

BUSINESS Partners



Thought Leaders
Powering the Region
Energy Security, Connectivity,
and the Path to Implementation

**Investments, Growth, and
Transatlantic Cooperation**
 WITH AMBASSADOR ANTONIS ALEXANDRIDIS

**Building AmCham
Greece's Next Chapter**
 BY JOHN D. SARACAKIS

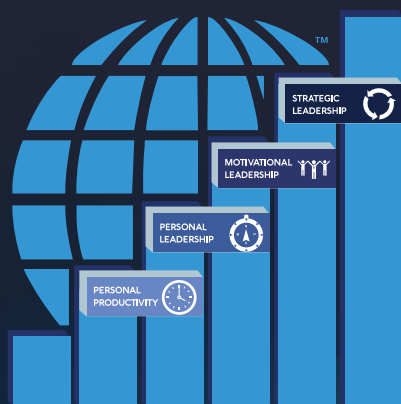
**The Geopolitics
of Sustainability**
 BY PAKIS PAPADEMETRIOU

**The Amcham Greece
Energy Committee**



**IS YOUR
LICENSE
TO LEAD
EXPIRING?**

GO TO PAGE 22



THE TOTAL LEADER® CONCEPT



Leadership that inspires.
Results that last.

Through LMI's expertise, We empower
leaders and teams to achieve more!

CONTENTS



24

Ambassador Alexandridis talks about how the Embassy, the Diaspora, and AmCham Greece are contributing to advancing Greece-US economic and strategic ties



48

President Saracakis talks about the first months of his presidency and the deliberate effort to lay the foundations for the Chamber's next phase of growth, relevance, and impact



18

As mounting geopolitical tensions and their impact in key areas undermine sustainability efforts, businesses must maintain strategic clarity, says Pakis Papademetriou

THOUGHT LEADERS

Powering the Region
Energy Security, Connectivity,
and the Path to Implementation

28



4 THE BOARD

6 CHAMBER NEWS AND EVENTS

12 AMCHAM GREECE IN THE USA
Dispatches from our office
in Washington DC

15 THESSALONIKI
New Year's Reception 2026

16 AMCHAMS AROUND THE WORLD
Transatlantic Week 2026

18 RESPONSIBLE BUSINESS
The Geopolitics of Sustainability
by Pakis Papademetriou

20 FULBRIGHT ALUMNI CORNER
Design to Make a Difference
with Marianthi Liapi

22 LEADERSHIP
Welcome to the Trust Economy:
Is your license to lead expiring?
Renew it with Trust Power.
by Petros Constantinidis

24 THE INTERVIEW
Investments, Growth, and
Transatlantic Cooperation
with Ambassador Antonis Alexandridis

27 DIRECTORY 2026
Forward as One

28 THOUGHT LEADERS

Powering the Region: Energy security, connectivity, and the path to implementation

36 AMCHAM GREECE COMMITTEES
The Amcham Greece Energy Committee

40 BUILDING GREECE
Infrastructure, Investments,
and Growth: How engineering
consultancy is shaping
Greece's future
with Dimitris N. Samaras

44 BUSINESS TOOLKIT
Navigating Risk in Greece's
LNG Bet
by Aris Samaras

45 TAX TALK
Transforming Tax Compliance in
Greece: Perspectives from the
2025 Athens Tax Forum
by Spiros Vamvakousis

46 ART AND CULTURE
From Monet to Warhol: A Grand
Journey Through Modern Art

48 VIEWPOINT
From Vision to Execution: Building
AmCham Greece's next chapter
by John D. Saracakis

BUSINESS Partners

THE BIMONTHLY MAGAZINE
OF THE AMERICAN-HELLENIC
CHAMBER OF COMMERCE

VOLUME XXV — NUMBER 143
ISSN 1109-4990 CODE: 6526

CHAMBER.PRESS

DIRECTOR
Elias Spirtounias
e.spiritounias@amcham.gr

PUBLISHER & EDITOR IN CHIEF
Alexandra Loli
a.loli@amcham.gr

EDITOR
T.C. Lowrie

DESIGN
snack•

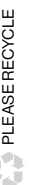
PRINTING & BINDING
Queue Print LTD

OWNER
American-Hellenic Chamber of Commerce
Politia Business Center
109-111 Messoghion Avenue, 115 26 Athens
Tel: +30 210 699 3559
E-mail: info@amcham.gr

BRANCH OFFICE
123 Tsimiski Street, 546 21 Thessaloniki
Tel: +30 2310 286 453
E-mail: n.savdaroglou@amcham.gr

AmChamGR-US
1230 17 St. NWWashington, D.C. 20037
E-mail: info@amchamgr-us.org

www.amcham.gr



DIRECTOR'S DESK



Amid a geopolitical and economic landscape that makes it all too easy to give in to pessimism and uncertainty, the shape of our future hinges on our ability not only to learn to adapt and navigate the challenges at hand but also to train ourselves to not lose sight of the promise and potential that, despite everything, still surround us.

The war in Iran, alongside the ongoing conflict in Ukraine, has triggered significant geopolitical upheaval, straining long-standing alliances and partnerships. European cohesion is being put to

the test, with various countries responding differently to these unprecedented developments, yet there are also signs of consolidation on certain critical issues. This could prove decisive for Europe's future and for how the European Union evolves in terms of structure and governance. The concentric circles model is already being discussed at a high level.

At the same time, while recent developments are also putting a strain on transatlantic relations, the transatlantic economy remains a cornerstone of the global system, supported by truly impressive figures. This is clearly demonstrated in the *Transatlantic Economy 2026* report, which was recently presented in Brussels and published with the support of AmCham Greece. The data speaks for itself, highlighting the scale, quality, shared values, and longterm potential of this relationship—one that, even amid geopolitical tensions, cannot and should not be replaced. Countless American and European businesses, along with millions of workers, continue to benefit from these strong economic ties. In Greece, economic pressures on the public persist, driven mainly by structural challenges such as inflation, energy costs, and the ongoing housing crisis. Nevertheless, overall prospects remain positive, and this latest wave of instability may not necessarily lead to more severe complications.

Ongoing investment interest should be leveraged across multiple sectors in order to build a more diversified and resilient economic model, and structural challenges, such as those mentioned above, must be addressed with bold reforms in key areas that have long hindered the development of a fair and sustainable economy. Encouragingly, rapid technological advancement is creating highly favorable conditions for implementing such reforms, providing tools with which these changes can be accelerated and made more effective in an increasingly competitive global environment.

The American-Hellenic Chamber of Commerce consistently supports the necessary steps forward, as evidenced by our initiatives, actions, and the work of our committees. We are firmly committed to further advancing and enhancing bilateral economic and trade relations between Greece and the United States. As we continue pursuing our mission with ever greater determination, we invite you to join us and actively participate in our Chamber's exciting upcoming initiatives and activities.

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 900 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

The American-Hellenic Chamber of Commerce aims to serve its members and support their growth by strengthening economic ties between Greece and the United States, representing their interests through effective advocacy, fostering capability development, and providing them with information and opportunities to build relationships on both sides of the Atlantic, acting as an impartial and trusted partner.



GE HealthCare

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

THE AMERICAN-HELLENIC CHAMBER OF COMMERCE

Executive Committee

John D. Saracakis, President
Saracakis Group

Labrina Barmpetaki, Vice President
AbbVie Pharmaceuticals

Vassilis Kafatos, Vice President
Deloitte Business Solutions

John Kyriakides, Secretary General
Kyriakides Georgopoulos Law Firm

Chryssos Kavounides, Treasurer
Boston Consulting Group

Siana Kyriacou, Counselor
ISO Hellas

Panos Pitsillides, Counselor
Johnson & Johnson MedTech

Kyriacos Sabatakakis, Counselor
Accenture

Antonis Tsiboukis, Counselor
Cisco Systems Hellas

Spirtoonias Elias, Executive Director

Board of Directors

George Alexopoulos | HELLENiQ Energy

Kostas Andriosopoulos | AKUO Energy Greece

Yanna Andronopoulou | Microsoft Hellas

Alexandros Angelopoulos | Aldemar Resorts

Panagiotis Bernitsas | Bernitsas Law

Claudia Carydis | The American College of Greece

Alexandros Costopoulos | Foresight Strategy and Communications

Sophie Daskalaki-Mytilineos | Metlen Energy and Metals

Sophia Eframoglou-Kounenaki | Foundation of the Hellenic World

Vassos Efthymiadis | K&N Efthymiadis Agrotechnology Group

John Enepekides | Effectus Government Relations and Strategic Communications

Spyridon Gkikas Panousis | GE Healthcare

Gikas Hardouvelis | National Bank of Greece

Grigorios Karelos | Kenvue

Michalis Kassimiotis | Hewlett-Packard Enterprise Greece

Emilios Kyriacou | Citibank Europe PLC – Greece Branch

Spyridon Manolopoulos | Space Hellas

George Margonis | Papastratos

Konstantinos Mavros | PPC Renewables

Stavros Mourelatos | Coca-Cola Hellas

George Mylonas | Alumil S.A.

Kostas Nebis | OTE Group

Litsa Panayotopoulos | E.VI.A. Intelligent Performance

George Papadimitriou | EY Greece

Costas Papadopoulos | Lockheed Martin (International)

Lena Papalexopoulou | Titan Cement Company

Dimitris Primpas | IBM Greece & Cyprus

Zachary Ragousis | Pfizer Hellas

Ioannis Stavropoulos | Stavropoulos and Partners Law Office

Loukia Tzekaki | Procter and Gamble Hellas

Nikolaos Vasileiou | Bright Special Lighting

Committees

AGROTECHNOLOGY COMMITTEE

Chair: Athanasios Kouimtzis | Vice Chair: Thymis Efthymiadis | Alkis Alexandrou, Dimitrios Chriss, Constantinos Constantinidis, Thymis Efthymiadis, Angelos Iatridis, Nikolaos Karagiorgos, Georgios Katsaros, Effie Lazaridou, Aini Michailides, Olga Mitsiolidou, Ioannis Nakas, Athanasios Tsaftaris, Evangelos Vergos | Coordinator: Nikos Tsavdaroglou

CORPORATE GOVERNANCE COMMITTEE

Chair: Maria Theodoulidou | John Apsouris, Xenofon Avlonitis, Leda Condoyanni, Aris Dimitriadis, Irini Ioannidou, George Kerameus, Christy Kozoboli, Vassilis Monogios, Eirini Pothitou, Maria Psyllaki, Eleftheria Spyridonos, Michalis Tsibris, George Vlachos, Katerina Vraha | Coordinator: Angeliki Dikeoulia

CORPORATE SUSTAINABILITY COMMITTEE

Chair: Pakis Papademetriou | Rania Assariotaki, Eva Chioti, Loukia Chorafa, Rouli Christopoulou, Chrysoula Diakatou, Dimitrios Dimopoulos, Chryssa Eleftheriou, Ada Gianneskis, Manos Iatrelis, Vasiliki Kapari, Martha Kesisoglou, Elina Konstantinou, Kiara Konti, Katerina Kypreou, Siana Kyriacou, Georgia Lassanianou, Alexia Macheras, Nikolaos Melios, Sotiris Pastras, Sevi Sfakianaki, Maria Xytaki, Venia Zafolia, Maria Ziouvelou | Coordinator: Angela Boyatzis

CRETE COMMITTEE

Georgios Avgenakis, Eleni Babaletaki, Sakis Kladis, Christos Kokologiannis, Minas Papadakis, Dimitrios Sbokos, Marios Sbokos

CULTURE COMMITTEE

Chair: Zozo Lidoriki | Eugenia Arsenis, Sophie Daskalaki-Mytilineou, Sofia Dimtsa, Xenia Kaldara, Eva Karaitidi, Vassilis Karamitsanis, Efi Nestoridi, Pantelis Panos, Anna Pataki, Stavros Stavropoulos, Leonidas Tzonis, Nikos Ververidis, Artemis Zenetou | Coordinator: Katerina Tzagaroulaki

DEFENSE & HOMELAND PROTECTION COMMITTEE

Chair: Nikolaos Papatsas | Christoforos Boutsikakis, Dimitris Dafnis, Alexandros Diakopoulos, Ioannis Kourepis, Vassilis Lois, Spyridon Manolopoulos, Christos Nikolaou, George Nounesis, George Troullinos, Elina Vlachou | Coordinator: Voula Tseritzoglou

EDUCATION, INNOVATION & ENTREPRENEURSHIP COMMITTEE

Chair: Litsa Panayotopoulos | Betty Alexandropoulou, Spyros Arsenis, Babis Bakolias, Claudia Carydis, Alexandros Costopoulos, George Ioannou, Panagiotis Ketikidis, Nikos Melissourgous, Barbara Mergou, Constantine Moros, Sonia Mousavere, George Papadakis, Archontoula Papapanagiotou, Peggy Pelonis, Thanasis

Politis, Nikolaos Porfyrus, Elena Prassaki, Yannis Rizopoulos, Dora Trachana, Konstantinos Zanetopoulos | Coordinator: Katerina Tzagaroulaki

ENERGY COMMITTEE

Chair: Prof. Dr. Kostas Andriosopoulos | Aristotelis Chantavas, Stavros Charitos, Minas Diacakis, Antonis Diamantaris, Konstantinos Eleftheriadis, Alexandros Giannis, Georgios Kalavrouziotis, Fernando Kalligas, George Kouvaris, Panagiotis Ladakakos, George Lagios, Loukas Lazarakis, Anastasios Manos, Konstantinos Mavros, Evangelos Mytilineos, Gus Papamichalopoulos, Katerina Sardi, Andreas Shiamishis, Kostis Sifnaios, George Stassis, Aristofanis Stefanos, Leonidas Zaimis | Coordinator: Angeliki Dikeoulia

INFORMATION TECHNOLOGY & COMMUNICATIONS COMMITTEE

Chair: Alexandros Behrakis | Andrea Antoniou, Nikos Christakis, Stefanos Dionysopoulos, Michalis Kassimiotis, Apostolos Leonidopoulos, Tilemachos Moraitis, Dimitris Primpas, Kyriacos Sabatakakis, Marina Stavrakantonaki, Antonis Tsi boukis | Coordinator: Georgia Mamali

LEADERSHIP COMMITTEE

Chair: Artemis Miropoulos | Konstantinos Alexopoulos, Eleni Chronea, Rania Ekaterinari, Ioannis Emirzas, Spyros Filiotis, Dimitris Gerogiannis, George Grammatidis, Polychronis Griveas, John Kalligeros, Antonios Kerastaris, Nikolaos Kostopoulos, George Kotionis, Spyridon Manolopoulos, Marina Mavrommati, Nikolaos Negas, Pantelis Panos, Aristotelis Panteliadis, Georgios Papadimitriou, Efi Papadogianni, Panos Pitsillides, Marianna Politopoulou, Elizabeth Prodromou, Vassilis Rabbat, Lefteris Samaras, Alexander D. Saracakis, Ilias Tsakiris, Dionysis Tsitos, John Vassilakos, Andreas Xirocostas, Leonidas Zaimis | Coordinator: Ritana Xidou

LEGAL & JUDICIAL AFFAIRS

Chair: John Kyriakides | Panayotis Bernitsas, Nikolaos Bregiannos, Vassilis Constantinidis, Stavros Georgiades, Vassilios Ikonomidis, Nikolaos Moussas, Angelike Nestorides, Spyridon Themelis, Spyridon Tsantinis, Dr. Dimitris Tsi banoulis, Mina Zoulovits

MEDICAL DEVICES & DIAGNOSTICS COMMITTEE

Chair: Spyridon Gkikas-Panousis | Vice Chair: Panos Pitsillides | Giannis Anastasiou, Siete Braak, Babis Diamantopoulos, Theodoros Katsolis, Gregory Krinos, Kostas Mariakis, Iakovos Michalitsis, Panagiotis Mparas, Dimitrios Nikas, Miltiades Papadopoulos, Lambros Reoullas, Georgios Sofianos, Manolis Tripodianos, Yannis Vrettos, Chryssoula Zarafoniti | Coordinator: Voula Tseritzoglou

NORTHERN GREECE COMMITTEE

Chair: Vassilis Kafatos | Athanasios Kouimtzis, Konstantinos Koukountzos, Costas Malamas, Nikolaos Margaropoulos, George Milonas, George Nikolaou, Konstantinos Papadopoulos-Hatzakos, Loukia Saranti, Panos Vlachos | Coordinator: Nikolaos Tsavdaroglou

PHARMACEUTICAL COMMITTEE

Chair: Labrina Barmpetaki | Anthony Aouad, Fabrizio Bocchetti, Lizzie Champion, Savas Charalampidis, Elena Chouliara, Konstantinos Evripides, Spyros Filiotis, Agata Jaconic, Ioannis Kokkotos, Marianna Konstantinidi, Iakovos Michalitsis, George Orthopoulos, Daniel Paksy, George Panagakis, Dimitris Papageorgiou, Konstantinos Papagiannis, Kavita Patel, Elizabeth Prodromou, Zachary Ragousis | Coordinator: Voula Tseritzoglou

REAL ESTATE & DEVELOPMENT COMMITTEE

Chair: Left Sikalidis | George Bersis, Nicholas Chatzitsolis, Nikolaos – Ioannis Dimtsas, Kenny Evangelou, Ioannis Ganos, Marinos Giannopoulos, Ellie Kakoullou, Samantha Karra, Christos Kosmas, Michael Mavroleon, Krysta Petropoulou | Coordinator: Frosso Paneta

TAXATION COMMITTEE

Chair: Ioannis Stavropoulos | Effie Adamidou, Christos Altiparmakis, Ioannis Athanasiadis, Thanos Avgerinos, Stathis Bakalis, Alexandre Catsaros, Panagiotis Daveros, Spiros Doucas, John Dryllerakis, Stavros Gigantes, Vasilios Govaris, Vassilios Ikonomidis, Ioannis Koimtzoglou, Stavros Kostas, Antonis Kotis, Nikolaia-Anna Lepida, Aspasia Malliou, Yannis Mastrocostas, Stephanos Mitsios, George Nikolaou, Maria Nikolopoulou, Jenny Panou, Petros Pantazopoulos, Eugene Papadatos, Stylianos Papadimitriou, Dimitris Petkovits, Panagiotis Pothos, Litsa Spyriouni, Georgios Stamatou, Gregory Tapinos, Maria Trakadi, Vassilios Vizas, Sofoklis Yiannacou, Maria Zoupa | Coordinator: Katerina Tzagaroulaki

TOURISM COMMITTEE

Chair: Tim Ananiadis | Michael Argiri, Vicky Evangelou, Nikos Hadjos, Nikolas Kelaiditis, Christina Konstantinidou, Celia Koukouli, George Kyvernitis, Carol Marriott, Panos Panayotopoulos, Andreas Stylianopoulos, Stephanos Theodorides, Yannis Tsakalos, Evripides Tzikas | Coordinator: Angeliki Dikeoulia

WIB (WOMEN IN BUSINESS) COMMITTEE

Chair: Myladi Stoumbou | Chara Dalekou, Despina Doxaki, Anastasia Dritsa, Sissy Iliopoulou, Betty Kazakopoulou, Alexandra Konida, Agnes Mariakaki, Zozeta Miliopoulou, Eleni Providi, Katerina Tsemperlidou, Maria Tzelepi, Peggy Velliotou | Coordinator: Angela Boyatzis

CHAMBER NEWS AND EVENTS



AmCham Greece President John D. Saracakis at Invest in Greece 2026

AmCham Greece at Invest in Greece 2026

The American-Hellenic Chamber of Commerce was present at Invest in Greece 2026, which took place at Megaron, The Athens Concert Hall on March 12, 2026. Co-organized by Money Review and Nomiki Bibliothiki, the conference brought together senior executives, policymakers, and investment professionals to explore Greece's key investment opportunities, financing tools, and regulatory priorities shaping sustainable growth.

AmCham Greece was represented at the event by Chamber President John D. Saracakis, who participated in a spotlight discussion on the evolving economic relationship between Greece and the United States. During the discussion, he emphasized that Greece is steadily emerging as a strategic economic partner for the US in a region of growing geopolitical and economic significance. He noted that, in today's uncertain global environment, strong economic partnerships grounded in trust, predictability, and long-term cooperation are more important than ever.

President Saracakis went on to discuss how Greece is enhancing its investment profile through ongoing reforms and stability, while also positioning itself as a

reliable regional hub in key sectors including energy, infrastructure, logistics, digital technologies, and innovation. He noted that multinational companies are increasingly selecting Greece as their regional headquarters for Southeast Europe and the Eastern Mediterranean, reflecting confidence in the country's strategic potential. As global supply chains are reshaped, Greece is uniquely positioned to play a central role in the region, the President emphasized, adding that strengthening transatlantic economic ties is not only beneficial but also essential.

Meeting with Minister Domna Michaelidou

AmCham Greece President John D. Saracakis, Executive Director Elias Spirtounias, and Women in Business (WIB) Committee Chair Myladi Stoumbou met with Minister of Social Cohesion and Family Domna Michaelidou on February 25, 2026, with the aim of advancing outcome-focused collaboration between the country's business community and public sector.

During the meeting, AmCham Greece had the opportunity to emphasize the

importance of moving from discussion to implementation and delivering results across key areas, notably modernizing social welfare mechanisms, supporting working families and parents, driving measurable progress in gender equality, implementing targeted policies for vulnerable groups, and developing sustainable responses to demographic pressures.

The American-Hellenic Chamber of Commerce remains committed to contributing—through expertise, advocacy, and partnership—to initiatives that strengthen Greece's social and economic resilience.

M. Stoumbou, J.D. Saracakis, D. Michaelidou, E. Spirtounias



Real Estate and Development Committee

Meeting with Konstantinos Gloumis-Atsalakis, Secretary General for Demographic and Housing Policy

On February 24, 2026, the American-Hellenic Chamber of Commerce Real Estate and Development Committee had a working meeting with Konstantinos Gloumis-Atsalakis, Secretary General for Demographic and Housing Policy at the Ministry of Social Cohesion and Family. The meeting was held at the premises of the General Secretariat. The constructive discussion between the committee members and the Secretary General



THE LEADING ADVISOR IN CONSULTING ENGINEERING SERVICES IN GREECE

**Expert technical insight
for complex investment
decisions in Energy**

Project Management | Engineering & Design | Permitting/Environmental Licensing
Construction Supervision | Technical Advisory | HSE Consulting



www.samarasgroup.gr

Athens

10 Panepistimiou str.,
10671, Syntagma
T: +30 210 95 80 000

Thessaloniki

43 26th Oktovriou str.,
54627, Limani Center
T: +30 2310 552 000

 Samaras & Partners Group of Companies

CHAMBER NEWS AND EVENTS

focused on issues related to affordable housing, with the parties exchanging insights and perspectives, reflecting on current challenges, and exploring potential approaches to improving access to affordable housing solutions.

L. Sikalidis, N. Chatzitsolis, M. Mavroleon, E. Kakoullou, K. Gloumis-Atsalakis, E. Spiritounias



Education, Innovation and Entrepreneurship Committee

Innovation Crete 7.0: Reimagining the Future

Convened under the title “Innovation Crete 7.0 - Reimagining the Future,” the seventh annual Innovation Crete event took place on February 25, 2026, at the premises of the Chania Chamber of Commerce and Industry in Chania, Crete. Featuring three panel discussions and a total of 21 speakers, the event set out to take the pulse of Crete’s innovation landscape, with particular focus on AI, by posing and endeavoring to answer a series of key questions, such as How does the advent of AI affect research and innovation? And what steps are various institutional bodies taking in order to promote the integration of AI? Innovation Crete 7.0 was co-organized by NBG Business Seeds, the American-Hellenic Chamber of Commerce, Bayer Hellas, the Chania Chamber of Commerce and Industry, the H2B HUB at the Heraklion Chamber of Commerce and Industry, the Hellenic Development Bank of Investments (HDBI), the



Hellenic Mediterranean University, the Heraklion Chamber of Commerce and Industry, the FORTH Science and Technology Park of Crete (STEP-C), the Foundation for Research and Technology – Hellas (FORTH) PRAXI Network, L-Stone Capital, Metavallon VC, and Uni.Fund. The event was an initiative of Smart Attica European Digital Innovation Hub (EDIH), held under the auspices of the Region of Crete and co-funded by the European Union.

I. Stavropoulos, J. Kyriakides, L. Barmpetaki, M. Schinas, J.D. Saracakis, P. Pitsillides



Public Affairs Committee

Closed Luncheon with Former European Commission VP Margaritis Schinas

On March 9, 2026, the American-Hellenic Chamber of Commerce hosted a closed Public Affairs Committee luncheon with guest of honor Margaritis Schinas, Distinguished Fellow at the Europe Center of the Atlantic Council in Washington DC and former European Commission Vice President. The luncheon took place at the Hotel Grande Bretagne in Athens and was attended by committee members, as well as members of the Chamber’s Board of Directors and Executive Committee. Focusing on key developments in international politics, the discussion examined Europe’s role in today’s increasingly complex geopolitical environment, with topics of particular interest including EU-US relations, the ongoing developments in the Middle East, and the importance of maintaining strong transatlantic cooperation. Participants at the meeting also stressed the need for a calm and strategic European approach to emerging global challenges, as well as the importance of strengthening innovation, competitiveness, and economic resilience across Europe and Greece.



Boston Scientific

Advancing science for life™



When we challenge conventional thinking, we advance the standards of patient care.

At Boston Scientific, the pursuit of meaningful innovation and deep caring for human life drive us to work collaboratively with health care professionals to solve complex clinical challenges. Together, we develop technologies and solutions that help more people live longer, healthier lives – advancing science for patients, for life.

Learn more at www.bostonscientific.com.

Boston
Scientific

CHAMBER NEWS AND EVENTS

Upcoming Events

AI and Real Estate Virtual Event

April 28, 2026

—

14th Thessaloniki Tax Forum *The Regional Impact of Taxation on Business Development*

May 25, 2026

MAKEDONIA PALACE HOTEL,
THESSALONIKI

—

5th Trading in U.S. Waters Seminar @ Posidonia 2026

*US and Greek Approaches to Today's
Maritime Challenges*

June 4, 2026

METROPOLITAN EXPO CENTER,
ATHENS

—

3rd AmChams Regional Economic Summit

June 25-26, 2026

HILTON SOFIA, SOFIA, BULGARIA

—

12th Corporate Governance Conference

*Lead with Strategy, Govern with
Impact*

July 13, 2026

HOTEL GRANDE BRETAGNE, ATHENS

Find out more and stay up to date with our
latest and upcoming events at [amcham.gr/
amcham-events/](http://amcham.gr/amcham-events/)

Member To Member Offers

Stay tuned for more
Member To Member
offers

New Members

The American-Hellenic Chamber of Commerce welcomes
its newest members

Althom

engineering services, technical data
and documentation
althom.eu

BBDO Communication Group

advertising services
bbdoathens.gr

Freenow by Lyft

intermediary mobility services
free-now.com/gr-en/

Hellenic Wineries Management

business services
hellenicwineries.gr

Kiouis, Efstathios

value-first AI infrastructure

Konstantinos M. Petoumenos Law Firm – KMPLaw

business legal services
kmplaw.gr

Onglobal Insurance Broking (Greece)

insurance brokers
[onglobalbroking.com/location/
greece](http://onglobalbroking.com/location/greece)

Pyli Net

human centric technology, behavioral
and soft skills analytics, human
performance technology
pyli-net.gr

Rolex Hellas

wholesale trade of watches

Salamis Engineering Works

ship repair, shipbuilding, ship
conversion

TKC Finance and Consulting

tax advisory, business consultant
tkcfinance.com

Tsamakos Argirios and Co. – WizzIT

IT and network systems
wizzit.gr

Tsitsirakis, Apostolos

Wolt Technologies Greece Provision of Food Services

digital platform services, e-commerce/
online marketplace, marketplace
intermediation services, technology
services, logistics technology, local
commerce enablement
wolt.com

Varsos, Georgios

business development, innovation
management

Z Group

RES, energy storage projects,
development: studies, RES turnkey
plants
z-group.gr



ACRATOL®

AGAINST INCONTINENCE

FREE OF LACTOSE • GLUTEN • PRESERVATIVES • SWEETENERS



Packaging: 60 Capsules

For normal bladder function

Suitable for Men

with mild incontinence, urinary frequency or prostate support

Suitable for Women

with irritable bladder or hormonally induced incontinence (e.g. Menopause)

Suitable for cases of neurogenic overactive bladder



«**MEDICHROM S.A. - FARMELLAS LTD**»
GREECE CYPRUS
INTERNATIONAL PHARMACEUTICAL GROUP

AMCHAM GREECE IN THE USA

Fireside Chat with AmCham Greece President John D. Saracakis and IMF's Athanasios Vamvakidis

In February 2026, the American-Hellenic Chamber of Commerce – USA had the pleasure of hosting a small group of members and partners at its Washington DC office to meet with the President of the American-Hellenic Chamber of Commerce John D. Saracakis and attend a fireside chat on US–Greece economic cooperation, between him and Athanasios (Thanos) Vamvakidis, Deputy Director for Monetary and Financial Markets at the International Monetary Fund. The discussion was moderated by Katerina Sokou, Executive Director of AmCham Greece – USA.

President Saracakis discussed the Chamber's priorities for 2026 and shared his strategic vision for the future, including deepening bilateral trade and investment, expanding member engagement, and launching more meaningful initiatives in the United States.

Athanasios Vamvakidis provided a market-focused perspective on global economic conditions and addressed the emerging risks highlighted in the IMF's Global Financial Stability Report. His insights helped contextualize both the challenges and opportunities ahead for bilateral economic cooperation and cross-border investment flows.

The discussion offered a positive outlook for the Greek economy at a time of increased uncertainty and served as a reminder that Greece should double down on the reforms needed to direct FDI into value-adding activities that boost economic growth and resilience.

During the event, Chamber members also enjoyed the opportunity to be heard and share what they want to see next: stronger transatlantic partnerships and targeted focus on defense, energy, and

tech, as well as more platforms for collaboration in the United States. To that end, AmCham Greece – USA was glad to welcome participation from its partners at the US Chamber of Commerce, reinforcing the value of coordinated engagement across our business communities.

Seeking Opportunities, State by State

During the visit of AmCham Greece President John D. Saracakis to the United States in February, the American-Hellenic Chamber of Commerce – USA organized a high-level meeting on Greece-US business opportunities, which was hosted by Katerina Sokou, Executive Director of AmCham Greece – USA, at the Chamber's office in Washington DC. President Saracakis was joined by the President of the World Hellenic Inter-Parliamentary Association, Rhode Island Senator Lou Raptakis, Wyoming Senator Stephan Pappas, and former New Jersey Assemblyman John Allen in a discussion that saw them share ideas on how to effectively promote bilateral trade and investment opportunities with Chamber members and explore opportunities for doorknocks in their respective states. The discussion placed particular emphasis on identifying practical avenues for collaboration and underscored the importance of leveraging local networks and strengthening state-level engagement in order to promote opportunities, foster new partnerships, and enhance economic ties.

Senator L. Raptakis, K. Sokou, J.D. Saracakis, J. Allen, and Senator S. Pappas



Celebrating Greek Independence Day in Washington DC

The American-Hellenic Chamber of Commerce – USA was delighted to celebrate Greek Independence Day with the Greek-American community and with Greek and American friends in Washington DC. The Chamber welcomed and celebrated with members and partners—including Capital Link founders and Chamber members Olga and Nicholas Bornozis—at its offices as well as joined festivities around town, taking the opportunity to connect with key stakeholders in Greece-US relations who are not often in town.

From the Congressional Hellenic Caucus celebration of American Hellenism to the White House reception and from the American Hellenic Institute Awards to The Hellenic Initiative afterparty, this year's celebrations were centered around the vibrant Greek American community. At the American Hellenic Institute's (AHI) 52th Hellenic Heritage Achievement and National Public Service Awards, with the kind support of Manny Rouvelas and in partnership with George Longwell from the Greater Washington Board of Trade, AmCham Greece – USA brought together members and friends to celebrate the work of AHI and its honorees Helen A. Carlos, Savas C. Tsivicos, and Stavros K. Veletsis.

Together with US members Alice Kokodis and Catherine Cartsos, the Chamber paid tribute to the Greek American community, whose spiritual leader, Archbishop Elpidophoros, offered his guidance and blessing.

At the Greek Embassy reception, Ambassador Antonis Alexandridis noted that the Hellenic community is the real ambassador of Greece in the United States. At the Congressional Hellenic Caucus Celebration of American Hellenism, AmCham Greece – USA had the opportunity to meet with members of Congress and diplomats, including US Ambassador

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.



Markos Marinakis, Katerina Sokou, Ambassador Kimberly Guilfoyle, Theodore Vakrinou

to Greece Kimberly Guilfoyle and some of the people who made this inaugural event a success: Archon Markos Marinakis and government affairs professional Christine Warnke.

From catching up with Congress Representatives Nicole Maliotakis and Gus Bilirakis and sharing ideas with the US administration officials, many of them Greek Americans, to celebrating with the Greek Embassy staff and diplomats and attending the Greek Independence Day reception at the White House, the American-Hellenic Chamber of Commerce – USA was honored to participate in the celebrations as part of the Greek-American community in the US capital.

Discussion with Ambassador Alexandridis and Nik Nanos

The American-Hellenic Chamber of Commerce – USA had the honor of hosting Ambassador of Greece to the US Antonis Alexandridis and pollster Nik Nanos, founder and Chief Data Scientist of Nanos Research Group, at its offices in Washington DC for a timely discussion on how to position Greece and the US-Greece relationship for continued growth, based on insights from the US public.

During the event, which took place in March 2026, Nanos presented his research on the image of Greece in the

United States, which is at its strongest point since his survey began a decade ago. Leading with its soft power on tourism and culture, Greece's favorability in the US is further enhanced by its reputation as a safe country, a reliable NATO ally, and a favorable investment destination. Nanos emphasized the importance of expanding the country's narrative to highlight the strategic relevance of Greece's economy and its dynamic ecosystem of innovation and entrepreneurship.

Ambassador Alexandridis highlighted Greece's growing recognition by institutions such as the World Bank and the IMF as a model of economic recovery and reform, which in turn reinforces the country's credibility among international partners.

Moderated by AmCham GR-US Executive Director Katerina Sokou, the ensuing discussion with members and partners of the Chamber underscored that while Greece already possesses strong foundational assets, including the vibrant Greek-American diaspora, effectively communicating its modern identity and ensuring transparent, predictable policies will be critical to strengthening investor interest and deepening Greece's economic and strategic value for global supply chains.

The discussion on future strategies identified some key opportunities to further

strengthen the image of Greece and link it to economic opportunities: advancing Greece's reputation as a reliable partner by expanding the discussion from geopolitics to economic ties; positioning Greece as a bridge within transatlantic supply chains; aligning defense, energy, and trade cooperation under the prism of national security; raising awareness about Greece's modern economic and technological transformation, including among the diaspora; and simplifying regulatory and taxation frameworks to attract investment.

Ambassador Alexandridis, Katerina Sokou, Nik Nanos



New Members

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

Axilogic

Cartsos, Catherine

Centre for Research and Technology Hellas (CERTH)

Littler Mendelson

Minaidis, Filippos

Nexus Apex Partners

Petros Petropoulos Group

Plastic Molding MFG

Sideridis, Costa

Spin Communications LLC

Swiss Approval

Wides, Judith

AMCHAM GREECE IN THE USA

Safe, Scenic, and Surging: Greece's Positive Image in America

Greece's reputation in the United States is stronger than ever, creating an opportunity to use its role as a reliable NATO partner and its enduring cultural and tourism appeal to also drive investment.

For more than a decade, Canada-based firm Nanos Research has been monitoring and tracking brand Greece in the United States and Canada. The initiative aims to share insight on opportunities to make Greece stronger, supporting the country in its efforts to advance the reputation of Greece as a great place to visit, a dynamic place to invest, and an important NATO security partner.

The initiative uses the Hellenic Republic Composite Index, which consists of mean scores across ten key measures, including overall favorability of Greece and the favorability of various aspects of Greece. The index score has increased five points since the 2013 benchmark year, with the biggest gains being in overall favorability, Greece as a safe place to visit, and investing in a Greek company. The latest findings, based on research conducted by Nanos in July 2025, show Greece enjoying the highest favorability since the initiative was launched.

Overall reputation at its strongest point in over a decade

Greece's overall favorability in the United States is at its highest level since tracking began. The upward trend is sustained and consistent, with positive momentum evident across security, tourism appeal, and economic perceptions.

Greece's strategic alliance with the United States is strengthening

Research shows that Americans increasingly view Greece as a reliable and valued NATO ally, with the majority having a favorable opinion and less than one in twenty (4%) holding negative views of Greece's role within NATO. The country's standing as a security partner is contributing positively to its overall reputation, and alliance credibility is now a meaningful component of Greece's brand in the United States.

Security and stability define Greece's image

Greece is increasingly seen as a safe and stable country. Safety is one of the strongest drivers shaping positive American perceptions, and in an environment where Americans prioritize national security, Greece benefits from being viewed as secure and predictable. This strategic stability reinforces tourism, investment, and diplomatic goodwill.

Strong travel appeal supports soft power

Over two in three Americans (66%) say they would consider visiting Greece, with the country widely associated with natural beauty, history, culture, and welcoming people. Tourism acts as

a powerful soft power asset that deepens people-to-people ties between the two countries, as positive visitor perceptions reinforce broader diplomatic and strategic relationships.

Cultural foundations remain exceptionally strong

Greece's beautiful scenery and weather and its rich history and heritage continue to anchor its reputation, while Greek food, wine, and hospitality enhance overall favorability. Cultural strengths complement Greece's modern strategic identity.

Investment perceptions are improving

Views on investing in Greek companies are trending upward. Favorable impressions of investing in Greek companies have increased to about one in four (24%), which is the highest score since tracking began. While economic perceptions trail cultural and tourism strengths, momentum is positive, and there is room to further connect Greece's stability and EU and NATO membership to economic opportunity.

Strategic implication

Greece's image in the United States is no longer defined solely by ancient history, sunny beaches, and tourism.

Rather, it is increasingly shaped by security, reliability, and partnership, with strong NATO alliance reinforcing perceived stability, which supports tourism growth, investment confidence, and deeper bilateral ties. 🇬🇷

NEW YEAR'S RECEPTION



AmCham Greece's THESSALONIKI New Year's Reception 2026

On February 12, 2026, the American-Hellenic Chamber of Commerce was delighted to welcome members and friends to its annual Thessaloniki New Year's Reception, which was held in a celebratory atmosphere at the MOMus Museum of Contemporary Art. The event brought together Chamber members, business leaders and prominent members of the local business community, senior national and local government officials, and foreign dignitaries, as well as high-ranking officers of the armed forces, prominent academics and researchers, distinguished members of the local community, and media representatives. The 2026 Thessaloniki New Year's Reception featured welcome remarks by John D. Saracakis, President of the American-Hellenic Chamber of Commerce, and Vassilis Kafatos, Second Vice President of the American-Hellenic Chamber of Commerce, as well as by Jerrier (Jerry) Ismail, Consul General of the United States Consulate General in Thessaloniki, and Konstantinos Gkioulekas, Deputy Minister of Interior for Macedonia-Thrace.

Taking stock of successes and milestones so far and looking ahead to upcoming initiatives and the region's considerable potential for growth across key sectors, the event underlined how much can be achieved through partnership and collaboration. Following the speeches, guests enjoyed an evening of celebration and networking, complete with live music, while the program also included a private guided tour of the museum. The highlight of the evening was the traditional vasilopita cutting ceremony, a time-honored and festive New Year's custom, which was performed by Chamber President John D. Saracakis, joined by Chamber VP Vassilis Kafatos, US Consul General in Thessaloniki Jerry Ismail, and Deputy Minister Konstantinos Gkioulekas.

The sponsors of the 2026 Thessaloniki New Year's Reception were Alumil, the American College of Thessaloniki (a division of Anatolia College), Chubb, Deloitte, Sioufas & Associates Law Firm, and Thessaloniki Port Authority, while the event's supporters were Alpha Estate and Eventora. 🍷



Jerrier (Jerry) Ismail



John D. Saracakis



Vassilis Kafatos

AMCHAMS AROUND THE WORLD

Transatlantic Week 2026

The transatlantic economy is navigating stormy seas, marked by geopolitical tensions, trade frictions, supply chain shifts, rising energy costs, and the disruptive impact of AI. Yet, despite these headwinds, it remains the world's largest and most consequential economic partnership, requiring renewed trust, coordination, and policy alignment.

On March 16-18, 2026, the American-Hellenic Chamber of Commerce had the opportunity to participate in Transatlantic Week 2026 in Brussels, Belgium, and take part in a series of significant events, including the annual Brussels Briefing and the Transatlantic Conference, organized by the American Chamber of Commerce to the European Union (AmCham EU), as well as the first ACE Brussels Doorknock, co-organized by AmChams in Europe (ACE) and AmCham EU.

The Brussels Briefing

The Brussels Briefing brought together representatives from 23 AmChams across Europe to exchange views on the evolving dynamics of the relationship between Europe and the United States and ongoing policy developments shaping the transatlantic agenda. Held under the theme “EU-US Business Outlook 2026: Navigating Change and Opportunity,” the event focused on how businesses can respond to evolving political dynamics, regulatory changes, and economic priorities in Europe and the United States.

The event served as a platform for dialogue, knowledge sharing, and

strengthening cooperation across the AmCham network. Through sessions with speakers including Andrew Puzder, Ambassador of the United States to the European Union, participants covered the Industrial Accelerator Act, competitiveness, digital policy, and environmental regulation, while also providing insights into the political landscape within the EU institutions and the broader transatlantic relationship.

Transatlantic Conference 2026

Titled “Crossed Wires: How to Reconnect Transatlantic Ties?” the Transatlantic Conference 2026 delivered a clear message: The EU-US partnership remains indispensable, but it must adapt. From trade and competitiveness to innovation and security, discussions throughout the day underscored that closer cooperation is essential to sustaining growth and shaping global standards. While differences persist, rebuilding trust, simplifying the regulatory environment, and maintaining open dialogue will be critical to unlocking the full potential of the transatlantic relationship.

Focusing on the future of transatlantic trade, the event explored how policymakers and industry can restore

momentum and cooperate to tackle new realities. Discussions covered key topics including Europe’s economic outlook and competitiveness, how the EU and US can overcome ongoing trade tensions and modernise their trade relationship, the importance of continued dialogue, and the need for closer collaboration to support innovation, competitiveness, and resilience.

The Transatlantic Economy 2026

The conference also featured a presentation of the recently launched The Transatlantic Economy 2026, an annual study providing the latest insights on transatlantic jobs, trade, and investment between the United States and Europe. Following a year of political and trade tensions between Europe and the United States, commercial ties between the two sides—the deepest and broadest between any two regions in history—have held remarkably strong. This latest edition of the study values the transatlantic economy at a record \$9.8 trillion in 2025, up from \$9.5 trillion the previous year. This figure comprises an estimated record \$2.3 trillion in goods and services trade between Europe and the United States and \$7.5 trillion in combined affiliate sales.

The study highlights the enduring importance of US-Greece economic ties and underscores the opportunities for continued growth, collaboration, and innovation across the transatlantic corridor. The authors value US-Greece trade in goods at \$4.9 billion and US foreign investment in Greece at \$1.9 billion, noting that over 24,000 transatlantic jobs are supported by US-Greece investment ties. The study further notes that US services



Key Insights

Resilience Amid Turbulence

Despite challenges, transatlantic business continues to thrive, with \$6.4 billion in daily trade and strong underlying investment ties supporting over 16 million jobs. Goods trade has remained resilient, while services and digital flows continue to expand.

Rising Trade and Policy Frictions

2025 saw growing strain, including a sharp rise in US tariffs on EU goods (to 16–18%), underscoring the need to manage trade tensions and avoid further fragmentation, with businesses calling for simplified, predictable regulatory frameworks.

Diverging but Positive Growth Outlook

Economic growth in 2026 is expected to remain moderately strong but uneven – around 2.5% in the US and 1.2% in Europe. Key risks for the US include AI-driven transformation and affordability pressures, while for Europe, they include high energy costs, internal market barriers, and external competition (notably from China).

Geopolitical Fragmentation and Strategic Pressures

Companies must navigate a more complex global landscape shaped by

security concerns, decarbonization, supply chain realignment, and de-risking globalization, reinforcing the need for closer EU–US coordination.

Competitiveness and Innovation at the Core

Discussions emphasized the importance of industrial policy, digital regulation, and R&D investment, with AI emerging as both a major opportunity and a source of disruption across the transatlantic economy.

Trust, Cooperation, and Execution

Rebuilding trust and maintaining open transatlantic dialogue are critical. Europe faces a pivotal moment: leveraging the single market, defending core values, and delivering on policy execution will determine its competitiveness.

Bottom Line

Despite mounting global disruptions, the transatlantic economy remains a dense, deeply integrated, and resilient network of trade, investment, and innovation. Far from being a liability, this interconnectedness is a strategic asset. To sustain it, stakeholders must prioritize openness, stability, and deeper collaboration to navigate uncertainty and unlock future growth.

exports to Greece reached \$2 billion, while US service imports from Greece reached \$6.4 billion.

The Transatlantic Economy 2026 is a collaboration between AmCham EU, the US Chamber of Commerce, Johns Hopkins University, and the Transatlantic Leadership Network and is supported by AmCham Greece and the AmChams in Belgium, Finland, Ireland, Italy, Luxembourg, Spain, and Sweden.

Transatlantic Dinner

AmCham EU's Transatlantic Dinner brought together AmCham EU senior members, selected partners and representatives from the European institutions for an exchange with US Ambassador to the EU Andrew Puzder and Ukrainian Ambassador to the EU Vsevolod Chentsov. The discussion noted the resilience of the transatlantic economy and the importance of predictability, competitiveness, and an open investment environment to support growth. It then went on to highlight the role of business in supporting Ukraine's reconstruction and recovery, as well as the importance of continued cooperation between the EU and US to strengthen economic ties and address shared challenges.

ACE Brussels Doorknock

Co-organized by AmChams in Europe (ACE) and AmCham EU, the first ACE Brussels Doorknock was held on March 18, 2026 and hosted at AmCham EU's offices. The initiative brought together representatives from AmChams across Europe for meetings with EU policymakers and stakeholders in Brussels.

The group met with Jakob Wegener Friis, Chief Economic Advisor to the President of the European Council; Didrik de Schaetzen, Secretary General, ALDE Party, European Parliament; Klaus Welle, Special Advisor to the Commissioner for Defense and Space and Chairman, Academic Council, Wilfried Martens Centre for European Studies; and Fabian Zuleeg, Chief Executive and Chief Economist, European Policy Centre. 

RESPONSIBLE BUSINESS

The Geopolitics of Sustainability

As mounting geopolitical tensions and their impact in key areas—from energy and supply chains to regulatory frameworks, digital transformation, and the rise of AI—undermine sustainability efforts, businesses must maintain strategic clarity and integrate short-term responsiveness and long-term goals.

For years, sustainability was framed as a longterm transition—predictable in direction, if not at pace. Today, that assumption is being tested. The global landscape has shifted from relative stability to persistent geopolitical tension, and this shift is redefining the context in which sustainability strategies are designed and executed.

Recent developments illustrate the magnitude of this change. Conflict in the Middle East has disrupted critical shipping routes, increasing costs and uncertainty across global supply chains. At the same time, political tensions on both sides of the Atlantic—shaped by electoral cycles, protectionist tendencies, and diverging policy priorities—are complicating regulatory alignment. In parallel, intensifying competition between major powers, especially in artificial intelligence and advanced technologies, is introducing a new dimension to global influence and economic strategy.

These dynamics are not peripheral to sustainability; they are central to it. Energy policy offers a clear example. The

transition to a low-carbon economy was often presented as a gradual and structured shift from fossil fuels to renewable energy. However, geopolitical instability has reintroduced energy security as a dominant concern. Governments and companies are increasingly balancing decarbonization objectives with the need to ensure reliable and affordable energy supply. This has led, in some cases, to renewed investments in fossil fuel infrastructure, even as longterm climate commitments remain formally intact. The result is not a reversal of the transition, but a more complex and uneven trajectory.

Supply chains present a similar pattern. The previous focus on efficiency and cost optimization is now being

complemented, if not replaced, by an emphasis on resilience and geopolitical alignment. Concepts such as nearshoring and friend-shoring are gaining traction, reflecting a recognition that sustainability must account not only for environmental impact but also for political and operational risk. A sustainable supply chain is no longer defined solely by its carbon footprint but also by its capacity to withstand disruption.

Regulation further illustrates the fragmentation of the global sustainability agenda. The European Union continues to advance an ambitious regulatory framework, while the United States adopts a more variable approach, influenced by domestic political dynamics. For multinational companies, this creates a landscape of overlapping and sometimes conflicting requirements, increasing complexity and raising the cost of compliance. Sustainability, in this context, becomes less a unified strategy and more a set of regionally adapted responses.

Technology adds yet another layer. The rapid development of artificial intelligence holds significant potential to



By Pakis Papademetriou
Director of ESG at Pharmathen; Chair of the Corporate Responsibility Committee at AmCham Greece

Companies that succeed will be those that recognize that sustainability is not a fair-weather agenda, but a core element of resilience and competitiveness



accelerate sustainability outcomes through improved efficiency, data analysis, and resource optimization. At the same time, it introduces new challenges related to energy consumption, infrastructure demands, and geopolitical dependence on critical technologies. The intersection of digital transformation and sustainability is becoming increasingly strategic—and increasingly contested.

Against this backdrop, there is a growing risk that sustainability will be perceived as a secondary priority, something to be deferred until geopolitical conditions stabilize. This would be a fundamental misreading of the situation. Regardless of political agenda, the data is unequivocal: The Earth's climate is under stress. According to the World Meteorological Organization's *State of the Global Climate 2025* report, key indicators paint a stark picture:

- Temperature: 2025 was the second warmest year on record, with global temperatures reaching 1.43°C above pre-industrial levels.
- Greenhouse gases: Atmospheric CO₂ recorded its largest annual increase since measurements began in 1957.
- Glaciers and ice: Accelerated glacier mass loss continues, while Arctic sea ice reached record low levels for March 2025.
- Ocean heat: Ocean heat content reached a record high for the ninth consecutive year.
- Sea level rise: Sea levels have risen by 11 cm since 1993, with the rate of increase doubling since 2012.

Climate change will continue to intensify, manifesting in physical risks, regulatory pressures, and shifting market expectations. At the same time, nature-related risks are moving rapidly up the corporate agenda, underscoring the dependence of business on the integrity of natural systems. Prudent leadership requires an understanding of the financial and societal risks associated with climate, ecosystem degradation, and biodiversity loss. These forces are not paused by geopolitical events; they are, in many cases, amplified by them. Geopolitical volatility is not a temporary disruption that will simply be resolved over time. It has become an enduring characteristic of the global system.

The challenge for business leaders, therefore, is not to choose between short-term responsiveness and

Sustainability should be understood not as a constraint, but as a framework for navigating uncertainty

long-term sustainability, but to integrate the two. The question is no longer whether companies are exposed to sustainability and climate risk, but how prepared they are to manage it. Immediate pressures—rising costs, supply disruptions, political uncertainty—require decisive action. However, strategies that focus exclusively on the short-term risk creating vulnerabilities that will become evident over time.

Sustainability should be understood not as a constraint, but as a framework for navigating uncertainty. It provides a lens through which companies can assess risk, identify opportunities, and position themselves in a rapidly evolving environment. This includes investing in the energy transition while managing current energy needs, redesigning supply chains for both resilience and reduced impact, and engaging with regulatory developments without losing strategic coherence. In this sense, the geopolitics of sustainability are less about disruption and more about recalibration. It forces organizations to confront the complexity of operating in a world where environmental, economic, and political factors are deeply interconnected.

The conclusion is clear. Today's urgencies are real and unavoidable, but they cannot be allowed to overshadow longterm risks and longterm value creation. Companies that succeed will be those that maintain strategic discipline in the face of volatility. Those that recognize that sustainability is not a fair-weather agenda, but a core

The geopolitics of sustainability are less about disruption and more about recalibration

element of resilience and competitiveness. As business success is increasingly defined by operational adaptability and longterm viability, resilience becomes a core competitive advantage in the global arena.

In times of heightened global instability, businesses face complexity and hard trade-offs. The ability to navigate uncertainty while maintaining strategic clarity—to hold both horizons in view, the immediate and the longterm—may ultimately prove to be the defining differentiator. 🌱



Design to Make a Difference

Marianthi Liapi is an architect and researcher specializing in the participatory upgrade of learning environments through the creative combination of design thinking and contemporary maker culture practices, using an interdisciplinary methodology she has developed called Educational Pla(y)ces. A Fulbright Outreach Ambassador and the winner of multiple awards and distinctions, she is the Research Program Director of the Transformable Intelligent Environments Laboratory (TUC TIE Lab) at the Technical University of Crete and was recently elected to the position of Assistant Professor at the School of Architecture in Chania. In this Q&A for Business Partners, she talks about her work, its impact, and her transformative experience with the Fulbright Program.

As Research Program Director of the TUC TIE Lab, you work at the intersection of research, technology, and architectural design. How can research-driven design thinking contribute to public sector reform and generate measurable social impact?

Design thinking is a process where seemingly unrelated, diverse elements can be creatively composed into a new synthesis that better performs a new role and creates new value. It is a human-centered, iterative, and multidisciplinary process that goes beyond brainstorming to explore and produce useful, feasible, and viable solutions. This approach is particularly important in the design field, where everything should be reconsidered and reinvented in order to stay fresh and adapt to everchanging conditions. This can be a paradigm for any reform since it handles a constant loop of evaluation and adjustment. In this sense, research-driven design thinking provides the agility to navigate a reform from bureaucratic, top-down decisions

to participatory, bottom-up processes, investing at the same time in circularity, collectivity, and making.

Design thinking is one of the three pillars in TUC TIE Lab's methodology, inherently connected with participatory practices and the maker mindset, to ensure that our research stays human-centered. This synergy has proven to be empowering for stakeholders in our projects, placing them in the decisionmaking process as creators and drivers of change, rather than just spectators.

You are currently leading a nationwide Ministry of Education initiative for classroom redesign, implemented through the TUC TIE Lab. How do such projects transform the educational experience in Greek public primary and secondary schools?

I would really like to utilize the resources of the Contemporary Learning Places program to help direct a shift from traditional, citadel schools to flexible, effective learning environments that will

create a foundation for quality education for all. We have a shared vision in the lab to increase the pedagogical imprint of today's learning spaces and facilitate the transition from a characterless school space to a learning place that supports wellbeing, social and emotional connections, agency, and safety, for both students and educators. In this sense, we envision school environments where students feel they belong and teachers feel respected.

The classroom is at the core of this change. The challenge is to implement design innovations inside the existing, one-size-fits-all, passive-learning classrooms. This aims to embrace spatial flexibility, to facilitate a variety of learning scenarios, and to provide comfort by securing proper lighting, acoustics, ventilation, and furniture. The classroom is viewed as an open-ended studio space, supporting diverse activities such as

We envision school environments where students feel they belong and teachers feel respected

lectures, hands-on experimentation, and individual and group work. Furthermore, this multimodal space not only supports the learning activities of

the curriculum but also favors a multitude of parallel programs, activities, and school initiatives.

Tell us a little about your academic and professional mission and how this relates to career milestones, such as your new position in Chania or your leadership of the Ministry of Education initiative.

A few years ago, I came across a book by Karl De Schweinitz titled *The Art of Helping People Out of Trouble*, originally published in 1924. Through layers of Lakoffian metaphors, the author expresses his admiration for the art of helping, while encouraging people to prepare for the unexpected facets of life by equipping themselves with the skills of different roles. In my explorations, I have always strived to be useful and help people, not necessarily out of trouble, but to learn. It is a mission that has kept me on track, both in inspiring Aha! moments and in times of self-doubt. This new position expands my own explorations of helping people, students in this case, by sharing my knowledge and my experiences from which I have learned so far, and creatively challenging them in ways that will inspire them to evolve.

How has your experience as a Fulbright Student at MIT, and subsequently as a Fulbright Greece Outreach Ambassador, influenced your approach to innovation, collaboration, and leadership in Greece?

My experience as a Fulbright student at the MIT School of Architecture and Planning was essential in enabling me to develop a growth mindset and the attitude to experiment, create, and innovate. I became even more confident in my skills and abilities, and I equipped myself with an unrelenting urge to pursue and deliver pioneering projects that aim to challenge and change norms. This would not have been possible without the guidance of my mentor, developmental psychologist Edith Ackermann, whose definition of learning should be deeply



Research-driven design thinking provides the agility to navigate reform while also investing in circularity, collectivity, and making

carved in our minds: “Learning,” she wrote, “is less about acquiring or transmitting information or existing ideas or values than it is about collectively designing a world that is worth living in.”

Upon my return to Greece and inspired by best practice examples within the Fulbright network, I embarked on a mission, together with Kostis Oungrinis, to create an academic research and learning environment, continuously open and supportive to experimentation, failure, innovation, and creativity. This led to the establishment of TUC TIE Lab, home to more than 200 students and professional researchers so far and a source of inspiration to many others through its multidisciplinary, applied research programs.

How does strategic investment in educational infrastructure and spatial design contribute to Greece’s longterm competitiveness and sustainable development?

This is one of the macro goals of the Contemporary Learning Places program. Education plays a vital role in dismantling poverty and narrowing inequality. The documentation of research results around the world highlights that investments in education have a tenfold return in the long run. Beyond these economic advantages, education is profoundly responsible for improved public health and a stronger commitment to social engagement.

The proposed investment in school infrastructure aims to have even greater benefits, since classroom space in Greece has not changed for nearly 100 years. By providing spaces to foster all aspects of learning and by allowing students and teachers to create their own learning microcosms, we now have a great opportunity to create a solid foundation for education to cultivate creative citizens, which in turn is a key parameter for innovation and competitiveness. Even more, the new classroom will operate as an ecosystem, enabling a better understanding of all dimensions of circularity and leading to much wanted sustainability awareness. 🌱

For more information visit www.fulbright.gr

LEADERSHIP



Welcome to the Trust Economy

Is your license to lead expiring? Renew it with Trust Power.

Trust is the deep foundation on which all relationships are built. It is the invisible infrastructure of the global symbiosis and economy.

In our shared human history, the handshake was not a mere greeting; it was a mutual assurance that neither hand was concealing a weapon. The clinking of glasses was not a toast; it was a synchronized spill, a communal guarantee that none of the drinks were poisoned. This was trust in its purest form: being in a state of faith (in Greek, *εμπιστοσύνη*) and being worthy of that faith (*αξιοπιστία*). It was not a soft skill, a marketing sentiment, or a corporate tagline. It was a physical, verifiable exchange of safety. In today's hyper-accelerated business environment, we have replaced the open palm with the filtered post and the legal disclaimer. In doing so, we have lost the very essence of what makes leadership possible. We have forgotten that trust is not something you say but is something you prove, day in and day out.

Distrust as default

We are currently navigating a volatile era in which doublespeak and fake news cast a fog over reality, robbing words of their meaning. At the same time, people have fallen from their aspirational heights on Maslow's Pyramid—crashing from the pinnacle, whence they once sought status and self-actualization, to the bottom, seeking to ensure the fundamentals of survival.

By Petros Constantinidis

President and Partner, Publicom Group – Burson



The ultimate definition of trust is acting on the certainty that your partner will deliver

When survival is at stake, psychology changes dramatically. People no longer seek visionary rhetoric from leaders regarding mission, vision, or values. They seek shelter from the pain of betrayal by the leaders they entrusted their futures to. Any license to lead once granted by title, corner office, C-suite title, or prestigious appointment has expired.

In this new landscape, leadership based on the power of titles alone is a relic of bygone times. Distrust has become the default setting of modern consumers, employees, and investors. To lead today is not to demand attention, but to earn back the right to be heard through consistent, undeniable proof with evidence.

The death of the lone cowboy leader

The era of the singular hero-leader riding in to fix a department in a silo is over. This lone cowboy leadership model failed because it ignores the reality of society in survival mode, where *we* (let's save the planet) has become *me* (save me first).

Stakeholders do not look at companies in terms of organizational charts. Looking at a marketing department, they do not see it as separate from the total corporate ecosystem, its leadership and its brands. They see beyond silos and departments and experience the totality at every encounter as moments of truth—they experience a total encounter. They see, feel, and evaluate your entire ecosystem at every single touchpoint. In this environment, a single trust deficit can damage the entire ecosystem. If the air in one room is contaminated, the whole house becomes uninhabitable.

Connection that matters

Trust leadership today is like a high-stakes relay race, in which the speed of each individual runner is as decisive as the seamlessly synchronized passing of the baton from one runner to the next. When a trust power dream team is in sync, they move with a velocity that competitors cannot match. This speed is not the result of frantic effort but of the absence of friction. The team moves faster because they don't waste time watching their backs or second-guessing internal motives. They go higher because they aren't weighed down by another department's trust deficit or internal bureaucracy and doubt. They are stronger because they are unified by a single, transparent truth.

In a relay, the second runner begins their sprint before they have the baton in hand. That is the ultimate definition of trust: acting on the certainty that your partner will deliver. The baton is the connection that matters; if it falls, the race is over, regardless of how fast any individual can run.

Trust as a measurable asset

Just as medical imaging evolved from rudimentary X-rays to detailed, multidimensional MRIs, our understanding of organizational health must undergo a radical upgrade. The trust era needs a trust MRI, with new deep dive performance and delivery metrics to quantify the levels of trust creation or trust deficits at each touchpoint encounter. This is the trust balance sheet, a diagnostic deep dive that monetizes both the seen and the hidden touchpoints of an organization.

trust capital = increased operational speed + lower transaction costs + high lifetime customer value

trust deficit = internal friction + brand fragility + talent attrition

Every interaction either builds trust capital or deepens a trust deficit. This architecture creates a unified compass that directs all divisions toward a single, verifiable output: the trust proof delivery operating ecosystem. By treating trust as a measurable asset, we turn a soft concept into a hard strategic advantage. We move from wondering why the engine is stalling to seeing exactly where the friction is occurring.

The transition to trust leader requires a fundamental shift in identity from manager of people to architect and orchestrator of trust encounters

Trust power capital ROI

When we speak of trust power, we are talking about strategic capital. This manifests in three ways: As internal velocity (trust is the only lubricant that eliminates the friction of bureaucracy, and in a high-trust ecosystem, synchronization creates speed), as lifetime value: (customers no longer buy products but proof of delivery—loyalty is the emotional residue of a promise kept over time), and as a protective shield: trust capital is the only insurance policy that pays out instantly during a crisis, the benefit of the doubt that acts as a shield against a storm).

Futureproof leaders

The transition from lone cowboy to trust leader requires a fundamental shift in identity from manager of people to architect and orchestrator of trust encounters. The primary responsibility of leadership teams is to ensure that every department, from the factory floor to the accounting office, is engineered to secure the optimization of moments of truth, utilizing metrics to discover the hidden trust cracks before they become trust gaps and lead to trust deficits.

The trust re-evolution

Think of this as a wakeup call. If we stand still, the world will pass us by. We need to break out of our everyday as usual security curve. In the new trust economy, survival and growth are no longer a matter of following best practices. If we continue doing the same as yesterday, we soon won't have a license to lead. There is still time to become trust leaders and lead as the trust ecosystem's architects. We must learn to forget what we thought we knew about authority and embrace a fast-forward, futureproof architecture of trust leadership.

Consumers have stopped believing in empty words, promises, clever campaigns, and attractive labels and are more likely to trust the back side of packaging, as they check for hidden health hazards. Yet in a world that has grown deaf to corporate slogans and blind to the glitter of titles, advertising, greenwashing, and annual awards ceremonies, people still believe proof. When truth is proof, consumers will open their ears and listen. The time is now to lead the new era of futureproof trust leadership powered by trust. 🍷

For more information, contact the author at petros.constantinidis@publicomgroup-burson.gr

THE INTERVIEW

INVESTMENTS, GROWTH, AND TRANSATLANTIC COOPERATION

Ambassador Alexandridis on how the Embassy, the Diaspora, and AmCham Greece are contributing to advancing Greece-US economic and strategic ties

In February 2026, Antonis Alexandridis, the newly appointed Ambassador of Greece to the United States of America, formally presented his credentials to US President Donald Trump at a special ceremony at the White House, marking the commencement of his diplomatic duties and tenure in Washington. A career diplomat with a Master of Law (LLM) from the University of Cambridge, he has held posts across Europe and Asia and has served as Ambassador of Greece to the Philippines, the United Arab Emirates, and, most recently, France.

As you begin your tenure as Ambassador of Greece in Washington DC, what are your priorities in regard to further strengthening the close bilateral ties and strategic partnership between Greece and the United States?

My primary focus is to build upon the historic high of our bilateral relations by deepening our cooperation in key areas, not least in defense, energy, shipping and ship-building, trade, and culture. The challenge is how to take already excellent relations to new heights.

As regards defense, we are moving beyond mere security cooperation to a comprehensive strategic partnership giving substance to the Greece-US Strategic Dialogue and the 3+1 Initiative that connects Greece with the United States, Israel, and Cyprus. One of our top priorities is ensuring that Greece continues to serve as a reliable and stable geopolitical anchor for the US in the Southeastern Mediterranean.

You mentioned that Greece-US relations have reached a historic high in recent years. How do you see this relationship evolving in the coming time, particularly in the fields of trade and investment and key sectors such as health and technology?

Increasing foreign direct investment in the Greek economy is a prerequisite for economic growth, and so



Ambassador Alexandridis at the Greek Independence Day Celebration 2026 at the US Capitol



Greece is a destination for the future—a stable, innovative, and strategic partner at the crossroads of three continents

Europe and the Middle East but also by becoming a supplier of much needed critical minerals and helping to revitalize the US shipbuilding sector.

attracting US investment in Greece remains a top priority. US companies are already backing significant investments in the health, pharma and life science sectors, as well as major projects including logistics centers, shipyards, insurance, and datacenters to name a few. The United States International Development Finance Corporation's (DFC) financial involvement in Elefsis Shipyards and Thriasio Logistics Centre serves as evidence of the longterm US commitment in Greece's economy.

We are entering a decisive era of technological transformation in which I envision our relationship evolving from traditional trade to deep-tech partnerships in AI, quantum computing, and cybersecurity. The US-Greece Economic Security Declaration, signed in November 2025, serves as a roadmap for advancing prosperity, technological progress, and economic security, positioning Greece as a trusted partner in secure supply chains and responsible tech governance. Greece is committed to playing that role not only by providing generous logistical support to US military operations in Central

We are here to provide investors the data and confidence they need to participate in Greece's resilient, growing economy

Greece has emerged as an increasingly attractive investment destination. What role can the Embassy of Greece in Washington DC play in encouraging further US investment and strengthening economic ties between the two countries?

The Embassy acts as a proactive bridge between investors, whether institutional or individual, in the United States and opportunities in Greece. We focus on showcasing Greece's role as a regional partner and energy gateway—especially through LNG projects and the Vertical Gas Corridor—and as a hub for shipping and shipbuilding. We are here to provide investors the data and confidence they need to participate in our resilient, growing economy. In order to accomplish

that, we participate actively in all relevant fora in the US regarding investment, energy, and business opportunities.

In today's rapidly changing geopolitical and economic environment, how important is the transatlantic partnership for ensuring stability, growth, and shared prosperity?

In an era of shifting global alliances, the transatlantic bond is more vital than ever for collective security and

THE INTERVIEW

economic stability. Greece's membership in the European Union and NATO makes us a crucial partner in diversifying Europe's energy supplies and maintaining the freedom of maritime navigation, which is essential for global trade.

In the past year, Greek foreign policy adapted rapidly to changing conditions by reevaluating our country's strengths and matching them successfully with the corresponding US goals. The success of the Partnership for Transatlantic Energy Cooperation (P-TEC) event that took place in Athens back in November, with the participation of the US leadership and the world's energy elite, was a testament to our ability to be a positive driver of progress in our region and saw the signing of a number of business deals that promote both Greek and US interests.

What are your thoughts on the role of the Greek-American business and diaspora communities in promoting closer trade and cultural ties between the two nations?

As Greece's global voice multiplier, the Greek diaspora finds its strongest resonance in the United States, a nation that nearly three million of our compatriots call home. The presence of Greek-Americans is so prominent across all levels of society and business that they are the first ones we turn to for support and advice. Moving forward, I see the community playing an even larger role as our economic ambassadors. What binds us is a common longing to see Greece attain the prominence she truly deserves in the international arena. As we are frequently called upon to share the Greek success story, I believe that engaging with our diaspora is a winning strategy for all of us.

Since its establishment in 1932, the American-Hellenic Chamber of Commerce has been committed to promoting closer Greek-US economic ties. In your opinion, how can organizations such as AmCham Greece contribute to further advancing bilateral business and investment ties?

Organizations such as the American-Hellenic Chamber of Commerce are indispensable partners for the Embassy. AmCham Greece provides the practical, on-the-ground



Ambassador Antonis Alexandridis presents his credentials to the Chief of Protocol of the United States, Ambassador Monica Crowley

AmCham Greece provides the practical, on-the-ground networking and advocacy that turn high-level diplomatic agreements into real-world business partnerships

networking and advocacy that turn high-level diplomatic agreements into real-world business partnerships. Especially so following the establishment of its new office in Washington, which is active far beyond the DC area. In spite of the fact that it has barely been a year since its launch, we are already reaping the benefits of cooperation. Our partnership has revealed a powerful dynamic: By focusing on what each of us does best, we are combining our resources to achieve maximum reach.

Finally, what message would you like to share with the international business community regarding Greece's outlook and its role as a strategic partner in the region?

For a long time, Greece was viewed as a destination for a wonderful vacation; we strongly believe that it is a destination for the future. Our message is clear: Greece is a stable, innovative, and strategic partner at the crossroads of three continents. We invite the international community to join us as we lead the region's energy transition and technological leap, offering a secure and profitable gateway to the greater European and East Mediterranean markets. 🇬🇷

Forward as One

The annual Directory of the American-Hellenic Chamber of Commerce is one of the most reliable sources of information on doing business in Greece and is used by professionals to identify new business relationships, new suppliers, and new services.

In an era of rapid change and increasing complexity, networking, collaboration, and trust constitute the most important competitive advantage for any business.

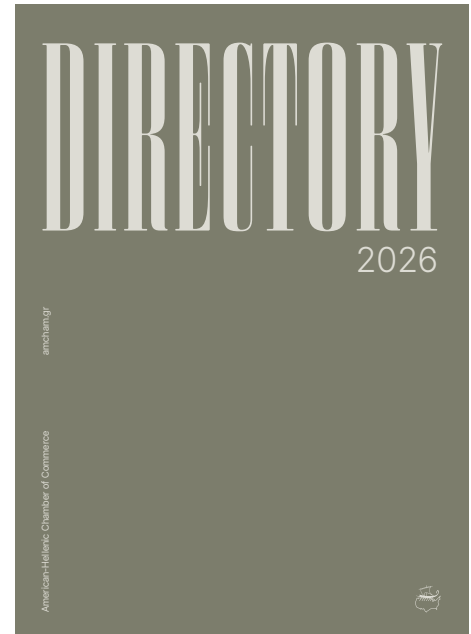
With its long-standing history and enduring prestige, the American-Hellenic Chamber of Commerce continues to serve as a bridge of opportunity between the business communities of Greece and the United States. The Chamber is a trusted institution that brings together people, ideas, and prospects.

The Directory 2026 embodies this spirit. It serves as a tool for visibility and outreach, but above all as a platform for meaningful connection among our members and partners. Through its pages, the dynamism, diversity, and unity of our community are brought to the forefront.

I invite you to participate actively in this important publication and to showcase your business through the strong network and reputation that the Chamber has consistently built with reliability and credibility.

Now, more than ever, strength lies in collaboration and in our collective journey toward the future. Together. Forward.

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



Readership and Distribution

Each year, the American-Hellenic Chamber of Commerce's annual Directory reaches approximately 50,000 readers: topflight individuals, business and industry heads, decisionmakers, and key opinion leaders. The Directory is available for sale to the general public and is sent complimentary to all member companies of the Chamber, as well as to key organizations, embassies, consulates, government agencies, foreign and Greek chambers of commerce, Greek government ministries, and various bodies and institutions in the United States.

Reaching Decisionmakers

Established in 1932, the American-Hellenic Chamber of Commerce is one of the most well established, active, and forward looking chambers of commerce in Greece, with a strong network of contacts – comprising leading businesses, trade associations and financial institutions, government agencies and public officials, chambers of commerce, and other stakeholders – in Greece, Europe and across the Atlantic. This makes the Chamber's annual Directory one of the best choices for advertisers who want to reach decisionmakers not only in Greece but also in the trans-Atlantic business market.

For more information, contact a.loli@amcham.gr

THOUGHT LEADERS

POWERING THE REGION

ENERGY SECURITY, CONNECTIVITY,
AND THE PATH TO IMPLEMENTATION

By Alexandra Loli, Ph.D.

The Eastern Mediterranean and Southeast Europe are at a pivotal moment in their energy journey. The region's trajectory is now unfolding against a backdrop of profound geopolitical instability, as the latest conflict in the Middle East has sent shockwaves through global energy markets and security frameworks.

Amid an energy landscape being reshaped by rising energy demand, shifts in global supply dynamics, and rapid technological advances, the imperative for sustainability and secure, affordable energy has never been clearer. Governments, companies, and investors are grappling with how to navigate this volatility while staying focused on long-term climate and energy security goals. At the same time, geopolitical factors, regional cooperation frameworks, and evolving market structures are further amplifying both the challenges and opportunities ahead. This unique intersection of forces creates a pivotal window for leadership, innovation, and strategic decisionmaking that could define the region's energy trajectory for decades.

In this issue's Thought Leaders section, leading experts share their perspectives on navigating this complex landscape, discussing strategic priorities such as diversified energy supplies, resilient infrastructure, renewable integration, and technology-driven solutions. Their insights reflect a shared understanding that success depends not only on planning and policy but also on decisive implementation, collaboration, and long-term vision.





THOUGHT LEADERS

Energy Addition: Security and Competitiveness in a Changing World



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

The demand for energy in our modern world is rising steadily, accelerated by the rapid expansion of artificial intelligence and other energy-intensive technologies, and is already outpacing even the most ambitious efforts to curb consumption through efficiency alone. Energy policy is no longer merely a matter of infrastructure or technology; it has become a fundamental driver of economic competitiveness and geopolitical stability.

For countries seeking sustainable growth in today's increasingly volatile environment, ensuring access to reliable and affordable energy will be central to maintaining prosperity and resilience. In this context, the concept of energy addition, as emphasized by United States Secretary of the Interior Doug Burgum, offers a pragmatic framework for meeting rising needs without prematurely discarding viable sources.

As countries strive to uphold alliances and shared interests amid today's shifting geopolitical landscape, they are called upon to end their dependence on strategically unreliable energy sources. Yet despite Greece's firm commitment, replacing Russian gas is a complex and resource-intensive undertaking. Energy from trusted hydrocarbon partners, particularly liquefied natural gas (LNG) from the United States, is therefore critical for strengthening supply security and diversification. Thus, even though long-distance supply chains involve higher costs and infrastructure requirements that may slow rapid adoption, they represent an essential investment in longterm resilience.

At the same time, Greece is seeking to leverage its favorable geographic position to serve as a regional energy gateway. Initiatives such as the Vertical Gas Corridor can enhance connectivity, resilience, and market integration across Southeast Europe, strengthening both the country's strategic influence and Europe's broader energy security

Energy strategy is not only about meeting national needs but also about contributing to the stability and energy security of an entire region

architecture. Ensuring the financial viability of such projects, however, requires coordination that extends beyond bilateral arrangements and is best addressed within a coherent European framework. For countries such as Greece, energy strategy is not only about meeting national needs but also about contributing to the stability and energy security of an entire region.

In the years ahead, economic competitiveness will largely depend on a country's ability to secure reliable, affordable, and sustainable energy

Renewed interest in exploring domestic hydrocarbons, supported by newly established lease agreements in the Ionian Sea and south of Crete, reflects a strategic effort to enhance energy security and strategic autonomy. This longterm process aligns with the principle of energy addition and could deliver meaningful trade-balancing benefits. While uncertainties remain regarding the scale of recoverable reserves, sustained commitment to exploration is

an important component of a resilient energy strategy. Preliminary assessments suggest that viability could be determined within the next three to five years, potentially paving the way for production within six to ten years.

Greece's recent investments in renewables have increased the share of these sources in the energy mix to a commendable level, with further expansion holding the potential not only to reinforce energy security but also to support electricity exports as grid capacity, interconnections, and storage systems improve. Maintaining this momentum, however, requires careful planning. Additional large-scale installations must be developed in ways that preserve the country's unique natural landscape, on which the tourism sector depends, ensuring that energy diversification and environmental protection advance in parallel.

It may also be time to explore new forms of energy production, such as modern small modular reactors. In a country surrounded by nuclear power plants, public opinion remains understandably cautious but is increasingly challenged by evolving realities and technological progress. A fact-based national dialogue could help determine whether emerging nuclear technologies have a role in a diversified and resilient energy strategy.

Ultimately, energy policy must reconcile multiple objectives simultaneously. Security, affordability, sustainability, and competitiveness must advance together. In the years ahead, economic competitiveness will largely depend on a country's ability to secure reliable, affordable, and sustainable energy. For Greece, this means embracing a diversified energy addition strategy that mobilizes every

viable resource, strengthens regional cooperation, and supports investment in emerging industries such as digital infrastructure and data centers. In a world of rising energy demand, the real challenge is not replacing one energy source with another, but building a resilient and diversified energy mix capable of sustaining growth and stability for decades to come.

Greece: A Strategic Anchor in an Era of Global Energy Volatility



By Prof. Dr. Kostas Andriosopoulos

Director of the HELLENiQ ENERGY Center for Sustainability and Energy at Alba Graduate Business School; BoD member, HAEE; BoD member and Energy Committee Chair, AmCham Greece

Energy strategy is no longer defined by intentions alone, but by the speed at which a nation converts geopolitical crises into opportunities for regional security. Within this framework, the Vertical Corridor currently represents the vanguard of energy defense for Southeast and Central Europe.

The strategic weight of this initiative was the focal point of a recent closed working meeting between the Energy Committee of the American-Hellenic Chamber of Greece and Joshua Volz, US Special Envoy for Global Energy Integration. The discussion reaffirmed the profound depth of the Greece-US energy partnership, with

Washington viewing Greece as an indispensable partner for channeling US LNG to the Balkans and Ukraine. The effectiveness of the Vertical Corridor extends beyond mere physical infrastructure. Realizing this strategic vision requires a decisive market signal, generated through coordinated regulatory and political interventions at EU level, aimed at dismantling cross-border bottlenecks.

The urgency for such alternative routes is underscored by the perfect storm currently impacting global markets. Geopolitical tensions in the Middle East have transitioned from

political signaling into structural operational risk, forcing markets to reprice the security of the Strait of Hormuz. The data is revealing: In early March 2026, European gas benchmarks (TTF) surged to €57.72/MWh, an increase of nearly 90% compared to the 2025 average. While the Strait of Hormuz channels 20% of global LNG trade, research by the HELLENiQ ENERGY Center for Sustainability and Energy at Alba Graduate Business School (detailed in our analysis in *Decoding Energy News*) highlights a dangerous structural asymmetry compared to oil. While oil transit can utilize bypass pipelines with a capacity of 8.8 mb/d, LNG exports have no overland alternative. This vulnerability became a reality when Qatar, which exported 84 million tonnes (MT) of LNG in 2024, temporarily halted production due to security risks. In this vacuum, US LNG, which led global exports in 2024 with 88.4 MT, stands as the only reliable bedrock of European stability.

This extreme vulnerability of international transit points, such as the Strait of Hormuz, highlights a critical truth: Energy security cannot rely solely on imports, however diversified they may be. The strategic response to global supply shocks must include the development of domestic resources. Consequently, Greece has moved into a phase of strategic discipline in the upstream sector, marked by the landmark agreement signed on February 16, 2026.

The entry of Chevron alongside HELLENiQ ENERGY for offshore blocks in Crete and the Peloponnese nearly doubles the country's exploration acreage. This partnership with a major US company is transforming Greece from a transit hub into a potential producer. Domestic hydrocarbon production serves as the ultimate geopolitical shock absorber, reducing dependence on the volatile maritime routes of the East.

This evolution is the direct result of a sustained and high-level bilateral dialogue. The AmCham Greece Energy Committee remains at the forefront of this transformation. As a primary institutional body with deep technical and scientific expertise, the Committee works systematically to deepen the Greece-US energy partnership, ensuring our country serves as an indispensable energy guarantor for Southeast Europe and beyond.

Energy security cannot rely solely on imports, however diversified they may be



THOUGHT LEADERS

The Vertical Corridor and Southeast Europe's Emerging Energy Landscape



By Minas Diacakis
Senior Engineer,
American Bureau of
Shipping (ABS)

Greece-US relations have long been strong thanks to deep economic, strategic, and cultural ties driven by partnerships across key sectors, including energy—an area of close cooperation that has recently gained increased attention. One of the key elements of this cooperation is the Vertical Gas Corridor, a strategic pipeline initiative connecting Greece northward to Bulgaria (through the Interconnector Greece-Bulgaria (IGB)),

Romania, Moldova, and Ukraine.

The pipeline will strengthen Greece's role as an entry point into Europe for the growing volumes of US LNG, which nearly doubled in 2025 compared to 2024 and accounted for roughly 80% of all LNG received at Greek terminals. The Greek-owned fleet remains a significant service provider in this trade.

The project leverages DESFA's (the Greek National Natural Gas System Operator) transmission infrastructure, the Revithoussa LNG Terminal, and the Alexandroupolis Floating Storage and Regasification Unit (FSRU), with the latter two serving as key gateways for US LNG into Europe.

Beyond secured US LNG or potential quantities from other established fuel trade routes, the Vertical Gas Corridor's strategic value can be further strengthened through integration with emerging regional energy hubs. These include Egypt, leveraging its established gas fields, expanding renewables, and green-hydrogen projects, as well as Saudi Arabia, with its Neom megaproject, a planned city and innovation hub with a utility-scale green hydrogen plant capable of producing over 200,000 tonnes of green hydrogen per year. A special mention should also be made to the India-Middle East-Europe Economic Corridor (IMEC), a transformative connectivity initiative connecting India to Europe via the

The Vertical Gas Corridor's strategic value can be further strengthened through integration with emerging regional energy hubs

Middle East, reshaping Eurasian trade and energy flows. The Vertical Gas Corridor reinforces Greece's role in present and future energy networks, advancing diversification, regional connectivity, and longterm cooperation with key international partners.

From Capacity to Functionality: Greece's Next Phase of Energy Transition



By Alexandros Giannis
co-founder and CEO,
Engaia

The past year has highlighted both the structural weaknesses and the unresolved challenges of Greece's energy system. Widespread curtailment of renewable generation, slow progress in new energy storage (BESS) connections, and a net billing program that fell short of expectations all point to a mismatch between planning and implementation.

Renewable self-consumption and storage penetration remain among the lowest in Europe. By the end of 2024, out of nearly 10 GW of installed photovoltaic capacity, less than 900 MW—under 10%—were self-consumption systems, while European households and businesses consistently account for over 50% of new installations. Similarly, despite the National Energy and Climate Plan (NECP) target of 4.3 GW of battery systems by 2030, only limited residential storage projects have been deployed, with industrial and utility-scale applications largely absent. At the same time, smart meter rollout is slow, and Greece's simultaneous engagement in major US hydrogen agreements sends mixed signals on longterm energy strategy.

Renewables, particularly photovoltaics, have undeniably

become the cheapest and most sustainable form of electricity. The challenge is no longer expanding installed capacity but integrating it effectively: without storage, flexible grids, and active consumer participation, green energy risks becoming a liability rather than an asset.

Consumers, from households to SMEs, must become active participants in the energy system

To make 2026 a turning point, coordinated action is essential: updating the NECP to reflect today's market realities, streamlining permitting and regulatory enforcement, investing in modernized grids, and leveraging demand-side flexibility through self-consumption and dynamic pricing. Consumers, from households to SMEs, must become active participants in the energy system.

Engaia is leading the way with 126 MW of hybrid utility-scale projects, 455 MWh of storage, and extensive self-consumption solutions. Initiatives such as Engaia Charge and virtual net metering programs demonstrate that smart integration of renewables can deliver resilience, affordability, and sustainability. With realistic planning and citizen engagement, Greece can turn the energy transition from a challenge to a driver of sustainable growth in 2026 and beyond.

Advanced Technologies, Major Energy Players, and the Region's Energy Future



By Prof. Dr. Spiros Papaefthimiou
Director of the Industrial, Energy, and Environmental Systems Lab at the Technical University of Crete; President of the Hellenic Association for Energy Economics (HAEE)

The energy landscape of the Eastern Mediterranean and Southeast Europe is undergoing a profound transformation. In a region historically defined by its strategic geography and diverse energy resources, the next phase of development will be shaped not only by infrastructure and supply routes but also by the capabilities of major energy players and the integration of advanced technologies.

Large energy companies play a crucial role in mobilizing the scale of investment required to expand and modernize energy systems. From natural gas infrastructure and cross-border interconnections to offshore exploration and renewable

energy deployment, these actors bring the financial capacity, technical expertise, and experience necessary to translate ambitious plans into operational assets. Their participation also strengthens the region's integration into global energy markets, enhancing both competitiveness and security of supply.

At the same time, technological innovation is redefining

how energy systems operate. Digitalization, artificial intelligence, and advanced data analytics are enabling more efficient energy production, smarter grid management, and improved demand forecasting. Emerging technologies in offshore exploration, sub-sea infrastructure, and energy storage are unlocking resources and capabilities that were previously difficult or uneconomical to access.

Emerging technologies are unlocking resources and capabilities that were previously difficult or uneconomical to access

Equally important is the growing role of integrated energy systems. The combination of renewables, flexible gas infrastructure, storage solutions, and digital grid management

can provide the resilience required for a secure and sustainable transition. In this context, the collaboration between technology providers, energy companies, and policymakers becomes a key factor in shaping the region's longterm trajectory.



THOUGHT LEADERS

Comprehensive Green Solutions: The Synergy of Microgrids and e-Mobility



By Dr. George Pechlivanoglou
Director General,
Eunice Energy Group;
President and CEO,
Joltie

The transition to a sustainable energy model requires solutions that ensure grid stability and optimal energy management. At Eunice Energy Group, we develop smart microgrids that combine renewable energy generation with advanced storage and management systems. Our strategy primarily focuses on interconnected (on-grid) systems, which enable bidirectional energy exchange. Through these systems, we achieve load balancing, minimize transmission losses,

and facilitate the seamless integration of green energy into the central grid.

Simultaneously, our systems offer the capability of an immediate transition to fully autonomous (off-grid) operation. This backup capability acts as a protective shield, ensuring uninterrupted power supply during grid disturbances. Our expertise is reflected in the pioneering on-grid microgrid of the island of Tilos, which serves as a model for grid stabilization, as well as in the off-grid system of the island of Farmakonisi, which guarantees absolute energy autonomy for the Hellenic Armed Forces. However, the true potential of these infrastructures is realized through their synergy with e-mobility. Joltie, a member of Eunice Energy Group, is developing a modern network of smart charging stations that integrate harmoniously into our microgrids. Through this interconnection, the charging of electric vehicles does not burden the system; instead, it utilizes locally generated clean energy, effectively smoothing out demand peaks.

By combining the energy generation and storage capabilities of on-grid microgrids with Joltie's infrastructure, we are creating a unified, smart ecosystem. In doing so, we are not merely offering isolated services but comprehensive green solutions that fortify energy security and pave the way for a truly sustainable future.

The transition to a sustainable energy model requires solutions that ensure grid stability and optimal energy management.

Balancing Energy Security and Energy Transition in Southeast Europe



By Andreas Shiamishis
CEO,
HELLENiQ ENERGY

The global energy landscape has changed significantly in recent years. Geopolitical tensions, supply chain disruptions and growing energy demand are the new reality. In this evolving environment, the Eastern Mediterranean and Southeast Europe are emerging as increasingly critical regions for Europe's energy system. Their geographic position, combined with expanding energy infrastructure and growing investment in both conventional and low-carbon energy, creates new opportunities for regional cooperation and energy connectivity.

The path toward a sustainable energy future requires reliable infrastructure, diversified energy sources, and forward-looking investments

At HELLENiQ ENERGY, our strategic transformation reflects this new reality. Over the past few years, we have evolved from a predominantly domestic fuels company into a diversified regional energy group, operating across the entire energy value chain—from upstream exploration to refining, trading, power generation, and renewable energy. This transformation strategy is built on a balanced approach: strengthening our core industrial and trading activities while developing a strong new energy platform in electricity and

renewables across Southeast Europe.

Today, HELLENiQ ENERGY's operating power capacity exceeds 1.4 GW (of which 0.8 GW is thermal capacity and more than 0.5 GW is renewable capacity), with a RES development pipeline surpassing 6 GW, while our refining and logistics infrastructure continues to support energy security and regional supply. The recent restart, by our Group, of the Vardax pipeline, which carries fuel products from Greece to the Republic of North Macedonia, is another proof point of our diversification strategy and focus on operational excellence and resilience.

Clearly, the path toward a sustainable energy future requires more than technological advances. By combining reliable infrastructure, diversified energy sources, and forward-looking investments within a context of realistic

transition, Europe can strengthen its energy resilience and competitiveness in the years ahead, securing access to affordable energy for all.

The Significance of Digitalization for Energy Resilience in Europe



By Leonidas Zaimis
President and CEO,
MAS

Europe has taken decisive steps toward reducing its dependence on Russian gas and strengthening its energy security. Yet, securing alternative fuel supply alone cannot guarantee energy resilience.

As Europe accelerates the transition from fossil fuels to electricity, new structural challenges are emerging that remain insufficiently addressed.

The increasing reliance on renewable energy, combined with surging demand for electricity, is fundamentally changing how power systems operate. Renewable generation, particularly wind and solar, is inherently variable, introducing production uncertainty and increasing balancing requirements across electricity networks. As renewable penetration grows, these fluctuations will progressively exceed the flexibility that traditional generation sources can reliably provide.

At the same time, the rapid expansion of distributed generation, especially rooftop photovoltaic installations, adds further complexity to distribution networks. As more consumers become producers, demand patterns become less predictable, often fluctuating precisely when grid stability is most vulnerable.

Energy storage will play an important role in addressing temporary imbalances. However, storage alone cannot provide a comprehensive solution for long-term system stability. In parallel, the increasing frequency of extreme weather events introduces an additional layer of uncertainty, as periods of reduced renewable generation may coincide with spikes in electricity demand.

In this evolving landscape, resilience will depend not only on energy availability but on the ability to manage power flows dynamically across the system. As variability increases, driven by weather conditions, energy mix changes, and evolving consumer behavior, the electricity sector must move from traditional energy management toward

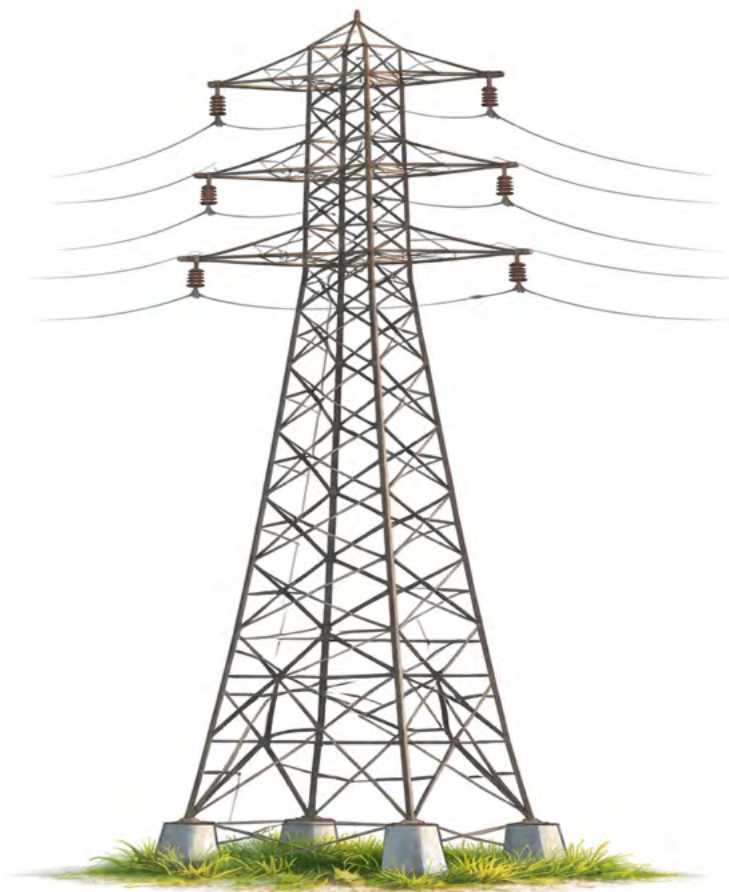
real-time power management, where production and consumption are continuously balanced across the system. Real-time coordination of production and consumption will be essential to maintaining grid stability and ensuring the success of the energy transition. Europe estimates

that around 40% of electricity demand may need to be actively managed by 2035 to maintain system balance. While legislation and market incentives are gradually emerging, a critical gap remains: the digital infrastructure required to orchestrate supply and demand in real time.

The technologies exist. What is now required is the accelerated deployment of unified digital systems capable of enabling automated balancing across in-

creasingly complex electricity networks. In the next phase of the energy transition, digitalization will be as critical to resilience as generation capacity itself. 🇪🇺

In the next phase of the energy transition, digitalization will be as critical to resilience as generation capacity itself



AMCHAM GREECE COMMITTEES

THE AMCHAM GREECE

ENERGY COMMITTEE

Energy has emerged as one of the most decisive forces shaping economic resilience, regional cooperation, and strategic autonomy. In an era defined by geopolitical shifts, technological acceleration, and the urgent need for sustainability, Southeast Europe and the Eastern Mediterranean stand at the forefront of a rapidly evolving energy landscape.

The AmCham Greece Energy Committee plays a pivotal role in advancing dialogue, fostering collaboration, and supporting initiatives that strengthen energy security, connectivity, and longterm investment in Greece and across the region. From infrastructure and exploration to renewables, digitalization, and regional corridors, the Committee brings together expertise, vision, and practical insight at a critical moment for the energy transition.

This special feature showcases the AmCham Greece Energy Committee and its members – industry leaders and experts who bring to the table invaluable knowledge and insight, contributing to shaping forward-looking strategies and translating ambition into implementation. Their collective experience underscores a shared understanding that energy development is a longterm endeavor, requiring cooperation, innovation, and sustained commitment to build a resilient and future-ready energy ecosystem.



Energy sits at the intersection of opportunity and responsibility. Today, nations face the complex challenge of meeting growing energy demand while simultaneously balancing energy security, affordability, and sustainability. For Greece, this is more than a matter of national interest—it is an opportunity

for the country to strengthen its role as a vital regional energy hub and emerge as a key contributor in ensuring Europe's economic competitiveness.

The AmCham Greece Energy Committee is committed to a proactive role in this effort. By convening industry leaders, policymakers, and experts, it fosters informed dialogue and collaboration that go beyond immediate market concerns. Its work highlights the importance of a diversified energy strategy that leverages domestic resources, renewable technologies, and strategic partnerships, including transatlantic cooperation, while also focusing on grid and infrastructure modernization and a flexible and responsive policy framework.

Looking ahead, Greece's ability to secure reliable and sustainable energy will determine its economic resilience, its attractiveness for investment, and its capacity to contribute meaningfully to regional stability. The Energy Committee is uniquely positioned to contribute to this process, guiding key discussions, supporting innovative solutions, and helping to translate strategic vision into practical outcomes that benefit both Greece and the wider European energy landscape.

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



From the climate crisis to geopolitical tensions, energy is at the heart of some of the most critical challenges and opportunities of our time. The global energy landscape is undergoing profound transformation, driven by the pressing need to strengthen energy security, diversify supply, and transition

toward cleaner and more sustainable systems. Recent developments and market volatility have further stressed the importance of strategic cooperation and forward-looking policy frameworks in building resilient energy systems.

In this dynamic environment, the role of our Chamber's Energy Committee is more important than ever. Building on the knowhow and expertise of its members, top executives from across the energy value chain, it serves as a platform for discussion and analysis, knowledge sharing, and collaboration among industry stakeholders, policymakers, and the broader business community.

Through its work—from closed roundtables and policy consultations to targeted actions, conferences, and contributions to the public dialogue—the AmCham Greece Energy Committee promotes best practices, encourages innovation, and supports the development of policies that strengthen Greece's energy competitiveness and sustainability. At the same time, it highlights the critical importance of transatlantic energy cooperation and our country's key role in this.

Strategically situated, Greece is evolving into a key energy hub in Southeast Europe and the Eastern Mediterranean, with expanding energy infrastructure and capacity and significant investments in renewables, LNG, and interconnectivity projects that are creating important opportunities for regional cooperation and economic growth.

At AmCham Greece, we take pride in our Energy Committee and its valuable contribution to the country's energy sector. The Committee remains committed to serving as an essential forum for exchanging ideas, advancing innovation, and supporting Greece's role in the development of a secure, sustainable, and competitive energy future.

**- Elias Spirtounias, Executive Director,
American-Hellenic Chamber of Commerce**

AMCHAM GREECE COMMITTEES

Chair



Prof. Dr. Kostas Andriosopoulos

Director of the HELLENIQ ENERGY Center for Sustainability and Energy at Alba Graduate Business School; BoD member HAEE; BoD member and Energy Committee Chair at the American-Hellenic Chamber of Commerce

Committee coordinator

Angeliki Dikeoulia

Mission Statement

The Energy Committee of the American-Hellenic Chamber of Commerce is dedicated to reviewing and discussing energy related policies in Greece, to submitting recommendations and proposals to the government regarding the effective utilization of new technologies, best practices, and innovative knowhow and the facilitation and support of business investment plans; and to developing an effective network for technology and expertise transfer between Greece and the United States.

Members



Aristotelis Chantavas

CEO, Terna Energy, a Masdar company



Stavros D. Charitos

Senior Advisor Greece and East Mediterranean, Saipem



George Kalavrouziotis

Chairman and CEO, Eunice Energy Group



Fernando Kalligas

Senior Director of Corporate Affairs, ESG and Communications, DESFA



Loukas Lazarakis

CEO, Ascent Investments



Anastasios Manos

CEO, HEDNO



Andreas Shiamishis

CEO, HELLENIQ ENERGY



Kostantinos Sifnaios

Vice President and Managing Director, Gastrade



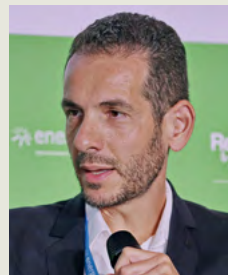
Minas Diacakis, Ph.D.
Senior Engineer, American Bureau of Shipping



Antonios Diamataris
Chairman of the BoD, DEPA



Konstantinos Eleftheriadis
Equity Partner, Forensic & Financial Crime, Sustainability Leader & Energy, Resources and Industrials Industry Leader, Deloitte



Alexandros Giannis
CEO, Engaia



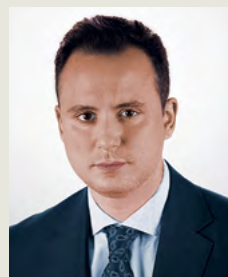
Panayotis Kanellopoulos
Chief Executive Director, International Energy Supply and Trading, Metlen Energy & Metals



George Kouvaris
Chairman of the BoD, Heron Energy



Panagiotis Ladakakos
General Manager, Enteka



George Lagios
Country Manager for Greece, National Energy



Konstantinos Mavros
Deputy CEO – Renewables, PPC Group; CEO, PPC Renewables



Evangelos Mytilineos
Executive Chairman, Metlen Energy & Metals



Gus J. Papamichalopoulos
Senior Partner, Head of Energy and Infrastructure, Kyriakides Georgopoulos Law Firm



Dr. Katerina Sardi
Managing Director and Country Manager for Greece, Energean



Georgios Stassis
Chairman & CEO, PPC



Aristofanis Stefatos
CEO, HEREMA



Leonidas Zaimis
President and CEO, MAS

BUILDING GREECE



Infrastructure, Investments, and Growth

How Engineering Consultancy Is Shaping Greece's Future

Dimitris N Samaras, a driven engineer and self made entrepreneur, is the founder and President of Samaras & Partners Group. He has led the Group through more than three decades of sustained growth and impact, establishing it as one of Greece's leading engineering and consulting powerhouses. Business Partners reached out to him to discuss the Group's landmark projects and the emerging opportunities as Greece continues to attract significant investment in infrastructure, energy and development.

Since its founding in 1992, Samaras & partners Group has established itself as a leader in engineering consultancy. Tell us a little about the approach that drove this success.

When we established Samaras & Partners Group, our vision was to create a firm that goes beyond traditional engineering consulting. Today, 34 years later, we are the largest Greek engineering and consulting group, with a staff of over 500 permanent in-house professionals and serving a client base of 6,500 businesses. We provide full-spectrum engineering, consulting, and management services, supporting both private and public sector clients. Focusing on holistic support and the one-stop-shop approach, we have expanded our expertise into areas such as infrastructure, spatial planning, industry, energy, logistics centers, retail, circular economy, real estate and construction, healthcare, education, and hospitality. Our involvement in major national infrastructure and urban

We aim to deliver one stop shop solutions that create long term value, both for our clients and society as a whole

development projects helped establish our credibility, while our gradual expansion into public-private partnership (PPP) advisory and integrated services allowed us to take on more complex and strategic roles. More recently, our focus on international collaborations has further strengthened our position. What has remained constant is our philosophy, a commitment to technical excellence, innovation and sustainability.

We aim to deliver one stop shop solutions that create long-term value both for our clients and society as whole.

The Group has been involved in a number of major projects in Greece over the years. Could you give us some examples of projects you consider particularly impactful for local economies or for the modernization of Greece's infrastructure?

Over the years, we've had the privilege of contributing to a wide range of important projects across Greece, from infrastructure and logistics to real estate development, environmental planning, and energy. These include Fraport Greece's 14 regional airports, the Port of Thessaloniki, the logistics centers in Thriasio, Gonos, and Oinofyta, as well as Ellinikon Metropolitan Park and the Holocaust Museum of Greece.

In the field of energy infrastructure we've been involved in the development of natural gas distribution networks and high pressure pipelines all over Greece, as well as the construction of 840 MW Combined-Cycle Gas Turbine (CCGT) power plant in Alexandroupoli, additional to permitting battery energy storage stations and the first direct line to transmit renewable energy in Greece (Kilkis-Thessaloniki). Furthermore, we are a pioneering consultant in Renewable Energy & Storage, delivering landmark projects, including Greece's first large scale grid-connected PV, early successful Battery Energy Storage Stations (BESS) in the first national tender and the first largescale Hydrogen project. Some of the most emblematic projects

we've contributed to are integrated developments that combine residential, commercial, and tourism functions. These projects have a strong multiplier effect, revitalizing local economies and attracting further investments. At the same time, our work in environmental infrastructure, such as waste management and sustainability-focused projects, has been particularly meaningful in supporting Greece's transition toward a greener model.

Current projects we're involved in that are worth mentioning include the One&Only Kéa Island hospitality development and Microsoft's new datacenter in Koropi.

If I had to single out one thing that makes a project truly transformative, it would be its longterm impact. Projects that improve connectivity, enhance energy efficiency, or upgrade urban environments tend to create lasting economic and social value.

Given the Group's expertise in PPP and spatial planning projects, what opportunities do you see in the coming time, and how do these areas contribute to sustainable economic development?

Public-Private Partnerships have become a key pillar of infrastructure development in Greece. Over the past decade, we have seen the PPP framework mature significantly, with successful projects across sectors including waste management, education, and infrastructure.

We are proud to have contributed as technical advisors to several landmark PPP projects such as student residences at the University of Crete, student residences and other facilities at the Democritus University of Thrace, the EO2 road axis (Mavrovouni-Edessa, Giannitsa Bypass, Chalkidona Bypass), Andreas Lentakis Government Park and the irrigation PPPs of the Ministry of Rural Development. In addition, we have supported projects with purpose to enhance primary and secondary health care infrastructure and projects focusing on fleet renewal and CO₂ reduction. I believe the coming years should bring even greater opportunities, particularly



With the right planning, strategic partnerships and continued investment, we have a real opportunity to shape a modern, sustainable, and competitive economy for the future

in construction, energy, logistics centers, and climate-resilient infrastructure. There is a strong interest from international investors, which is a very positive sign.

At the same time, modern spatial planning is absolutely critical. At Samaras & Partners Group we are entrusted with the spatial planning of many important areas in Greece. Sustainable development cannot happen without proper planning and smart urban design. We approach spatial planning in an integrated way, combining technical expertise with environmental and social considerations to create balanced, futureproof solutions.

Samaras & Partners Group is a member of AmCham Greece. How does the Group benefit from its relationship with the Chamber?

Our collaboration with the American-Hellenic Chamber of Commerce is an important part of our international outlook. It creates a valuable platform

for connecting with US businesses, exchanging knowledge, and fostering new partnerships, in view of the new US investments that currently take place in Greece. This relationship opens up real opportunities—for Greek companies to access international markets, for foreign investors to better understand Greece, and for joint initiatives that can drive growth in both the mid and long term.

What are your thoughts on the opportunities ahead for Greece as the country continues to attract significant foreign investments in infrastructure, energy, and development?

The increase in international investment, especially from US companies in the energy sector, is extremely important for Greece. It not only supports the country's energy transition but also strengthens energy security and introduces advanced technologies and know-how. These investments are a clear indication of growing confidence in the Greek economy. They also position Greece as an emerging energy hub in the wider region. As a leading engineering and consulting firm, our role is to act as a bridge between international investors and the local environment. We support projects at every stage—from idea conception to completion, from planning and permitting to design and implementation—ensuring that they move forward efficiently and in full compliance with regulations. Our local knowledge is a key factor in making these complex investments successful.

Looking ahead, I believe the main drivers of development in Greece will be energy transition, digital transformation, and the need for more resilient, sustainable infrastructure. We expect strong growth in sectors such as renewables, logistics, urban development and high-quality tourism infrastructure. Greece has entered a promising phase. With the right planning, strategic partnerships and continued investment, we have a real opportunity to shape a modern, sustainable, and competitive economy for the future. 🇬🇷



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

BUSINESS TOOLKIT



Navigating Risk in Greece's LNG Bet

As Greece's LNG ambitions take off, operators and investors must take key steps to mitigate risks and ensure project resilience.

Greece is rapidly establishing itself as Southeast Europe's primary gateway for liquefied natural gas (LNG), anchored by Revithoussa LNG Terminal near Athens and the Alexandroupolis floating Storage and regasification unit (FSRU) in northern Greece, which together handle over 10 billion cubic meters (bcm) of LNG annually. Central to Greece's strategy is the Vertical Gas Corridor, a pipeline network linking these terminals northward through Bulgaria, Romania, Moldova, and into Ukraine, with extensions to Hungary and Slovakia. Scheduled for completion by the end of 2027, the corridor aims to replace up to 14 bcm of Russian pipeline gas in the region. While the strategic outlook is promising, operators and investors face three main risk categories—political, credit and performance, and supply chain—each with relevant insurance market solutions.

Political risk: The EU's ban on Russian gas imports by 2028 supports demand growth, but reliance on US LNG exposes Greece to shifts in transatlantic policies. US LNG contracts are typically free-on-board (FOB), allowing suppliers to redirect cargoes to higher bidders, creating supply uncertainty. The US government actively supports the Vertical Gas Corridor, with

Success depends on managing political, credit, and supply chain risks simultaneously



By Aris Samaras
Head of Sales,
Marsh Risk Greece


institutions such as the Export-Import Bank of the United States (EXIM) and the US International Development Finance Corporation (DFC) interested in financing a second terminal in Alexandroupolis, Thrace FSRU, estimated at €600 million. However, changes in US foreign energy policy could impact financing and supply. Political risk insurance (PRI) from multilateral agencies such as MIGA, OPIC/DFC, and private markets such as Lloyd's can cover losses from expropriation, license revocation, currency inconvertibility, and contract frustration. For assets spanning multiple countries, a multi-jurisdictional PRI wrap coordinated through a lead insurer and export credit agencies is advisable.

Credit and performance risk: Longterm offtake agreements are critical for financing infrastructure, but Southeast Europe's fragmented market, with smaller buyers of limited creditworthiness, makes securing bankable contracts challenging. Recent progress includes a 20-year sales and purchase agreement between Atlantic-SEE LNG Trade and Venture Global for 0.5 million tonnes per annum starting in 2030 and a memorandum of understanding between Metlen and Shell for up to 1 bcm per year. Still,

the €600 million cost of the second FSRU requires European financial instruments or state support, as major lenders such as the EBRD have paused natural gas financing under climate commitments. Trade credit insurance (TCI) and surety bonds mitigate buyer default and contract non-performance risks. TCI can cover 85–95% of receivables from lower-rated buyers. Non-payment insurance (NPI), a lender-facing credit wrap, can substitute sovereign guarantees, making projects bankable even without EBRD support. Performance bonds from contractors provide additional protection against construction delays and technical failures.

Supply chain risk: Physical bottlenecks remain a concern. The Bulgaria–Romania interconnection has occasionally exceeded capacity, and approximately €1 billion in compressor and pipeline upgrades is needed along the corridor. DESFA's new Komotini Compression Station, inaugurated in November 2025, doubles Greece's export capacity to Bulgaria, but full corridor functionality depends on coordinated investments by multiple national operators. High transmission tariffs also challenge US LNG competitiveness compared to alternative routes.

Business interruption (BI) and contingent business interruption (CBI) insurance cover revenue losses from physical damage to owned assets and disruptions at third-party facilities respectively. Cargo and marine insurance protect LNG in transit, while FSRU hull and machinery (H&M) policies cover the vessel. A difference in conditions (DIC) layer can bridge coverage gaps across jurisdictions.

Greece's LNG ambitions are strategically sound and gaining momentum, but success depends on managing political, credit, and supply chain risks simultaneously. Mature insurance and surety market solutions exist for each risk category. Early engagement with specialized energy and power insurance brokers is essential to effectively integrate these protections into project structures. 



Transforming Tax Compliance in Greece

From Periodic Filings to Real-Time Reporting

The transition to digital tax compliance in Greece is part of a wider trend among EU member states to implement continuous transaction controls, aiming to combat tax evasion, enhance state revenues, and improve economic data oversight. For businesses, this initially introduces operational challenges, but the anticipated benefits are significant.

The tax compliance landscape in Greece is undergoing a significant transformation, driven by the adoption of digital technologies and regulatory reforms. In alignment with broader European Union initiatives, Greece has introduced mandatory electronic books (e-books), digital delivery notes (e-delivery notes), as well as e-invoicing, all of which constitute elements of real-time transaction reporting through the tax authorities' myDATA platform. This development marks a structural shift, as tax compliance is no longer a purely periodic obligation but, increasingly, an embedded, near real-time business process.

These measures reflect a wider trend among EU member states to implement continuous transaction controls (CTCs), aiming to combat tax evasion, enhance state revenues, and improve economic data oversight.

The implementation of these measures is expected to deliver substantial benefits to the Greek State. Real-time data transmission enables tax authorities to monitor economic activity more effectively, curbing the issuance of fictitious invoices and improving the accuracy of tax revenue calculations. Enhanced visibility supports targeted and efficient audit planning, facilitating the detection of taxable income and limiting opportunities for fraud. Importantly, the legislative framework must ensure



By Spiros Vamvakousis
Tax and Statutory
Compliance Leader,
Partner, Tax and Legal,
Deloitte Greece

that the data collected is used to enhance compliance and support more targeted audit approaches.

For accounting and tax departments, the transition to digital compliance introduces operational challenges, particularly during the initial phase. Businesses must adapt their ERP systems and processes to accommodate new reporting requirements, with manual interventions still required where full automation is not feasible. The pre-population of certain tax returns based on e-book data requires timely validation and reconciliation processes to prevent discrepancies, often necessitating additional communication with suppliers and tax authorities. Continuous monitoring and adaptation to evolving legislation are essential, potentially prompting a reorganization of finance, accounting, tax, and other related functions, with closer alignment between them.

Despite the complexities of implementation, e-reporting and e-invoicing offer significant and multifaceted advantages

for businesses, streamlining transaction analysis and compliance workflows while reducing manual errors. Electronic document storage and retrieval facilitate faster access to records, supporting efficient audits and regulatory reviews. Automation accelerates tax return preparation, improves internal controls, and enhances payment and collection procedures, leading to better cash flow management. Expedited tax refunds and targeted subsidies become more accessible through digital data transmission. Businesses can leverage real-time tax data for advanced analytics, enabling informed decisionmaking and strategic tax planning. The potential integration of artificial intelligence in day-to-day work may further automate routine tasks, freeing up resources for higher-value activities. Overall, digitalization fosters transparency, strengthens stakeholder trust, and creates a robust control environment, positioning businesses for greater efficiency and resilience in a rapidly evolving regulatory landscape.

The digitalization of tax compliance in Greece marks a pivotal step in the modernization of both state and business operations. As e-reporting and e-invoicing expand, Greece is well positioned to achieve greater transparency, compliance, and economic resilience through its ongoing digital transformation. For businesses, while this transition initially increases complexity, the anticipated benefits, from improved control capabilities to enhanced business efficiency and strategic insight, are substantial. Proper implementation and strategic planning remain critical to unlocking these advantages, ensuring accurate and timely tax administration. 🍷

ART AND CULTURE



From Monet to Warhol: A Grand Journey Through Modern Art

Claude Monet (1840-1926) *Water Lilies*, c. 1914.
Oil on canvas, 135 x 145 cm

Reflections on the B&E Goulandris Foundation's Landmark Exhibition

One of the most ambitious and enriching art exhibitions that Athens has hosted in recent years, *From Monet to Warhol* invited visitors to explore and experience a fascinating selection of key works that marked the most pivotal moments in art over the past 130 years.

From December 2025 to April 2026, the Basil and Elise Goulandris Foundation in Athens presented a breathtaking temporary exhibition titled *From Monet to Warhol: Three generations, one collection, a journey through the evolution of modern art*. Over the course of its run, the exhibition offered visitors a rare opportunity to see, gathered together, an extraordinary selection of works: 83 masterpieces by 45 leading figures of modern and contemporary art, brought together to form a unique visual panorama that traced the evolution of artistic expression across more than 130 years and 12 artistic movements—from the shimmering light of Claude Monet's Impressionism to the bold forms of Andy Warhol's Pop Art.

A Compelling Dialogue Across Movements

Unlike exhibitions limited to a single genre or period, *From Monet to Warhol* invited art lovers on a conceptual journey through the history of painting from the late 19th century on. Featuring works by iconic artists such as Monet, Degas, Matisse, Kandinsky, Picasso, Magritte, and Warhol alongside works by equally important yet

less widely known artists such as Angrand, Feininger, and Vallotton, it showcased pivotal moments of art, spanning from Impressionism to Pop Art, and including Post-Impressionism, Fauvism, Expressionism, Cubism, Abstraction, and Surrealism.

Resonating with the pulse of creativity and artistic innovation, the exhibition drew visitors into a layered and compelling dialogue between the works, inviting reflection not only on the different artistic philosophies, styles, and techniques but on the evolving role of the artist in society. The experience was complemented by an extensive trilingual catalogue featuring detailed entries and scholarly documentation for each work, as well as a series of podcasts designed to guide listeners through the exhibition and deepen their understanding of the art and artists featured.

A Private Collection, Public Impact

The exhibition was made possible through the generous loan of a distinguished Swiss private collection, an extraordinary and cohesive body of work that is the fruit of a passion for modern painting passed down through three generations of collectors. Works from this collection have previously been presented at leading international institutions, including the Metropolitan Museum of Art and MoMA in New York, the Tate Modern in London, the Musée d'Orsay in Paris, and the Peggy Guggenheim Collection in Venice.



Pablo Picasso (1881–1973) *The Frugal Repast*, 1904.
Etching and drypoint on zinc, printed on vélin paper, 46.4 × 37.7 cm


Andy Warhol (1928–1987) *Man Ray*, 1974.
Color screenprint on vélin paper, 34.9 × 34.9 cm



This was the first time such an extensive and representative selection of works from this collection was presented to the public in Greece, and only the second time worldwide. *From Monet to Warhol: Three generations, one collection, a journey through the evolution of modern art* was curated by Marie Koutsomallis-Moreau, Head of Collection at the Basil and Elise Goulandris Foundation, and Marina Ferretti Bocquillon, Scientific Director Emerita of the Musée des impressionnismes Giverny.

A Cultural Highlight of the Season

For those who made the pilgrimage to the Goulandris Museum during its run *From Monet to Warhol* was more than an exhibition—it was a cultural experience that fostered dialogue between the past and the present, between art history internationally and the local audience in Athens. Its impact resonated with both seasoned collectors and newcomers to modern art, reinforcing the city's standing as a vibrant hub for artistic exploration.

And while the exhibition's doors closed, its legacy remains: a renewed appreciation for the breadth of modern art and an inspiring testament to the enduring power of artistic vision. 

VIEWPOINT



From Vision to Execution

Building AmCham Greece's Next Chapter

The first months of a presidency are often defined by orientation and reflection. For us at the American-Hellenic Chamber of Commerce, the past few months have been something more – a deliberate effort to lay the foundations for the Chamber's next phase of growth, relevance, and impact.

From the outset, our objective has been clear: to ensure that AmCham Greece evolves into an even stronger institutional partner and bridge between Greece and the United States, while continuing to deliver measurable value to our members and the broader economy. Central to this effort has been the design and launch of the Chamber's six strategic verticals, a framework that now structures our priorities and guides our decision-making. This initiative was not simply an exercise in planning. It represents a conscious move toward strategic clarity, operational discipline, and measurable outcomes across the organization.

Our first priority was to define a shared strategic direction. To this end, we worked to hone the Chamber's mission and vision, align our flagship initiatives with our longterm priorities, and introduce mechanisms that ensure that all activities, from committees to major events, are evaluated through a common strategic lens. This allows us to move from fragmented initiatives to a coordinated strategy that supports Greece's economic progress and the strengthening of transatlantic ties.

Equally important has been the effort to enhance the effectiveness of our committees, which remain the Chamber's most dynamic and visible engines of activity. By introducing evaluation frameworks, modernizing bylaws, and strengthening collaboration across committees, we are creating a structure that rewards productivity, encourages policy impact,



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

Our goal is simple: to make every interaction with the Chamber more meaningful, responsive, and relevant

and ensures that our work reflects the evolving needs of our members and the industries they represent.

Member engagement has also been a key priority. A Chamber's strength ultimately lies in the quality of its relationship with its members. We have therefore initiated a comprehensive modernization of our communication tools and processes, including the restructuring of our CRM, the introduction of structured feedback mechanisms, and a more

targeted approach to member communication. Our goal is simple: to make every interaction with the Chamber more meaningful, responsive, and relevant.

At the same time, we have taken important steps to reinforce AmCham Greece's institutional role within the broader public-private ecosystem. Through structured stakeholder mapping and more coordinated representation in key forums, we aim to strengthen the Chamber's voice in policy dialogue and ensure that our contributions to economic strategy, investment, innovation, and entrepreneurship are both consistent and impactful.

Another important priority is the development of our presence in Washington DC and the Chamber's role in the United States. Our goal is to support bilateral business engagement in practical and targeted ways, connecting our members with institutions, industry stakeholders, and decisionmakers across key sectors, including energy, technology, and defense. Through curated initiatives, market access support, and institutional partnerships, our Washington DC office serves as a gateway for Greek companies into the US market, while also positioning the American-Hellenic Chamber of Commerce as a reliable and consistent partner in transatlantic economic dialogue.

Much has been accomplished in these first months, but what excites me most is what lies ahead. With the strategic framework now in place, 2026 will be the year of execution. Together with our board of directors, executive committee, and dedicated staff, we are committed to translating vision into measurable results, strengthening AmCham Greece as a modern, influential, and forward-looking institution that confidently serves its members and contributes to the future of the Greek economy. 🇬🇷

Local Antiseptic

MEDICINE

SOPAİN • PLUS®

Composition: Bacitracine, Lysozyme, Papaine

**Local anti-infection
antiviral treatment
of the oropharynx**



Tonsillitis

Pharyngitis

Angina

Stomatitis



«MEDICHROM S.A. - FARMELLAS LTD»

GREECE

CYPRUS

PHARMACEUTICAL CHEMICAL INDUSTRIES



MARSH

Marsh Risk is the world's leading insurance broker and risk advisor

Your goals, our mission

- Our colleagues make it possible
- We are committed to working with you
- Business insurance solutions in one place
- Your success is our priority

Selected services and solutions

- Access to hundreds of insurers globally, including in London, New York, and Bermuda
- Due diligence of existing insurance programs and claims analysis
- Risk identification and analysis, including benchmarking services
- Access to a range of additional risk management services, including sustainability and climate assessments, risk consulting, and risk analytics and quantification using our proprietary tools
- We have a dedicated claims advocacy team to help with all your insurance claims.

Marsh Risk Greece's business insurance executive team is ready when you are

- We provide services to leading companies in every sector of the Greek economy, including manufacture, energy and power companies, trading and consulting services companies, financial institutions, multinationals, private and listed companies.
- We have strong capabilities in the high-tech industry, including cyber insurance, tech professional indemnity, mergers and acquisitions, and directors and officers coverages.
- We can help you identify, quantify, and rank your organizational risks, supporting your prioritization of risks based on their likelihood and impact.
- We place complex insurance programs requiring special expertise.

This is a marketing communication. Marsh S.A. Insurance Brokers is authorized and regulated by the Bank of Greece being the Supervisory Authority of Private Insurance Sector. Marsh S.A. Insurance Brokers – Registration No: 160605 – Special Registration Number: EEA/8. 26100621-EU

Our scale and scope

130

countries

90,000+ colleagues

Marsh Risk is a business of Marsh (NYSE: MRSH), a global leader in risk, reinsurance and capital, people and investments, and management consulting.

50+ years

Unique expertise in the business insurance industry in Greece

\$24 billion

Annual revenue of Marsh

Let's meet

Manos Aleiferis

CEO

Marsh Risk Greece

emmanouil.aleiferis@marsh.com

Aris Samaras

Head of Sales

Marsh Risk Greece

aris.samaras@marsh.com