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A NEW CHAPTER IN U.S.-GREECE PARTNERSHIP

Kimberly Guilfoyle
U.S. Ambassador to Greece

**On Track to a
Next-Generation
IAPR**
WITH GEORGE PITSILIS

**On the Precipice
of Unprecedented
Opportunities**
WITH THE HONORABLE DINA TITUS

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DIRECTOR'S DESK



Europe, today, faces major challenges. With limited competitiveness, increasing defense requirements and expenditures, and the ongoing cost of living crisis and housing shortages, the continent must find ways to boost economic growth, address fiscal deficits, and avoid austerity policies that could undermine the social cohesion and values built over decades. Yet Europe is held back from achieving these goals by the fragmented policies of member states and by a lingering bureaucracy that often seems to operate detached from reality.

Within this environment, Greece is going through a period of geopolitical and economic change, making strategic transatlantic partnerships more crucial than ever. Case in point, Athens recently hosted the sixth meeting of Partnership for Transatlantic Energy Cooperation (P-TEC), convened by the US Department of Energy, the Ministry of Environment and Energy of Greece, and the Atlantic Council Global Energy Center. P-TEC 2025, in which AmCham Greece actively participated, focused on strengthening energy cooperation between Greece, Europe, and the United States and brought together government ministers, businesses, and industry leaders to discuss key issues, including Europe's energy independence through US LNG, innovation and alternative energy solutions, and investment and financing opportunities. Significant agreements were signed during the conference between companies, Chamber members, and international partners, highlighting Greece's potential not only as a major energy transit hub for Europe but also as an energy producer, contributing substantially to the continent's energy security.

The arrival of the new US Ambassador to Greece adds further momentum to these efforts. A strong diplomatic presence will play a decisive role in deepening political and economic relations, supporting US investment, and promoting joint initiatives in energy, trade, and technology. Taken together, these developments create a unique opportunity to further upgrade business and trade relations between Greece and the United States.

Meanwhile, as Greece seeks to improve its competitiveness within the European Union, the country must move to strengthen the institutional framework, invest in infrastructure and innovation, and support key sectors such as energy, manufacturing, and technology, in order to continue attracting investment, foster a strong culture of entrepreneurship, and maintain its status as a reliable partner in the global market.

The American-Hellenic Chamber of Commerce remains firmly committed to its role as a bridge between Greek and US businesses, supporting policies that enhance economic resilience, energy security, and sustainable growth. We remain vigilant in highlighting initiatives and developments that strengthen US-Greece business and trade relations, boost competitiveness, and position our country as an important player both in Europe and on the world stage.

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 US companies operating in Greece and many Greek firms trading with the US—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 US-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, DC office. This strategic move supports deeper bilateral engagement, promotes Greek business outreach, and encourages US investment in Greece.

The Chamber is an active member of both the US Chamber of Commerce in Washington, DC and the European Council of American Chambers of Commerce (ECACC).

Mission Statement

AmCham Greece is dedicated to the continuous advancement of US-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.

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CHAMBER NEWS AND EVENTS



The AmCham Greece BoD with US Ambassador Kimberly Guilfoyle

AmCham Greece BoD Welcome New US Ambassador to Greece

On November 18, 2025, the American-Hellenic Chamber of Commerce had the distinct honor of welcoming the new United States Ambassador to the Hellenic Republic, Kimberly Guilfoyle, for an introductory meeting with members of the Chamber's executive committee and board of directors, followed by a dinner at the Athens Olympic Museum. During the course of the evening, John D. Saracakis, President of the American-Hellenic Chamber of Commerce, presented Ambassador Guilfoyle with a 2004 Athens Olympics torch, which the Ambassador received with enthusiasm. "On behalf of AmCham Greece, I welcome you back to Athens, to the very place where the modern Olympic history took place. Standing here, surrounded by symbols that have inspired generations, we are reminded that the Olympic spirit is not history; it is a living force that continues to unite people and nations. And so, we stand here today in the birthplace of the Olympic ideal—a symbol of unity and

shared aspiration and values. At the American-Hellenic Chamber of Commerce, we have worked for nearly 100 years to support this trajectory by opening doors, building trust, and creating opportunities across sectors and across borders," said President Saracakis in his address.

Ambassador Kimberly Guilfoyle said, "One of my primary missions in Greece is to facilitate deals for US companies in a way that benefits both our nations. I want to hear from you, I want to work with you, I want to partner with you. I respect your efforts, your companies, your employees, and your commitment to this bilateral relationship." The evening concluded with a productive discussion centered on shared

Ambassador Guilfoyle on a private tour of the Athens Olympic Museum





John D. Saracakis and Ambassador Guilfoyle

priorities and opportunities to further advance transatlantic cooperation. The American-Hellenic Chamber of Commerce extends its sincere appreciation to Ambassador Guilfoyle for her thoughtful engagement, her strong support for the American-Hellenic business community, and her steadfast commitment to deepening the partnership between the United States and Greece.

Elias Spirtounias Re-Elected Vice Chair of AmChams in Europe

The American-Hellenic Chamber of Commerce is pleased to announce the re-election of Elias Spirtounias, Executive Director of AmCham Greece, to the role of Vice Chair of AmChams in Europe (ACE) for the 2026–2027 term. In addition, the Chamber will again assume the role of ACE Secretariat for the same two-year period.

Following his re-election, Elias Spirtounias states the following:

“It is a great honor for me and for AmCham Greece to be re-elected as Vice President of AmChams in Europe (ACE), as well as to assume the important responsibility of the ACE Secretariat. I want to express my sincere appreciation for the trust that my counterparts

in AmChams across the continent have placed in me, in our dedicated team, and in the Executive Committee, and I greatly look forward to collaborating with them in the year ahead.

AmChams in Europe—now bringing together 49 Chambers from 47 countries and representing more than 17,000 companies and 20 million employees—remains a powerful network for cooperation, learning, and the continued strengthening of the transatlantic relationship.

In this new term, our work will focus on strengthening our institutional foundations, expanding our network, and advancing initiatives that support the growth and development of our member Chambers. Challenging times lie ahead, and as ACE, we can address and engage with critical issues more effectively by working together. By capitalizing on the breadth and strength of our network,” he noted, “we will navigate emerging challenges, foster sustainable growth, promote professional development, and deepen cooperation across borders.

My heartfelt congratulations go to my fellow Executive Committee members—Ajša Vodnik, Daniel Andrich, Marc ter Haar, Stéphanie Rutten, Mila Malairau, and Peter Dahlen. I would also like to extend warm thanks to Asli Özelli for her outstanding contributions over the past four years.”



New Members

**The American-Hellenic
Chamber of Commerce
welcomes its newest members**

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contract research organization
(CRO) operating in GR, CY, BG
coronis.gr

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luxury resort in the Athenian Riviera
oneandonlyresorts.com/aesthesis

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pharmaceuticals
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International LLC – civil engineering
consulting services



Member to Member Offers

Stay tuned for more
Member to Member
offers

CHAMBER NEWS AND EVENTS

Leadership Committee

Conversations with Young People on Professional Opportunities and Entrepreneurship

On November 6, 2025, the American-Hellenic Chamber of Commerce held its latest “Conversations with Young People on Professional Opportunities and Entrepreneurship” Leadership Forum, which was organized in collaboration with the Association of Chief Executive Officers (ACEO) and sponsored by OTEAcademy, who also hosted the event. An initiative of the Chamber’s Leadership Committee, the Leadership Forum was the most recent in a series specially designed to serve as a platform for young people—university students, recent graduates, and young professionals—to come into contact with some of the country’s top business executives, gaining inspiration and practical insights into charting the career paths and navigating the opportunities and challenges of today’s business landscape.

In his welcome remarks to the young audience, Executive Director of AmCham Greece Elias Spirtounias highlighted the forum’s aim to serve as a point of connection between today’s business leaders and aspiring young professionals and an opportunity to exchange ideas and find inspiration. “You are the future, the ones who will carry forward the legacy we build today. The Leadership Forum signifies an important joining of forces under a common vision,” he said.

Taking the podium next, Vassilis Rabbat, Advisor to the Board at ACEO and member of the Chamber’s Leadership Committee, noted that “today is not just about us giving to you; through dialogue and through the energy you bring, we too will evolve. The Leadership Forum remind us how important it is to come together, share thoughts,



John Argyrakos, Elizabeth Prodromou, Artemis Miropoulos, Elena Kallona, George Grammatidis, Emmanouela Karamali, George Kotionis, George Papadimitriou, Annie Tryfon

and build bridges of cooperation,” he continued. “We live in an era of significant challenges and rapid change that can sometimes feel overwhelming, but which nonetheless opens up new paths and opportunities.”

In her opening address, Elena Kallona, Vice Chair of ACEO and Managing Director of Jungheinrich Greece, hailed the forum as “a great opportunity to meet and exchange ideas,” urging the young audience to be bold and confident in their professional endeavors. “Don’t hesitate to take steps forward,” she said, “because the path ahead is clear and it is up to you to chart it. It’s the coming together of our experience and your fresh outlook that produces the most beautiful ideas and the strongest results.”

In turn, Artemis Miropoulos, Chair of AmCham’s Leadership Committee, emphasized the forum’s important contribution as a platform for open dialogue and noted that the collaboration with ACEO further enhances the Leadership Forum’s function by bringing even more business leaders to its young audiences. The event’s first segment featured top executives sharing their experiences and insights on various key topics relating to career launching and professional development prospects in today’s market, with particular emphasis on opportunities abroad and the dilemma of immigrating or staying in Greece, striking a good work-life balance, and

the importance of resilience, as well as gaining work experience and furthering one’s education.

This was followed by a special segment titled “Group Discussions and Mentoring,” during which participants, working in small groups, had the opportunity to engage directly with the event’s speakers to discuss their professional aspirations and concerns and key topics of interest, including soft skill development, fine-tuning resumes, and preparing for interviews. The event concluded with a networking cocktail reception.

Vassilis Rabbat



Artemis Miropoulos





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!

CHAMBER NEWS AND EVENTS



Culture Committee

Showcasing Greece's Cultural Heritage

With a focus on highlighting Greece's immense wealth of cultural heritage at the regional level and leveraging it to drive economic growth, the American-Hellenic Chamber of Commerce hosted a meeting with representatives from nine of Greece's administrative regions at its Athens headquarters. The meeting, which was further attended by John D. Saracakis, President of AmCham Greece, and Zozo Lidoriki, Chair of the Chamber's Culture Committee, underlined the will of participating stakeholders to work together to showcase the cultural heritage of each Region and promote it both within and beyond the country's borders, with targeted actions in Greece as well as in the United States. Specifically, the initiative aims to highlight regional culture and heritage, shining a spotlight on the history, traditions, and contemporary cultural output of each region, while also interconnecting culture and business through synergies between local businesses, public agencies, and creators. Furthermore, the initiative aims to bolster these efforts with an international outlook, promoting Greece's cultural product not only within the country but also abroad, with particular emphasis on the US market. This initiative reaffirms the role of the American-Hellenic Chamber of

Commerce as a catalyst for development and a bridge between culture and economic growth, contributing to the creation of a contemporary, outward-looking, and sustainable cultural ecosystem in Greece.

AmCham Greece at P-TEC 2025

The American-Hellenic Chamber of Commerce was present at the Sixth Partnership for Transatlantic Energy Cooperation (P-TEC), which took place at Zappeion Megaron in Athens on November 6-7, 2025. Convened by the United States Department of Energy (USDOE), the Ministry of Environment and Energy of Greece, and the Atlantic Council

Global Energy Center, with the support of the American-Hellenic Chamber of Commerce, the event brought together energy ministers and delegations from Central and Eastern Europe to work together with USDOE, other US agencies, and the private sector to address key energy issues in the region and discuss energy security and affordability infrastructure projects, and investment opportunities.

AmCham Greece was represented at the event by Chamber President John D. Saracakis, who moderated the panel titled "Building the Backbone: Unlocking Capital for Global Energy Infrastructure," featuring Conor Coleman, Head of Investment at the US International Development Finance Corporation (DFC); Ioannis Tsakiris, Vice President of the European Investment Bank (EIB); Jeff Wilson, Senior Advisor for Energy Dominance, Office of the President and Chairman, at the Export-Import Bank of the United States (EXIM); and Derek Wong, Vice President of Government Relations and Public Affairs at Exceleerate Energy.

The panel looked at innovative financing frameworks, multilateral partnerships, and institutional reforms with the potential to bridge the global energy infrastructure financing gap. By exploring strategies to reduce risk in investments, attract private capital, and build bankable projects, the discussion highlighted how stakeholders can lay the financial backbone of a secure and interconnected energy future.

John D. Saracakis, Conor Coleman, Ioannis Tsakiris, Jeff Wilson, Derek Wong



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Strengthening U.S.–Greece Commercial Ties for a New Era of Growth



United States Ambassador to the Hellenic Republic Kimberly Ann Guilfoyle was sworn in on September 29, 2025 in Washington, DC.

Ambassador Guilfoyle brings over two decades of experience in law, media, and national political advocacy. She began her career as a prosecutor in the San Francisco and Los Angeles District Attorney's Offices, where she handled serious felony cases including domestic violence, sexual assault, and homicide. In 2000, she was appointed Assistant District Attorney in San Francisco, earning recognition for her work on victims' rights and trial litigation. Her legal accomplishments laid the foundation for a national media career, most notably as a co-host of *The Five* on Fox News, where she provided legal and political commentary on issues ranging from constitutional law to foreign affairs. Ambassador Guilfoyle is a best-selling author, writing *Making the Case: How to Be Your Own Best Advocate*, and the delightful children's book, *The Princess and Her Pup*.

Most recently she served as the founder and CEO of Polished Rice, Inc., and Managing Member of Metropolitan Medspa LLC and KGT Productions LLC. Beyond her legal and media work, Ambassador Guilfoyle has played a prominent role in national politics and public communications, having formerly served as a Senior Advisor to President Donald J. Trump and as National Chair, Trump Victory Finance Committee, Donald J. Trump for President, Inc. Originally from California, Ambassador Guilfoyle graduated magna cum laude with a Bachelor of Arts in Political Science from the University of California, Davis and earned her Juris Doctor degree from the University of San Francisco School of Law. She currently resides in Florida and has one son, Ronan Villency. Ambassador Guilfoyle is the 25th resident U.S. Ambassador to the Hellenic Republic and the first woman to hold the role.



As the United States and Greece enter a moment of profound geopolitical and technological transformation, the partnership between our two nations stands stronger than ever. As the first woman U.S. Ambassador to Greece, Ambassador Kimberly Ann Guilfoyle reflects on the deepening commercial ties, strategic cooperation, and shared ambitions that are shaping this new chapter—from landmark energy agreements and emerging-tech collaboration to the vital role of the American-Hellenic Chamber of Commerce in expanding opportunities for businesses on both sides of the Atlantic. In this exclusive message for Business Partners, she highlights how trust, innovation, and common values are driving a relationship poised for even greater growth in the years ahead.

It is the honor of a lifetime to represent the United States in Greece—a country whose spirit, history, and values have inspired generations of Americans, including my own family. From the moment I arrived, I've been struck by the warmth of the Greek people and the dynamism of this extraordinary country.

I am especially proud to work alongside the American-Hellenic Chamber of Commerce, one of our Mission's most valued and effective partners. AmCham Greece is a force multiplier for U.S. business, a trusted advocate for our companies, and a vital connector of ideas, talent, and opportunity. Together, we are charting a bold course for deeper commercial engagement.

Facilitating deals that benefit both our nations is at the heart of my mission. One powerful example is this year's historic Partnership for Transatlantic Energy Cooperation (P-TEC) Ministerial in Athens. With over 850 public and private sector leaders from across Central and Eastern Europe, we witnessed concrete outcomes:

- The first-ever 20-year commercial agreement to deliver U.S. LNG through Greece and into Southeast and Central Europe—an energy milestone and a strategic win for allied cooperation.
- New multilateral commitments to harmonize tariffs along the Vertical Gas Corridor.
- Long-term partnerships to ensure Europe's energy future is secure, diversified, and free from coercion.

But energy is just the beginning. We are entering a decisive moment of technological transformation - AI,

quantum computing, cybersecurity, biotech, autonomous systems - and I'm proud that the United States and Greece are forging strong new bonds in these critical areas. The U.S.- Greece Economic Security Declaration, signed in Athens on November 7, is the first of its kind globally and positions Greece not only as a geopolitical anchor, but as a trusted partner in secure supply chains, responsible tech governance, and innovation.

My commitment is clear: I will be a tireless advocate for U.S. businesses operating and investing in Greece. Together, we can strengthen supply chains, expand digital infrastructure, increase energy connectivity, and unlock new markets in shipping, logistics, tourism, agriculture, and more.

As we prepare to celebrate America's 250th year of independence in 2026, it is fitting that we do so here Greece, the birthplace of democracy. Our partnership is rooted in shared values, but it is our shared ambitions that will define the next chapter.

And as we pause to celebrate Thanksgiving this week, I do so with gratitude—for the exceptional U.S.-Greece alliance, for the partnerships we are building together, and for the opportunity to serve in a nation that truly lives with heart, with heritage, and with hope for the future.

With appreciation,

Kimberly Ann Guilfoyle

U.S. Ambassador to the Hellenic Republic

AMCHAM GREECE IN THE USA

Launched in May 2025, AmCham Greece's new 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.

Investor Roundtable with Minister Pierrakakis

Greece is back, open for business, and an attractive and safe destination in an era of increased instability. This is the key message conveyed to investors and policymakers alike by Greece's most senior economic officials attending this year's Annual Meetings of the World Bank Group (WBG) and the International Monetary Fund (IMF) in Washington DC. On October 15, 2025, the American-Hellenic Chamber of Commerce USA was honored to organize an exclusive roundtable discussion with Kyriakos Pierrakakis, Minister of National Economy and Finance of the Hellenic Republic, hosted at Deloitte's Washington DC office by Managing Director Kostas Makrakakis. Open remarks were delivered by John D. Saracakis, President of the American-Hellenic Chamber of Commerce, and Katerina Sokou, Executive Director of the US office, while the discussion was moderated by former US Treasury official and National Security Advisor Mark Medish.

Finance Minister Pierrakakis spoke to a select audience of policy insiders, legal experts, as well as investors from and beyond the Washington DC area, presenting Greece's growth story and the opportunities created by the country's impressive economic recovery and the digitalization of the Greek tax system, particularly in the area of bilateral trade and investment.



Industry and Innovation in the Defense Partnership



In October 2025, the American-Hellenic Chamber of Commerce USA partnered with the Atlantic Council's Transatlantic Security Initiative for a private breakfast roundtable discussion that brought together senior defense experts, policy insiders, and defense industry representatives from the US and Greece to analyze the topic of deepening the strategic defense partnership between the United States and Greece.

Starting from the premise that in an era of growing threats to transatlantic security, allies must work together to ensure that NATO retains its edge across the alliance, the discussion highlighted how industry-led technological innovation and partnerships can enhance transatlantic connectivity and interoperability, boosting defense technology and supporting national security. The discussion further examined the geopolitical context and the role of Greece as a key player in the Eastern Mediterranean region.

Speakers at the event included Ekaterini Nassika, Ambassador of Greece to the United States; Matthew Kroenig, Vice President and Senior Director of the Atlantic Council's Scowcroft Center for Strategy and Security; and Jake Sotiropoulos, nonresident senior fellow at the Atlantic Council's Scowcroft Center for Strategy and Security. In his welcoming remarks, AmCham Greece President John D. Saracakis noted the growing role of Greece in the defense tech ecosystem, while Christian Hadjiminis,

founder and CEO of Theon Group, spoke on the potential for enhancing industrial collaboration and integrating advanced technologies through transatlantic partnerships.

AmCham Greece at the NHS 2025 Heritage Weekend & Classic in Scottsdale, AZ

The American-Hellenic Chamber of Commerce was present at The National Hellenic Society's annual Heritage Weekend & Classic event, which this year took place on October 9-12 in Scottsdale, Arizona. A yearly celebration of Greek culture, heritage, and community, the event brings together the members of the Greek American community from across the United States to honor the community's shared roots, celebrate its achievements and accomplishments, and reflect on key developments in Greece's economic and investment landscape, highlighting the crucial role of the Greek American community in promoting and strengthening ties with their ancestral homeland.

AmCham Greece was represented at this year's event by John D. Saracakis, President, and Katerina Sokou, Executive Director of the US office, who participated as speakers in the New Perspectives panel on Friday, October 10. In his address, President Saracakis spoke on the





Chamber's work to promote US-Greece trade and investment over almost a century, emphasizing the organization's commitment to its members and to measurable results and outlining the role and services of its new office in Washington DC. Moreover, he underlined the important contribution of the Greek diaspora in the US to bolstering cultural and business ties between the two nations, stressing that "the Greek-American community has long been a vital, living bridge between the United States and Greece. You embody the best of both worlds: the drive, innovation, and openness that define the American spirit, and the resilience, depth, and creativity that are the essence of Hellenism."

Outlining the Chamber's activities and initiatives to strengthen transatlantic trade and investment through the new US office, he noted opportunities for Greek-American businesses to get involved: "We invite you to join us—as Founding Members, Mentors, and Partners. Bring your expertise, your networks, your insight. Help us expand Greece's role as a gateway to Europe and the Eastern Mediterranean. Help us connect the next generation of entrepreneurs on both sides of the Atlantic," he said; "Together, we can transform our shared heritage into a shared future, one built on opportunity, innovation, and enduring partnership between Greece and the United States."

Fireside Chat on Deepening the US-Greece Economic Ties with Dr. Arghyrou

During the busy week of the 2025 Annual Meetings of the World Bank Group (WBG)



and the International Monetary Fund (IMF) in October, the American-Hellenic Chamber of Commerce USA hosted a fireside chat with Dr. Michael Arghyrou, the senior economic advisor to the Prime Minister of Greece, at its Washington DC office. Held in an informal setting designed to encourage open dialogue and exchange of perspectives, the event saw Dr. Arghyrou joined by Executive Director Katerina Sokou and a select group of economic and policy experts for a discussion on fiscal developments and the ongoing transformation of the Greek economy into a more open and extrovert model, the country's prospects as a safe and attractive investment destination in an era of instability, and the policy priorities of the Greek government to increase its competitiveness.

Transatlantic Relations: Taking in the view from Washington

On October 14, 2025, the American-Hellenic Chamber of Commerce USA hosted a fireside chat with the Atlantic Council's Jörn Fleck and Daniel Fried, former US Ambassador to Poland, which explored the evolving state of the transatlantic alliance and the opportunities for a deeper, industry-driven technology

partnership between the United States and steadfast European allies such as Greece. The event was held in the context of the Hellenic Pavilion at this year's Association of the United States Army (AUSA) Annual Meeting and Exposition, was attended by members of the Greek delegation of leading defense and security companies exhibiting at the Hellenic Pavilion as well as representatives of the American-Hellenic Chamber of Commerce, which organized the Pavilion, and Enterprise Greece.



New Members

The American-Hellenic Chamber of Commerce USA welcomes its newest members

BlackSummit Financial Group
wealth management and corporate consulting
blacksummitfg.com

Tropaion Advisory LLC
strategic adviser, structured finance and global market development
tropaionadvisoryllc@gmail.com

Theodore Vakrinos' Law Office
attorney licensed in Greece practicing Greek estate, real estate, and taxation law, and registered in the US as a foreign legal consultant
tvakrinos@gmail.com

AMCHAM GREECE IN THE USA



Building Bridges of Growth

Dr. Anthony Rodolakis, Executive Director of Tax and Economic Policy at Ostroff Associates, talks to Business Partners about building strong business partnerships between Greece and the United States, the importance of ethical leadership, and the promise of AmCham Greece's new office in Washington DC.

Tell us a bit about your work at the intersection of economics, policy, and purpose.

My professional journey has always revolved around connecting analysis to action—turning data, ideas, and most importantly, relationships into meaningful economic outcomes. As Executive Director of Tax and Economic Policy at Ostroff Associates, I help bridge the gap between government policy and private enterprise, guiding companies, nonprofits, and institutions as they navigate complex fiscal and regulatory landscapes. My perspective has been shaped by seeing both sides of the policymaking table: how legislation becomes operational reality and how data-driven strategy can foster inclusive, sustainable growth.

At its core, my professional mission is about building bridges that endure—between analysis and action, between public purpose and private initiative, and between nations that share a belief in enterprise, education, and ethical leadership. Leadership, to me, is not about hierarchy—it's about stewardship, leading by example and never losing sight of the interests of your team. It means creating systems that outlast you, mentoring the next generation, and never losing sight of the ethical responsibility that comes with influence.

Leadership is not about hierarchy—it's about stewardship

The challenges of our time—energy transition, digital transformation, and inclusive growth—require more than expertise; they demand trust, dialogue, and a renewed sense of common purpose. I am proud to contribute, in my small way, to that effort—helping ensure that both Greece and the United States continue to rise together.

What is the role of tax policy in bridging public policy and private enterprise?

Tax policy is not just a fiscal instrument. It is a signal of a society's values and priorities. When designed thoughtfully, it can catalyze investment, productivity, and innovation.

During my time in New York State government, I was privileged to help advance several initiatives that exemplify this synergy. The NYS Corporate Tax Reform of 2014–15, one of the most significant overhauls in state fiscal history, supported growth and enhanced New

York's competitiveness as an innovation hub. At the same time, small-business tax incentives for manufacturers and farmers helped stimulate capital formation and job growth across upstate regions. Complementing those reforms, various tax credit programs mobilized billions in private capital, demonstrating how smart fiscal design can marry public purpose with private initiative. Each of these efforts affirmed a core belief: Economic development succeeds when the public and private sectors share accountability. Policymakers provide the framework; businesses deliver the innovation and risk-taking that bring it to life.

In my current role, I see that same dynamic unfolding internationally. Strategic, evidence-based fiscal policy can help nations attract sustainable investment and accelerate their energy and digital transitions—when trust, transparency, and longterm planning align.

In your work connecting Greek and US businesses, what have you found to be essential to effective and successful partnerships?

The Greek and US economies have complementary strengths that, when combined, create real potential for transatlantic innovation. Greece's position as a logistics and energy hub in Southeastern

Europe, anchored by world-class shipping, renewables, and infrastructure projects, intersects naturally with the US's deep capital markets, technology expertise, and global financial networks. I've seen this synergy firsthand through initiatives in energy transition, shipping decarbonization, and carbon-market compliance, where analytical rigor and maritime experience come together to solve pressing global challenges.

Beyond analytics, I've focused on cultivating practical partnerships between Greek maritime enterprises and US companies across multiple sectors. I have been positively amazed by Greek firms' exceptional technical depth and operational experience; US partners contribute advanced analytics, financing models, and environmental-technology knowhow. Together, they form a natural alliance, helping fleets and logistics hubs modernize, comply with evolving EU and IMO standards, and unlock new opportunities in sustainable trade.

I'm also passionate about helping young Greek startup entrepreneurs in the education space. Supporting these initiatives means empowering educators to think entrepreneurially, access investment, and scale responsibly. Education and innovation are inseparable—and Greece's new generation of educators is proving that social purpose and economic dynamism can reinforce one another. But we need to help them. Public-private funding needs to be readily available to support those businesses in their early stages. This is a call for action for all.

Whether in maritime services or early-childhood education, these partnerships are built on trust and longterm vision. It's not merely about transactions—it's about creating enduring ecosystems where expertise, capital, and credibility flow freely in both directions.

Do you have any advice for young professionals or entrepreneurs looking to navigate global markets and foster meaningful cross-border partnerships?

If there is one lesson my career has



Economic development succeeds when the public and private sectors share accountability

reinforced, it's that competence and character must grow in parallel. To young professionals navigating global markets, I would say: Develop a discipline of curiosity. Learn to read not just numbers, but people, cultures, and institutions. Adaptability and cultural intelligence are your greatest assets—but just as important is moral clarity. The modern economy rewards speed, but true leadership requires patience, empathy, and integrity. Your reputation is your most durable currency. Whether you are negotiating a policy reform, leading a team, or launching a venture, never sacrifice principle for expedience. Leadership is a daily practice of consistency: showing up prepared, owning your decisions, and respecting those whose perspectives differ from yours.

And of course, always strive to learn and to grow. Even after decades in policy and economics, I'm currently pursuing an

MBA with Shipping Management—because growth never stops. Humility and discipline are not opposites; they are the twin engines of progress.

As a member of AmCham Greece – USA, what does the new Washington office represent to you, and how do you see its role moving forward?

The creation of the AmCham Greece office in Washington is more than an institutional milestone; it's a strategic opportunity. For the first time, there's a continuous channel connecting the policymaking heart of the United States with the entrepreneurial pulse of Greece.

As a member of AmCham Greece – USA, I see this office as a gateway for concrete collaboration: pairing US investors with Greek innovators, linking state-level economic-development agencies with Greek ministries and regional clusters, fostering joint dialogues on energy transition, technology, and education, and organizing summits where policy makers and innovators can collaborate and coordinate meaningful investments that lead to sustainable growth.

It can also play a vital cultural role, showcasing how shared democratic values and transatlantic friendship translate into modern economic partnerships. In an era of geopolitical uncertainty, deepening the US–Greece commercial and policy bond sends a powerful message of stability, openness, and mutual progress. 🍷

AMCHAM GREECE @ AUSA 2025 AME

AmCham Greece's **Hellenic Pavilion** at AUSA 2025 Annual Meeting and Exposition

With a strong program and outstanding exhibitors that included some of Greece's leading defense and security companies, the Hellenic Pavilion at this year's AUSA Annual Meeting and Exposition showcased the capabilities and dynamism of the Greek defense industry and highlighted the country's growing role as a hub of innovation and security collaboration.

Dr. Marinos Giannopoulos, Curtis Thomas, Major General Ioannis Bouras, General Andrew P. Poppas, Lieutenant General Georgios Kostidis, John D. Sarakakis, Ambassador Ekaterini Nassika, Brigadier General Jack Haley





General Andrew P. Poppas, John D. Sarakakis



Brigadier General Jack Haley, John D. Sarakakis

Proudly organized by the American-Hellenic Chamber of Commerce for the 12th consecutive year, the Hellenic Pavilion at the Association of the United States Army's (AUSA) 2025 Annual Meeting and Exposition—held on October 13-15 at the Walter E. Washington Convention Center in Washington DC—was a resounding success, bringing cutting edge Greek defense innovation to a discerning international audience at North America's foremost land power exposition and professional development forum.

A premier defense-sector event, the AUSA Annual Meeting and Exposition is a strategic platform that connects industry innovators with military leaders, policymakers, and international delegations, offering fantastic opportunities for companies to demonstrate their capabilities, connect with potential clients and partners, and reach a large and diverse global audience. Notably, this year's event featured more than 750 exhibits and representation from 92 countries and welcomed over 44,000 attendees, who enjoyed the opportunity to gain exclusive insights into US Army priorities, explore some of the most advanced defense technologies, and engage in high-impact networking with key decisionmakers.

The Hellenic Pavilion delivered a strong Greek presence at the event, showcasing the country's advanced technology and expertise and its considerable potential as a trusted partner and regional innovation hub. The Pavilion's official inauguration, which was attended by

high-ranking military officials as well as representatives of the Greek, US, and global defense communities, took place on October 13. John D. Sarakakis,

President of the American-Hellenic Chamber of Commerce, performed the ribbon cutting ceremony jointly with Major General Ioannis Bouras, Director

"At AmCham Greece, we are committed to deepening the economic and industrial ties that underpin our strategic relationship with the United States. By promoting investment, facilitating industrial cooperation, and supporting company-to-company ties, we help create the conditions for a sustained, mutually beneficial partnership."

- John D. Sarakakis, President, AmCham Greece

Major General Ioannis Bouras, Lieutenant General Georgios Kostidis, Elias Spirtounias



AMCHAM GREECE @ AUSA 2025 AME

General of the General Directorate for Defence Investments and Armaments (GDDIA) at the Ministry of National Defence; Dr. Marinos Giannopoulos, CEO of Enterprise Greece; Brigadier General Jack Haley, Vice President for Membership and Meetings at the Association of the United States Army; Lieutenant General Georgios Kostidis, Chief of the Hellenic Army General Staff (HAGS) at the Ministry of National Defence; Ekaterini Nassika, Ambassador of Greece to the United States; General Andrew P. Popas, Commanding General of the United States Army Forces Command; and Curtis Thomas, Director of the Partner Relationship Management Directorate at the office of the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA DEC).

The participating companies exhibiting at this year's Hellenic Pavilion were: Aeroservices, AMS Aero, Elmon, Hellenic Defense Systems, IDE – Intracom Defense, Scytalys, Spirit Aeronautical Systems, Theon Sensors, and Qualco Group, as well as Analysis S.A., Delian Alliance Industries, Elfon, and DEFEA – Defense Exhibition Athens.

"This year, our country is represented by thirteen Greek businesses that are bringing to the table cutting-edge knowhow, dynamism, and an international outlook," said John D. Saracakis.



Christos Mazanitis, Major General Eleftherios Oikonomou, Dr. Marinos Giannopoulos, Efstathios Karagiannis, Tiziana Cotugno, Major General Ioannis Bouras, John D. Saracakis, Tonya Curts, Nikolaos Papatsas, George Karountzos, Nikolaos Men

"The American-Hellenic Chamber of Commerce is proud to do its part in creating the conditions for strong, sustainable, and mutually beneficial partnerships, and we look forward to leveraging our new office in Washington DC to that end."

On October 14, the Hellenic Pavilion hosted a targeted event dedicated to investing in Greece's defense industry. Titled "Investing in Europe's Defense Future: Opportunities and Innovation in Greece," the event featured representatives from leading Greek defense companies and organizations alongside representatives from the Ministry of

National Defense and EU officials, with the discussion focusing on Greece's pivotal role in advancing Europe's defense capabilities and fostering transatlantic cooperation, with an emphasis on exploring industrial synergies and investment prospects.

Speakers included: AmCham Greece President John D. Saracakis; Major General Ioannis Bouras, Director General of GDDIA; Tonya Curts, PMP, Deputy and Senior Manager, Industrial Development at Missiles and Fire Control, at Lockheed Martin; Tiziana Cotugno, VP, Corporate Executive for EU and NATO, at L3Harris Technologies; Enterprise Greece CEO

Major General Ioannis Bouras, John D. Saracakis



Dr. Marinos Giannopoulos, John D. Saracakis



Dr. Marinos Giannopoulos; Efstathios Karagiannis, General Manager, Marketing and Business Development, at IDE – Intracom Defense; George Karountzos, General Director of Hellenic Defence Systems; Colonel Nikolaos Mengos, Director of International Relations at the Hellenic Center for Defence Innovation; Major General Eleftherios Oikonomou, Director of the D Branch of the Hellenic Army General Staff (HAGS); Nick Papat-sas, Senior Partner at EFA Ventures and Vice Chairman of the Hellenic Aerospace Security and Defense Industries Group (HASDIG); and Santiago Robles Monsalve, Acting Head of the Political Section, Counsellor for Security and Defense at the European Union Delegation to the United States.

Delegates further had the opportunity to attend a fireside chat event hosted by the Washington office of AmCham Greece – USA, featuring Daniel Fried, Weiser Family Distinguished Fellow at the Atlantic Council and former US Ambassador to Poland, and Jörn Fleck, Senior Director at the Atlantic Council's Europe Center, who shared their insights on the current geopolitical framework and the state of the transatlantic relationship. The discussion focused on the evolving state of the transatlantic alliance, the broader geopolitical challenges shaping



Ambassador Ekaterini Nassika, General Andrew P. Poppas, Michael Kolotos


international relations, and the opportunities for a deeper, industry-driven technology partnership between the United States and steadfast European allies such as Greece.

In the evening, the members of the Greek delegation attended a special cocktail reception hosted at the residence of the Greek Ambassador to Washington, Ekaterini Nassika. The exclusive event served as a unique opportunity for representatives of the Greek defense sector to engage with representatives from leading US defense firms as well as prominent members of the Greek American community in Washington DC, local business leaders, and US and

Greek government officials, networking and exploring opportunities for strategic cooperation.

On October 15, the Greek delegation visited leading aerospace company Aurora Flight Sciences, where they were briefed on various advanced technologies and discussed opportunities for joint research initiatives and collaborations. During their stay in Washington DC, delegates participated in meetings and discussions with US government officials, defense industry representatives, and other stakeholders, exploring potential avenues for future partnerships.

This year's successful Hellenic Pavilion has no doubt served to bolster Greece's standing on the global defense map, showcasing the outstanding technological capabilities and dynamism of the Greek defense industry, facilitating strategic collaborations that contribute to international cooperation and stability, and highlighting Greece's role as a trusted, innovation-driven defense and technology partner.

The Hellenic Pavilion at the AUSA 2025 Annual Meeting and Exposition was organized by the American-Hellenic Chamber of Commerce under the auspices of the Hellenic Ministry of National Defence and with the support of Enterprise Greece and the General Directorate for Defence Investments and Armaments (GDDIA). 

Finos Yannoulakis, Dr. Marinos Giannopoulos, Ambassador Daniel Fried, Elias Spirtounias, Katerina Sokou, Jörn Fleck, John D. Sarakakis, Ilias Kokkotas, Kyriakos Sabatakakis, Nikolaos Papat-sas, Nikolaos Mengos, Michail Spyridakos, Dimitris Dafnis



CORPORATE RESPONSIBILITY CONFERENCE

Redefining Competitiveness through Sustainability

Omnia: Universal Values Lead Progress

In an increasingly complex global environment marked by geopolitical volatility, technological disruption, and rising social expectations, AmCham Greece's 23rd annual Corporate Responsibility Conference turned the spotlight on the critical intersection of business competitiveness and the global imperative to uphold shared values. Bringing together leaders from business, government, and civil society for a day of focused discussion and knowledge-sharing, the conference sought to redefine the business case for sustainability, positioning it not as an obligation but as a strategic enabler of innovation, resilience, and competitiveness.

Vasiliki Kapari, Ada Giannakis, Katerina Papakonstantinou, Dimitrios Dimopoulos, Georgia Lassanianou, Manos Iatrelis, Chrysoula Diakatou, Elina Konstantinou, Sotiris Pastras, Katerina Kypreou, Rouli Christopoulou, Maria Xytaki, Dimitris Agrafiotis, Rania Assariotaki, Angela Boyatzis, Chryssa Eleftheriou, Eva Chioti, Martha Kessisoglou, Siana Kyriacou, Pakis Papademetriou, Nikos Melios, John D. Saracakis, Maria Ziouvelou, Elias Spirtounias





John D. Saracakis



Pakis Papademetriou

On October 21, 2025, the American-Hellenic Chamber of Commerce proudly convened its 23rd annual Corporate Responsibility (CR) Conference at the Lighthouse of the Stavros Niarchos Foundation Cultural Center (SNFCC) in Athens. Organized by the Chamber's Corporate Responsibility Committee, the CR Conference has been at the forefront of shaping the responsible business agenda for more than twenty years, guiding companies toward purposeful leadership and resilient growth and earning its place as Greece's most established and respected sustainability forum.

"We need to move beyond buzzwords and delve deeper into what these concepts are really about. What does "sustainability" mean? It means a better life, with fewer inequalities, more freedom, and more opportunities. But these concepts must be grounded in reality, linked to concrete actions and results."

- **Akis Skertsos, Minister of State**

A Holistic Vision for Responsible Growth

Held under the title "Omnia: Universal Values Lead Progress," the 23rd CR Conference embraced a holistic approach to sustainability, seeking to align business

"Europe needs bold, transformative business strategies that focus on green growth, innovation, and support measures to strengthen resilience. A stronger, sustainable, and forward-looking EU is within reach if we act strategically today."

- **Nathalie Berger, Director for Competitiveness Coordination, Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), European Commission**

performance with the advancement of universal values, and exploring how shared values and sustainable practices can serve as catalysts for competitiveness, growth, and longterm prosperity. The conference agenda featured a dynamic lineup of speakers and a compelling mix of keynote addresses, fireside

chats, panel discussions, and targeted sessions, offering participants practical insights and inspiration on real-world applications.

Bringing together senior policymakers and stakeholders from across the public and private sectors, academia, and civil society and focusing on core

Pakis Papademetriou, Martin Porter



CORPORATE RESPONSIBILITY CONFERENCE

themes—including strengthening growth and competitiveness in global markets, harnessing innovation to tackle environmental and social challenges, and the role of sustainability principles as drivers of business excellence—CR 2025 reaffirmed the Chamber's enduring commitment to promoting universal values as the foundation of a thriving and inclusive economy.

“The right support and the right tools are essential in enabling companies to integrate sustainability principles and ensure their survival moving forward.”

- Sophie Daskalaki-Mytilineou, Chair of the Board, UN Global Compact Network Greece

Voices of Leadership and Insight

Welcoming participants to the Chamber's 23rd annual Corporate Responsibility Conference, John D. Saracakis, President of the American-Hellenic Chamber of Commerce, noted, “The Chamber strives to be genuinely useful to its members, stakeholders, businesses, and society through a purpose-driven business model, in which institutions and the framework of values are not an

obstacle to growth but, on the contrary, strengthen good governance and business competitiveness.”

In his opening remarks, Elias Spirtounias, Executive Director of AmCham Greece,

“We need to think collectively within the EU, not individually; strategically, not reactively. From an EU perspective, we should reframe our understanding of competitiveness within the context of the green and digital transitions, adapt our narrative to avoid false oppositions, uncover genuine synergies, and engage both business and public opinion so that trade-offs become smart, not self-defeating.”

- Dr. Martin Porter, Executive Chair, Cambridge Institute for Sustainability Leadership (CISL)

stressed that “in an era when productivity is the central narrative on the country's future, we believe that sustainability is not a trade-off for productivity but rather a prerequisite for lasting prosperity.” Pakis Papadimitriou, Chair of the Chamber's Corporate Responsibility Committee, said, “Let's do what we know best. Let's continue talking about enhancing competitiveness with a philosophy that balances longterm business vision, improving performance, resilience, and adaptability to constant change.”

Akis Skertsos, Minister of State, emphasized the importance of integrating

sustainability into public policy and business strategy. “The three pillars of sustainability—people, planet and profit—are intertwined concepts that cannot exist one without the other,” he

said, going on to add that “improving sustainability indicators is a strategic choice for the government, which has invested considerably in the energy transition, green development, and education.”

Conference Highlights

The conference agenda was organized into three thematic sections that looked at the interplay between sustainability and competitiveness and explored practical solutions, emerging challenges, and new opportunities for building a fair, resilient, and sustainable economy.

Eva Chioti, Sophie Daskalaki-Mytilineou



Kiara Konti, Vassiliki Lazarakou



“Greece has the potential not only to keep up but to lead. In the future, being in Eastern Europe rather than the West could well become a real competitive advantage.”

- **Scott Seivwright, Co-Founder, Being Beyond Better**



Dimitris Agrafiotis, Achilleas Angelopoulos, Antigoni Lympelopoulou, Armodios Yannidis

Section 1 – Forging a Global Consensus on Sustainability

- United Voices of Reason: Urging the Competitive Edge of Sustainability
- From Shared Principles to Business Impact: Sustainability Is the Global Language of Prosperity

Section 2 – Growth Through Competitiveness With Integrity

- Redefining Growth: Integrating Sustainability Into Public Policy and Business Strategy
- Towards Resilience: Sustainability Economics and EU Development Strategies
- Leading for Competitiveness: The CEO Perspective on Sustainability
- The Values Bedrock: Business Ethics in Action

- Globalizing Principles: Think Global, Thrive Local
- Navigating the Waves of the Omnibus Directive: What It Means for European Business

Section 3 – Innovating Sustainability

- Innovating Our Common Future: Digital Ecosystems for Planetary Resilience
- Creativity in Survival: Reinventing ESG Leadership in Hostile Terrain
- From Vulnerability to Opportunity: Driving Climate Resilience Through Innovation
- Life-Critical Innovation: Responding to Societies at Risk
- Destination Next: Sustainable Entrepreneurship and the Force of Change

A Collective Commitment to the Future

The 2025 Corporate Responsibility Conference was a testament to AmCham Greece's continued leadership in promoting responsible business and sustainable competitiveness, uniting global and local voices around the principles of Omnia to inspire meaningful dialogue and transformative action, driving real progress through shared values and collective purpose. 🌱

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Apostolos Mangiriadis, Akis Skertsos, George Alexopoulos



To find out more about the 23rd annual Corporate Responsibility Conference, access speaker bios, and view photos and videos of the event, visit amcham.gr/events/event/23rd-corporate-responsibility-conference/.

GES LEGACY



On the Precipice of Unprecedented Opportunities

Reflections on Greece's economic progress and its place in today's global landscape

A year after speaking at GES 2024, the Honorable Dina Titus, Member of Congress, First District of Nevada, shares her thoughts on the Greek Economic Summit and the country's economic trajectory and prospects.



Congresswoman Dina Titus has dedicated her entire professional life to education and public service.

She taught American and Nevada political science classes at the University of Nevada, Las Vegas for 34 years until her retirement in June 2011. A noted non-fiction writer, she is internationally known for her expertise in the history and policies related to nuclear power, weaponry, and waste. Titus represented the people of Senate District 7 in the Nevada Legislature for 20 years, serving as the Nevada Senate Democratic Minority Leader from 1993 to 2008. First elected to the US House of Representatives in November 2008, she has served the First Congressional District of Nevada for more than a decade and is the dean of Nevada's delegation. A persistent champion for average Nevadans, she has been rated one of the most effective Democratic members of the House of Representatives by the Center for Effective Lawmaking.

She serves as a member of the House Foreign Affairs Committee, where she brings common-sense expertise to international problems, and the House Transportation and Infrastructure Committee, where she serves as ranking member of a subcommittee that helps communities adapt to climate change and better respond to natural disasters.

Congresswoman Titus is a proud Greek American and serves as Vice Chair of the Hellenic Caucus in Congress, representing her heritage and fostering cooperation between the United States and Greece.



CONGRESS OF THE UNITED STATES

HOUSE OF REPRESENTATIVES

WASHINGTON, D.C.

DINA TITUS
MEMBER OF CONGRESS
1ST DISTRICT NEVADA

COMMITTEE ON
TRANSPORTATION &
INFRASTRUCTURE

COMMITTEE ON
FOREIGN AFFAIRS

December 2, 2025

Dear Friends,

As a proud Greek-American legislator and member of the Congressional Hellenic Caucus, it is a pleasure to join you in marking the 36th Greek Economic Summit, the flagship forum of the American-Hellenic Chamber of Commerce. This gathering serves as the premier platform for strategic dialogue on global economic and geopolitical developments. As the international landscape continuously shifts and economic and security threats evolve, you have played a role in cementing Greece as a powerhouse in the Eastern Mediterranean region and beyond.

Greece's economic trajectory in the years following the financial crisis and the pandemic is nothing short of remarkable. Continuously outpacing many of its neighbors, Greece's sustained growth in recent years has led to all major credit ratings agencies returning Greece to an investment-grade sovereign debt credit rating. In fact, GDP growth this year is expected to top 2.3 percent. Not only has Athens implemented vast structural reforms as part of the IMF loan conditions, but it has exceeded expectations by adopting several new laws to reduce unemployment, boost growth, and adopt international best practices, including full digitalization of government services.

I have been particularly encouraged by seeing Greece evolve from a country beset by economic hardship to a regional hub in various sectors, none more strategic than energy. With major investments in natural gas infrastructure, electricity grid interconnections and upgrades, and renewable energy, Greece has quickly become a guarantor of energy security and diversification. The Floating Storage Regassification Unit (FSRU) in Alexandroupoli provides Greece sufficient import capacity to replace nearly 20-25 percent of Russian gas still consumed in southeast and central Europe with US LNG. Similarly, the implementation of the India-Middle East-Europe Corridor (IMEC) will sustain this growth. IMEC also promises to be a boon to US-Greece mutual interests and solidify the Eastern Mediterranean as the strategic link between East and West. The region is emerging as a central hub for energy and infrastructure connecting Europe, the Middle East, and India. By continuing investment in its port infrastructure and rail connectivity, Greece will solidify its status as Europe's gateway under this emerging framework.

While Greece's economic outlook is clearly very positive, I want to warn about the potential for a shrinking tourism economy. As Co-Chair of the Congressional Travel and Tourism Caucus and the Representative for Las Vegas, Nevada, I am keenly aware of the challenges a tourism-driven economy faces when there are shocks. Currently, in light of hefty tariffs President Trump has levied against the world and his rhetoric toward allies, Las Vegas is in the midst of a shrinking tourism sector; fewer people are visiting casinos, eating in restaurants, and attending shows in my district. While UN Tourism remains optimistic about the growth of global tourism through the end of this year, the larger economic picture is hazy, and multiple dynamics threaten the potential of tourism into 2026 and beyond. Greece, another economy that benefits from tourism, should take this into account and plan accordingly. Failing to do so could erase hard-won gains.

As a Senior Member of the House Foreign Affairs Committee, I have been focused on advancing the US-Greece relationship by fostering dialogue, increasing business ties, and creating opportunities for greater collaboration in regional security and energy interconnectedness. The Greek Economic Summit is a prime forum for accomplishing each of these goals. Greece faces unprecedented opportunities, and I stand ready to help seize those for the benefit of our two countries. So, please call on me anytime.

Sincerely,

Dina Titus
Member of Congress

THE INTERVIEW

ON TRACK TO A NEXT-GENERATION IAPR

Since stepping into his role as Governor of Greece's Independent Authority for Public Revenue, George Pitsilis has overseen an ambitious and radical transformation of the country's tax and customs administration, aiming to not only overhaul processes and operations but also fundamentally change the public's attitude toward tax compliance and the very way taxpayers interact with the IAPR. In this interview to *Business Partners* magazine, Pitsilis talks about his vision for the IAPR and discusses the impact of digitalization, the transformational potential of AI, and why people are, ultimately, an organization's most valuable asset.

Over the past years, the Independent Authority for Public Revenue (IAPR) has made remarkable progress toward a fundamental digital transformation and modernization of its systems and processes. What is your vision for a fully transformed IAPR?

A fully transformed, next-generation IAPR, as we envision it, is not a distant dream but the full maturation of our digital transformation. On the tax administration side, we are essentially talking about the implementation of the OECD's Tax Administration 3.0 model, where "tax just happens." At the core of this next phase is the utilization of the enormous volume of information we manage. This is where artificial intelligence and advanced analytical tools come in to help us detect complex forms of fraud in real time. This allows us to allocate our auditing resources in an extremely targeted way, based on algorithmic risk analysis. At the same time, the automation of even more complex procedures, such as mass data cross-referencing, is critical. In this way, we save valuable time, both for our employees and, crucially, for taxpayers, whether individuals or businesses. The digital recording of transactions and real-time information updates is, of course, an axis that is continuously strengthened.

An equally important goal is the completion of our organizational transformation. We want to move to a "one service, one system, one responsibility" model, meaning a tax authority that does not restrict and is not restricted by geographical limitations.

Finally, our next major challenge is the transition to a next-generation customs administration, based on organizational and digital transformation.



When the business community adopts and promotes high ethical and compliance standards, it sets the right example for the whole of society

In the ongoing war on tax evasion, challenges are ever present, and tax evaders are constantly developing new tools and methods to bypass control mechanisms. A particularly significant challenge in today's economic environment is the emergence and rapid growth of new forms of wealth creation, such as cryptocurrencies, NFTs, and other digital assets. The nature of these assets and transactions necessitates the enhancement of our auditing capabilities. The IAPR is already prepared to address these new phenomena, with a continuous commitment to the development and upgrading of digital and analytical control tools, ensuring that our mechanisms remain strong and effective against every new form of tax evasion.

Beyond digital capabilities, trust and a culture of voluntary compliance are also essential to ensuring a fair and efficient tax system. What is the IAPR doing to enhance transparency and boost taxpayer confidence?

Technology is not an end in itself but a catalyst for rebuilding our relationship with society upon a foundation of trust. We are utilizing technology to create a tax administration that is not just smarter but also fairer, more efficient, and more human. In this context, our efforts to enhance voluntary compliance focus on two central axes: on simplification and digitalization of procedures and on justice and protection.

Technology is not an end in itself but a catalyst for rebuilding our relationship with society upon a foundation of trust

When procedures are simple, digital, and do not require the taxpayer's physical presence, taxpayers' relationships with the administration automatically become more positive and transparent. That is why we invest in systems that allow taxpayers to easily find out what they must pay and why, without bureaucracy. Immediacy and simplicity are the most powerful tools for reinforcing trust.

Simultaneously, we promote transparency in the design and implementation of our systems. For example, in our AI systems, we incorporate control over the algorithmic decision and the explanation

of results, reducing the black box phenomenon and significantly enhancing the sense of justice.

What steps is the IAPR taking to cultivate a stronger sense of tax responsibility, particularly among the younger generations and small businesses?

Developing a new tax culture is a longterm commitment that requires systematic effort. Fundamentally, it's a change in mindset. We seek to achieve this by continuously informing and familiarizing the public, so that individuals as well as businesses fully understand the procedures, reforms, and benefits of tax compliance.

Naturally, each audience requires a different approach. For the younger generations, who are digital natives, the approach is through technology. We are creating digital tools that make their lives easy, such as pre-filled forms

THE INTERVIEW

and digital services. The easier compliance is, the more self-evident it becomes.

For small businesses, the key is simplification. Tools such as myDATA, which automates their accounting monitoring, and myAADEapp, which allows for the immediate issuance of documents from a mobile phone, reduce the administrative burden. This promotes a mindset of shared contribution, as they feel that the system is working with them rather than against them.

At the same time, we are stepping up our public outreach efforts through social media, actions in schools, chambers of commerce, and professional associations across Greece. We want the public to get to know us, and we want to have the opportunity to engage in dialogue with them, to listen to their needs and concerns, and of course, to receive the relevant feedback. This isn't just about getting our message across but also about letting people know that we are here to support them.

Big data and AI are changing how state agencies, including the IAPR, operate. How does this apply to tax and customs services?

Our AI expertise is something we are building day by day. Currently, we are integrating AI into three core functions: fraud and smuggling detection, data management and analysis (business intelligence and data analytics), and customer service and support.

We have established an operations room, which enables the real-time coordination of field audits, leveraging information to counter complex smuggling activities. We have also developed an input-output management information system that combines data from fuel station systems with our own to detect fuel non-compliance and fraud schemes. Meanwhile, we use machine-learning models, profiling techniques, and behavioral pattern recognition to predict tax violations.

Regarding data utilization, we apply big data mining and analysis methods to extract actionable insights that inform our strategic decisions. It's worth noting that the new Taxis system will integrate AI and data mining tools across all IAPR information systems.

Finally, in the area of customer service, we are developing chatbots utilizing large language models (LLMs), which will be able to answer questions and provide personalized guidance to citizens.

Cooperation with organizations such as AmCham Greece ensures that our reforms are sustainable and based on a shared understanding of the economy's needs

In what ways is the IAPR working to ensure that, despite increasing automation, innovation within the organization remains human-centered?

The adoption of AI is not just a technological evolution; it is primarily a change in mindset. It liberates our employees from time-consuming and repetitive tasks, allowing them to focus on issues that require human judgment and strategic thinking. Our people are our most valuable asset, and that's why we invest in their education and the acquisition and development of new and important skills, such


as critical thinking and problemsolving. Furthermore, human supervision and human intervention at critical stages ensure that innovation maintains fairness and accessibility for everyone, preventing AI models from being swayed by potentially biased data. Within this framework, we are also launching new initiatives, such as the IAPR's upcoming AI Lab, which will form the core for the development of our new tools.

Organizations such as AmCham Greece play an important role in facilitating dialogue between the public and private sectors. How do you believe business associations like AmCham Greece can contribute to shaping a fair tax mentality and a constructive public debate on fiscal responsibility and reform?

Business associations such as the American-Hellenic Chamber of Commerce play a vital and multifaceted role, serving

as a bridge between the public and private sectors. They provide us with valuable feedback on the impact of reforms on the real economy, allowing us to adjust our policies to be effective and business-friendly.

Through their various initiatives, they can actively contribute to cultivating a fair tax mentality and promoting voluntary compliance in the market. When the business community adopts and promotes high ethical and compliance standards, it sets the right example for the whole of society.

Furthermore, their contribution to shaping a constructive public debate on fiscal responsibility and reform is invaluable. Cooperation with organizations such as AmCham Greece ensures that our reforms are sustainable and based on a shared understanding of the economy's needs. After all, we actively participate in international reflection groups, such as the EU High-Level Reflection Group, and the international recognition of our work confirms that we are on the right track. 



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THOUGHT LEADERS

BEYOND COMPLIANCE

LEVERAGING TAX POLICY FOR GROWTH, FAIRNESS,
AND SUSTAINABLE TRANSFORMATION

By Alexandra Loli, Ph.D.

With global and national economies navigating a tumultuous environment of constant change, taxation is increasingly recognized not only as a critical pillar of fiscal stability but also as a key instrument for promoting economic growth, fairness, and transformation. Beyond its fiscal dimension, tax policy today is a powerful lever driving competitiveness, social trust, and sustainable development, yet it too must adapt to technological advances, new business realities, and evolving societal expectations.

Held in November 2025, AmCham Greece's 21st Athens Tax Forum saw leading policymakers, business executives, academics, and tax professionals exchange views on the future of taxation in Greece and beyond. With a focus on transparency, digital transformation, and responsible growth, the Forum reaffirmed its role as the country's foremost platform for constructive dialogue and forward-looking fiscal thinking.

In this issue's special Thought Leaders feature, we bring together key voices from the 2025 Athens Tax Forum, sharing insights that capture the essence of the discussions, the challenges ahead, and the shared ambition to shape a tax environment that empowers businesses, serves citizens, and sustains longterm prosperity.





THOUGHT LEADERS



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

that promotes growth, competitiveness, and innovation alongside fairness, transparency, and resilience.

Since its launch in 2004, the Athens Tax Forum has established itself as one of Greece's foremost events in taxation, a strategic platform for thought leaders, policymakers, and business executives to converge, engage in meaningful dialogue, and shape the future of taxation in Greece and beyond. Through this collective effort, the American-Hellenic Chamber of Commerce strives to contribute to a stable and responsive tax environment



Ioannis Stavropoulos
Chair, Taxation Committee, American-Hellenic Chamber of Commerce

engaging discussions, and exchange of insights and ideas at this annual landmark gathering.

Year after year, AmCham Greece's Athens Tax Forum takes the lead in addressing current and upcoming developments and challenges in the fields of taxation, fiscal policy, and customs. This year, it is held under the auspices of the Independent Authority for Public Revenue, a testament to its standing as a widely respected and influential platform of outstanding reputation. We were delighted to welcome once again an impressive lineup of speakers and participants who enjoyed the rich agenda, engaging discussions, and exchange of insights and ideas at this annual landmark gathering.

Resilient and Future-Ready



Effie Adamidou
Partner, Head of Tax and Legal, KPMG in Greece

In a world where global tax policy is rapidly evolving as a result of geopolitical instability, increasingly complex regulations, and accelerating digital transformation, businesses must modernize their tax functions in order to remain compliant, mitigate risks, and optimize outcomes. Enhancing data capabilities and reassessing supply chains are key steps toward building a resilient and future-ready tax strategy.

Purpose Aligned With Policy



Ioanna Barmpa
Tax Counsel, Kyriakides Georgopoulos Law Firm

The new tax Law 5162/2024 on corporate transformations marks a pivotal moment for business reinvention, serving as both a catalyst and a guide for change. More than fiscal tools, these measures are strategic enablers designed to accelerate sustainable growth, promote ESG integration, and reward responsible innovation. Yet, as companies embrace these opportunities, they must navigate a complex landscape of anti-tax avoidance rules, ensuring that transformation strategies remain compliant, transparent, and value-driven. True leadership lies in aligning purpose with policy, leveraging tax incentives responsibly to generate lasting impact.

Revolutionized Tax Functions



Elina Chronopoulou
Partner, International
Tax Services, EY
Greece

Technology and globalization are revolutionizing the tax function, enabling real-time data analysis, enhanced compliance, and smarter strategic decisionmaking. As the profession evolves and the role of tax departments is being reshaped, embracing these changes empowers tax professionals to effectively navigate complexities, boost efficiency, and deliver greater value in a rapidly changing global landscape.

Effective Judicial Protection



Dimitris Karavas
Partner, Dryllerakis
Law Firm

The preliminary reference mechanism under Article 267 TFEU is a constitutional cornerstone of the EU's legal order, ensuring uniform interpretation and effective judicial protection. Yet Greece, despite its exceptionally high volume of litigation, remains among the Member States with the fewest preliminary references, particularly in the sensitive areas of tax and customs law. This persistent reluctance may not only raise concerns about proper application but could also amount to a breach of both EU law and the European Convention on Human Rights.

Thoughtful Taxation and Regulation



Iakovos Kargarotos
Vice Chairman,
Papastratos

In the face of current uncertainties, the choices we make today will shape the economic and social landscape for years to come. Pragmatic policies can foster innovation, attract investment, and drive inclusive growth, while simultaneously addressing critical social challenges. Thoughtful taxation and regulation are key to balancing competitiveness with social responsibility and to advancing broader public health and societal goals.

Equitable and Accessible Justice



Evgenia Kousteni
Partner, Stavropoulos
and Partners Law
Office

A shift away from rigid procedural formalism in administrative jurisprudence is essential to uphold the right to a fair trial. Emphasizing substantive justice over procedural technicalities ensures that legal processes serve their fundamental purpose: the effective protection of individual rights. This approach aligns national administrative practices with broader human rights standards, fostering a more equitable and accessible justice system.

THOUGHT LEADERS

Evolving Roles for Finance Divisions



Konstantinos Motsakos
Partner, Finance
Operate Leader,
Deloitte

As financial landscapes shift and disruption becomes the norm, the role of CFOs is becoming increasingly vital. Beyond traditional financial oversight and managing performance, CFOs now drive strategy, foster innovation, and build organizational resilience. The role of finance divisions within Greek companies is evolving with new priorities, opportunities, and hurdles that must be navigated. The next frontier: turning technology into a powerful engine for strategic impact and growth.

Accountability and Purpose



Jenny Panou
Tax Partner – Head of
Tax, Grant Thornton

Sustainability begins with responsibility, and tax plays a pivotal role in advancing this principle. A well-designed and responsible tax strategy goes beyond compliance, ensuring transparency, fairness, and longterm value creation. By embedding tax considerations within the broader ESG framework, organizations can strengthen stakeholder trust, align financial practices with societal expectations, and drive sustainable growth in a business environment in which accountability and purpose matter more than ever.

Strong State-Taxpayer Relations



Dimitrios Panozachos
CEO, Orthologismos

The digitalization of the tax system, in partnership with businesses—as exemplified by MyData—strengthens relations between taxpayers and the state and helps curb tax evasion. In contrast, outsourcing business financial data to private entities instead of investing in building the necessary public infrastructure (such as B2B e-invoicing) undermines modern principles of governance and proves ineffective in combating tax evasion.

External Expertise as Competitive Advantage



Dimitris Petkovits
Partner – Tax
Director, Accounting
Solutions

Outsourcing accounting, tax, and reporting functions is a strategic decision that extends beyond operational convenience. By entrusting these critical and complex functions to specialized professionals, companies gain security, accuracy, and regulatory compliance, allowing leadership to focus on core business activities, strategic growth, and value creation. This approach not only mitigates risk but also leverages external expertise to enhance decisionmaking and organizational efficiency.

A Trusted and Reliable Tax Authority



George Pitsillis
Governor,
Independent
Authority for Public
Revenue

The Independent Authority for Public Revenue (IAPR) remains firmly committed to a people-centered digital transition, in which technology serves as a catalyst for greater fairness, transparency, and accountability. Achieving the right balance between justice and performance is essential for a tax administration that is committed to being efficient, trustworthy, and truly inclusive.

Expertise and Experience



Sakis Tzigkos
Managing Partner,
Tzigkos Accounting
and Tax Firm

Quality accounting, tax, and advisory services play a critical role in supporting the sustainable growth of businesses and organizations. Dedicated firms offer experience and expertise and can provide reliable, tailored solutions to businesses and organizations across diverse sectors, from industry and shipping to real estate and investments, ensuring regulatory compliance whilst also enabling informed decisionmaking and

longterm value creation.

Ever-Evolving Business Strategies



Vassilis Vizas
Tax and Legal
Services Leader,
PwC Greece

As focus shifts, at least in part, from combating international tax avoidance and climate change to boosting competitiveness and addressing fiscal pressures in major economies—and indeed against a background of heightened geopolitical instability—one thing remains certain: The future will demand reliable data collection and a continuous feedback loop to support an ever-evolving business strategy.

Modernized Customs Regulations



Eva Yotakou
Senior Associate,
Zepos & Yannopoulos

Reforming the customs framework transforms how businesses interact with trade regulations, fostering greater compliance and operational efficiency. A modernized system supports competitiveness and ensures coherence with the European Union's trade and environmental objectives, reflecting the strategic role of customs in sustainable economic development.

ATHENS TAX FORUM

Changing Gears

Tax Policy at a Turning Point

ATF 2025 Hall Overview



In a rapidly changing and increasingly complex world, taxation is emerging as an invaluable tool for promoting not only stability and economic development but also social equity, sustainability, and resilience. The key? A reformed, modernized, digitalized, and stabilized tax system paired with enhanced tax incentives for investments and innovation, updated tax legislation with correctly incorporated EU regulations and directives, and a forward-looking approach that embraces technological advances and integrates longterm goals into tax policy.



Ioannis Stavropoulos, Kyriakos Pierrakakis, John D. Saracakis



Ioannis Stavropoulos, Iakovos Kargarotos, George Pagoulatos, Nikos Vettas

On November 3, 2025, the American-Hellenic Chamber of Commerce convened its 21st Athens Tax Forum bringing together senior members of government, top policymakers, business leaders, and industry experts from Greece and beyond for a day of knowledge sharing and high-level dialogue. Having achieved an impressive recovery in the face of mounting challenges, Greece today stands at a critical junction, called to make decisions that will define its future trajectory for years to come. With numerous successful reforms already under its belt, the country must now continue to push forward with targeted tax reforms and policy interventions. The goal? To transform taxation in

Chamber of Commerce convened its 21st annual Athens Tax Forum under the theme “Changing Gears: Tax Policy at a Turning Point,” inviting a host of distinguished speakers to add their voices to crucial discussions on key issues in taxation today. Held on November 3, 2025, at the Megaron, the Athens Concert Hall, Athens Tax Forum 2025 marked the first time that the forum was held under the auspices of the Independent Authority for Public Revenue (IAPR) and the Ministry of Economy and Finance, granted in recognition of the forum’s invaluable contribution to shaping a constructive public debate on fiscal responsibility and tax reform.

Organized by the Chamber’s Taxation

Committee, Athens Tax Forum 2025 lived up to its deserved reputation as a leading platform for government officials, policymakers, experts, and thought leaders from across the board to come together to share their insights, reflect on key trends and developments, and explore ways to contribute to a fair, stable, and predictable tax environment in Greece.

The forum kicked off with opening remarks by Elias Spirtounias, Executive Director of AmCham Greece, and a welcome address by Chamber President John D. Saracakis, who underlined the need for a tax system that promotes entrepreneurship and attracts investments, but also for tax policy that incorporates green

“Greece continues to attract growing investment interest from the United States across key sectors such as energy and infrastructure. We want to see more investments, and to this end, we are building on fiscal stability.”

- Kyriakos Pierrakakis, Minister of Economy and Finance

Greece, shaping a stable, fair, and competitive tax environment that supports business development, attracts investments, enhances taxpayer confidence, and promotes sustainable growth and economic resilience.

With this in mind, the American-Hellenic

Elias Spirtounias, George Pitsilis



ATHENS TAX FORUM

“Interest in striking bilateral agreements with Greece demonstrates that our country is recognized as an investment destination, due both to its geostrategic location and to the steps Greece has taken toward stability and tax compliance.”

- Chryssa Miliou, General Secretary of Tax Policy, Ministry of Economy and Finance

development and digital transition goals. The panel discussions that followed saw speakers explore a number of important topics including: how AI and digitalization are transforming tax operations, the evolving role of CFOs, the relationship between tax function and business strategy, the impact of taxes and tariffs in shaping a new global era, the role of tax strategy at the core of ESG, how technology and globalization are reshaping the profession, key changes toward modernizing the national customs code, current tax law reforms and their implications, and the contribution of the European Court of Human Rights to judicial protection.

The forum also included a series of one-on-one talks: on tax reform priorities, featuring Deputy Minister of Economy and Finance George Kotsiras; on transforming the IAPR for the modern era, featuring George Pitsilis, Governor of the IAPR; on how the EU is navigating global tax and regulatory shifts in an increasingly volatile landscape, featuring Vinod Kalloe, KPMG Tax Policy

Leader for EMEA; on the evolving role of tax functions, featuring Chryssa Miliou, General Secretary of Tax Policy at the Ministry of Economy and Finance; on the digital transformation of the tax system, featuring Dimitrios Panozachos, CEO of Orthologismos; and on the impact of the One Big Beautiful Bill Act, featuring Watson M. McLeish, Senior Vice President for Tax Policy at the United States Chamber of Commerce.

The 21st Athens Tax Forum's proceedings concluded with a highly engaging discussion on fiscal policy featuring Minister of Economy and Finance Kyriakos Pierrakakis and AmCham Greece President John D. Saracakis, conferring with Ioannis Stavropoulos, Chair of the Chamber's Taxation Committee. During the discussion, Minister Pierrakakis talked about tax reforms as a driver for growth, outlining key benefits of changes to the tax system for taxpayers and businesses and stressing the need to change mindsets as well as processes. Pointing out that Greece is in the process of transforming its economic

model, Pierrakakis said that Greece now “checks all the boxes” and is poised to move forward and upward, while he also spoke about the geoeconomic benefits of the country's geopolitical advantage and pointed out that Greece remains an attractive investment destination for the United States. Following the discussion, the forum closed with a cocktail reception for participants and attendees.

A full video of the event, as well as photos, speaker bios, and a detailed agenda are available at amcham.gr/events/event/21st-athens-tax-forum/. 📺

Athens Tax Forum 2025

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Ioannis Stavropoulos, George Kotsiras



RIDE THE WAVE



REAL ESTATE

Επενδύσεις κύρους και απόδοσης

Η Δικηγορική μας εταιρεία εξειδικεύεται στο Real Estate και προσφέρει ολοκληρωμένες νομικές υπηρεσίες σε Έλληνες και διεθνείς επενδυτές. Παρέχουμε πλήρη νομική καθοδήγηση σε όλα τα στάδια της επενδυτικής διαδικασίας. Στόχος μας είναι η ασφαλής και ομαλή ολοκλήρωση κάθε επένδυσης.

RESTRUCTURING SPECIALISTS

Αναδιάρθρωση εταιρικών & προσωπικών υποχρεώσεων

Ήμασταν η πρώτη Δικηγορική εταιρεία στην Ελλάδα που επικύρωσε επιτυχώς συμφωνία εξυγίανσης, δημιουργώντας προηγούμενο για μελλοντικές υποθέσεις. Παρέχουμε ρεαλιστικές, στοχευμένες και αποτελεσματικές λύσεις αναδιάρθρωσης. Εξασφαλίζουμε ισορροπία και βιώσιμη συνέχεια τόσο για την επιχείρηση όσο και για τους πιστωτές.



GOLDEN VISA

Ολοκληρωμένη νομική καθοδήγηση στην άδεια παραμονής επενδυτών

Οι εξειδικευμένοι δικηγόροι μας στέκονται δίπλα σας σε κάθε στάδιο της διαδικασίας για την απόκτηση άδειας διαμονής μέσω επένδυσης. Με συνέπεια και επαγγελματισμό διασφαλίζουμε μια ομαλή, ασφαλή και απόλυτα καθοδηγούμενη διαδικασία, ώστε η επένδυσή σας να μετατραπεί σε μια ισχυρή και μόνιμη βάση εγκατάστασης στην Ελλάδα.



ΣΩΤΗΡΙΑΔΗΣ
ΛΙΔΩΡΙΚΗΣ
& ΣΥΝΕΡΓΑΤΕΣ

ΕΤΑΙΡΙΑ
ΔΙΚΗΓΟΡΩΝ

HERITAGE AND INNOVATION



America's Timekeepers

How William Bond's Marine Chronometers Guided a New World

From the late 18th century, as ships sailed across vast oceans in pursuit of exploration and trade, the difference between safety and disaster often depended on a few seconds of time. Determining a ship's longitude required knowing the precise time at a fixed point—usually Greenwich, England—and comparing it with local time at sea. The device that made this possible was the marine chronometer, a masterpiece of mechanical precision that turned time itself into a navigational instrument. Among the makers who mastered this delicate art, one American name stood out: William Bond & Son of Boston. Their chronometers were not just instruments; they were emblems of a young nation's growing command of science, engineering, and global reach, and their steady ticking signaled both craftsmanship and confidence, the essence of America's emerging technological identity.

Craftsmanship and Curiosity

The story began in 1807, when English-born William Bond opened a small shop in Boston, establishing himself as a watch- and clockmaker. At a time when precision timekeeping was dominated by British makers, Bond's ambitions were remarkable. He soon partnered with his son, William Cranch Bond, an equally gifted craftsman whose interests extended into astronomy and physics, and soon their partnership gave the company its enduring name: William Bond & Son. Their chronometers, regulators, and astronomical clocks were built with extraordinary attention to accuracy. Many of their marine chronometers incorporated fine English movements—by



By Alexandra Lori,
Ph.D.

Earnshaw, Frodsham, or Barraud—finished, adjusted, and tested by the Bonds in Boston. What distinguished their work, however, was not imitation but interpretation: a distinctive American insistence on practical reliability and empirical verification.

That same philosophy guided William Cranch Bond's later career as the first director of the Harvard College Observatory, where precision timekeeping

became the foundation for astronomical observation. There, the Bond family helped pioneer one of America's earliest electrical time distribution systems, synchronizing clocks through telegraphic signals—an innovation that foreshadowed today's networked timekeeping.

Instruments of Navigation, Symbols of Trust

At sea, a Bond chronometer represented far more than a technical device. Enclosed in its gimballed brass case and mahogany box, it was an object of near-reverence. Captains relied on it to calculate their position, chart routes, and survive storms or fog. Every day, the officer of the watch wound it at precisely the same hour, ensuring continuity and care. To fail in its maintenance was unthinkable: A chronometer's reliability was synonymous with the crew's safety. William Bond & Son supplied chronometers to US Navy vessels, private shipping lines, and even scientific expeditions. Indeed, one of their instruments accompanied the United States Exploring Expedition of 1838-1842, contributing to early American efforts in hydrographic mapping. The chronometer thus became a quiet participant in the expansion of both commerce and knowledge, a companion to the compass, sextant, and chart in defining the contours of a new world.

The Bond Legacy

The Bonds' achievement lay not only in their mechanical skill but in their understanding of time as an infrastructure of progress. They bridged the craft era of horology with the scientific age of standardization, laying the groundwork for a



William Bond & Son marine chronometer in box, c. 1870 – National Museum of American History, Smithsonian Institution

culture of precision that would later define American manufacturing, railroads, and communications.

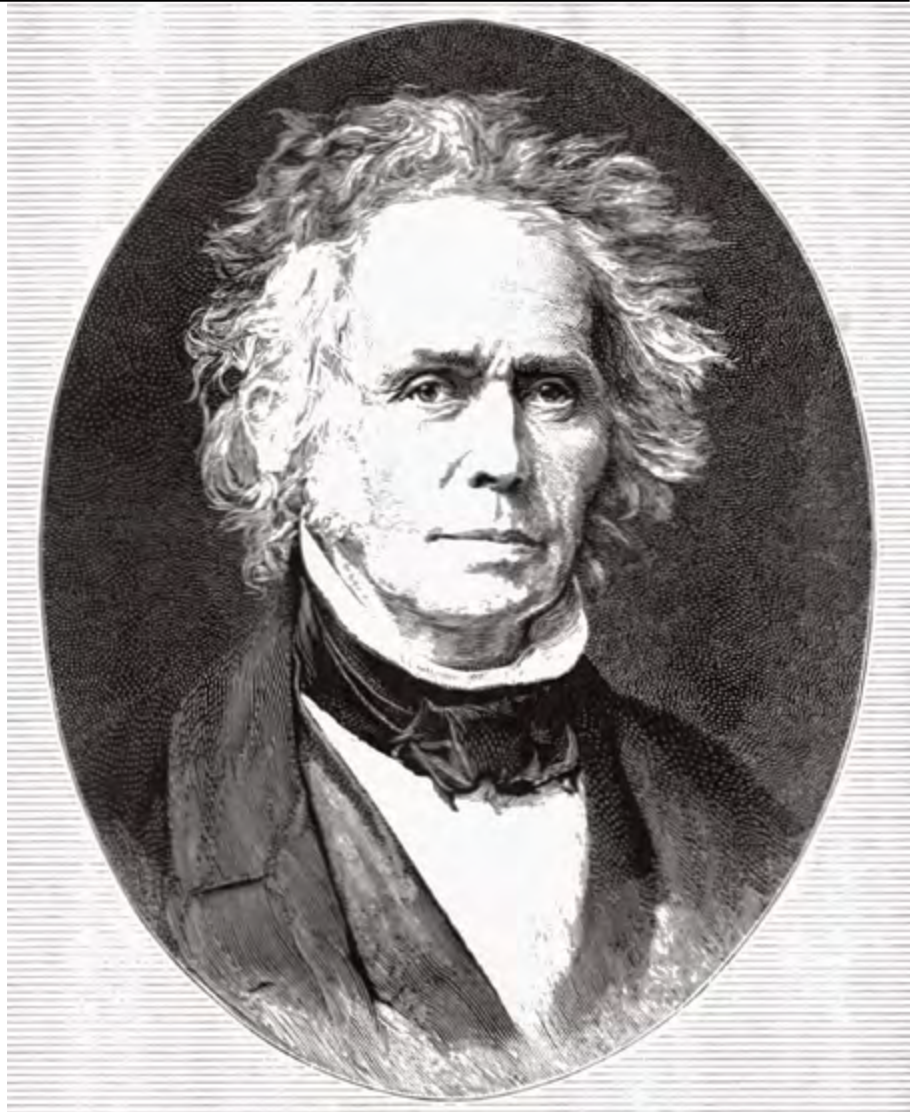
Over the decades, as the firm evolved into William Bond & Sons and later William Bond & Co., their instruments found places not just on ships but in observatories, banks, and government institutions, where the accurate measurement of time underpinned trade, finance, and coordination. The Bond name became a benchmark for integrity: If a clock bore that inscription, it could be trusted.

This legacy extended into new domains. The synchronization of clocks across cities enabled railway timetables and telegraph networks. The precision culture pioneered by chronometer makers informed the industrial systems that would later define the American century. Every tick of a Bond chronometer was, in a sense, a rehearsal for the synchronized hum of modern infrastructure.

Precision and Innovation: A Timeless Equation

The marine chronometer's purpose—to maintain unwavering accuracy in motion, amid salt air and shifting seas—embodies the same challenge that innovators face today: how to achieve stability within change. Whether in global logistics, digital communications, or data synchronization, the principles remain remarkably consistent.

Modern technologies such as GPS navigation and atomic clocks carry forward the chronometer's legacy on a new scale. Satellites orbiting Earth now provide the same essential function once performed by Bond's brass instruments—linking location to time with unerring precision. The transition from mechanical to digital timekeeping has altered the medium, but not the mission: the relentless pursuit of accuracy as a foundation of trust. In that sense, the Bond chronometer is not merely an antique. It is a reminder that innovation, at its best, is both measured and meaningful. The chronometer's beauty lies in its



William Cranch Bond, 1789-1859

Innovation, at its best, is both measured and meaningful

balance—between art and science, movement and control, exploration and certainty. These same balances define the ethos of modern enterprise: the ability to navigate uncertainty through disciplined precision.

A Living Heritage

Today, a few William Bond chronometers survive in museums and private collections, their brass still gleaming, their escapements still capable of beating with remarkable accuracy. They stand as artifacts of an age when craftsmanship, curiosity, and courage converged to shape the modern world.

For America, they symbolize something

enduring: the belief that progress requires both imagination and exactness and that innovation is not only about invention but about refinement. The Bonds were not just watchmakers; they were architects of time itself, translating the rhythm of a pendulum into the cadence of a nation's advance.

As we navigate the complexities of the 21st century, from global supply chains to space exploration, the story of William Bond & Son reminds us that every era's frontier begins with a simple question: What time is it?

And in answering it with precision, humanity charts its course forward once again. 🕒



MEDICHROM S.A. INTERNATIONAL

PHARMACEUTICAL CHEMICAL INDUSTRIES

GROUP OF COMPANIES

THE PHARMACEUTICAL INNOVATIVE INDUSTRY IN GREECE

WHICH IS MEDICHROM

The pharmaceutical industry MEDICHROM has been active in the medicine market for more than 50 years (1974), with constant and successful presence of its pharmaceutical patent medicines on the Greek and the foreign market. The Departments of Production, Finance, Legal Affairs, Commerce and Storage are accommodated in the company owned building of 8,000 m² in a site of 20,000 m².

WHAT GIVES THE COMPANY ITS ADVANTAGE?

The National Organization of Medicines in Greece has provided MEDICHROM with a license of manufacturing pharmaceutical products with original compositions, patented and with clinical trials demonstrating safety in use and excellent results for human use.

Products of the highest quality are manufactured and packaged, in the production units of the Pharmaceutical Industry MEDICHROM, according to the international standards of Good Manufacturing Practice (GMP). The National Organization of Medicines regularly checks all the Production units, Quality Control Department and storage units according to the EMEA requirements.

MEDICHROM S.A. is a Greek Pharmaceutical Research and Development Industry. Our goal is to create innovative products in the field of Pharmaceutical Cosmetic - Herbal products along with Food Supplements.

R & D Department of the company is working on the development of new generic pharmaceuticals, in order to produce new products and Facon in accordance with our clients' demands in Greece and in abroad.

WHICH IS THE BUSINESS ACTIVITY

The basic sector of MEDICHROM business activity is manufacturing Pharmaceutical Patent Medicines, in various forms (solid dosage forms as tablets and capsules, liquid dosage forms as syrups and oral solutions, powder for liquid formulations, gels, creams and ointments), distinguished in their categories, (antibiotics, anti-fungal, anti-inflammatory, analgesic, antipyretic, anxiolytic, antibacterial, anti-viral, bronchodilator, ant lipidic, aantitussive, cholinesterase inhibitors, treatment of psoriasis, acne, sun damaged skin etc.).

WHAT IS THE KEY TO KEEPING UP WITH MARKET TRENDS AND ALWAYS STAYING ONE STEP AHEAD?

The company got ahead by adopting a new business model. It is always an asset to have a flexible approach.

The last 15 years, MEDICHROM S.A. began to enter into the field of Nutritional supplements and Botanical Products with the aim of creating organic products, which strengthen and enhance the human body, distinguished in the following categories:

- FARMELLAS INTERNATIONAL MON. IKE
- FARMELLAS ENTERPRISES LTD CYPRUS
- MEDICHROM S.A. INTERNATIONAL
- MEDICHROM S.A.
- FARMACHROM S.A.
- RALDEX ENTERPRISES LTD CYPRUS
- MTF HOLDINGS LTD CYPRUS
- ASSOSFARMA CYPRUS
- FARMIN BUSINESS MON. IKE
- GEFA BROKERS CORPORATION MON. IKE
- FORMOZA DEVELOPMENT MON. IKE



INNOVATION



HIGH QUALITY PHARMACEUTICAL PRODUCTS



IMPROVING LIFE WITH THE POWER OF NATURE

AMCHAMS AROUND THE WORLD

Shared Perspectives on Advancing Transatlantic Relations

The ACE 2025 Best Practice Sharing Conference

AmCham representatives from across Europe and Eurasia came together in the historic city of Kotor in Montenegro for three days of engaging and forward-thinking dialogue on the critical issues shaping the future of business and investment, sharing insights, fostering collaboration, and exploring the evolving role of American Chambers of Commerce in today's global economy.

On October 8-10, 2025, the American Chamber of Commerce in Montenegro proudly hosted this year's AmChams in Europe (ACE) Best Practice Sharing Conference (BPSC), inviting AmCham representatives from across the continent to engage in spirited discussions, exchange ideas, and share best practices aimed at shaping the future of the AmChams in Europe network.

A total of 54 AmCham representatives from 29 countries in Europe and Eurasia came together in the breathtaking historic city of Kotor, on the Adriatic Sea, to promote cross-border partnerships and highlight the vital role of the transatlantic economy. With a focus on knowledge sharing, collaboration, and thought leadership, the event provided a dynamic platform for discussion of pivotal business issues, while delegates also took part in high-level meetings with local business and government leaders and enjoyed networking opportunities and local experiences.

Operational Excellence and Strategic Collaboration

The conference's opening day kicked off with the Executive Committee Brunch

and Meeting and the official Conference Welcome, followed by a brainstorming segment focused on ACE's strategy for 2026-2030 and on the operational effectiveness of AmChams. Titled "Transatlantic Impact Group – Key Topics for 2026 and the Future of AmChams – National Perspectives," the segment saw participants working in two groups, one focusing on ACE strategy and the other on communication, membership and advocacy.

Guiding questions encouraged the exchange of practical solutions and success stories, and each round concluded with a reflection on key takeaways to foster shared learning among participants.

The day ended with an exclusive gala dinner, a highlight of ACE 2025 BPSC, that underscored Montenegro's commitment to its EU accession goal, with hosts Sanja Čalasan, President of AmCham Montenegro, and Marko Miročević, Executive Director of AmCham Montenegro, reaffirming the Chamber's dedication to supporting Montenegro's European path. The event further featured a fireside chat between Ajša Vodnik, Chair of AmChams in Europe and CEO of AmCham Slovenia, and guest of honor Nik Gjeloshaj, Deputy Prime Minister for Economic Policy and Minister of Economic Development

ACE BPSC 2025 Group photo





ACE Board Meeting



Creative Network Awards

of Montenegro. The discussion emphasized the value of such gatherings in strengthening transatlantic cooperation and promoting a shared European vision for prosperity and growth.

Benchmark and Insights

Day two of the conference centered on this year's Benchmark Survey, featuring a presentation of the survey's findings followed by vivid discussions. Participants gained valuable insights and had the opportunity to evaluate individual and collective performance across the AmChams in Europe network. This was followed by breakout sessions that examined key topics such as digital transformation, European competitiveness, and synergies among AmChams. The sessions were expertly facilitated by members of the ACE Executive Committee Daniel Andrich, Peter Dahlen, Mila Malairau, and Asli Özelli, as well as ACE Chair Ajša Vodnik and Vice Chair Elias Spirtounias, Executive Director of AmCham Greece.

In the afternoon, delegates were warmly

received by Vladimir Jokić, Mayor of Kotor, whose hospitality and remarks further highlighted the city's growing importance as a destination for international collaboration and investment. The rest of the day was dedicated to local experiences and exploring the Bay of Kotor, with visits to key sites in Kotor and Perast as well as to Porto Montenegro in Tivat.

Leadership and Innovation

The conference's third and final day brought together the CEOs of member AmChams for the annual ACE Board of Directors Meeting and further featured this year's Creative Network Awards, an annual celebration of top creative efforts and innovative initiatives by member AmChams under the #MadeByACE initiative. Presentations and voting were followed by an awards ceremony during which AmCham Slovenia was declared the winner for 2025, winning first place for its long-running AmCham YOUNg Platform that empowers

young Slovenians to define and pursue their professional aspirations. The competition's runners up were AmCham Armenia and AmCham Slovakia. The day further featured a guided tour of the Luštica Bay project as well as networking opportunities.

AmCham Greece at ACE 2025 BPSC

The American-Hellenic Chamber of Commerce was represented at the conference by Executive Director Elias Spirtounias as well as team members Sofia Chaidogiannou and Frosso Paneta, Executive Officers, and Katerina Tzagaroulaki, Senior Executive Officer. The AmCham Greece delegation actively participated in the conference's meetings, sessions, and networking opportunities, and in the local cultural experiences organized as part of ACE 2025 BPSC, meaningfully contributing to the strategic dialogue and to strengthening the collaborative spirit within the ACE network.

The AmChams in Europe 2025 Best Practice Sharing Conference in Montenegro reaffirmed the strength of the AmCham community—one that drives a shared agenda from policy to advocacy, from innovation to partnership, and, indeed, from collaboration to celebration under the Adriatic stars.

AmCham Greece, AmChams in Europe, and all participants expressed their heartfelt appreciation to AmCham Montenegro for their hospitality and their exceptional organization of this year's conference. 🇬🇷

About AmChams in Europe

Founded in 1963, AmChams in Europe (ACE) brings together 49 American Chambers of Commerce from 47 countries in Europe and Eurasia.

Within Europe, ACE supports the interests of more than 17,000 American and European companies, which collectively employ over 20 million people and contribute more than \$1.1 trillion in investment on both sides of the Atlantic. As the bilateral voice of American and European businesses, AmChams in Europe represents the collective interests of its members in fostering business, investment, and policy dialogue and passionately communicates the transatlantic economy's vital role in Europe and the United States.

PEOPLE AND PLANET



Rescue, Rehabilitate, Protect

From urban expansion and pollution to habitat destruction and the devastating impact of the climate crisis, not least the increasing frequency and intensity of wildfires, Greece's rich natural heritage is under threat. Addressing these challenges and safeguarding the country's environment and biodiversity requires commitment, expertise, and collaboration across society. Here, Business Partners reached out to Maria Ganoti, Founder and Director of Anima – Hellenic Wildlife Care Association, one of the nonprofits at the heart of this effort, to learn more about Anima's wildlife rescue and rehabilitation work, the evolving challenges of wildlife conservation, and how individuals and businesses can contribute to protecting Greece's rich biodiversity.

Anima is among a handful of organizations leading wildlife rescue and rehabilitation efforts in Greece. Tell us a little about the scale of your work and how this has changed over the years.

Anima marked its 20th anniversary in 2025, and just between May and July this year, we received and cared for 6,163 wild animals. Admissions have surged dramatically over the past four years, forcing us to expand on every level—more space, more enclosures, more caretakers. A permanent wildlife veterinarian has joined our team, and we are now seeking resources to add a second one.

Our work in biodiversity conservation is essential for both human survival and mental health

Extreme heatwave and wildfire seasons in recent years have resulted in greater numbers of wild animals in need of rescue, treatment, and rehabilitation. How has Anima adapted its rescue protocols to deal with wildfire emergencies?

Heatwaves are now starting earlier, as soon as May, and lasting longer, colliding with the breeding season of many species. That's why we're seeing hundreds of chicks prematurely leap from their nests, especially on tall buildings, in a desperate attempt to escape the heat. Meanwhile, in drought-stricken areas such as Crete, dehydrated raptors are collapsing from exhaustion.

During wildfires, our volunteers rescue dozens of animals directly from the field, mainly tortoises and other reptiles. We've built a nationwide volunteer network trained with detailed first-aid guidelines. And specifically for fires, we've created a dedicated rescue unit, in partnership with the nonprofit volunteer organization Save Your Hood. This team goes into the fire zones, collects injured wildlife, and provides hydration and care even within the burned landscape.

As a nonprofit that relies heavily on public support and volunteerism, how important is private-sector engagement to your mission?

Foundations remain key allies, and we've established close ties with some of those active in Greece. But the area of corporate responsibility is still underdeveloped for us—we are only now beginning to tap into it. We believe businesses will be the future of our financial

sustainability because their support usually comes as unrestricted funding. Unlike project-based grants, this kind of support covers essential operational costs, which are the hardest to secure.

Anima cares for thousands of animals every year, and the numbers keep growing. How do you meet growing demands when working with just a small core team and limited resources?

Anima has managed to stay open 365 days a year, responding to calls at least 18 hours a day. We never set limits on the animals we accept. From sparrows to eagles, lizards and hedgehogs to foxes, jackals and even deer, we care for them all with the same dedication.

But this gets harder every year. Rising food and energy costs, combined with the public's own financial struggles, make it difficult to rely on large donations. That's why we need stronger state support and greater corporate involvement. What we do is not just wildlife rescue—it's a social service, giving thousands of people each year somewhere to turn when they find an injured animal. Beyond that, our work in biodiversity conservation is essential for both human survival and mental health. And through our scientific research, we contribute to the One Health framework, which is gaining momentum worldwide.

What does true sustainability mean to you, and how can each of us, as individuals, businesses, or communities, actively contribute to protecting the environment and biodiversity in Greece?

Sustainability starts at an individual level—minimizing the footprint we leave on nature. That can mean how we manage our waste, how and where we build our homes, what chemicals we put on our fields, and even the food choices we make. But it doesn't end there. Everyone can actively support biodiversity conservation, whether by donating or volunteering. This is what allows organizations like ours to continue their vital, demanding work to protect Greece's natural heritage. 🐾



ANIMA

Hellenic Wildlife Care Association

Founded in 2005, Anima – Hellenic Wildlife Care Association is one of the key organizations dedicated to the care and rehabilitation of wildlife in Greece. Based in Attica, Anima takes in animals from all over the country, caring for more than 7,000 birds, mammals, and reptiles annually, including many rare and endangered species. The association's facilities include a first aid station in Kallithea, a wildlife care center in Saronikos, and a two-acre unit in the woods at Diomedes Botanical Garden in Haidari.

Over 20 years of working to rescue and rehabilitate wildlife and conserve biodiversity, Anima has
 cared for 83542 wild animals
 helped an impressive 372 species
 worked with 2050 volunteers
 offered educational programs to 48790 students

Find out more at wild-anima.gr.



A Catalyst for Transformation

With research interests centered on developing novel analytical procedures for detecting and studying organic micropollutants in natural and engineered environments, Dr. Elia Psillakis, Professor of Aquatic Chemistry at the School of Chemical and Environmental Engineering of the Technical University of Crete, has contributed greatly to the scientific community. Widely published and cited, she has participated in major research projects and earned a host of international distinctions; most recently, she was selected as the recipient of the prestigious Robert Kellner Lecture Award by the Division of Analytical Chemistry of the European Chemical Society (DAC-EuChemS), with the award formally presented to her during the 22nd European Conference on Analytical Chemistry, Euroanalysis 2025, in Barcelona, where her lecture opened the conference. Here, Dr. Psillakis talks to Business Partners about finding inspiration, the importance of heartfelt mentoring, and blending interdisciplinary collaboration and global perspectives as a catalyst for transformation.

What inspired your work in, and significant contributions to, the field of analytical chemistry?

Analytical chemistry is essential for monitoring and protecting the environment. However, there is a paradox at its core: The methods we use to study pollution often involve hazardous chemicals and generate waste that could harm the ecosystems we strive to protect. This contradiction has inspired a significant portion of my work, which aims to make analytical chemistry greener, more sustainable, and safer. We developed guidelines to reduce the environmental impact of resource-intensive stages and proposed metrics to quantify the greenness of analytical methods. Building on this, we introduced Circular Analytical Chemistry, a concept that seeks a closed-loop, waste-free, and resource-efficient

sector. More recently, I presented the theoretical ideas related to sustainability in analytical chemistry, exploring what sustainability truly means and how it can be implemented within our field. The contradiction in analytical chemistry, however, not only inspired my efforts to make the field greener and more sustainable but also ignited my vision to fundamentally reimagine it. Analytical chemistry is a traditional and conservative field that advances through incremental technical improvements. My research is driven by the desire to transform it from a discipline that merely measures matter into one that serves as a beacon of environmental responsibility. This transformation demands disruptive and interdisciplinary efforts capable of catalyzing a cultural shift that redefines our tools, methods, and ultimately, our priorities.

How did your experience as a Fulbright Scholar at the California Institute of Technology influence your academic path?

My Fulbright grant at Caltech was a transformative chapter that fundamentally reshaped my academic identity. Although I studied in both France and the UK, immersing myself in Caltech's unique ecosystem was a revelation. Its culture not only permitted interdisciplinary work; it demanded it. I was surrounded by brilliant minds who approached scientific problems as readily with a chemist as with a physicist or an engineer. Conversations were never confined by discipline, but were fluid, passionate debates about the core problem from every possible angle. In this environ-

My work aims to make analytical chemistry greener, more sustainable, and safer

ment, I learned to blend the theoretical depth from my European training with the holistic problemsolving approach of Caltech. This synthesis has since become the foundation of my scientific approach, influencing the way I design research projects, build teams, and mentor students. My work is a deliberate blend of interdisciplinary collaboration and a global perspective, because I learned that

solving our grand environmental challenges requires nothing less.

How does analytical chemistry contribute to environmental protection and sustainability?

Analytical chemistry provides critical evidence for sustainability. We are the field that holds the magnifying glass to pollution, uncovering its sources, tracing its pathways, and quantifying its impact on our planet. The contributions of analytical chemistry are multifaceted. We develop the sophisticated tools needed to detect harmful contaminants, even at



Fulbright is not just a grant. It is the beginning of a lifelong membership in a global community.

the nanoscale, and track their fate in ecosystems. In a constantly changing world facing grand environmental challenges, this capability allows us to provide critical data that empower action at every level. We supply policymakers with evidence they need to create new or update existing regulations, support industries in minimizing their environmental footprint, and equip communities with the transparent information necessary to advocate for a healthier environment. In this way, analytical chemists act as essential, though often silent, guardians, collecting data and translating them into scientific knowledge and tangible action.

You also teach and mentor young scientists. Tell us a little about this aspect of your work.

I have been fortunate in my career to have brilliant mentors from diverse

disciplines and backgrounds who have shaped me both as a researcher and as a person. Their guidance was always driven by a genuine care for my growth, not just my output. I strive to mentor in the same spirit, supporting and creating opportunities for young scientists who have that spark in their eyes, the curiosity, and drive that signal true potential. I collaborate with them as equals in research, use my experience to help them navigate their next steps, and build confidence within the complex academic system. Over the years, this group of young researchers has become a global community. Many of them are now emerging leaders, having secured prestigious positions and published research that challenges norms. I see their individual successes as part of a larger story: a self-perpetuating cycle of global mentorship and collaboration. For me, it is less about pride in their achievements and more about a profound sense of fulfillment in being able to give back what my mentors once offered me.

What advice would you offer young Greek scientists aspiring to expand their horizons through international programs such as Fulbright?

Be bold and apply. It is natural to be daunted by the competitiveness, but it is a far greater loss when talented scientists self-select out. Keep in mind that evaluation committees look not

only at achievements but also at the potential, passion, and unique perspective you bring.

Prepare with purpose, but be open to transformation. Have a clear and detailed research plan, but don't let it become a boundary. Take a holistic view of the Fulbright experience and see it as a journey of integrated professional and personal growth. Strategize not only your research but also embrace your role as a scientific and cultural ambassador. Be intentional about building your network and reaching beyond your immediate lab to connect across departments and institutions.

Fulbright is not just a grant. It is the beginning of a lifelong membership in a global community. I experienced this firsthand. Whether at a conference or university visit, meeting a fellow Fulbrighter creates an immediate connection that transcends borders or disciplines. This community will become your permanent source of both professional collaboration and personal friendship.

Ultimately, your personal success in the Fulbright Program will be channeled back home, strengthening the entire Greek research ecosystem. And let your own journey serve as inspiration for the next generation, just as I hope my own journey has inspired you. 🇬🇷

For more information visit www.fulbright.gr

BUSINESS TOOLKIT



Transfer Pricing as a Strategic Tool for Market Expansion

When it comes to strategic decisionmaking, planning and risk management, transfer pricing is a critical issue for domestic and multinational companies, as well as corporate tax executives.

For Greek taxpayers, transfer pricing has been mainly viewed as a compliance exercise: the preparation of transfer pricing documentation to support the pricing of intra-group arrangements as declared in the transfer pricing disclosure form filed with the tax return. However, transfer pricing goes beyond compliance. Backed by thoughtful analysis and agile expertise, it can become a useful tool for supporting and optimizing a group's market expansion.

Several Greece-headquartered groups are currently seeking to expand their operations in Europe, the United States of America, and the Middle East in order to explore market opportunities and potential synergies with other major players. These groups are considering various market, operational, and other issues related to their expansion into new markets. However, transfer pricing is not always a high priority, and this can result in lower efficiencies from a business and tax perspective.

Firstly, businesses with appropriate transfer pricing strategies can control profit allocation among group members. This allows businesses to align value creation with profitability and support the establishment of subsidiaries in new markets with lower margins to gain market share. Further to this, businesses can enhance




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liquidity management with the use of an efficient transfer pricing framework by transferring funds to the entities that need support. This can be achieved through real time monitoring of the transfer prices, while any discrepancies can be identified and addressed quickly during the financial year. From this perspective, transfer pricing can also play a pivotal role in relation to the repatriation of profits from foreign subsidiaries in an efficient manner.

Lastly, groups with defensible transfer pricing policies can manage global tax burdens effectively while ensuring compliance with local tax and transfer pricing requirements. 

Backed by thoughtful analysis and agile expertise, transfer pricing can become a useful tool for supporting and optimizing a group's market expansion



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MIND AND BODY



Art as a Path to Wellbeing

An important new initiative at the intersection of culture, health, and social innovation is exploring the role of art as a tool for enhancing mental health and promoting emotional wellbeing in people over 60.

Titled *Well-Being for People 60+*, the program is part of the Museum of Cycladic Art's commitment to social responsibility and is organized under the Ministry of Culture's national Art on Prescription initiative. It is taking place within the framework of the Greece 2.0 National Recovery and Resilience Plan with funding from the European Union's NextGenerationEU package and is being implemented by the Ministry's Directorate of Performing Arts and Cinema in collaboration with the University Research Institute of Mental Health, Neuroscience and Precision Medicine "Kostas Stefanis" (EPIPSY). With this move, Greece joins a broader international effort to integrate art and cultural participation into mental health strategies.

A National Initiative with a Social Mission

Cultural prescription has gained growing recognition as an evidence-based approach for fostering wellbeing and promoting mental health beyond traditional clinical settings. In this context, the Art on Prescription initiative aims to develop structured collaborations between cultural institutions and individuals who could benefit from meaningful, guided engagement with the arts. Specifically, *Well-Being for People 60+* addresses the clear social need to support older adults at a stage of life that's often marked by emotional challenges, shifting identities, and reduced social contact.

Older populations commonly experience increased stress, loneliness, and difficulty navigating transitions such as retirement, changes in physical ability, or the loss of loved ones. The program takes these realities as its starting point and seeks to offer targeted support through reflective, creative, and participatory activities.

A Twelve-Week Journey Toward Connection and Resilience

Designed as a structured, three-month cycle, *Well-Being for People 60+* includes twelve weekly sessions held within the museum environment, where artworks serve as prompts for discussion and exploration. In total, the program comprises two three-month cycles—one running from September to December 2025 and another



from December 2025 to February 2026. Participation is free of charge.

Each session draws on experiential exercises, art therapy approaches, and guided observation of selected artifacts, while mental-health professionals facilitate conversations and activities that focus on themes such as emotional regulation, stress management, the importance of self-care, processing loss, and developing self-compassion. By examining artworks as mirrors of human experience and by engaging in creative expression, participants are encouraged to understand their emotions, reflect on personal narratives, and build supportive social bonds with others in the group. Importantly, the program does not require previous artistic experience. Its emphasis lies in the process: noticing, reflecting, sharing, and creating in a safe and structured environment.

The Transformative Power of Art in Later Life

Research increasingly supports the idea that cultural participation can complement traditional mental health care, especially for older adults. Engaging with art has been shown to reduce anxiety, stimulate cognitive activity, encourage emotional expression, and counteract the effects of social isolation. Within a group setting, the benefits are amplified by regular interaction, routine, and shared purpose. For participants, the artworks become touchpoints for discussing universal experiences—change, vulnerability,



resilience, identity, and memory. Rather than focusing on artistic interpretation, the program uses these objects as catalysts for conversation and introspection. This approach allows participants to approach complex feelings indirectly, at a comfortable distance, while still gaining meaningful insight.

A Community-Oriented Approach to Wellbeing

The program represents a shift toward understanding cultural spaces as resources for wellbeing and toward creating accessible interventions that reach beyond traditional healthcare environments. This aligns with evolving priorities in Greek cultural policy, which increasingly recognizes the role of culture in strengthening social cohesion and improving quality of life.

By participating in *Well-Being for People 60+*, older adults are not asked to become art enthusiasts. Instead, they are invited to use art as a tool, one that can help them navigate emotional complexity, rediscover connection, and cultivate resilience.

A Model for the Future

As Greece and many other countries adapt to rapidly aging populations, programs such as *Well-Being for People 60+* offer new ways to support mental health in a sustainable, community-centered manner. If successful, the program could serve as a model for similar actions across the country, integrating cultural participation as a recognized component of preventive mental health care.

Above all, the initiative reaffirms something that has long been embedded in human experience: art provides more than aesthetic pleasure. It offers perspective, companionship, and a sense of meaning—qualities that become especially valuable in times of transition. In an era when many older adults face isolation and emotional strain, programs like this illuminate the potential of creativity and shared experience as pathways toward wellbeing. 🐾



ART AND CULTURE



Showcasing Greece's Regional Culture and Heritage

In autumn 2025, the American-Hellenic Chamber of Commerce hosted a meeting with representatives from Greece's administrative regions to launch a strategic initiative promoting the country's regional culture and heritage. Business Partners reached out to Zozo Lidoriki, Chair of AmCham Greece's Culture Committee, to find out more about this ambitious program.

Tell us a little about the vision behind this ambitious initiative.

The Culture Committee of the American-Hellenic Chamber of Commerce works to develop connections between the cultural, business, academic, and political spheres and promote Greece's cultural wealth in ways that support economic growth.

In this context, the vision behind this initiative is to bridge the gap between culture and business and promote the culture and heritage of each of the country's thirteen Regions, in Greece as well as internationally. Regional cultural identities aren't limited to classical heritage and the plethora of ancient monuments and historical landmarks in each region; they also encompass traditional arts and crafts, gastronomy and culinary traditions, local products, religious traditions, health and wellness practices, and sports. It's all culture.

What is the significance of linking culture with entrepreneurship?

Our members represent a variety of cultural industries—such as theater, cinema, visual arts, publishing, animation, and dance—as well as cultural institutions and businesses that value and support culture. We have considerable experience in bringing together parties across spheres and industries, and many of us have previously worked with regional authorities



on various programs, so we know how much local cultural institutions, businesses, and creators have to offer.

By facilitating collaboration between creators, institutions, and businesses, we help create synergies that enhance both cultural value and economic potential. By establishing these connections between culture and entrepreneurship, we can foster innovative partnerships, open new markets, and stimulate local economies, turning culture and heritage into drivers of sustainable development.

What are the next steps forward for the initiative?

Following our first meeting with representatives from the various Regions earlier this month, we will continue to engage with each region to identify their unique strengths and challenges, cultural values, and opportunities, allowing each region's cultural identity to emerge as a unique asset for fostering local economic

growth and cultural diplomacy.

International visibility is key, so one of our first steps is the creation of Culture and Business Greece, a digital platform for mapping the cultural and creative products of Greece's thirteen Regions, streamlining international networking, and facilitating entry into key markets such as the United States.

Looking ahead, we plan to hold events dedicated to showcasing local culture and business opportunities, run strategic promotional campaigns in foreign media, and organize showcases and exhibitions abroad in collaboration with embassies, chambers of commerce, and cultural organizations. We will also provide advisory support to local startups and SMEs active in the creative and cultural industries.

What does this initiative contribute to Greece's cultural ecosystem, and what is the Chamber's role in this?

AmCham Greece provides the strategic framework, international contacts, and organizational support essential for success, enabling us to leverage global networks, guide local entrepreneurs, and ensure that Greek culture is presented strategically to key audiences abroad. Together, we are creating opportunities for Greece's cultural and creative sectors to thrive both locally and internationally. Culture is a cornerstone of democracy and a vital contributor to the national economy. Through this initiative, we aim to ensure that Greece's culture, heritage, and creativity industries achieve the international recognition they deserve while also generating tangible economic benefits for local communities around the country. We are moving forward with optimism, energy, and a strong sense of purpose. 🇬🇷

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