιεί τη βαθιά κατανόηση του κώδικα του DNA για την ανάπτυξη στοχευμένων θεραπειών που καλύπτουν τις ανάγκες των ανθρώπων με σοβαρές ασθένειες και βελτιώνουν σημαντικά τη ζωή τους.

Για περισσότερες πληροφορίες επισκεφθείτε το www.amgen.gr και τη σελίδα μας στο Facebook, www.facebook.com/amgenhellas.

**AMGEN**

GRC-NP-0623-80001

CORPORATE GOVERNANCE 2025

Navigating Challenges, Seizing Opportunities

AmCham Greece's 11th Corporate Governance Conference explored key trends and developments and highlighted best practices and forward-thinking ideas for further enhancing corporate governance in Greece amid ongoing global crises and the rise of AI.

Setting out to promote good corporate governance practices and identify opportunities for sustainable growth and business excellence in a complex global landscape marked by shifting priorities, evolving regulatory frameworks, and unprecedented technological advances, the American-Hellenic Chamber of Commerce convened its 11th Corporate Governance Conference on June 18, 2025, at the Hotel Grande Bretagne in Athens. The event was organized by

the Chamber's Corporate Governance Committee, under the auspices of The Institute of Internal Auditors Greece. Held under the title "Navigating Challenges, Seizing Opportunities," the Conference entered its second decade with a dynamic and highly successful event that brought together the who's who of the country's corporate governance community for a day of engaging panel discussions, knowledge sharing, and fascinating insights into some of the

latest developments and most pressing issues facing the field of corporate governance today.

"Our Chamber's Corporate Governance Conference has become an institution in its field. With abiding appeal and substantive content, every year it examines the fundamental principles of contemporary business," said Elias Spirtounias, Executive Director of AmCham Greece, in his opening remarks, kicking off the day's proceedings. The day's agenda featured a series of focused panel discussions, with corporate governance experts, distinguished business leaders, and other stakeholders examining key themes and developments facing the corporate governance world today.

Nikolaos Bakatselos



Evaluating the Impact of Recent Developments in Corporate Governance and Sustainability Policy

The first panel discussion focused on the impact of the strong criticism of ESG principles that was sparked by political developments in the United States following the 2024 presidential election. Political, regulatory, and linguistic differentiations are only one side of the coin; the other is that real decisions are usually made at the corporate level, where strategies align with investment priorities, while attempting to balance various legal and other considerations.



Elias Spirtounias



Maria Theodoulidou

“It is down to all of us—institutions, businesses, auditors, controllers, and executives—to ensure that the governance we practice not only complies with the law but is also rooted in principles and values.”

- Nikolaos Bakatselos, President, AmCham Greece

“Competitiveness assessments are crucial. They ensure that business interests align with emerging regulatory frameworks. Uncertainty is never good.”

- Maria Althin, Chair of Company Law Working Group, BusinessEurope

“There are three key concerns. First, companies don’t know what to expect, creating a high risk of compliance failures. Second, it’s essential to manage expectations in an evolving environment. And third, everything we do must aim to ensure legal certainty. Without it, no framework can truly be effective.”

- Athanasios Koulouridas, Chairman of the Management Committee, Greek Union of Listed Companies

“In the US, with the Trump administration stepping back from the Green Deal and sustainability guidelines, the landscape is shifting rapidly. In Europe, the Commission must bring the green agenda to the forefront while keeping business interests in mind.”

- Severine Neervoort, Global Policy Director, International Corporate Governance Network

“Companies need a degree of certainty before they can determine their path forward. They need regulatory clarity to plan their

next steps with confidence. Instead of resisting unpredictability, companies should seize it and use it to advance their agenda.”

- Konstantinos Sergakis, Professor of Capital Markets Law and Corporate Governance, University of Glasgow

Aligning Greek Governance with Rapidly Evolving Global Challenges

The second panel explored how rapid changes in corporate governance at the European and global level stand to affect Greek companies. It looked at trends toward deregulation, examined whether and when Greece might follow suit, and reflected on the potential consequences of failing to do so.

“The uncertainty we are experiencing, the inability to predict what will happen in even two or three months, results in a chain reaction of insecurity, fear, and ultimately doubt. The aim is to restore trust between investors and businesses, and the role of corporate governance is decisive—not only in terms of regulatory compliance but also, and mainly, in substance and in practice.”

- Kyriakos Andreou, Partner, Territory Strategy, Clients and Markets Leader, PwC Greece

“By adopting corporate governance principles, family businesses can strengthen cooperation between family members, foster a climate that attracts skilled professionals, and streamline collaboration with creditors and suppliers. Meanwhile, this also enhances the image of Greece’s private sector and promotes youth entrepreneurship, contributing to a modern and reliable business culture.”

- John D. Saracakis, President, AmCham Greece

“It’s time to go back to basics and take a fresh look at corporate governance in its essence. Excessive focus on detail has made us lose sight of the bigger picture. We need to take a step back to think, simplify, and restore it to what it’s really about: information.”

- Natassa Stamou, Vice Chair, Hellenic Capital Market Commission

“The biggest challenge is the transmission and adoption of a single corporate governance culture from the parent company to its subsidiaries, a process that requires coordination, consistency, and internal coherence, but also involves significant costs.”

- Panos Vassiliadis, CEO, Ideal Holdings

Crisis Management and Governance: Key Insights for Boards

Examining the role of strong governance in enabling effective crisis management, this panel discussed how boards and senior management can prepare

CORPORATE GOVERNANCE 2025

proactively and looked at the key factors to consider when designing robust crisis management policies and the steps that must be taken before, during, and after a crisis.

"Businesses must integrate AI into their operations. Properly used, it can afford them strategic readiness in almost real time in a world where everything moves, evolves, and is made public at inconceivable speed."

- Nikos Ioannou, Head of Advocacy and Public Affairs, V+O Communication

"Effective crisis management in a business requires a well-structured and trained task force. In times of crisis, the most important thing is to keep a level head, think clearly, and act methodically. You have to take your time, properly assess the situation, and proceed with a plan."

- Petros Machas, Founding Partner and Chairman, Machas and Partners

"What saves a business in crisis is effective governance: executives with shared values, aligned goals, and a real sense of responsibility, who are not just managers but also guardians of the company's mission."

- Eleni Papandreou, CEO and Owner, Intersys

"Corporate governance is not a static concept. It is a dynamic, constantly evolving mechanism that is inextricably linked to the challenges and opportunities of contemporary business."

- Maria Theodoulidou, Chair, AmCham Greece Corporate Governance Committee

"Every crisis unfolds in stages: beginning, escalation, de-escalation, and impact assessment. How we manage each stage directly affects the next and shapes the overall footprint of the crisis."

- Aphrodite Vamvakopoulou, Partner, Intelligence Director, Critical Publics

BoD and Executive Team Relationship Management

The fourth panel looked at how boards of directors must foster effective and dynamic relationships with executives leading major operational and support units and identified key prerequisites and best practices for building and sustaining such productive relationships.

"Ability and skill alone do not suffice. They must be combined with best practices to create real value."

- Solomon Berahas, Chairman of the Board of Directors, Tiresias

"It is crucial to implement strategic plans faithfully and align goals with everyone involved in management. Cultivating a culture of transparency and accountability also enhances a business's reliability and resilience."

- Stavros Karagrigoriou, Group CFO, Ethniki Insurance

"Proper corporate governance requires three things: strategy, goals (including communication and open dialogue), and respect for principles, policies, and people."

- Harry Sachinis, CEO, EYDAP

"Defining clear roles and responsibilities for the board of directors and other bodies is part of a new culture that's taken time to establish. Defining the relationships between bodies is a good practice that enhances functionality and transparency in corporate governance."

- Athanassios Savvakis, Chairman of the Energy Exchange Group

John Apsouris, Athanasios Koulouridas, Severine Neervoort, Maria Althin, Konstantinos Sergakis, Michael Tsibris



Implementing the Regulatory Framework in Corporate Governance: The Sustainability Dimension

Reflecting on the evolution of the corporate governance framework, this panel examined how corporate governance culture has been strengthened and how the framework has improved transparency and sustainable growth, and considered what further improvements are needed to ensure more responsible and sustainable business operations.

"Many companies assumed that purchasing a platform and composing a report was enough to fulfil their obligations, but along the way, they realized that without a solid understanding of the requirements at



Maria Theodoulidou, Natassa Stamou, John D. Saracakis, Panos Vassiliadis, Kyriakos Andreou, Xenofon Avlonitis



Vassilis Kaminaris, Petros Machas, Eleni Papandreou, Nikos Ioannou, Aphrodite Vamvakopoulou, Aris Dimitriadis

the management level and without a real change in company culture, compliance is simply not possible."

- Athina Moustaki, Partner, Head of Environmental, Social, Governance, Risk and Compliance, Grant Thornton

"The new reality presents a first-class opportunity to bring order to smaller businesses too. However, we mustn't pass on too heavy a burden on them, neither in terms of costs nor administration. Larger enterprises shouldn't be trapped in excessive bureaucracy either. The cost-benefit analysis should be positive for everyone."

- Panagiotis Papadodimas, Chief Administrative, Transformation and Sustainability Officer, Attica Group

"We can't just set out to tick the boxes before the deadline. Taking a broader approach and embracing a corporate governance culture leads to wider implementation and deeper understanding, connecting governance with sustainability, which is what really matters."

- Natassa Stamou, Vice Chair, Hellenic Capital Market Commission and Chair, The Investment Guarantee Fund

"Sustainability isn't just something mentioned in annual financial reports. It is the lens through which we must make each decision, from product design and supplier policy to risk management and hiring choices. It is a matter of trust, transparency, and business ethics. It's how a company operates."

- Nancy Verra, Ph.D., Chief Legal, Regulatory and Compliance Officer, OPAP Group

The Role of Artificial Intelligence in the Evolution of Corporate Governance

Starting with the premise that AI can be a powerful tool in corporate governance, the conference's final session set out to explore whether today's corporate governance models are suited for the AI era. Speakers looked at the growing role of AI in shaping strategic decisions and discussed how to maintain human oversight, accountability, and the ethical principles central to corporate governance.

"Using AI isn't just about preventing threats. It's also about being able to identify trends and patterns and anticipating risks before they develop."

- Eugenia Bozou, Head of Government Affairs and Public Policy, Google Greece, Cyprus and Malta

"The introduction of AI is fundamentally changing the context in which people work, creating new threats to cybersecurity and privacy. Yet just as threats emerge, they can also be addressed with the right use of the very same technology."

- Tilemachos Moraitis, Head of Government and Corporate Affairs, Microsoft Greece, Cyprus, Malta, Balkans, and Ukraine

"By processing vast data sets—financial reports, market trends, geopolitical risks—to provide actionable insights that enable boards to make informed, strategic decisions faster, AI is having a significant impact on the development of corporate governance, transforming the way boards

operate, make decisions, and respond to stakeholder needs."

- Spiros Tassis, Partner, (TMT, Data Strategy & Cybersecurity), PotamitisVekris

"The question is how we can build AI models that can effectively become part of corporate governance, combining values, flexibility, and increased productivity."

- Kyriakos Toliass, Director, National Documentation Centre

"Productivity is directly linked to the adoption of technology. Thanks to technology, we've seen a rapid evolution and improvement in our standard of living in the space of just a few years. AI brings a new revolution, an opportunity that we cannot pass up for fear of the risks it may entail."

- Marco Veremis, Partner, Big Pi Ventures Capital and Chairman, Innovation Committee, Hellenic Federation of Enterprises (SEV) 

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THE INTERVIEW



SHAPING THE FUTURE OF HEALTH



With a career in pharma that spans more than two decades and three continents, Daniel Paksy stepped into the role of Managing Director for Greece and Romania at Johnson & Johnson Innovative Medicine in February 2025, leading with an ethos grounded in purpose and a commitment to accountability, collaboration, and valuing diverse perspectives. In this interview to Business Partners, he talks about Johnson & Johnson's mission, the company's contributions to the Greek economy and healthcare system, and what it takes to ensure patient access to innovative therapies.

One of the most influential healthcare companies globally, Johnson & Johnson is on a mission to change the trajectory of health for humanity. How does this overarching purpose inform the company's work and priorities?

At Johnson & Johnson, we believe health is everything. Our strength in healthcare innovation empowers us to build a world where complex diseases are prevented, treated, and cured, where treatments are smarter and less invasive, and solutions are personalized. Through our expertise, we are uniquely positioned to innovate across the full spectrum of healthcare solutions today to deliver the breakthroughs of tomorrow and profoundly impact health for humanity. We remain rooted in our credo, a set of values that guide our decisionmaking and challenge us to put the needs and wellbeing of the people we serve first, affirming our responsibility to patients, employees, and the communities in which we live and work.

Using rigorous science and compassion, we continuously work to develop therapeutic solutions for some of the most complex diseases of our time and unlock the medicines of tomorrow. Our diverse and innovative therapies portfolio spans multiple focus areas, including oncology, immunology, and neuroscience, where patient need is greatest. Patients are at the heart of everything we do, and we are committed to advancing equitable access to our therapies.

We support Greece's ambition to move from an ad hoc, cost-containment model to a strategic, investment-driven health policy

In countries such as Greece, that means listening closely to local needs, adapting to local challenges, and building strong partnerships across the healthcare ecosystem to enhance public health. We are here to transform the future of health together, informed and inspired by the real-world experiences of patients and healthcare professionals.

Tell us a bit about Johnson & Johnson Innovative Medicine's activities in Greece and its part in transforming the local healthcare ecosystem.

The pharmaceutical industry plays a vital role in advancing the Greek economy and strengthening the national health system, and Johnson & Johnson Innovative Medicine is a part of this. Today, we employ close to 170 people locally, with specialized roles in medical affairs, market access, regulatory, commercial operations, and clinical research. They are highly talented individuals who are passionate about our work and serve our purpose and values with a great sense of belonging and with unwavering commitment to patient benefit.

We actively support Greece's ambition to move from an ad hoc, cost-containment model to a strategic, investment-driven health policy, and we view the recently proposed framework agreement as a critical milestone towards that ambition. A framework agreement can serve as a foundation for longterm, transparent cooperation between the state and the pharmaceutical industry that secures the predictability and sustainability of the pharmaceutical ecosystem in

Greece. It can become a shared platform for setting common priorities, attracting R&D investment, and ensuring timely patient access to innovation.

We are also strong advocates of forward-looking mechanisms such as the Innovation Fund, which represents a concrete step toward rewarding outcomes-based care and enabling faster access to breakthrough treatments.

Collaboration is at the heart of our approach. We work closely with the state, public institutions, healthcare providers, patient organizations, and industry bodies such as the Hellenic Association of Pharmaceutical Companies (SFEE),

Pharma Innovation Forum (PIF) Greece, and the American-Hellenic Chamber of Commerce. These partnerships are vital in driving forward structural reforms that improve access to innovative, life-saving therapies. We have been a trusted partner to the Greek healthcare system for the last 50 years, addressing patient needs, investing in local talent and research, and co-shaping a future where patients receive the right treatment at the right time, regardless of geography.

THE INTERVIEW

How is Johnson & Johnson Innovative Medicine investing in R&D in Greece, and how does this contribute to accelerating therapeutic breakthroughs and ensuring broader, more equitable access to care?

Greece has strong potential as a hub for clinical research, driven by its rich scientific expertise, a highly skilled medical community, and a growing focus on advancing innovation, which led us to establish our Global Clinical Operations Department here in 2024, reinforcing Greece's position as a competitive player in the European life sciences sector. Our local Clinical Trials team consists of over 30 experts who conduct advanced clinical trials, strengthening our commitment both to scientific excellence and to advancing the local innovation ecosystem.

We are very pleased that in the past six months, we have managed to increase by more than 35% the number of local clinical trials, which span several key therapeutic areas including hematological malignancies, bladder cancer, lung cancer, and inflammatory bowel diseases.

Expanding clinical trials in Greece allows patients early access to cutting-edge therapies while promoting knowledge exchange and skill development among healthcare professionals. This supports the national economy and strengthens Greece's position as a competitive destination for research and innovation within Europe. Our future investments, however, heavily depend on structural reforms not only in the area of clinical trials, where there is need for various improvements including accelerating startup timelines, but also to create an environment overall more attractive and accessible to innovation.

Sustaining progress in healthcare depends on a balanced, forward-looking pharmaceutical policy that is grounded in strategic clarity and longterm vision. To be effective, such a policy must ensure that innovation is adequately funded based on real population needs and the resources available within the system.

At the same time, it must be supported by meaningful structural reforms—particularly in how reimbursement processes are designed and implemented—so that barriers to access are reduced and resources can be deployed more efficiently across the system.

Digital transformation is another key enabler, helping improve operational efficiency and facilitating broader, more equitable patient access through smarter data use and connected care pathways.

As an industry, we share the collective responsibility to support and implement these priorities. Only by doing so can we ensure that investments in health continue to

grow and evolve, expanding patient access to life-saving therapies, safeguarding the longterm viability of public health systems, and contributing to the broader well-being of our society.

You've held leadership roles across markets and business units. What have these experiences taught you about inspiring teams, innovating, and achieving results?

Throughout my career, across diverse markets and roles, I have realized firsthand the great impact from enhancing a culture where people feel genuinely valued and empowered to bring their best selves to work. By setting clear expectations and leading by example, I aim to inspire teams to embrace both high performance and shared purpose.

In a highly regulated, purpose-driven industry such as healthcare, it is critical to build a culture grounded in integrity, accountability, and shared ambition. Equally important is fostering open communication and cross-functional


collaboration. Encouraging different perspectives and facilitating constructive dialogue enables us to navigate complex challenges more effectively and to innovate with greater confidence.

At the end of the day, my goal is to inspire teams to see the real impact of their work on patients' lives. That's the kind of culture I strive to build, one driven by purpose, sustained by trust.

The future, to me, is about partnership, purpose, and progress. And I truly believe that under these core values, Greece can become not only a beneficiary of innovation but also a driver of it.

What role do partnerships play in boosting investment and innovation and transforming healthcare?

In complex environments such as Greece, where meaningful and lasting progress relies on shared responsibility, no single player can drive impact alone. This is why our collaboration with the American-Hellenic Chamber of Commerce and its Pharmaceutical Companies Committee is so important. It offers a structured platform where industry, policymakers, and civil society can come together to shape a common vision.

Through these partnerships, we work to align stakeholders around shared priorities: optimizing efficiencies, generating savings for reinvestment, accelerating patient access to innovation, ensuring sustainable funding models, and fostering a regulatory environment that encourages investment in advanced therapies and clinical research. Together, we can shape a healthcare system in Greece that is more resilient, innovative, and capable of meeting the evolving needs of patients and society. 

The future is
about partnership,
purpose, and
progress



A DYNAMIC AND PROACTIVE CHAMBER

Founded in 1932, the American-Hellenic Chamber of Commerce (AmChamGR) is one of the most active and influential American Chambers in Europe. As a non-profit, independent organization, AmChamGR strengthens U.S.-Greece economic ties by advocating for its members, promoting bilateral trade, and fostering transatlantic collaboration.

In April 2025, AmChamGR expanded its presence to Washington, D.C., establishing a U.S. office to further support Greek businesses abroad and attract American investment to Greece. Through its broad network, including the U.S. Chamber of Commerce and AmChams in Europe, the American-Hellenic Chamber of Commerce remains a trusted partner in advancing economic cooperation.

AMCHAMGR

MEMBERS BENEFITS

Expanding International
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THOUGHT LEADERS



TRANSFORM OR PERISH

THE HEALTHCARE SUSTAINABILITY CHALLENGE

By Alexandra Loli, Ph.D.

As healthcare systems worldwide face increasing complexity—from shifting demographics and rising costs to digital transformation and workforce challenges—the imperative for meaningful, lasting change is more pressing than ever. Nowhere is this more evident than in Greece, where the demand for sustainability, innovation, and patient-focused care continues to shape the national agenda. On the occasion of AmCham Greece's upcoming Health-World 2025 conference, Business Partners invited leading voices from across the healthcare spectrum to share their thoughts on the bold choices and strategic shifts needed to secure a healthier future for healthcare in Greece. Contributors examine the forces driving transformation, the technologies enabling it, and the collaborative efforts required to overcome entrenched barriers.

From high-level strategy to frontline innovation, this issue's Thought Leaders feature serves as a platform for inspiration, insight, and action, highlighting the expertise and commitment of professionals who are helping redefine what sustainable healthcare truly means.



John D. Saracakis
President,
American-Hellenic
Chamber of
Commerce

Healthcare systems around the world are undergoing a moment of reckoning. Pressured by rising costs, demographic change, and the accelerating pace of technological disruption, sustainability is no longer a future aspiration—it is a present imperative. In Greece, this reality is both urgent and promising. From patient-centered care and preventive strategies to data-driven innovation and public-private partnerships, the building blocks for meaningful trans-

formation are already in motion.

At the American-Hellenic Chamber of Commerce, healthcare is a core strategic pillar. Through the dedicated work of our Pharmaceutical Companies Committee and Medical Devices and Diagnostics Committee, we continuously advocate for reforms that enhance access, reward innovation, and support the longterm resilience of Greece's healthcare system. These committees serve as trusted platforms where business, science, and policy intersect to shape a healthier and more equitable future.

I am both honored and determined to support and elevate this crucial dialogue. We are committed to strengthening Greece's position as a regional leader in life sciences and healthcare innovation. Better health is the foundation of national prosperity.

Let us move forward—decisively, collaboratively, and with purpose.



THOUGHT LEADERS

Health: A Bridge of Innovation, Progress, and Societal Prosperity



By Labrina Barmpetaki
President and Managing Director, AbbVie Greece, Cyprus and Malta; First Vice President, American-Hellenic Chamber of Commerce; Chair of the AmCham Greece Pharmaceutical Companies Committee

The global landscape is in constant flux, driven by relentless technological advances and shifting dynamics. Amid this evolution, the healthcare sector is experiencing a profound transformation, moving decisively away from conventional, status quo care. It is emerging not merely as a foundational systemic and strategic pillar but also as a powerful engine driving innovation, growth, and collaborative alliances. This attracts crucial investments and decisively guides the transition toward a contemporary, sustainable economic and business framework.

The inherent characteristic of innovation within pharmaceutical companies—which fuels new therapies, breakthrough technologies, and

the effective utilization of data—is now more relevant than ever across all industries. As architects of innovation, pharmaceutical companies are making substantial commitments by harnessing AI and investing significantly in R&D, digital tools, and clinical studies. Coupled with a profound sense of social responsibility and human-centricity, health innovators are presented with a unique opportunity to embody a broader mission: a mission to seamlessly merge medical science with technology, digitalization, and education, through robust partnerships. This ultimately powers and advances a healthcare system that is truly accessible, innovative, and future-focused.

This mission is not just aspirational; it functions as the vital bridge connecting scientific discovery with economic growth, entrepreneurial drive, and societal prosperity. To fully realize the transformative potential of the healthcare industry and to lead in shaping its strategic future, we must collectively ignite cross-industry synergies. These transformative connections are not theoretical or unidirectional. They are inherently

To fully realize the transformative potential of the healthcare industry, we must collectively ignite cross-industry synergies

interconnected, already generating powerful momentum, and are poised to accelerate our collective progress and evolution towards a healthier, more prosperous future.

Patient-Centered Care

The Strategic Core of Sustainable Healthcare



By Spyros Gkikas-Panousis
General Manager, Greece and Cyprus, GE Healthcare; Chair of the AmCham Greece Medical Devices and Diagnostics Committee

Hospitals are built to heal, but today, they must do more than treat illness. They must navigate a world of rising climate risks, resource constraints, and widening health inequities. In this shifting landscape, one principle is proving indispensable: patient-centered care.

Healthcare professionals increasingly recognize that the value of medtech extends beyond clinical outcomes. It includes patient experience, environmental impact, and the longterm strength of the system itself. Delays, repeated procedures, and discomfort don't just erode trust; they waste resources and increase emissions.

Medtech solutions that prioritize comfort, reduce inefficiencies, and ensure timely access are no longer optional; they are essential. Sustainability used to sit in the basement of hospital strategy; today, it walks the wards.

But sustainability must be structural, not symbolic. That means measuring what matters—carbon, waste and equity—alongside revenue. It

means designing devices to be repaired and reused, not discarded. It means using digital tools to bring care to patients, not the other way around, shrinking carbon footprints while expanding access. Mobile diagnostics, remote training, and cloud support are closing the gap between expertise and the bedside.

Putting patients at the center is not just the right thing to do—it is the smart thing to do. It aligns clinical excellence with environmental responsibility and economic resilience. If health systems cannot heal the planet as well as the patient, they will lose the moral license and financial oxygen to operate. Those who lead with empathy and innovation will thrive. Those who don't will be left behind.

Sustainability used to sit in the basement of hospital strategy; today, it walks the wards

Unlocking the Value of Advanced Diagnostics



By Siete Braak
CEO, Roche
Diagnostics Hellas

Today, healthcare systems face a range of persistent challenges such as aging populations, geographical disparities in access, and a prevalence of lifestyle-related diseases that impact service quality, accessibility, and overall population health.

In response, novel diagnostics testing solutions and digital health solutions—from e-prescribing and electronic health records to telemedicine and AI-powered diagnostics—are emerging as a promising avenue to overcome these obstacles along patient pathways—from diagnosis and treatment decisions to remote patient monitoring and management—and pave the way for a more resilient, equitable, and patient-centered healthcare future in Greece.

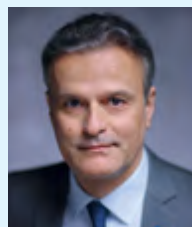
However, our full contribution can only be realized when patients have access to the diagnostics solutions that they need. This creates a necessity for a national diagnostics strategy, as urged by the WHO Resolution on Strengthening Diagnostics Capacity.

To meet society's needs and aspirations, collaboration is essential for efficient, resilient, and comprehensive health systems, and we need to be more effective in the way we engage with one another. At Roche Diagnostics Hellas, we are ready to work alongside all stakeholders in the healthcare ecosystem, as a trusted, innovative partner, to improve the integration of these tools into health systems worldwide, sustainably and affordably, helping them meet current and future challenges.

Together, we can unlock the full value of advanced diagnostics and help accelerate Greece's transition to a more sustainable, patient-centered healthcare model.

Collaboration is essential for efficient, resilient, and comprehensive health systems

Taming the Wolf: Facing the Barriers to Pharmaceutical Reform



By Savas Charalampidis
General Manager,
Greece, Cyprus,
and EDM, Gilead
Sciences

In the 2013 film *The Wolf of Wall Street*, Leonardo DiCaprio famously says: "The only thing standing between you and your goal is the story you keep telling yourself as to why you can't achieve it."

Being unable to overcome barriers to sustainable pharmaceutical policy is not due to a lack of goals. Neither ideas nor consensus. It is, probably, due to a lack of faith. Faith, that such transformation can and will happen, if we just stop dismissing the various

solutions as "not enough", "too late", "too unrealistic", "too biased" and focus, instead, on what can be done and how. With patience and a plan. Because this is clearly not a case of an immediate reboot. Yet, it can be a case of a steady and fair restart.

Stakeholders from across the board agree that current levels of mandatory paybacks and their allocation amongst distribution channels are most positively unsustainable. And we need a pathway to co-responsibility. This pathway may be long, yet it has to start from somewhere and fast. It also has to be well defined, unfalteringly agreed upon, and fairly audited. With detailed actions at each step of the way and data that provides evidence for action and underpins task to time.

Can we all believe in that goal? Can we rise above that other story, the one all stakeholders may subconsciously

be telling ourselves, that as regards sustainability, we are a lost cause?

This is the difficult challenge for us all, state and pharma industry. And as Ted Lasso would say: "Taking on a challenge is a lot like riding a horse. If you're comfortable while you're doing

it, you're probably doing it wrong". Let's all try to get as uncomfortable with ourselves as possible to make sustainable change in pharmaceutical policy happen.

We need a pathway to co-responsibility

THOUGHT LEADERS

Investing in Health as a Strategic Asset



By Elena Chouliara
President and
Managing Director,
AstraZeneca Greece
and Cyprus

Europe is undergoing a period of transformation, marked by political, social, economic and environmental challenges. In this setting, health is often taken for granted when we have it, but it's truly the foundation of prosperity. Better health is a strategic and worthwhile investment in our people and future. Better health calls for sustainable and resilient healthcare systems that move away from sick care, toward

true healthcare. Putting emphasis on prevention and early diagnosis is imperative while ensuring access to innovative medicines is secured.

In Greece, the promise of fast and universal access to innovative medicines remains a challenge. Data from 2021-2024 indicate that only 75 out of 173 new medicines approved by the European Medicines Agency became available in Greece. On average, these medicines reached the Greek market two years after approval and over two months later than the EU average.

The root causes are both financial and structural. Greece's pharmaceutical market, due to a long period of consistent underfunding, now faces a growing funding gap that exceeds €1 billion, along with the highest clawback rates in the EU. These excessive mandatory rebates, combined with fragmented budget channels, consistently discourage the introduction of innovative therapies in our country.

At the same time, the lack of bold structural reforms, such as enforceable, updated treatment protocols, mandatory digital health registries, prevention and early screening programs, and a smarter approach to evaluating the value—not just cost—of outcomes, has begun to clearly impact the Greek pharma sector.

We are at a critical juncture; balancing limited healthcare resources, growing healthcare system pressures, and rapid breakthroughs in pharmaceutical innovation is more urgent than ever. It is crucial to view health as a strategic asset, just like energy and other critical infrastructures that underpin our economies and societies. Investing in health means investing in our wellbeing, our economy, our society and our collective future.

Better health is a strategic and worthwhile investment in our people and future

Futureproofing Healthcare

A Greek Imperative



By Danny Donkers
Senior Country
Director Greece and
Cyprus, Amgen

In Greece, as across Europe, healthcare systems are under increasing strain. Aging populations, chronic disease prevalence, and economic pressures are testing the limits of sustainability. What's needed is not incremental change, but strategic transformation.

At Amgen Hellas, we see firsthand how innovation in areas such as cancer, cardiovascular disease, and serious immune and rare conditions can dramatically shift the trajectory of care.

The key lies in identifying risk earlier, personalizing treatment, and integrating real-world data to guide decisions and improve outcomes.

But bringing innovation to the system is only half the challenge. The other half is ensuring it reaches patients when and where they need it most. This requires bold partnerships across public and private sectors that prioritize value, accelerate access, and embrace digital solutions that make healthcare more efficient and humane.

Sustainability is not just about cost—it's about outcomes, equity, and resilience. Greece has the clinical expertise, policy momentum, and technological potential to lead in this space.

What's needed now is alignment: across institutions, sectors, and objectives.

As a company rooted in science and driven by purpose, all of us at Amgen Hellas are committed to advancing this agenda, collaborating to ensure that the breakthroughs of today become the standard of care for tomorrow.

Bringing innovation to the system is only half the challenge—the other half is ensuring it reaches patients when and where they need it most

Toward a Sustainable Healthcare Ecosystem in Greece



By Spyros Filliotis
Vice President and
General Manager,
Pharmaserve-Lilly

At the crossroads of fiscal reality and escalating demand, Greece's health system must transform—or accept gradual obsolescence. Futureproofing begins by redefining value: measurable outcomes per euro invested. Three strategic levers can deliver that value sustainably:

1. *Data-driven prevention.* Nationwide digital registries and real time pharmacovigilance will shift resources upstream, cutting avoidable admissions by double-digit percentages within five years.

2. *Procurement reform.* Moving from unit price tenders to multiyear, outcome based contracts will align incentives, stimulate local manufacturing, and stabilize budgets vital as EU Recovery Funds taper off.

3. *Public-private convergence.* Greece's vibrant life sciences sector can co-design integrated care pathways, from telemonitoring for chronic disease to AI assisted diagnostics. Partnerships with academia and startups convert research into scalable services, anchoring talent at home.

Implementation demands governance discipline: clear accountability matrices, a single national interoperability standard, and fast-track HTA decisions within 90 days. These are not ambitions but prerequisites if we intend to safeguard universal access while honoring fiscal constraints.

Transform or perish is not hyperbole; it is the binary our patients face. By committing to evidence, collaboration, and accountable leadership today, we can ensure the next generation inherits a health system that is resilient, inclusive, and proudly Greek.

Futureproofing begins by redefining value: measurable outcomes per euro invested

We Need Programs, Not Gadgets



By Evangelos Kalamakis
Managing Director,
Sofmedica

Public healthcare procurement often focuses on fragmented gadget purchases rather than building sustainable programs. It focuses, one might say, on the wedding rather than the marriage.

According to the OECD, 20-40% of healthcare spending in member states is wasted. That's why many countries are shifting to value-based care, starting with outcomes, then optimizing costs. So, how do we achieve better

outcomes reliably and sustainably? What are we missing? Sustainability means passing the test of time and change. It demands a longterm view that weighs all upstream and downstream costs and benefits. It also calls for transparency: setting clear expectations, measuring results, and adjusting based on evidence. What gets measured gets done.

Healthcare systems don't need more fancy equipment. They need a technology-enabled ecosystem powered by innovation, education, and robust clinical support so doctors and nurses can focus on what matters: their patients. The state has the institutional muscle to manage longterm risks and unlock the agility of the private sector. Together, they can forge value partnerships—if they're ready to commit to the long haul.

What defines a successful value partnership?

- Committing for at least 7–10 years
- Delivering better outcomes than today's practice
- Continuously improving the outcomes/cost ratio
- Sharing risks wisely—public for stability, private for delivery
- Going all-inclusive—supporting clinicians with everything they need
- Tracking and reporting outcomes and service levels constantly
- Aligning money with impact—private invests upfront, public reimburses on results

Healthcare systems need a technology-enabled ecosystem powered by innovation, education, and robust clinical support

Ultimately, it's about people. Let's give patients faster, better recoveries—and invest in what truly matters.

THOUGHT LEADERS

How Partnerships Drive Innovation and Reform



By Ioannis Kokkotos
Country Lead
Greece, UCB

Our role as a company goes far beyond discovering, developing, and producing treatments for patients. We invest in the entire lifecycle of our medicines, from concept to market to post-prescription. We partner for innovation, and we work with healthcare systems and governments across the globe to achieve the greatest impact and ensure that patients using our medicines understand them fully and use them correctly. This is the

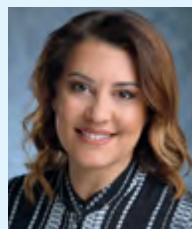
only way to guarantee that the treatments we produce provide the maximum benefit for the patients who need them. At UCB, we focus on partnerships that produce knowledge to the benefit of society. We use collaborations to challenge the way we think and to find new ways to complement and inspire our internal research and development. We take part in public-private partnerships all over the world, looking for opportunities to deliver value to patients and make a positive contribution to society. We participate in a variety of longterm initiatives, ranging from accelerating discoveries and responsible data sharing to developing machine learning algorithms. And we also work toward a better understanding of disease mechanisms and pathogenesis, joining forces to develop models and identify biomarkers.

UCB Ventures, our evergreen strategic corporate venture fund, supports life sciences and technology startups, aiming to engage cutting-edge scientific innovation in areas adjacent to or beyond UCB's main areas of focus. UCB also operates a digital incubator, which is focused on supporting and developing digital tools to complement our portfolio.

Our work with patient associations and clinicians, where necessary, is also particularly important as it enables us to provide the best support possible to patients and healthcare professionals throughout the entire course of treatment with medicines from UCB's portfolio.

Harnessing innovation through strategic partnerships and cutting-edge science to deliver lasting value for patients and society

Harnessing the Power of Health Data for Sustainable Healthcare



By Dena Nikolaidis
Head Patient Access,
Health Policy, and
Public Affairs,
Novartis Hellas

We are witnessing a new demographic reality. In just 30 years, one third of the Greek population will be over the age of 65, up from 23% today. As the population ages, chronic diseases will become increasingly common. Cardiovascular diseases (CVDs) particularly, the leading cause of death in aging populations, place a heavy burden on the healthcare system, both in terms of cost and resources.

To address this growing challenge and support healthier aging, we must fully harness the power of health data. Achieving this requires a robust strategic plan built around three key pillars: health promotion and prevention, early detection and timely intervention, and effective chronic disease management. Such an effort cannot succeed in isolation. It calls for coordinated collaboration among governments, industry, academia, healthcare professionals and patients to unlock

Used strategically, health data can drive innovation, improve efficiency, and support evidence-based policy and decision-making

the full potential of health data. When used strategically, much like clinical trials, health data can drive innovation, improve efficiency, and support evidence-based policy and decision-making.

At Novartis, in partnership with key institutions, we have conducted the PAVE study: an end-to-end roadmap that outlines the vision, priorities, and actions needed to harness the value of secondary health data use in Greece. The time to act is now. Investing in data-driven solutions today is the key to building a healthier, more resilient and sustainable healthcare system for tomorrow.

Toward A Life Course National Vaccination Strategy



By Vasilia Papagiannopoulou
Government Affairs
and Market Access
Director, GSK Greece

The world is at a turning point. Aging populations, epidemiological transitions, acceleration in scientific research and technological innovation, a scarcity of healthcare personnel, rising health inequalities, and health complexities stemming from climate change threaten the sustainability of healthcare services and adversely affect citizens' health and productivity. Europe is no exception as it faces mounting challenges in managing infectious diseases and

chronic illnesses due to its aging population.

Prevention, centered around vaccination, is essential to address these challenges as vaccines protect before illness occurs, reducing disease incidence, hospitalizations, and healthcare costs while enhancing workforce productivity, family stability, and education outcomes.

Here in Greece, significant strides have been made. The National Vaccination Program is among the most competitive in Europe, with a broad spectrum of antigens, a designated vaccine budget, and an accelerated assessment and reimbursement process. Yet, to truly excel, these policies must be integrated into a cohesive National Vaccination Action Plan aligning with IA2030 goals and establishing a clear path to comprehensive immunization for every citizen on the basis of vaccination targets and registries utilization.

At GSK Greece, we firmly believe that prevention through vaccination, being a low-cost and high-impact investment with proven public health benefits, should be encouraged as part of building a robust life course vaccination action plan focused on adults. This approach is essential for maintaining social and economic stability as it ensures comprehensive immunization for all citizens and addresses the needs of adults and seniors alongside children.

Collaboration among stakeholders is imperative to build a cohesive vaccination policy ensuring immunization access for all citizens

Close collaboration among stakeholders—the state, institutional bodies, patients, the medical community, and the industry—is imperative, and we are committed to working with all parties to develop a cohesive and competitive vaccination policy for our country.

Unlocking Healthcare Potential

Innovation as a Driver of Prosperity



By Kavita Patel
Managing Director,
Greece and Cyprus,
Roche Hellas

As we look to advance healthcare, especially in Greece, we must recognize health as a driver of prosperity, not a cost. The benefits of pharmaceutical innovation are undeniable, leading to increased productivity and significant cost savings, as evidenced by billions in economic gains and millions of healthy years added to patients' lives across Europe.

Pharmaceutical companies, such as Roche, have also been important investors in the Greek healthcare system, both through the conduct of clinical trials as well as through patient support programs and public-private partnerships. Oikothen, a public-private partnership that prototyped decentralized care for cancer and multiple sclerosis patients, exemplifies how collaborative efforts can alleviate hospital burdens and enhance patient quality of life. The vital importance of clinical trials as a cornerstone of modern healthcare systems cannot be overstated, offering multiple benefits to

patients, healthcare professionals and society at large.

In Greece, we possess outstanding medical and scientific talent, and a political will to boost R&D. To fully unlock Greece's potential as a benchmark for investments in life sciences, however, we need immediate, targeted interventions in pharmaceutical policy and strong financial incentives. We must cultivate an environment that recognizes the value

The vital importance of clinical trials as a cornerstone of modern healthcare systems cannot be overstated

of innovative medicines, ensuring rapid and sustainable patient access to treatments based on the societal benefits they offer. Equally important is the expansion and

THOUGHT LEADERS

optimization of instruments such as the investment clawback, through a broader scope, an increased dedicated budget, and more inclusive criteria, to enhance Greece's attractiveness as an investment destination.

By working together, improving processes, and consistently fostering an innovation-friendly environment, Greece can build a modern, competitive, and sustainable healthcare ecosystem, delivering longterm value to both the economy and society.

The Role of RWE and AI in Patient-Centered Care



By George Vernikos
Medical Director,
Johnson & Johnson
Innovative Medicine
Greece

At Johnson & Johnson Innovative Medicine, we firmly acknowledge that the evolution toward patient-centered care is not only a pivotal necessity but a leadership imperative in addressing the sustainability challenges of today's healthcare landscape. Embracing real-world evidence (RWE) and artificial intelligence (AI) is crucial to empowering patients and steering our healthcare systems toward a more sustainable future.

Recent insights from McKinsey reveal that organizations harnessing RWE are uniquely positioned to significantly elevate patient outcomes and optimize care delivery. By analyzing data sourced beyond traditional clinical trials—including real-time health metrics and patient feedback—we can gain a profound understanding of our patients' needs and preferences. This knowledge enables healthcare providers to create personalized treatment plans, fostering adherence and satisfaction. Moreover, AI is proving to be a transformative force in reshaping patient interactions. By deploying AI-driven analytics, we can predict patient needs with remarkable precision, allowing for timely interventions and tailored support that enhance personalized treatment.

As innovators in healthcare, we must recognize that patient-centered care not only enriches individual experiences but also strengthens the systemic sustainability

of our organizations. Engaging patients through shared decisionmaking cultivates informed choices, reduces unnecessary interventions, and optimizes resource utilization. Organizations focused on patient engagement witness improved recovery rates and reduced costs, paving an undeniable path toward a healthier population.

In conclusion, let's lead this promising shift by integrating RWE and AI into the fabric of patient-centered care. By doing so, we will foster a resilient and responsive healthcare system that meets the evolving needs of individuals, promoting longterm health equity and driving sustainable change throughout our communities.



Patient-centered care not only enriches individual experiences but also strengthens the systemic sustainability of our organizations



BUSINESS INSIGHTS

Deciding for the Future

AI's Evolving Role In Governance and Decisionmaking

According to Darwin's theory of evolution by natural selection, it is not the strongest nor the most intelligent of the species that survive, but those who are the most adaptable to change.

The time we live in is one of structural changes in numerous fields, with artificial intelligence playing a pivotal role in the paradigm shift. In essence, AI has evolved from an adjacent technology to a primary engine of enterprise value, representing one of the most significant structural shifts in corporate performance drivers since the digital transformation era began.

According to research by PwC, the successful implementation of AI can lead to growth equal to that of the first Industrial Revolution, amounting to a 15% increase in global GDP by 2030, by reshaping business models, accelerating productivity, and altering competitive dynamics. Still, this growth is not a given, but is largely dependent not only on technical success but also on responsible deployment, clear governance, and public and organizational trust.

At the core of the issue lie the substantial implications AI has on governance, including efficiency of operations and decisionmaking, in order to provide wide and end-to-end accountability for AI applications as well as consistency of operations to minimize risk and maximize ROI.

In a rapidly changing landscape, AI governance is no longer a matter of future readiness. It is, rather, a defining test of board maturity and of a company's



By Kyriakos Andreou
Partner,
PwC Greece

AI can act as a catalyst for a new approach to governance

capacity to lead responsibly in a digitally accelerated world. Stakeholders embrace AI in crucial decisionmaking, ranging from credit and pricing to logistics and talent. This shift calls for active responsibility on behalf of leaders, who are in turn called to implement strategies and processes regarding how AI is designed, deployed, and scaled in their organizations.

Especially in today's environment of constant crisis, AI can act as a catalyst for a new approach to governance, one where readiness is not reactive but embedded into core decisionmaking.

Whether geopolitical instability, cyber threats, or climate disruption, boards must assume that volatility is now part of the baseline and enhance their decisionmaking capabilities through AI-augmented processes.

Furthermore, boards of directors are called to establish a solid AI governance framework, provide relevant training, implement risk management practices, ensure compliance and ethical use of AI, and foster stakeholder engagement in order to thrive in this new environment.

According to PwC's 2024 US Responsible AI Survey, organizations that embed responsible AI practices—such as governance, risk-managed intake, and transparency—are more likely to align AI with business strategy and build longterm trust. To achieve this, boards must insist on putting in place mechanisms that allow AI decisions to be not just implemented, but reviewed, challenged, and improved, thus establishing governance frameworks that define accountability, ensure system transparency, and address operational and ethical risks. AI governance is not a theoretical concept or a decision that can linger in the future. It is a current, baseline expectation for industry leaders and a benchmark for their ability to act responsibly in a digitally accelerated world, adapt to change, and eventually thrive. 🌱

AI governance is a defining test of board maturity and of a company's capacity to lead responsibly in a digitally accelerated world

AMCHAMS AROUND THE WORLD



Thriving Through Collaboration

The AmChams Regional Economic Summit 2025

More than 150 participants from 17 countries across Southeast and Eastern Europe, the Caucasus, and Central Asia came together in Athens on June 12-13, 2025, to share insights, promote regional trade and investment, and reaffirm their shared conviction that trade, innovation, and sustainable growth cannot flourish in isolation.

In today's tumultuous global landscape, amid increasing geopolitical tensions, economic uncertainty, and fragmentation, regional interconnectedness and collaborative, cross-border engagement are more crucial than ever. With this in mind, the 2nd AmChams Regional Economic Summit (ARES) set out to

promote regional trade and investment through targeted business engagement, foster policy dialogue to advance regional cooperation frameworks, and support cross-border business development through strategic B2B matchmaking. ARES 2025 took place on June 12-13, 2025, at the Divani Apollon and Thalasso

Hotel in the Greek capital's famed Athenian Riviera, featuring more than 150 participants from 17 countries. Held under the auspices of the Greek Ministry of Foreign Affairs, the event was jointly co-organized by the American-Hellenic Chamber of Commerce, the American Chamber of Commerce in Bulgaria, and AmCham Türkiye in partnership with the American Chambers of Commerce in Armenia, Cyprus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, North Macedonia, Romania, Serbia, Tajikistan, Ukraine, and Uzbekistan, and with the strategic partnership of the United States Chamber of Commerce.

Building on the success and momentum of last year's inaugural AmChams Eurasian Economic Summit, which was held in Istanbul in October 2024, ARES 2025 served as an invaluable platform for high-level dialogue with a distinctly regional focus. The event delivered two days of focused discussions, leadership panels, and plenary sessions, inviting senior public and private sector stakeholders—government officials, representatives of development agencies, industry leaders, business executives, and investors—to share their insights, unique perspectives, and expertise and contribute to shaping the

"No country can tackle today's challenges alone — we need strong partnerships to turn strategy into action."

- Elias Spirtounias, Executive Director, AmCham Greece

The ARES Organizing Committee



region's economic priorities. It further facilitated 120 B2B meetings, laying the groundwork for new business relationships, cross-border partnerships, and future projects.

Highlights and Key Themes

The summit's thoughtfully designed agenda explored and highlighted the role of enhanced regional trade, infrastructure, diplomacy, private sector collaboration, and interpersonal engagement in building a more interconnected future and ensuring continued and sustainable growth and prosperity across the wider region.

The **Regional Economic Outlook – Growth, Inflation, and Stability** session saw experts and policymakers examine macroeconomic trends and challenges, setting the tone for the region's trajectory in 2025 and beyond.

The **Digital Transformation, Innovation, and the AI Revolution** session looked at the rapid advances in digital technologies, examining the risks and opportunities of the rise of AI, and underlining the critical need to invest in human capital.

The **Regional Infrastructure and Energy Security and the Green Transition** sessions focused on fostering cooperation in infrastructure development, promoting clean energy investment, and reinforcing resilient energy policy frameworks.

"It's encouraging to see the AmChams Regional Summit grow in both reach and impact. Our strength lies in collaboration: AmChams are more effective when they work together. Our region is not only of geostrategic importance but is also economically dynamic, offering significant investment opportunities."

- Emre Karter, Chair, AmCham Türkiye



Letitia Pupazeanu, Elias Spirtoonias, Shaimaa Abou Wafia

"What we are truly talking about is trust. About forging partnerships that endure. About building a region that is not only competitive but also cooperative, confident, and connected.

To the businesses here: Dare to reach borders.

To the policymakers: Dare to think regionally.

To the young voices: Dare to imagine what we've not yet built."

- Nikolaos Bakatselos, President, AmCham Greece

The **Overview of Regional Investment Opportunities** session saw senior representatives from national investment agencies, within and outwith the EU, explore the strategic advantages of investing in the region, identify promising sectors, and highlight the importance of regional synergies and collaborative potential. Titled **To Win With AI, Leaders Must Put Humans First**, the keynote address by Fahed Bizzari, Managing Partner at Bellamy Alden AI Consulting and author of *The AI Empowerment Advantage*, stressed the importance of maintaining a people-centric approach to digital transformation and the use of AI.

The **Leadership for the Future** session featured CEOs and public leaders sharing their perspectives on inclusive growth, diversity, and the type of leadership needed to navigate uncertain times. Finally, the summit's closing remarks saw speakers explore the role of **AmChams as a Platform for Regional Cooperation**, highlighting the vital role of American Chambers of Commerce as bridges between the United States and their host countries, promoting trade, investment, and mutual understanding. In addition to its various highly interesting

talks and formal sessions, ARES 2025 offered plenty of opportunities for networking, discussion, and genuine human connection. Against the breathtaking backdrop of the Athenian Riviera, participants forged new relationships and renewed longstanding partnerships, practicing diplomacy in its finest form—not through protocol, but through people. As we reflect on the connections made, the insights exchanged, and the momentum generated at the 2nd AmChams Regional Economic Summit in Athens, we eagerly anticipate the next chapter, ARES 2026, to be hosted by the American Chamber of Commerce in Bulgaria. 🇧🇬

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Orchestrating the Future

In an era where every business is becoming a digital business, and where complexity is both a risk and an opportunity, workflow orchestration is emerging as the invisible infrastructure that makes everything possible. Business Partners reached out to Yiannis Nasios, Regional Sales Manager for Eastern Europe at BMC Software, to find out more about his thoughts on this quiet engine of agility, compliance, innovation, and sustainable growth.

In the context of today's rapidly evolving economy, what does workflow orchestration really mean for businesses in Greece and beyond, and why is it relevant now more than ever?

Workflow orchestration is the digital backbone of modern enterprises. At its core, it's about ensuring that every critical function—whether it's a banking transaction, a logistics update, a hospital system managing patient data, or a utility provider distributing energy—runs seamlessly, securely, and at the right time. It's the silent engine behind the scenes, keeping complex systems synchronized and operating efficiently. With BMC's Control-M platform, this orchestration isn't just reactive. It is predictive, proactive, and deeply integrated. BMC empowers organizations to connect disparate tools, including ERP, CRM, cloud, IoT, and AI/ML platforms, into one cohesive, governed ecosystem. This capability is mission-critical in today's data-rich, real-time economy.

In Greece, where sectors such as shipping, tourism, banking, and energy are undergoing digital transformation, orchestration is not a luxury—it's a necessity. These industries demand precision, compliance, and agility. We provide the orchestration layer that ensures everything runs smoothly, securely, and intelligently.

**Look beyond
simple automation.
Invest in
orchestration.**

How does this technical process translate into broader value for national economies and society at large?

This is where orchestration's value becomes even more impactful. It's not just about streamlining internal processes. It's about enabling the digital experiences that society now expects.

Think of real-time payments, secure health data access, or seamless public services. BMC Control-M enables these experiences by automating and orchestrating the data workflows that support them. It ensures that systems talk to each other, that compliance is maintained, and that outcomes are delivered on time.

At a macroeconomic level, this approach drives efficiency by reducing downtime, minimizing manual errors, and enabling faster decisionmaking. This doesn't just make individual businesses more competitive. It strengthens entire economies by enhancing productivity, transparency, and digital resilience.

Many enterprises today are caught in a balancing act, accelerating transformation while facing increasing regulatory pressure. How does orchestration help?

That's a very real challenge, and orchestration is uniquely positioned to solve it. Business leaders are under pressure

Workflow orchestration is the digital backbone of modern enterprises; at its core, it's about ensuring that every critical function runs seamlessly, securely, and at the right time



to innovate while remaining compliant and secure. These aren't trade-offs. They're dual mandates.

At BMC we deliver end-to-end visibility, allowing leaders to track workflows, monitor data movement, and enforce governance policies. It integrates compliance frameworks such as GDPR, DORA, and ISO standards directly into operational processes, providing automated audit trails, SLA monitoring, and risk alerts.

At the same time, this frees up teams to focus on innovation. It eliminates repetitive manual tasks, automates multi-cloud workflows, and reduces deployment friction. This duality, governance and growth, is where our BMC approach truly excels.

With AI evolving at an incredible pace, where does orchestration fit in this new era?

We're witnessing the rise of agentic AI—systems that do not just provide insights but are also capable of taking autonomous actions. This is a powerful shift, but it requires guardrails.

Control-M becomes the control layer for enterprise AI. It orchestrates data ingestion, model training, and deployment, ensuring transparency, traceability, and trust.

BMC's Control-M connects AI to real business outcomes, maintaining operational control while enabling innovation

For Greek businesses exploring AI, from financial forecasting to predictive maintenance in shipping, at BMC we ensure AI doesn't operate in a vacuum. It connects AI to real business outcomes, maintaining operational control while enabling innovation.

Finally, if you had one message for business leaders in Greece, particularly those steering their companies through digital transformation, what would it be?

Look beyond simple automation. Invest in orchestration. Automation is about doing tasks faster. Orchestration, with BMC's platform, is about doing the right tasks, at the right time, across the right systems, with the right controls. That's not just smarter—it's transformational. Greece has always embraced strategic thinking. By viewing orchestration as a strategic pillar, rather than just a backend process, Greek enterprises can leapfrog competitors and set a benchmark for digital excellence in the region.

The opportunity is here. The tools are proven. Now it's time to shift from siloed initiatives to orchestrated, scalable transformation. That's where the future lies. And it's a future we're proud to help build. 🐼

LECTIO LEGUM



The EU AI Act

The BDO Legal Guide to the Artificial Intelligence Regulation (AI Act) and Its Impact on Companies

The first comprehensive regulation on AI by a major regulator anywhere, the EU's AI Act endeavors to ensure better conditions for the development and use of this innovative technology.

Regulation (EU) 2024/1689 on artificial intelligence, also known as the AI Act, constitutes a milestone in the regulation of emerging technologies. It ensures that AI is developed and used in a safe and ethical manner within the European Union, while at the same time encouraging technological innovation without imposing unnecessary restrictions.

Who does it apply to?

The AI Act applies to all organizations within the EU, as well as foreign entities outside the EU that intend to use, develop, or market AI products in the EU market.

Only certain areas are excluded, such as military, defense, national security, scientific research, and purely personal activities, among others.

What is meant by AI?

An AI system is defined as any machine-based system that operates autonomously and learns from its environment.

Companies can assume one of the following roles in relation to an AI system:

- **Developer/Provider of the system:** the company or individual who develops and offers the AI system.
- **Deployer:** the entity that uses or implements an AI system within its organization.



By Christina Kalogeropoulou
Head of Legal
Department, BDO
Greece

What obligations does the AI Act impose?

The AI Act classifies AI systems according to their level of risk. High-risk systems must comply with stricter requirements, while low-risk systems are subject to more flexible obligations.

The Act also includes a list of prohibited practices to be banned within the EU six months after it enters into force.

Obligations vary depending on the company's role regarding the AI system (provider or deployer) and include: notifying and registering AI systems, conducting conformity assessments, drafting and approving internal use policies, informing users about the AI system, ensuring product and data security, creating supervisory authorities and regulatory sandboxes, among others.

How does the AI Act affect companies?

To assess their obligations, all companies must understand the risk level of

the AI systems they develop or use.

It is essential for companies to be prepared to meet the relevant requirements and to protect both users and employees. Companies developing AI must: carry out risk assessments to ensure systems meet safety requirements; demonstrate compliance with the Act and submit products for audits as needed; and implement ethical and transparency principles from the outset.

Companies deploying AI must: train staff to properly oversee AI usage; ensure data used is representative and appropriate for the tasks carried out by the AI; and monitor the system and report incidents to the relevant authorities.

Implementation timeline

Although the general deadline for compliance is two years from the AI Act's entry into force (2 August 2026), some key dates precede this and should be noted:

2 February 2025

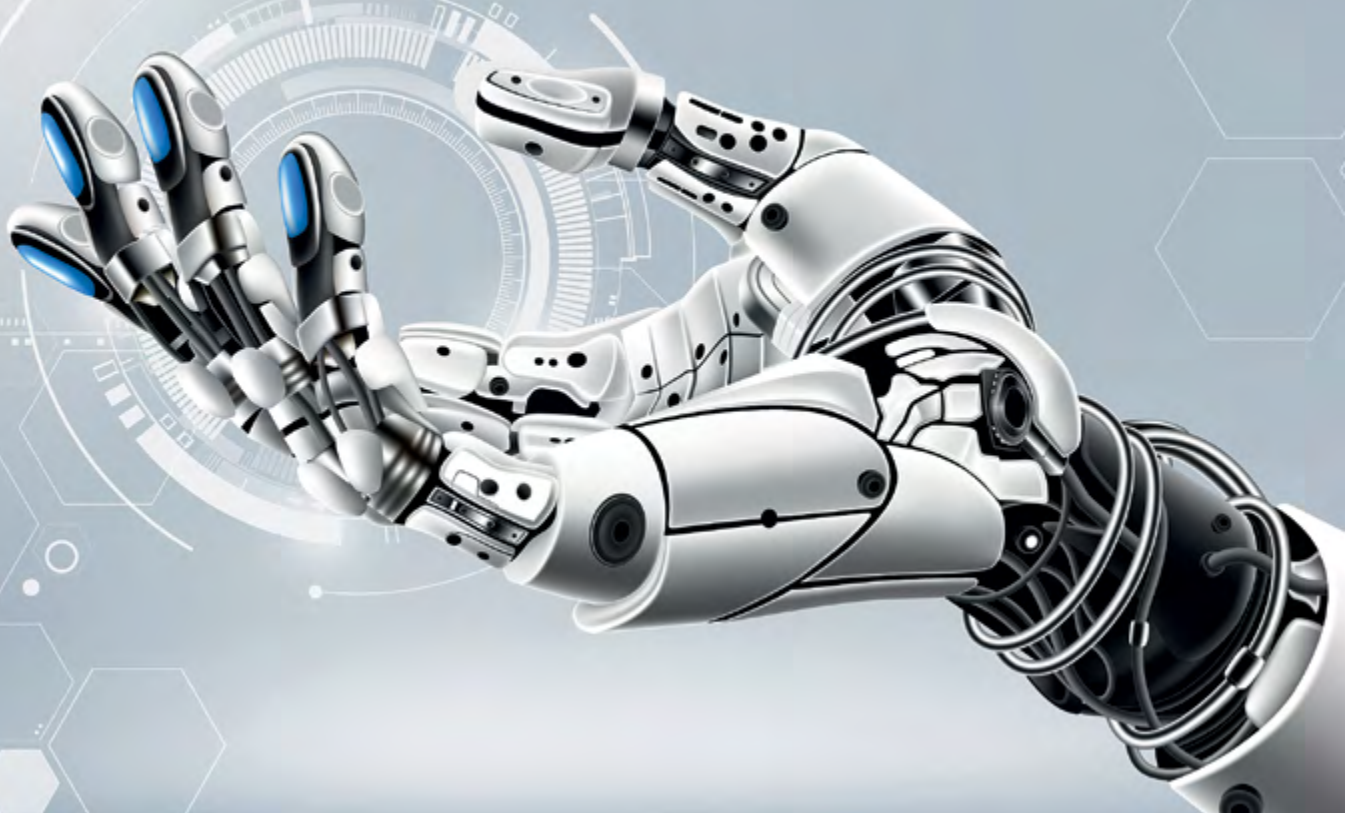
- Prohibited practices: unacceptable risk AI practices banned from this date

2 August 2025

- Rules for general-purpose AI models
- AI-related sanctions (excluding fines for general-purpose model providers)
- Appointment of competent authorities in member states
- Establishment of EU governance bodies for AI and their confidentiality obligations

2 August 2027

- Obligations concerning AI systems that are part of safety components in products regulated by EU harmonization legislation and subject to third-party conformity assessments



Consequences of non-compliance: Sanctioning regime

The AI Act establishes a penalty regime to ensure compliance with AI rules.

- For prohibited practices, fines can reach up to €35 million or 7% of the company's annual global turnover, whichever is higher.
 - For other breaches, fines may go up to €15 million or 3%.
 - For providing misleading information, penalties may reach €7.5 million or 1%.
- For small and medium-sized enterprises, including startups, the lower of the monetary amounts or percentages applies.

How can BDO Legal help?

BDO Legal supports companies in adapting efficiently to the new regulations by offering assistance in key areas.

- Defining scope, roles, and legal obligations: Determine whether your systems fall under the AI Act and clarify your organization's role—provider, deployer, or user—along with associated legal responsibilities.
- Registration and compliance checks: Expert assistance with system registration where required, plus verification

of regulatory compliance and identification of any gaps or shortcomings.

- Risk, rights, and impact assessments: Assessments of high-risk AI systems' impact on individual rights, combined with proactive risk management to reduce exposure to bias, data misuse, and sanctions.
- GDPR and confidentiality compliance: Ensure alignment with GDPR while protecting intellectual property and safeguarding confidential information across the AI lifecycle.
- Transparency and ethical use: Fulfill transparency obligations with clear and understandable explanations of the role of AI in decisionmaking, reinforcing ethical and responsible use.
- Governance and internal policies: BDO Legal supports the development of internal AI policies, establishes governance frameworks, and helps define responsibilities for oversight and compliance.
- Contractual support: Drafting and reviewing AI-related agreements, including service contracts, licenses, terms of use, and technology partnerships.

- Quality management documentation: Preparation and review of the required QMS documentation, including procedures and written controls for high-risk systems.
- Strategic AI integration: Identify business areas where AI can enhance operations and support the seamless implementation of suitable AI tools.
- Executive training and awareness: Training programs tailored for leadership teams to build awareness of AI's regulatory, ethical, and strategic dimensions.
- Compliance and maturity assessments: BDO Legal evaluates your organization's readiness for AI regulation, providing a roadmap for reaching full compliance and operational maturity.
- Leveraging compliance for growth: Transform regulatory alignment into a competitive edge by positioning your business as a trusted, ethical innovator in AI-driven markets. 🐼

This edition is intended for general information purposes only. It should not be relied upon without specialized professional advice.

WOMEN IN BUSINESS



Fashioned to Lead

In this Business Partners exclusive, Elis Kiss, Editor-in-Chief of Vogue Greece, opens up about her journey into journalism, her passion for fashion as a form of cultural expression, and her thoughts on the evolving role of women in today's business landscape.

With a distinctive voice that bridges culture, fashion, and contemporary thought, Elis Kiss has long been a respected figure in Greek journalism. From her early days at *Kathimerini English Edition* to contributing to the relaunch of *Vogue Greece*, her work has consistently reflected depth, curiosity, and skillful storytelling. Most recently, her participation in AmCham Greece's 9th Women in Business (WIB) Forum brought her perspective on women's leadership and entrepreneurship into the spotlight.

Your career path is both rich and unique. Tell us a bit about your background and the journey that led you into journalism.

I was born in Edinburgh, Scotland, to Greek parents. We lived in London for a while before moving to Athens. Growing up, I was rather shy, but also curious and observant. At the age of 11, I was editing my own mini newspaper, covering primarily global affairs, fashion, culture, and sports. I loved magazines and spent (extremely) large portions of my pocket money on international fashion and entertainment titles. I always think a pivotal moment was when I started watching the legendary CBS series *Lou Grant*. The show followed a newspaper editor, played by Ed Asner, and his team at a Los Angeles daily. I was fascinated by this group of editors, journalists, and photographers putting together a newspaper every single day. Years later, in the '90s, my first job was at the *International Herald Tribune* (known as the Trib) in Paris. I'm so grateful I got to live my own little Lou Grant dream.

Fashion has evolved in so many ways in the last few years—just think of notions such as sustainability, diversity, inclusion, and female empowerment

What specifically drew you to the world of fashion journalism, and what has kept you engaged in it over the years? Was there a defining moment that made you realize this was your path?

After a year as a newsroom assistant at the *International Herald Tribune*, I was offered the position of assistant to Suzy Menkes, the Trib's authoritative fashion editor. I already knew that Suzy was a true legend in the field and that for me this was the opportunity of a lifetime. I

was absolutely right, of course. Right from the start, Suzy made me realize that what I thought I knew and enjoyed about fashion was just one side of this colorful world. To begin with, I realized that fashion was a huge global industry based on the personal as well as the collective, our dreams and aspirations, psychology, culture, history, sociology, and economics—a mirror of the world we live in. And although my initial journalistic aspiration had been to join a major international network, the global fashion arena eventually won me over.

You were part of the original team that brought Vogue Greece back to life. How did that opportunity come about, and what did it mean for you professionally and personally to help shape such an iconic brand?

I was thrilled to see *Vogue* return to Greece in 2019, through the collaboration of Condé Nast and Kathimerini Media Group. I was covering fashion for Kathimerini's weekly *K* magazine back then, and the idea of contributing to the world's most iconic fashion title

In the field of Greek fashion and lifestyle, a large number of brands have emerged thanks to the vision, determination, and hard work of women entrepreneurs

was so exciting, especially through the magazine's unique local-meets-global prism. Fashion has evolved in so many ways in the last few years—just think of notions such as sustainability, diversity, inclusion, and female empowerment—and *Vogue Greece* was the perfect place to explore this challenging new chapter.

As someone who closely follows the creative industries, what is your perspective on the evolving role of women entrepreneurs, especially in Greece?

Naturally, we follow the expanding role of women entrepreneurs in Greece and beyond, while featuring a number of inspiring personalities shaping our world. I am very happy to report that in the field of Greek fashion and lifestyle, a large number of brands have emerged thanks to women entrepreneurs taking risks and based on their vision, determination, and hard work. At the same time, I feel that our achievements are sometimes reflected in some very simple, straightforward facts. For instance, women buy their own jewelry nowadays, pointing to financial independence.

Our achievements are sometimes reflected in some very simple, straightforward facts



@YIORGOS KAPLANIDIS/THIS IS NOT ANOTHER AGENCY

You recently participated in Am-Cham Greece's 9th WIB Forum. What was that experience like for you, and how do you see organizations such as the Chamber contributing to the empowerment of women in business and beyond?

It was a true honor to attend and address what I perceive as a highly demanding audience. It was also a real challenge, given that I do not come from the business world, which also attests to WIB's desire to go beyond the norm. I was given the opportunity to share a few thoughts, and in exchange, I listened to a number of highly inspiring speakers. Sharing knowledge and experiences across professional fields is vital. 🐾



Collective Prosperity Through Stronger Alliances

Inspired by a European Parliament plenary session he attended as a high school student, Thessaloniki-born Stavros Piperidis resolved early on to pursue a career in international relations. Demonstrating outstanding commitment to his goal, he earned a BA in International and European Studies from the University of Macedonia and an MA in International Relations from the prestigious Johns Hopkins School of Advanced International Studies (SAIS), which he attended with the support of a graduate student scholarship from Fulbright Greece.

Here he talks to Business Partners about his passion for international relations and security, the transformative impact of the Fulbright Program, and key trends in transatlantic relations and global security.

Over the course of your academic career, you developed a distinct interest in international security and defense, particularly in the transatlantic context. Tell us a bit about the key experiences that inspired this path.

National security is the bedrock of our prosperity; therefore, we must do our best to safeguard it. This understanding was shaped through direct, on-the-ground experience in the Hellenic Army and the NATO Rapid Deployable Corps – Greece (NRDC-GR), where I saw strategic theory translate into operational reality. This practical foundation was invaluable during my time as an intern at the Permanent Representation of Greece to NATO in 2022. There, I witnessed the alliance's response as Russia began its war against Ukraine, a masterclass in

the necessity of transatlantic unity and collective defense.

These experiences solidified my motivation to give back to my country, ensure our collective prosperity, and elevate our international standing. It also led to a targeted academic pursuit in transatlantic relations and defense. After completing my degree in International and European Studies at the University of Macedonia, I spent two years on postgraduate studies at the Johns Hopkins School of Advanced International Studies (SAIS) in Washington DC, where, I moved from theory to policy, engaging with senior US practitioners on critical issues such as space security and emerging technologies. This dual immersion in European and American strategic thought, paired with past military and

diplomatic experiences, has given me a unique perspective on how to elevate our collective and national standing on the world stage.

The Fulbright Foreign Student Program played an important role in enabling you to pursue your graduate studies at Johns Hopkins. What are the key takeaways from your experience as a Fulbrighter?

The Fulbright Program taught me a fundamental lesson: Effective international cooperation is often built on the foundations of genuine human connections. While countries run through governments, parliaments, and national administrations, I saw how powerful it can be to maintain good and established relationships with people on the other side of the Atlantic. Even though national interests guide policy, the real

Effective international cooperation is often built on the foundations of genuine human connections

work of collaboration happens between people who trust one another. Fulbright excels at creating this connective tissue. It equips us with crucial cultural context and personal relationships that last

a lifetime, allowing us to see what truly connects us.

These two years also sharpened my perspective on the evolving US-Europe relationship. While our partnership spans decades of shared history, my time in the US reinforced my belief that for the relationship to remain viable, Europe must enhance its own strategic capacity. This isn't about creating distance, but about forging a more balanced, resilient, and ultimately stronger alliance. Being a Fulbrighter enabled these honest conversations for the future.

Looking at one of your key areas of focus, which elements do you think are central to NATO's strategic direction given today's security environment?

Today, NATO is the most successful military alliance in history. It has effectively boosted its deterrence and defense since the beginning of Russia's war in Ukraine and has proven remarkably adaptive.

Fulbright equips us with crucial cultural context and personal relationships that last a lifetime

I believe the alliance should evaluate its strategic direction and address the changing nature of conflict. Modern wars are increasingly comprehensive in nature, supported through global and interconnected networks of political, financial, and technological support. Therefore, NATO should put more effort into significantly bolstering its second core task: cooperative security.

This means moving beyond a reactive military posture to proactively building resilient partnerships and engaging in crisis prevention. It is vital in realizing the



alliance's 360-degree approach, particularly on its southern flank, where threats from terrorism and regional instability require robust cooperative engagement at the institutional level. With stronger partnerships, NATO can tackle challenges before they surface, making the alliance more initiative-taking and globally aware.

As the EU rethinks its defense and security, how do you see its role—particularly in relation to NATO and the US—evolving in the coming time?

The future of EU defense hinges on a pragmatic dual approach: enhancing European capabilities while reinforcing the transatlantic alliance. We must be clear-eyed that for the near future, NATO is the cornerstone of our collective deterrence and defense. European armies are deeply integrated into NATO's military plans and force structures, which rely on US forces and strategic enablers. Excluding any black swans, I don't see the EU replacing NATO's core task soon. Therefore, the EU must evolve into a more coherent and capable security provider, shouldering a bigger share of the security burden, while also persuading the average European of such necessity.

The success of this evolution, however, depends on showing the United States that a strategically autonomous EU is a stronger partner, not a competitor. This

is part of a broader challenge in navigating institutional friction with vital non-EU NATO allies. Overcoming this requires skillful diplomacy that aligns our security interests while resolutely upholding the core EU values that some partners may not fully share.

Innovation and emerging technologies are significantly impacting security and defense. What does this mean for the sector and allied nations?

Although numerous technologies—including AI, autonomous vehicles, quantum computing, and hypersonics—are disruptive in defense, the most critical shift is not about any single technology but about the *process* of innovation itself. The challenge is developing technology at speed and scale, securing supply chains, and managing costs, all while dealing with complex bureaucracies, military or civilian, and operating at peacetime.

To stay ahead, allies have to create an ecosystem of constant experimentation. This means breaking down barriers between industry and military to create environments where troops can assess and refine new capabilities in real time. This iterative, operator-driven approach, seen in initiatives such as NATO's Task Force X, is the key to turning technological potential into decisive advantage. 🐼

For more information visit www.fulbright.gr

ART AND CULTURE



From Museum Halls to City Streets

Blending symbolism, elegance, and cultural memory, Vicky Grammenou has carved out a unique space in the fashion world with her brand Melitta, a label that transcends trends to offer timeless pieces infused with Greek identity. Drawing inspiration from mythology, ancient motifs, and the essence of femininity, Grammenou creates wearable art that speaks to the modern woman with soul and story. In this conversation with Business Partners Publisher and Editor-in-Chief Alexandra Loli, she reflects on her creative journey, the evolution of Melitta, the recognition her work is receiving in Greece, and the deeper role fashion can play in cultural expression and entrepreneurship.

Photography: Yiannis Paraskevas
Location: Melijazz Festival, Leonidio

Your journey into the world of fashion and design seems deeply personal and intentional. Tell us a bit about your background. What drew you to creative expression in the first place, and what life experiences helped shape your artistic and professional identity?

My journey into fashion began not in a studio, but in the classroom, through my studies in linguistics and philosophy. I've always been fascinated by symbols, stories, and the way meaning is constructed, whether through language or visual form. That foundation gave me a way of thinking that still shapes my creative process today.

At some point, what started as a personal passion—the love for garments, textures, and silhouettes—evolved into a calling. I pursued studies in fashion design and haute couture in Rome, a city where beauty lives in every corner.



From there, I allowed my aesthetic instincts to flourish, guided by both classical discipline and personal intuition. Travel has also been a profound influence: Exploring Greece's villages and island traditions, walking through museums and archaeological sites, and engaging with other cultures abroad have all deepened my understanding of identity and style. These experiences have helped shape Melitta into a brand that merges memory, craftsmanship, and a very contemporary sensibility.

Melitta is much more than a fashion brand. It is a story woven with ancient Greek heritage, symbolism, and elegance. What was the vision behind its creation, and how do you ensure that each collection speaks to both timeless cultural narratives and contemporary aesthetics?

When I created Melitta, I knew I didn't want it to be another luxury brand detached from everyday life. My vision was to design clothes that felt like living artifacts, pieces that tell a story, that carry meaning, and that a modern woman can wear with ease from day to night.

To achieve this, I draw deeply from the vast visual and symbolic language of Greek culture: the geometry of ancient weaving, the embroidery patterns passed down through generations, figures painted on amphorae, ceramic fragments, frescoes, even the lines and curves found in ancient jewelry. But I don't simply replicate. I reinterpret.

I distill these references and recompose them into silhouettes and prints that feel fresh and current.

For me, Melitta is a form of cultural synthesis. A way to bridge the ancestral with the present, heritage with urbanity, myth with movement.

In recent years, Melitta has gained increasing recognition within Greece, both in cultural circles and among fashion-conscious audiences. Can you share some key moments or collaborations that affirmed your work's impact and visibility? What has the response been like from the Greek public?

The response has been deeply moving. My audience tends to be women who are intellectually curious, culturally engaged, and who see clothing as an extension of identity, women over 30 who love to travel, to explore, to connect with meaning through what they wear.

A recent highlight was our participation in the Melijazz Festival in Leonidio. It was a beautiful convergence of music, tradition, and local storytelling, and the way Melitta was presented—within the framework of intangible cultural heritage—affirmed everything the brand stands for. It wasn't just a fashion presentation; it was an act of cultural dialogue.

There have also been moments of quiet but powerful recognition, such as when I've participated in charity events organized by the Chios Village, where fashion becomes a bridge between community, creativity, and purpose. These are the kinds of collaborations that sustain my belief in what I do.

As a female entrepreneur in the creative industries, what challenges have you encountered in building your brand and what lessons or insights would you share with other women seeking to turn their artistic vision into a business?

Creating a brand in Greece comes with very real challenges: high production costs, limited access to specialized machinery and textile resources, and a labyrinth of bureaucracy that can drain time and energy. One of the hardest parts is finding the right collaborators, people who understand your vision and can execute it with the right level of care, detail, and professionalism.

It's also disheartening that most of our fabrics are imported. Greece only produces small quantities of silk and very little cotton. That said, in recent years I've witnessed a quiet renaissance: More and more women are entering the industry with strong creative voices and high standards, helping to elevate the profile of Greek fashion both locally and internationally.

My advice to other women is this: Be patient, be precise, and stay faithful to your core vision. The fashion world can be noisy and fast-moving, but your clarity and authenticity are your greatest assets.



Scene from the Melijazz Festival in Leonidio, where Melitta was presented as part of a living cultural tapestry — surrounded by the colors, music, and people of a place deeply connected to heritage and storytelling.

In your view, how can fashion serve as a vehicle for cultural storytelling in everyday life? How do you hope people feel or think differently when they wear a Melitta piece?

This is the heart of my work—to create clothing that does more than just dress the body. I want each piece to carry a story, to evoke a sense of place, memory, or cultural resonance.

Too often, when people think of Greek heritage, they think only of antiquity, of minimalism, white garments, and statuesque forms. But the truth is, traditional Greek design is rich, maximalist, and full of life. It's full of vibrant colors, complex patterns, and deep craftsmanship.

Through Melitta, I hope to uncover and share that overlooked richness. I want people, whether Greek or international, to wear a piece and discover something they didn't know before, not only intellectually but also emotionally. I want them to feel connected, empowered, inspired. Fashion can be a kind of living archive, a form of storytelling that moves through the world. That's the experience I hope to create. 🍷

AMCHAM SURVEYS



Breaking the Rules

A company's ability to break the rules isn't revolutionary – it's evolutionary.

AmCham Greece's new Rule Breaking Leadership Survey 2025, presented at the Chamber's 9th Women in Business Forum on June 4, 2025, revealed the contradictions, paradoxes, and deeper truths behind the risk and innovation culture of Greek companies.

Do employees really feel safe enough to think outside the box? Are organizations really encouraging innovation? Are we really breaking the rules, or are we just rewriting them in finer print?

It takes more than just a statement of intent for an organization to truly shift the culture away from focusing on safety and risk aversion and toward growth and development. What's needed is a *modus operandi* for innovation. The ability to break the rules is not an act of rebellion; it is a sign of maturity. The question is not whether to take risks; it is whether they can handle the newness that they themselves want and welcome.

Key findings of the Rule Breaking Leadership Survey 2025

- 47.2% of respondents stated that their company encourages risk taking "relatively often," yet only 9.1% see this as a regular practice.
- 34% of management executives believe

they consistently encourage unconventional thinking, but just 20.9% of junior executives agree.

- Just 1 in 5 (19.7%) respondents stated they feel truly safe to put forward unconventional ideas; 31.1% said "it depends."
- 42.1% acknowledge the fear of failure as the main obstacle to risk taking, followed by limited resources (39%) and rigid structures (33.9%).
- 54.3% stated that their companies provided tools for innovation "quite often," but only 19.7% felt fully equipped.
- Just 22% believe that their company is actively preparing future leaders.

Notably, the survey showed that according to respondents, the three top qualities for the future are creativity (55.9%), vision (48.8%), and teamwork (47.2%), indicating that the future belongs not to technical knowhow but to empathy, imagination, and collective wisdom.

The takeaway is clear: It is time to put words into action and move from mere rhetoric to a lived culture of innovation. Organizations that want to evolve and thrive need to create an environment

The three top attributes for the future are creativity, vision, and teamwork

that rewards creativity, protects risk-taking, and doesn't silently punish out-of-the-box thinking.

Five key elements essential to successful organizational innovation:

1. Safe zones for failure – teams and pilot programs with an explicit tolerance for failure as a learning tool
2. New creativity metrics – introducing KCIs—key creativity indicators—to measure and assess creative quality: How many ideas were proposed? How many were implemented? How many felt safe to disagree?
3. Low-vanity leadership – leaders who create space for the ideas of others and don't purport to have all the answers
4. Empowering out-of-the-box thinking – establishing a status quo that inspires change rather than perpetuates stagnation
5. Internal ecosystems of trust – implementing safety nets and going beyond training to empowerment and encouragement in practice

The survey was carried out by the American-Hellenic Chamber of Commerce and was directed and supervised by psychologist and social researcher Agnes Mariakaki, CEO of MindSearch and member of the Chamber's Women in Business (WIB) Committee. The sample included 254 business professionals of varying seniority levels and was conducted in collaboration with the Athens University of Economics and Business. 🍷

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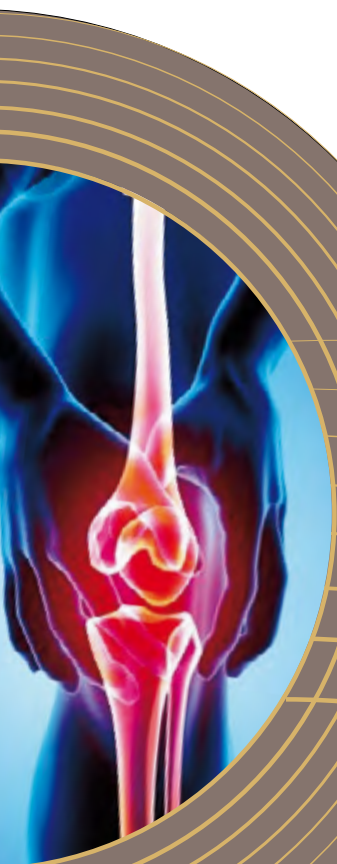
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