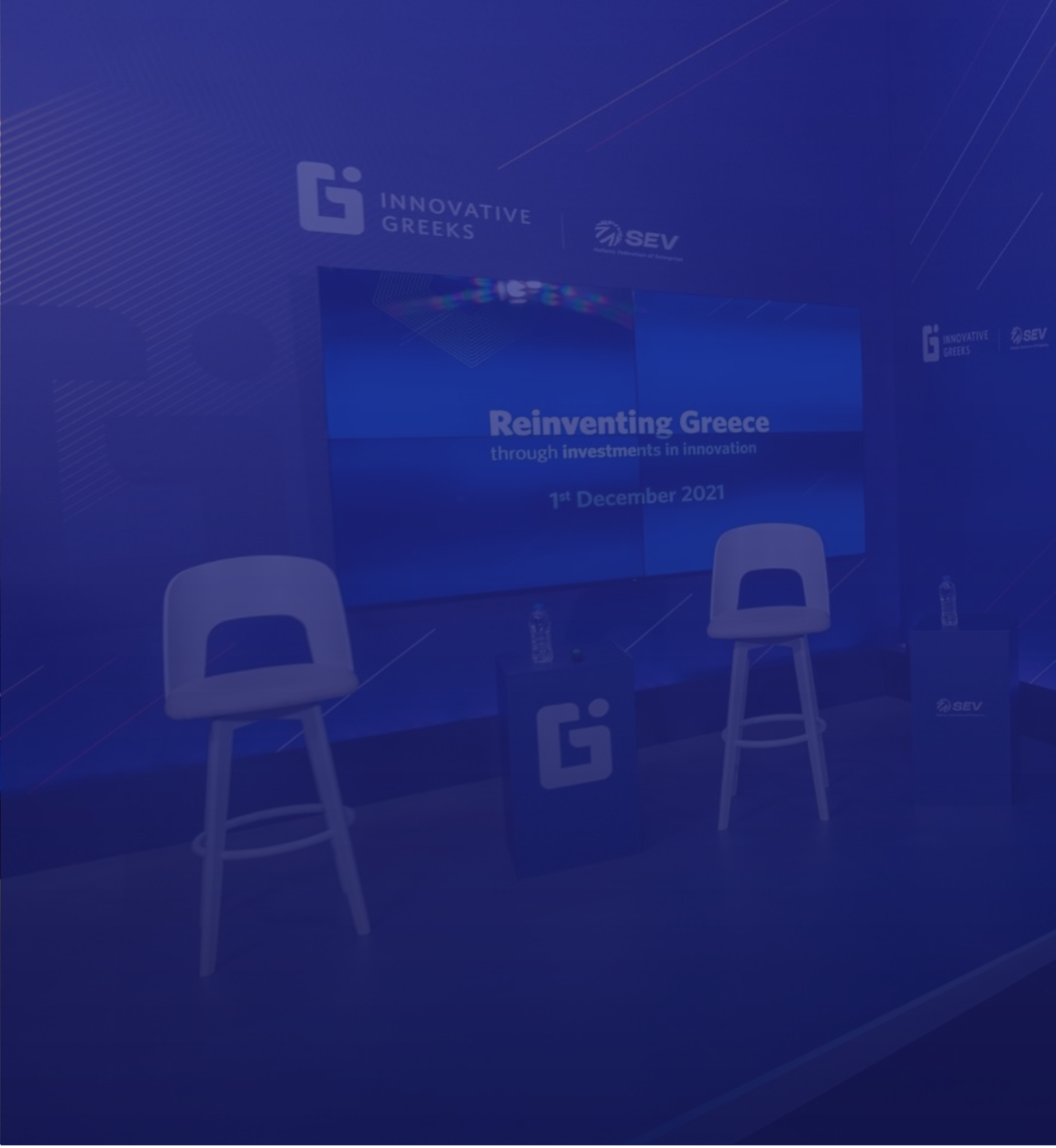


EVENT REPORT

DECEMBER 2021

Table of Contents


INNOVATIVE
GREEKS
SEV
Reinventing

Executive Summary

Foreign investors' confidence in Greece is restored, and the county is increasingly successful in attracting international capital and resources for technology and innovation. As investors recognize Greece's investment potential, the country aims to raise its profile as a top investment destination. But the journey is only at the beginning.

Regarding its FDI strategy, Greece needs to refine and promote actions to attract investments with multiplier effects for the whole economy. Foreign technology investments accelerate innovation, increase skills and technology, and improve Greece's long-term ability to penetrate larger sectoral ecosystems. Expanding the portfolio of international assets with technology-intensive investments by global high-tech companies will help the country strengthen its innovation ecosystem with new R&D facilities, centers of excellence, increased demand for local and international talent, faster scaleup, as well as through broader social and economic spillover effects.

A Digital & Innovation FDI action plan is proposed by Accenture in its study entitled "**Destination Greece: Attracting Digital and Innovation Investment**" which was commissioned by SEV. The plan can be operationalized by multiple stakeholders that must act in tandem under the coordination of the Greek policymakers. It builds on three priorities:

- "Brand Name: Greece" Reposition Greece as a Digital & Innovation FDI destination
- "Build them, and they will come" Build Greece's internal capabilities
- "Laser-focus on key priorities" Attract Digital & Innovation FDI through targeted incentivization

To address the most pressing issues and explore ways to favorably position Greece within the global innovation and investment ecosystem, SEV – Hellenic Federation of Enterprises organized an online conference on **"Reinventing Greece through Investments in Innovation" on December 1st.**

Twenty-seven global entrepreneurs, investors, and industry leaders shared their insights and international corporate investments' experience, explained Greece's appealing characteristics and discussed ways to further improve the investment environment.

Key takeaways

- The role of the government is to reduce citizens' risk and allow entrepreneurs to take risks when deemed necessary.
- The question is not *how much* government we need, but *what type* of government we need.
- We should only promise what we can deliver. Greece is a country of enormous potential but of significant weaknesses, as well.
- The role of Greece as a cheap producer is fading, and we must ensure value creation in tradeable goods and services.

- The ecosystem binds everything together. Greece must galvanize stakeholders and make them work together. From investments to talent to products.
- Greece is a small market, and to attract FDI, it must show growth and attractiveness beyond other, larger countries.
- Greece needs to play to its strengths and competitive advantages:
  - Producing high-quality materials with a higher margin that are needed in small quantities
  - Developing a manufacturing hub for biologics, self-therapies, and other complex products
  - Offering patient services to companies abroad
  - Facilitating companies to establish their European HQ in the country
- Greeks will return to Greece if the country can offer intellectual challenges in addition to financial opportunities.
- The Greek startups need support from the government at the very early stage.
- Networks such as the Innovative Greeks' are vital to bring in investments.

Welcome address

Marco Veremis, Chairman, Upstream, Partner BigPi Ventures (Co-chair, SEV's Innovation Committee)

Konstantinos Kokkalis, Vice Chairman, Intracom Holdings (Co-chair, SEV's Innovation Committee)

Summary

Greece is gaining momentum in the global innovation ecosystem. The investments of Pfizer, Microsoft, Applied Materials, and others away from the spotlight show a positive trajectory. Nevertheless, Greece is significantly behind the international competition for foreign investments in innovation and technology. We need to catch up and explore how we can convince international investors to invest in Greece. In this context, through a series of commitments and initiatives, SEV's Innovation Committee has set an ambitious but achievable goal: to help Greece's innovation ecosystem reach, by 2025, a market capitalization of more than €10 billion and create 50,000 additional jobs.

Quotes

Veremis: *[Greece is like] an amateur athlete. […] that practices and improves his performance. He is happy with his progress, but when in comparison to his peers, he realizes that he cannot compete at the highest level.*

Kokkalis: *Our motto at SEV is to talk less and do more. SEV's Innovation Committee aims to do just that: a) to strengthen the private sector's innovation capacity, b) to increase the expansion of innovative companies in foreign markets, c) to increase collaborations between universities and research centers with industry, d) to attract specialized people to work in Greek startups/scaleups, and e) to reinvent Greece through Investments in Innovation.*

Key Takeaways

- Over the last five years, Greece has sprinted towards where other countries took years to get. Results are there but still off the mark. The country invests nearly €70 million per year, but that is only 1/10th of the per capita equivalent for Germany. Six funds invest in Greek startups, whereas there are almost 250 funds in Israel.

- The market capitalization of the startup ecosystem is fast approaching €7 billion when nearly five years ago it was almost nonexistent. Already, there are five companies near the unicorn level and five which are getting closer.

- What was an interesting but fairly inconsequential space in the past, today has become a priority. If the government and organizations like SEV continue their efforts, we can safely expect the innovation sector to represent 10% of Greece's GDP in a few years.
- SEV aims to increase the percentage of high and medium/high technological intensity activities in the manufacturing sector from the current 17% to the European average, close to 50%.
- SEV is becoming the proper home to technology companies and startups, and SEV's Scaleup Community, in only seven months, already counts 59 members from different market sectors.
- We need to transform research into patents, spin-offs, and technological knowledge for businesses and industry.

Destination Greece: Attracting Digital & Innovation Investment

Dr. Kyriacos Sabatakakis, Country Managing Director, Accenture

Summary

Nine interconnected factors determine the location of Digital & Innovation Foreign Direct Investments (FDI), namely Digital Skills & Education, Digital Economy, Digital Infrastructure, Innovation (Eco)System, Innovation & Investment Incentives, Image Building & Inward Digital Investment Promotion, Business Environment & Political Institutions, Physical Infrastructure and Connected Cities & Quality of Life.

Selecting a country to invest in is always a very sensitive process for Digital Multinational Enterprises. [...] A set of common factors have acted as the "keys to unlock" Digital & Innovation FDI in Greece. The Greek Diaspora in leadership positions plays a pivotal role by providing timely information and guidance to the Greek subsidiaries during internal bidding processes. Success in the bidding process for selecting Greece was driven both by the upward influence of the Greek subsidiary's leadership and by the local teams' dedication

to going the extra mile. Also, from a government standpoint, the commitment at the highest level of political leadership acted as a catalyst for the attraction of digital and innovation FDI and positively influenced Digital MNEs' investment decisions.

Quotes

***Sabatakakis**: Greece is accelerating fast across most dimensions driving Digital MNE investments, and is aggressively transitioning into a Digital and Innovation FDI Champion. […] Nevertheless, to maintain the investment momentum, Greece must not "take its foot off the gas"*.

Key Takeaways

- Digital MNEs are digital multipliers. Apart from the typical positive outcomes of traditional FDI, their investments also create various spillover benefits. MNEs are powerful international technology and knowledge transfer mechanisms that enable host countries to boost their digital adoption, enhance innovation, increase productivity, and integrate more advantageously in global value chains.
- Greece 2.0 is among the first national recovery plans approved by the European Commission. With more than 60 reforms and 100 investments, it is expected to funnel €32bn into the Greek economy.
- Over the past years, investment-friendly reforms, such as the significantly reduced taxation, the Non-Dom tax regime, and others, are transforming "red tape" into a "red carpet" for welcoming investments.
- Greece's human capital can make a difference. Greece is ranked 1st in tertiary enrolment among EU countries, and the country's percentage of STEM graduates is on par with the EU average.
- Specific recommendation for policymakers and stakeholders:
    - "Brand Name: Greece" Reposition Greece as a Digital & Innovation FDI destination
    - "Build them, and they will come" Build Greece's internal capabilities
    - "Laser-focus on key priorities" Attract Digital & Innovation FDI through targeted incentivization
- The Digital & Innovation FDI action plan will be operationalized by multiple stakeholders that must act in tandem under the coordination of the Greek policymakers.

Fireside Chat: How can countries best invest in the digital future?

Philippe Rogge, President, Microsoft Central & Eastern Europe

Coordination: **Andreas Stavropoulos,** Partner, Threshold Ventures

Summary

A Digital Hotspot is a relatively conceptual thing, but effectively, it's where people, businesses, and communities envision growing their digital innovation and global ambitions. It is the nirvana of what a digital reality would look like.

There is ample opportunity in CEE region. It's above the EU average in terms of STEM skills, it has the third-largest potential in developers globally, and the investment environment is improving. Although there is no unified domestic market and language can be a barrier, the cloud and AI technology can help overcome some of the problems. The digital economy also helps to bring people back and reverse the brain drain. Overall, CEE can effectively reach the whole world, serving different parts in the morning and in the evening.

But we have to go beyond the immediate economic effects and need to think in terms of urban vs./rural and skilled vs./ less skilled. For example, how can we improve skills in agriculture and not only in manufacturing and services? And how can we bring the benefits of the digital society to people with lesser skills, e.g., through e-government services like e-tax platforms or vaccination platforms?

Quotes

Rogge*: We are taking the risk of alienating people from the digital transition imposed upon us – if we don't involve them. For me, it is a call to action. I don't see any downside to being inclusive. I think we can, and I think we should. This is actually the best way to have people embrace it.*

Stavropoulos*: Digital investments are not seen by society as a means for a company to come and exploit resources for cheap or dig for oil like in the old days. It's about human capital being the place where these investments happen, with dividends that end up staying behind.*

Key takeaways

- For a country to leapfrog in innovation, size, in a way, does not matter—legacy matters. The less legacy you have, the easiest to leapfrog is. Malta completely reimagined its Government services. – in two decades, Malta became one of the world's leading electronic government service providers and is on top of the e-government classification of the European Commission in 2021.
- It is easier to bring in significant FDI than to leverage it for society. Ultimately it is about how much you can democratize innovation. You have to employ everyone in the country. And be clear about who the stakeholders are and how to bring everyone up to speed.
- What is holding us back is old habits. Our careers should not be evaluated based on input, e.g., whether one stays in the office longer than the boss. They must be assessed based on output, such as productivity and impact. CEE is falling back to the old habits, but hopefully, Greece can become a new change paradigm.
- Hybrid work is an excellent opportunity as it allows flexibility for workers (develop their well-being, take good care of the kids), explore options that are not limited by location, and be part of an inclusive work environment. It's also an opportunity for companies as it brings operational savings and helps talent attraction. For the community, it improves social inclusion and the quality of life.
- Government probably has the greatest adaptation difficulties but also the most significant catalyzing effect.

Panel discussion: What is the lived experience from organizations investing in Greece?

Robert Hauber, Chief Financial Officer Europe, Deutsche Telekom AG

Kostas Mallios, Corporate Vice President, Applied AI, Applied Materials

Theodosis Michalopoulos, CEO, Microsoft Greece, Cyprus, Malta

Coordination: **Kyriacos Sabatakakis**, Country Managing Director, Accenture

Summary

There has been a tremendous shift in investors' interest in Greece in the aftermath of a challenging, crises-ridden decade. On the positive side, Greeks take pride in what they do, the country has excellent talent, and the government has made great strides to provide a stable environment for FDIs. However, several things need to be improved. A stable and transparent taxation system is essential; bureaucracy, a critical element in Greece and needs to be reduced. Talent is becoming increasingly difficult to find and retain, and some infrastructure (e.g., broadband access) could still improve to help the growth of Greek SMEs.

Foreign investments in digital and innovation will not only have direct beneficial effects on Greece, but they will lead the country's digital transformation and accelerate the shift to an inclusive society.

Quotes

Michalopoulos: *After the recession, we received signals that Greece is taking steps for its digital transformation. [...] We saw an opportunity in Greece. Reports that measure trajectories showed that Greece is making progress, big progress. That was the main reason to invest and be part of the journey.*

Hauber*: To this day, I remember when Sterns and Lehman Brothers collapsed. Right after we consolidated OTE in our books, we had to do an impairment. It was not a good start for an investment! We had many crises, the financial crisis, the Euro crisis, and recently the pandemic crisis [...]. It was a roller coast [...] with many ups and downs. We are committed to Greece, and if you ask me how I feel about the investment, I have to say it's been a good investment. After undergoing all the transformations, OTE is now one of the jewels of DT. [...] We do not consider stopping investing. [...] instead, we plan to accelerate.*

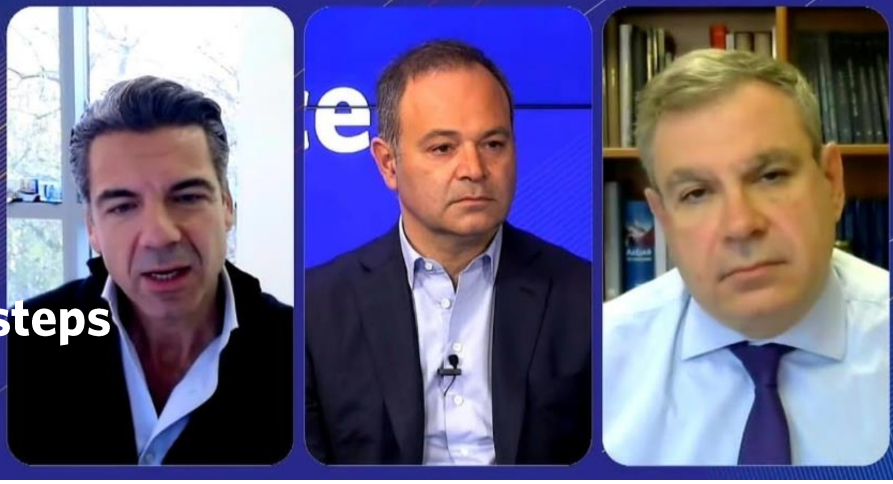
Mallios*: I see Greece having a technology renaissance. If you look at all the data points, particularly in the last couple of years, the FDI coming into the country, [how] investors are looking differently into Greece is very encouraging. So I am very, very bullish on business prospects right now.*

Sabatakakis*: The sense of pride that local people take in doing things is something we need to highlight more as a country. Greeks are motivated by the quality of the things they do more than anything else.*

Key Takeaways

- A technology developed in Greece [by Innoetics], the Text to speech (TTS) technology, was literally taken straight from the lab to the market. This allowed Samsung to the table against global competitors like Google and Alexa.
- Basic research and Tech Transfer are not always easy, for any given country. A triple helix of technology companies, academia and research, and public institutions is an excellent way to go forward.
- Applied Materials invested in Greece because the technology was there with a line of sight on the market, and the team was very hardworking and invested in what they were doing. Currently, a technology that was entirely developed in Greece is shipping to 6 major brands of wearables with 10 million chips already in the market.
- The simplification and refinement of regulations and a stable environment are critical for FDI. For any investor, be they individual, commercial, or institutional, this is important and calculated in their ROI. That's what drives investment.
- We need to be proactive, and industry and academia have to work together to increase the skills of the talent pool. We need more experience in startups to complement technology with business acumen.
- The ecosystem keeps everything together, from investments to talent to products. Greek startups have to bring in global leaders to serve on their boards,. It will give them diversified thought for global markets. This is the new big obstacle for Greek startups.
- The Greek brand also helps. Greek values, ideals, democracy, history, culture, even the Olympics are good selling points to global executives.

Debate: Necessary next steps for moving forward



Nikos Stathopoulos, Partner, BC Partners

Nikos Vettas, General Director, IOBE

Coordination: **Marco Veremis,** Chairman, Upstream, Partner BigPi Ventures

Summary

Greece is going through a difficult period as the government implements reforms that invite foreign investments and lift some of the historical inefficiencies of the domestic market. However, several things need to be done further. Although economic indicators depict a not-so-bright picture for Greece, these are primarily a symptom and not the cause for Greece's low growth. What is deemed fundamental and needs immediate attention is developing a stable economic environment, shifting to an open educational system, and raising the country's international profile. This will invite bright minds from abroad and allow the country to become part of the global economic system and market.

Quotes

***Stathopoulos**: Growth is what investors see and evaluate. [They] see that the country is growing despite the past risks of GREXIT and the various challenges, and that is what they like. Investors see that our attitude towards investments has changed and are eager to invest.*

***Vettas**: There is no reason for Greece not to be among the wealthiest countries in the world. [...] Greece is part of the Eurozone stability, it's at the center of a vibrant area – the eastern Mediterranean, and traditionally, there is investment in human capital. What is missing concerns some important institutional characteristics, especially the interface between the public sector and markets, which cause bureaucracy and introversion [...]. If a few improvements are made, which is easier said than done, the sky is the limit.*

***Veremis:** We need to pick our battles carefully. We need to decide which areas to invest in to maximize the results.*

Key Takeaways

- We should only promise what we can deliver. Greece has enormous potential but also some weaknesses. Credibility is built by delivering on your promises. We don't have to show that we are perfect, but we have to show consistency and commitment.
- For companies to take risks, the rest of the environment must not be risky. Otherwise, entrepreneurs will avoid risk-taking when it really matters.
- The biggest worry for an investor is inconsistency: that things stop moving forward because of policy or attitude changes or even by events beyond our control. Investors need stability, which was missing from Greece over the last two decades.
- Necessary reforms, how things are done, and taxation is how other regions attract investments. Greece is a small market, and to attract FDI, it has to display disproportional growth and attractiveness if it wants to come ahead of larger countries.
- Because of limited resources (financial and human), we should pick our spots carefully and focus on what we can do better. We should invest in the private and not the public sector as it's entrepreneurship that will drive growth.
- It's not a question of how much government we need. It's about what type of government we need. Size does not matter as much as efficiency. The European model of public administration provides the basics, and then companies find their way, and that is what we should also aspire to innovate.
- We must succeed in irreversible reforms and show continuity unaffected by government changes or circumstances. Investors' horizons span at least a decade, which is more than the political cycle of 2-4 years.
- Improving Greece's international profile will also help repatriate the Greeks who left during the last decade's brain drain. The country must offer not only financial opportunities but also intellectual challenges. Greeks abroad need to see growth, innovation, simplified processes, and easier daily conditions.
- Opening higher education to non-Greeks can be an excellent opportunity to attract international talent, teach them about the country, create personal relationships, and maybe even get them to stay for part of their productive lives.

Greece's Improving Investment Outlook – Building Momentum through Confidence

Discussion with **Kyriakos Mitsotakis**, Prime Minister, Hellenic Republic, and **Prem Watsa**, Chairman & Chief Executive Officer of Fairfax Financial Holdings Ltd

Coordination: **Marco Veremis**, Chairman, Upstream, Partner BigPi

Summary

Following a crises-ridden decade, Greece has emerged with a long-term reform plan, a business-friendlier environment, and excellent quality of life. Greece remains committed to reforms and plans to become a regional business and economic hub. The investment outlook of Greece is strong, and there are significant growth opportunities as the country is starting from behind.

Quotes

***Veremis**: It takes a good crisis to reckon your weaknesses as a nation, learn your lessons and rebound sustainably. For the first time in my lifetime, I see growth happening not because of external factors or coincidence but because of a very painful and instructive process of correction with the principles of meritocracy, extroversion, and determination becoming the norm as opposed to an afterthought.*

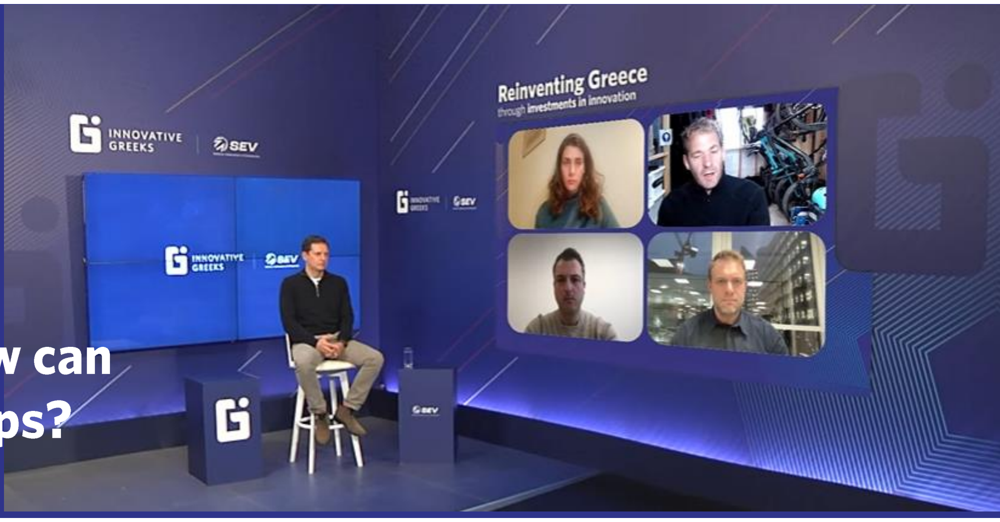
***Mitsotakis**: It's not a given that a country will recover. For countries that go from crisis to crisis, things can worsen systematically. What happened in Greece was a change in the public's perception and a leadership that was able to steer things in the right direction with clarity and a very good sense of mission.*

***Watsa**: Long-term transformation happens when you have the leadership you can look up to. […] Look what happened in Singapore a few decades ago. One man with a good team transformed the country that is now among the best business destination in the world.*

Key Takeaways

- Two types of companies are of particular interest to Greece: a) companies that invest in the Greek market and local assets, and open offices here, and b) companies that start and operate from Greece but look to the world.

- Investors look for good management, hardworking, honest people wanting to build a good company, companies providing outstanding customer service, and employees that are looked after. Making a profit and then putting money back to the community is very important.
- Greece can become an international hub for education.
- Greece wants to reduce factors that prevent risk-taking. Work is underway to increase the availability of risk and growth capital, improve competition, and remove barriers in both the internal and the EU market.
- To become a successful entrepreneur, you must have a passion for building a business, like what you do, and do it for something other than the sake of money. Put that behind, and it will come.



Panel discussion: How can Greece attract startups?

Nicky Goulimis, co-Founder & COO, Nova Credit

Rob Wells, CEO, Orfium

Stavros Papadopoulos, Founder & CEO, TileDB, Inc.

Tom Smith, Founder & CEO, GWI

Coordination: **Spyros Magiatis**, Founder & CTO, Workable

Summary

Greece is an excellent place to be in. It also has much potential to attract foreign businesses. Its outstanding human capital, changing work conditions that favor remote work, its culture, and the long-time investment of its people in education are all healthy influences for startups considering opening branches in the country.

However, taxation and regulatory framework issues also need to be addressed. In this respect, local experts can provide invaluable help to startups navigating through the bureaucracy. Also, due to high social security contributions, labor costs limit companies' ability to expand their engineering teams in Greece. In addition, focusing on upskilling and reskilling people in product management and sales will help ensure that they complement the technological and engineering skills in all phases of product development, marketing, and sales.

Quotes

Papadopoulos*: Since day one, setting up a subsidiary in Greece was on my mind. [...] In the beginning, I started alone, but later, as we were slowly growing the team, I made a promise that as soon as I could afford it, I would set up a team in Greece. And this is what I did.*

Smith*: Our main limiting factor to expanding our team in Greece is that it's very expensive to hire people. That hampers the ability to build a layer of senior management to hire junior members in the team. Another challenge was engaging with tax authorities who did not understand our structure and invoicing system, such as how we charged our other labs in the UK.*

Goulimis*: A lesson from our experience [...] I think what will become increasingly interesting is the people's involvement in the value they are creating. [...] I wonder about ways people could participate in the value they are creating [via equity participation].*

Wells*: The cost of building an engineering team in any EU market is not substantially different. If you are good at recruitment and build a good culture, the likelihood of churn in Greece is much lower. I've been involved with engineering teams in the UK and the West Coast, and the churn and attrition in Greece is not such a big problem for us.*

Key Takeaways

- For startups, moving operations to Greece is based on sentimental factors (personal connections of the founders with the country) or an intuitive judgment call.
- The presence of universities with solid ICT programs and the availability of talent is crucial for startups to choose between different regions.
- Companies that have already established offices in Greece often share their experiences and aid others who wish to relocate to the country.
- Startups have difficulty finding the right talent. The best engineers and scientists typically work for big firms, both in the US and Greece.

- Talent is convinced more quickly when they meet with the founders and learn about the vision and aspirations of the company firsthand.
- Greece is not necessarily more complicated than other countries. But it is necessary to create the structures that will support, among others, recruiting, taxation, and dealing with regulatory complexity.
- A hybrid type of work is inevitable. Hiring and onboarding people for fully remote work is incredibly challenging, and indeed, there are immeasurable benefits to being at the office. Although work flexibility is essential, never showing up at the office would probably be a no-go for most companies.
- Product management and salespeople are critical for a successful business as they help scope and sell a product. Government and corporate programs can develop these skills. Any combination of these can help bring about the new generation of entrepreneurs and the next wave of innovation in Greece.

Game Changers: Pharma – Bio Tech

What kind of investments could transform Greece into a Pharma Bio Tech Hub for Southeastern Europe?

Prof. Constantin Coussios, Director, Institute of Biomedical Engineering, University of Oxford

Nico Gariboldi, Senior Director - Site Lead, Pfizer Center for Digital Innovation (CDI) in Thessaloniki

Ioulia Tsetis, Pharmacist MSc, CEO of OFET, Uni-pharma & InterMed

Vagelis Vergetis, Co-founder, Intelligencia

Coordination: **Marina Hatsopoulos,** Chairperson of the Board and Investor in Levitronix Technologies

Summary

Pharma and biotech is a crucial technology sector for Greece, exhibiting vigorous activity, outstanding talent, and good long-term prospects and attracting international companies to build science teams in the process. Fostering a productive collaboration between Greece and academia is the key to maximizing potential. Lower-technology areas can also be equally important and beneficial to deep tech when it comes to technology focus. Patient services, manufacturing, and more can be a way forward to integrate Greece into the global value chain of biotech. Lastly, hybrid work offers an opportunity to Greece to hire external talent for skills that are missing from the local market and not needed physically while also developing the skills for those whose physical work presence is required.

Quotes

Vergetis*: [In Greece, we need to develop further] a critical mass of research and talent in biotech. We see pockets here and there but nothing close to a critical mass that we have in other places such as Boston, New York, or Switzerland. [A critical mass] would result in hiring top people consistently, which we cannot yet do.*

Tsetis*: We invest in innovation and, in particular, in drug delivery systems. We plan to establish a factory in Oinofyta that extracts elements from herbs, the first of its kind in Greece. We want to grow our business, establish a stronger position in pharma production and help turn Greece into a competitive biopharma hub.*

Coussios*: [At Oxford University], we tend to see academic or industrial interactions holistically, as a whole problem from innovation, to production, to deployment. We are increasingly shifting our thinking to doing very early feasibility studies to make sure we select candidates, strategies, and technologies with a very high opportunity of rapidly translating into economically viable products that benefit patients.*

Gariboldi*: [collaboration with universities] was a part of the business case when we came to Greece. We collaborate in two ways: The first is about human capital, e.g., getting the right pipeline for talent, identifying future trends, capabilities, and specific initiatives to improve it. The second is related to innovation and solutions. Strategically, we look externally for inspiration and expertise. [the COVID19] vaccine we developed was [the product of] a collaboration with biotech companies.*

Key Takeaways

- Good universities and the availability of talent attracts big corporations to start operations in Greece.
- A way to attract biotech companies more broadly is consistency and a long-term view in funding. When it comes to high-caliber academic research, the availability of funding is essential. The difference is not in the big numbers but rather in the government's commitment to long-term funding.
- There are two types of industry-academia interactions, a) technology-led interaction, where technology is invented in the university and collaborations with the industry are sought, and b) need-based interaction, where the industry comes with a challenge that they wish to see resolved. The first

is structured around creating IP as most of the parts are taking place within the university, and the commercial partner provides a route for rapid deployment, scaleup, and commercialization. The second type of interaction is led by the company and tends to create an ecosystem wrapped around this industrial problem.

- For a successful industry-academia collaboration, three steps are essential: a) selecting the best collaborative projects, b) identifying the partners that best match these projects, and c) implementing a complete framework for this collaboration, including the management of IP rights.
- Bureaucracy has to be cut out of the system, and decision-making times have to improve dramatically for a solid long-term successful collaboration between the industry and research in Greece.
- There are strong signs that people return to Greece, often out of the motivation to work from Greece for an international company. 15% of Pfizer's staff and 25% of those working in Intelligencia have repatriated.
- The financial angle is critical and salaries offered have to be competitive, but it is not the only driver for Greeks to return to the country. If we can create the appropriate infrastructure and a sense of purpose that we build something important for our country, we can make the Greek ecosystem thrive.
- What we are missing is a strategic direction about the ecosystem:
  - If the pandemic taught us anything, it's the importance of not having to go to China or India for specific manufacturing needs. Greece has good potential to produce high-quality products with a higher margin that are required in small quantities.
  - Greece can develop into a manufacturing hub for biologics, self-therapies, or more complex products. With the infrastructure, talent, and hospitals, we can create more clinical trials in Greece.
  - We can develop services in the biotech sector more broadly. We can start offering patient services to companies abroad or facilitate companies establishing their European HQ in the country.
- Painting a vision of what Greece can be and getting people to believe in and sticking with it and delivering on it, and showing early wins is vital to attract people back
- The option of hybrid work provides an excellent opportunity for Greece. We should think about a) what types of skills we don't necessarily need physically and source them from abroad, and b) what types of skills are physically irreplaceable and grow them or develop them in Greece.

Game Changers: Green technology & Sustainability

What kind of foreign investments should Greece be attracting in order to accelerate reaching the net zero emission targets?

Murray McCaig, Managing Partner, ArcTern Ventures

Ioannis Kaltsas, Head of the Investment Team for Greece and Cyprus, European Investment Bank

Costas Papamantellos, Global Head of Energy Transition Investments, RWE

George Tsopelas, Chairman and Managing Director at McKinsey

Coordination: **Gaurav Gujral,** Managing Director, Global Sustainability Lead for Public Service, Accenture UK

Summary

The Green transition offers unique opportunities to Greece for investment and value creation across a broad spectrum of industrial sectors and technologies. Renewable energy and climate change projects are relevant to the government's reforms and financial and institutional investors. The regulatory framework is critical for fostering the development of clean technologies but should also cover adjacent markets such as energy storage, distribution, licensing, etc.

Quotes

***Gujral**: Cleantech will play a vital role across the variety of the energy industry's value chains, be it breakthrough innovation, data replaceability to convene ecosystems, and tools to accelerate the green transition.*

***McCaig**: The flow of capital in cleantech and earth tech space in the last 12-18 months is unprecedented. More venture capital is growing in this space than at any previous point in time, and it's the fastest-growing area of venture capital today.*

***Papamantellos**: RWE is committed to investing €50 billion in the coming decade in renewables such as flexible power generators, solar, offshore wind energy. These are all strategic investments averaging at €5 billion a year. We invest in companies that are making the technology and facilitating the transition.*

***Kaltsas**: Last year, we [EIB] did 44% of our lending on climate change projects. We don't do any more large infrastructure projects, except very few roads concerned with road safety. We don't invest in projects that do not contribute to the climate change agenda. We focus on projects that we believe are emblematic for the country to attract more investors.*

***Tsopelas:** Our most recent research on the subject proves that Greece can reach its climate change targets. It will need 500 billion in investments. 20% of these will happen in the first ten years and the remaining over the next 20 years. And out of this money, 420 billion are […] investments that would otherwise be channeled in incumbent technologies. Only 75 billion (approximately 1% of GDP) would be new additional investments in clean technologies.*

Key Takeaways

- The Greek startups need support from the government at the very early stage so that these early innovators are driven to a point where they can be funded.
- Managing energy is becoming a software game. And Greece can play a role in that.
- This energy transition provides meaningful opportunities in value chains in green technologies. – blue and green hydrogen, production efficiencies, offshore wind energy, etc.
- Greece has to decide whether it wants to be a seller or a buyer in the low carbon economy. Regulatory reform could encourage innovators to set up offices in Greece and turn the country into a global exporter.
- Greece needs to play to its strengths and competitive advantages. The Industry and academia collaboration can help Greece unleash its potential. We may have missed the train of building wind turbines and solar panels to China, but other industrial products and services can come from Greece.
- There is a big opportunity for offshore floating platforms for wind energy for Greece. One big natural advantage of the country is its coast line. The entire coastline of Greece, mainland and islands is longer than half of the periphery of Africa.
- In hydrogen market, Greece has the potential to become a hub for the Balkans and the adjacent markets
- Greece needs to introduce a regulatory frameworks in other areas of the energy transition market, such as batteries/energy storage, offshore wind, and hydrogen.
- Greece needs to dramatically simplify the licensing process for renewables and institutionalize the renewables zoning while winning the local communities by offering some incentives.

Event Speakers

Kyriakos Mitsotakis

Prime Minister, Hellenic Republic

Constantin Coussios

Director, Institute of Biomedical Engineering, University of Oxford

Nico Gariboldi

Senior Director - Site Lead, Pfizer Center for Digital Innovation (CDI) in Thessaloniki

Nicky Goulimis

Co-Founder & COO, Nova Credit

Gaurav Gujral

Managing Director, Global Sustainability Lead for Public Service, Accenture UK

Marina Hatsopoulos

Chairperson of the Board and Investor in Levitronix Technologies

Robert Hauber

Chief Financial Officer Europe, Deutsche Telekom AG

Ioannis Kaltsas

Head of the Investment Team for Greece and Cyprus, European Investment Bank

Konstantinos Kokkalis

Vice Chairman, Intracom Holdings
(Co-chair, SEV's Innovation Committee)

Spyros Magiatis

Founder & CTO, Workable

Kostas Mallios

Corporate Vice President, Applied AI, Applied Materials

Murray McCaig

Managing Partner, ArcTern Ventures

Theodosis Michalopoulos

CEO, Microsoft Greece, Cyprus, Malta

Stavros Papadopoulos

Founder & CEO, TileDB, Inc.

Costas Papamantellos
Global Head of Energy Transition Investments, RWE

Philippe Rogge
President, Microsoft Central & Eastern Europe

Dr. Kyriacos Sabatakakis
Country Managing Director, Accenture

Tom Smith
Founder & CEO, GWI now

Nikos Stathopoulos
Partner, BC Partners

Andreas Stavropoulos
Partner, Threshold Ventures

Ioulia Tsetis
Pharmacist MSc, CEO of OFET, Uni-pharma & InterMed

George Tsopelas
Chairman and Managing Director at McKinsey

Marco Veremis

Chairman, Upstream, Partner BigPi Ventures
(Co-chair, SEV's Innovation Committee)

Vagelis Vergetis

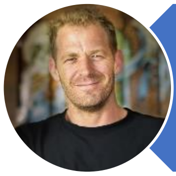
Co-founder, Intelligencia

Nikos Vettas

General Director, IOBE

Prem Watsa

Chairman & Chief Executive Officer of Fairfax
Financial Holdings Ltd



Rob Wells

CEO, Orfium