

SNFCC Impact Study

NOVEMBER 2022



STAVROS
NIARCHOS
FOUNDATION
CULTURAL
CENTER

Εθνική Βιβλιοθήκη
της Ελλάδος National
Library of Greece



Content

Executive summary

Positive impact on Greece's image and its people

A global role model of environmental sustainability

Deep economic impact

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SNFCC Impact Study: Executive summary

The Stavros Niarchos Foundation Cultural Center (SNFCC) asked the Boston Consulting Group (BCG) to revise the impact study that was conducted on behalf of the Stavros Niarchos Foundation (SNF) in 2010 and 2016, which is presented hereafter. This new report is structured along three key themes: the SNFCC's positive impact on Greece's image & its people, its status as a global role model of environmental sustainability, and its deep economic impact on the Greek economy.

With regards to the first theme, since its operations commenced, the SNFCC has been a global landmark for Greece and its people and a monument of modernity and sustainability for the city of Athens, boosting tourism and improving Greece's image internationally. What is more, the SNFCC, the Greek National Opera (GNO) and the National Library of Greece (NLG) have been a landmark of inclusion, providing free access for those of all backgrounds, and those with disabilities. Their daily operations and activities have made deep impact on the rich offering of Greece's cultural and educational legacy, removing cultural barriers and preserving Greece's educational heritage. Finally, the local community has benefited from the improved quality of life with clean air, exercise facilities, reduced heavy crime in the area and twice as much green space.

In terms of environmental sustainability, the SNFCC is the first large-scale cultural project in Europe to achieve a LEED platinum certification. Best-practice environmental standards were met during the design and construction, and are guaranteed during its daily operations, enhancing its vision to become a hub of sustainability awareness, information and education.

Finally, with respect to the SNFCC's economic impact, the SNFCC's operations have over exceeded expectations for 2019¹ and are estimated to have made an annual contribution of ~ €203M to the Greek economy, ~ 2.8K people to the employment, and €36M to taxes.

1. Base year

Content

Executive summary

- Positive impact on Greece's image and its people
A global role model of environmental sustainability
Deep economic impact

The SNFCC has a positive impact on Greece's image and its people



A global landmark for Greece and its people



Bringing out Greece's cultural and educational legacy



Improving the quality of life for the local community

The SNFCC has a positive impact on Greece's image and its people



A global landmark for Greece and its people



Bringing out Greece's cultural and educational legacy



Improving the quality of life for the local community



Focus on next slides



Co-existence of two historical institutions and a public space, with unique role and purpose for the Greek people



Stavros Niarchos Foundation Cultural Center - A landmark of modern Athens



Greek National Opera

The only opera house in Greece, promoting the arts and attracting a wide audience



SNFCC Single Member S.A.

Responsible for the operation, maintenance and management of the SNFCC, incl. the Stavros Niarchos Park, offering a multitude of activities



National Library of Greece

The custodian of the Greek literary heritage, bridging the past, the present and the future



Unique model of **Public Private Partnership** in Greece

Contract with the state, which involved:

- the largest grant (€618m) by the **Stavros Niarchos Foundation (SNF)**
- 4 Ministries (Culture, Education, Environment & Finance) from 6 different governments worked for the completion of the project

The SNFCC has been a unique landmark for Greece and its people...



Symbol of modernity for the city of Athens

- A new global landmark for Greece to complement its strong heritage, balancing between old and new culture
- Recognized globally for its unique design and architecture



A world paradigm of inclusion

- High share of free-of-charge events
- Wide range of activities
- Accessibility infrastructure enabling access and participation to events



Flagship of sustainability

- Unique architectural, sustainable design acquiring LEED Platinum certification
- Environmental standards followed during operations
- Raising awareness on environmental topics

To be detailed on section 2

...with substantial international impact



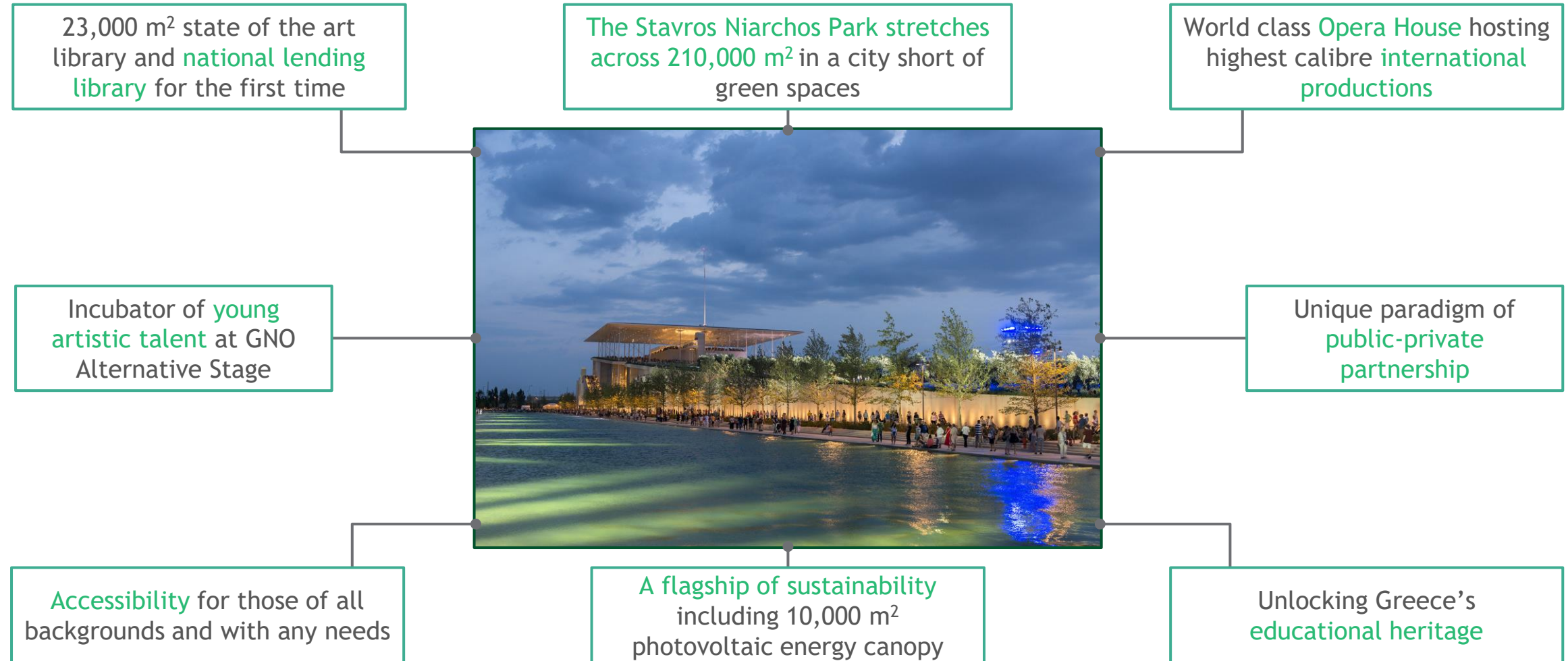
Attracted tourists & distinguished personalities from around the globe



Gained wide media recognition for the landmark and modern Greece



Since its opening, the SNFCC has been a symbol of modernity for the city of Athens, and the whole of Greece





Stretching across 210,000 m², the Stavros Niarchos Park is the largest public Med garden in the world, open and accessible to all

The Stavros Niarchos Park is both a vivid sustainability lab and a place for sports, entertainment and culture

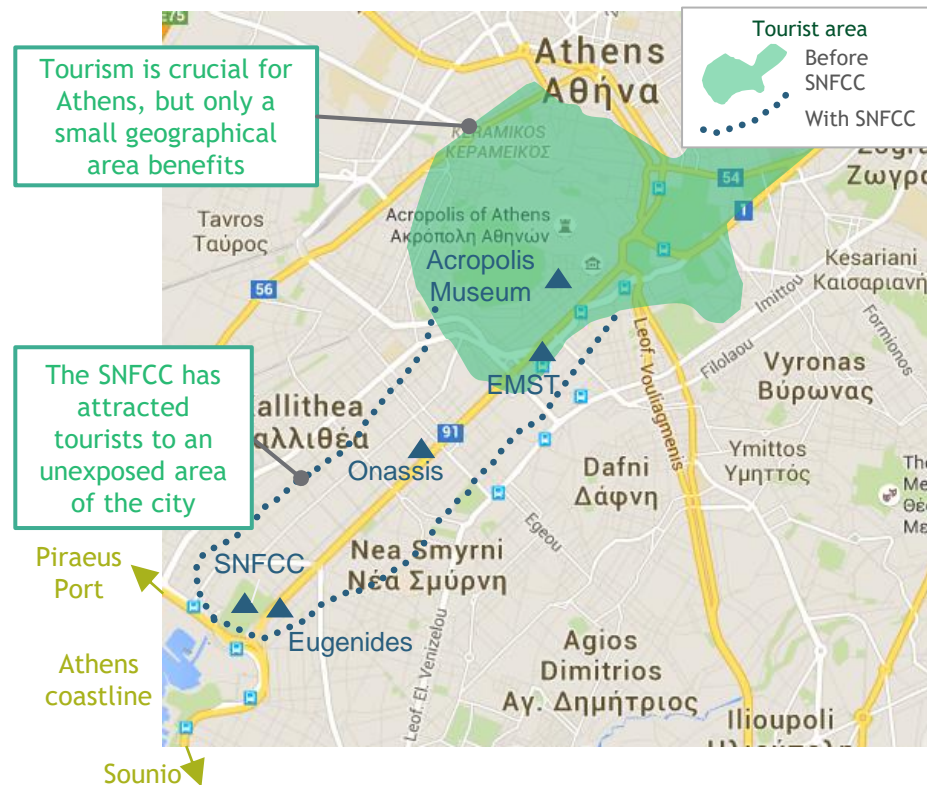
- In the Stavros Niarchos Park there are more than 1,400 trees and 128,000 shrubs, integrated into a Mediterranean locus
- The irrigation is configured to minimize water consumption, with the water coming mainly from the reverse osmosis systems not drillings
- The hill, which corresponds to the largest part of the Stavros Niarchos Park is formed with a slight upward slope (5% on average) achieving full accessibility for all.
- The Stavros Niarchos Park hosts an extensive range of events and activities such as sports events, screenings, concerts and other.





The SNFCC has helped to remap the cultural face of Athens, as it serves as a new metropolitan pole outside the historical center

The SNFCC has extended Athens' footprint on tourists and locals beyond the historical center



And has helped transform Syggrou into the “cultural avenue” of Athens

- The SNFCC has led to the emergence of a new metropolitan pole on Athens' coastline, away from the popular Historical center
- Alongside other investments in the area, the SNFCC has and will continue to play a major role in the reinforcement of the Athens riviera



"5 years since its opening, the SNFCC is now a new point of reference and landmark of modernity for Athens. It has been successfully integrated in the community and has created an ecosystem (e.g. restaurants, hotels etc) around it, extending the tourism attraction areas to the South.

- Yiannis Paraschis, Athens International Airport



The SNFCC has been recognized globally for its unique design, receiving numerous awards and global press coverage since 2017

The architectural innovation of the SNFCC has led to multiple architectural awards...



Royal Institute of British Architects (RIBA)
International Awards for Excellence 2018

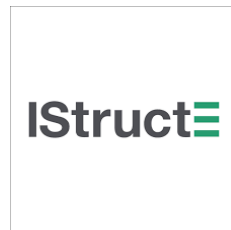


ENR 2016 Global Best Projects Award



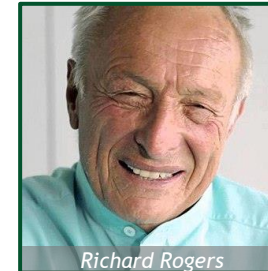
Assemble
MEDIA GROUP

Best International Project of the Year in
the 2016 UK Building Awards



Structural Engineers | Structural Awards
2016 | 'Arts or Entertainment' category

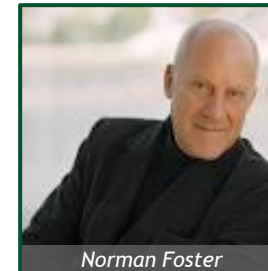
...while it has also attracted the interest of numerous renowned architects



Richard Rogers



Steven Holl



Norman Foster



Elizabeth Diller



There is the scent of lavender and rosemary, the cicadas have sung on the trees, even in late autumn, and with the dusk the crickets. We are in the most exciting suspended park I have seen, in Athens, with one eye on the Parthenon and on the other side the sea. We are 30 meters high on the roof of the Stavros Niarchos Foundation Cultural Center, which Renzo Piano has transformed into a large garden with a masterpiece of thought and poetry.

Vanity Fair, January 2022



The SNFCC has boosted Greece's international image, with positive reviews in prominent international media



I have to say I didn't really know what to expect when I came here because I knew it's simply enormous and I couldn't quite see how that could cohere. But this is a triumph! It's fantastic! And to have roof gardens on this scale and all these different features that are informing and using the local planting. And clearly people do use it and love it.

BBC, January 2022¹



Designed by architect Renzo Piano, this limpid and elegant building in the shape of a gigantic ramp that rises to the sea brings together a superb Mediterranean Park, the Greek National Opera and the Greek National Library. The view is breathtaking: from the sparkling sea to the cirque of mountains that surrounds the metropolis, passing through the Acropolis and Lycabettus emerging like islands above the city.

Le Figaro, May 2019



The latest futuristic architectural project designed by archistar Renzo Piano, is the Stavros Niarchos Foundation Center, home to the Greek National Library and the Greek National Opera and hundreds of cultural events that have made this structure the new cultural hub of the city in a neighborhood, Kallithea, which comes back to life.

Corriere Della Sera, December 2019



Completed in 2016, the Renzo Piano-designed SNFCC houses the national library and opera on its handsomely manicured grounds dotted with young olive trees. [...] You can experience the complex's varied spaces [...] or settle into the opera house's maraschino cherry-hued chairs to take in the impressive acoustics. Or simply stand under the solar power-generating canopy roof to survey the 360-degree vista of Athens and the sea.

The New York times, October 2018

1. A triumphant public park in the centre of Athens, Monty Don's Adriatic Gardens



The SNFCC has been a landmark also in terms of inclusion, with a wide range of activities in the Stavros Niarchos Park, out of which 99.4% are free-of-charge

Exhibitions

- Takis: Cosmos in Motion
- George Zongolopoulos: The Vision of Public Sculpture
- Louise Bourgeois, Maman
- Athens Photo World exhibitions

Music Series

- Parklife
- Cosmos
- Jazz Chronicles
- Music Escapades
- SNFCC Sessions
- Lighthouse Sessions
- Sunset DJ sets
- Busking in the Park

Dance

- Pontus Lidberg: Siren
- Sidi Larbi Cherkaoui: Sutra
- Gandini Juggling: Smashed
- Gandini Juggling: 4x4 Ephemeral Architectures
- Social Ballroom series
- Int'l Dance Day
- Dance Workshops

Cinema

- Park Your Cinema
- Park Your Cinema Kids
- Tributes

Performance

- Parabases
- Prometheus Bound
- J. Fosse/Y. Houvardas
- Circus Performances
- Stand-Up Shows
- Mythologies
- A Walk in the Park

SNFCC Xmas World

- Light-Up Event
- New Year's Eve
- Light Installations
- SNF First Run of the Year
- Christmas Tales at the Lighthouse
- Concerts & DJ sets
- Workshops & family activities

Festivals & Celebration Days

- Generations
- In Orbit
- May 1st
- Clean Monday & Carnivals

Sports & Wellbeing

- Daily Sports & Wellness Programs for Adults & Kids
- Skate
- Bikes
- Kayak & Sailing
- Big scale events (Triathlon, 5K Run, Backwards Run)

Educational programs

- Architecture
- Sustainability
- Arts & Crafts
- Music
- Technology

Lectures

- Architecture
- Sustainability
- Arts
- Science & Health



99.4%
of the events hosted
in the Stavros
Niarchos Park are
**free-of-charge thanks
to the exclusive
Stavros Niarchos
Foundation (SNF)
grant**



Non-exhaustive

As part of the SNF vision, the SNFCC's unique design has incorporated a holistic accessibility infrastructure, allowing people with disabilities to access events and tours



Automatic Doors, Ramps & Elevators



Free-of-charge parking slots available



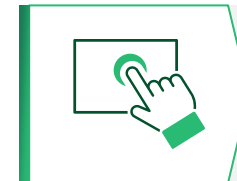
Wheelchair seats



Interpretations in the Greek Sign Language



Accessible WCs



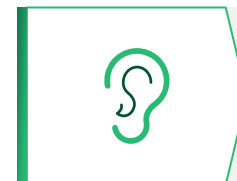
Supporting infrastructure for people with print disabilities



Blind Walking Guides



Fully Accessible Events



Hearing aid magnifiers







Braille printers and reading/writing screens



The SNFCC hosts a variety of activities and events designed to give access to people with disabilities

Non-exhaustive

Multisensory tours & workshops	Services enhancing the experience of people with disabilities	Guided Tours in the Greek Sign Language	Craft workshops & Athletic activities for people with disabilities
<ul style="list-style-type: none"> Initiated in February 2022 under the "5 years SNFCC" celebration theme Visually impaired visitors are guided in the Stavros Niarchos Park Their experience is being enhanced using tactile floor plans and other tactile stimuli 	<ul style="list-style-type: none">  Rent-a-wheelchair service  Audio guides for a variety of performances & exhibitions  Working stations designed for people with disabilities  Alternative text in Social Media 	<ul style="list-style-type: none"> Initiated in November 2021 The tours last for 1 hour following a 1-km walking distance A specialized Greek Sign Language tutor oversees the tour 	<ul style="list-style-type: none"> Numerous activities across all age groups, including: <ul style="list-style-type: none"> We Create Art All Together Special Education Student Tournament Blind Tennis Both for people with and without disabilities



Non-exhaustive

The NLG aims at bringing its cultural content closer to people with disabilities



NLG is equipped with 4 working stations for people with disabilities: 2 for research and 2 for lending, to be operational by the end of 2022



NLG plans to create an online infrastructure with e-books of their legal deposit of nationally published books for the people with disabilities



A collaboration has been established with 20 major publishers, for the development of the Greek e-book market



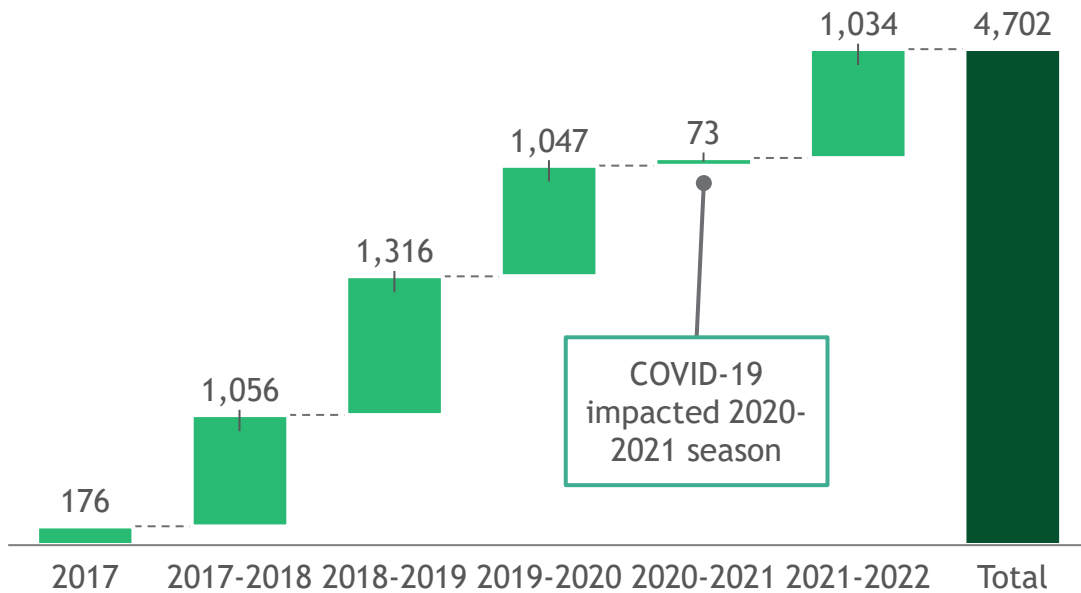
NLG has the necessary equipment to support the use of braille language (printers and reading & writing screens)



The GNO focuses on ensuring accessibility to performances for people with disabilities

Non-exhaustive

of people with disabilities attended GNO performances



During the 2017-2022 period the GNO offered 792 performances (in both stages) that were accessible to people with disabilities




During the 2021-2022 season two productions were offered under full accessibility conditions

Faust, April 2022



The Magic Pillows, November-December 2021



-  Seats for people using the Greek Sign Language or SDH subtitles
-  Seats for people with visual impairment who used the AD acoustic description service (with or without blind guide dog)
-  From-scene translation



The SNFCC ranks 3rd amongst preferences of international tourists

Non-exhaustive

International tourists that come to Greece, add the SNFCC as a cultural destination...



After the Acropolis Museum and the National Archaeological Museum

“ *The SNFCC is a landmark that was missing from Athens. Tourists are interested in gaining experiences and the SNFCC has a story to tell.*
- Maria Gatsou, SETE

...who visit it for a number of reasons related to its unique characteristics

- 1 Symbol of modernity and of contemporary Athens
- 2 Architecture
- 3 Diverse cultural offering
- 4 Free-of-charge activities & events
- 5 Key location

“ *The SNFCC is a landmark that we have anticipated for years and its completion has changed the image of Athens, and Greece. Everyone has a reason to visit the SNFCC thanks to its diverse offerings and architecture. Today, hotels do encourage tourists to visit the SNFCC as a symbol of modern Greece.*

- Lambrini Karanasiou-Zoulovits, Athens - Attica & Argosaronic Hotel Association



Since its opening, the SNFCC, NLG and GNO have hosted prestigious international events, helping boost Greece's image internationally



President Macron at the SNFCC, during the meeting of French and Greek business communities, hosted at the Lighthouse



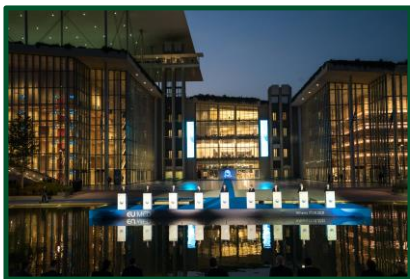
The NLG hosted the Social Event of the 2019 IFLA World Congress with more than 3,600 librarians participating from 150 countries



President Obama gave a historic speech in the Stavros Niarchos Hall, during his visit in Greece, which was the last State visit of his administration



As part of a two-day visit to Greece, the President of Bolivia, Evo Morales, visited the SNFCC and gave remarks as part of the event organized in his honor by the Greek government



The SNFCC hosted the EU Med 9 convention, where the leaders discussed the climate change impact on region



The NLG hosted the Conference of Directors of National Libraries (CDNL) with Directors from more than 65 countries



Yorgos Lanthimos' highly anticipated new short film BLEAT had its world-first premiere in the GNO with the starring Oscar-winning American actor Emma Stone and acclaimed French actor Damien Bonnard









US State Secretary Mike Pompeo delivered his speech at the SNFCC during his two-day official visit in Greece



Wide media recognition for the landmark and modern Greece

SNFCC, NLG & GNO with an active presence in social media, increasing their reach beyond the Greek borders

As of June 2022

	SNFCC	NLG	GNO
 	<ul style="list-style-type: none"> • 22,500 subscribers • 648 videos • 2.7M views 	<ul style="list-style-type: none"> • 3,020 subscribers • 95 videos • 128,988 views 	<ul style="list-style-type: none"> • 10,300 subscribers • 539 videos • 15.6M views
 	<ul style="list-style-type: none"> • 27,900 followers • 1,053 posts 	<ul style="list-style-type: none"> • 23,748 followers • 425 posts 	<ul style="list-style-type: none"> • 34,400 followers • 534 posts
 	<ul style="list-style-type: none"> • 280,000 likes • Total reach: 226 M 	<ul style="list-style-type: none"> • 28,921 likes 	<ul style="list-style-type: none"> • 96,000 likes



The SNFCC is an oasis in Athens to calm down. Excellent playground facilities, well looked after and clean. A great effort is done to keep it this way.

Facebook Review



The NLG is making a fresh start with an amazing crew that will take it to the skies. We wish you luck and we will be near you.

Facebook Review



I attended the second performance of Madama Butterfly with all the covid restrictions in place. The performance was just beautiful with top soloist. Highly recommended.

Trip Advisor Review

The SNFCC has a positive impact on Greece's image and its people



A global landmark for Greece and its people



Bringing out Greece's cultural and educational legacy



Improving the quality of life for the local community



Focus on next slides

Since the opening, the SNFCC, GNO and NLG have overachieved expectations, highly contributing to the educational and cultural footprint of Greece

The SNFCC has actively organized cultural and educational initiatives, with a large number of attendees since its opening:



- Has received > 21M visits with very positive reviews
- Has hosted >5,200 cultural & educational events, with high attendance
- Has educated >387k students through school trips
- Has implemented an internship scheme with >900 participants through the exclusive grant of the Stavros Niarchos Foundation (SNF), as part of its Recharging the Youth initiative. The program - which is aimed at people aged 18-35 with or without specialized knowledge background - has received positive views and numerous awards

The National Library (NLG) has reinforced its role, working towards preserving Greece's educational heritage and reinstating its role:



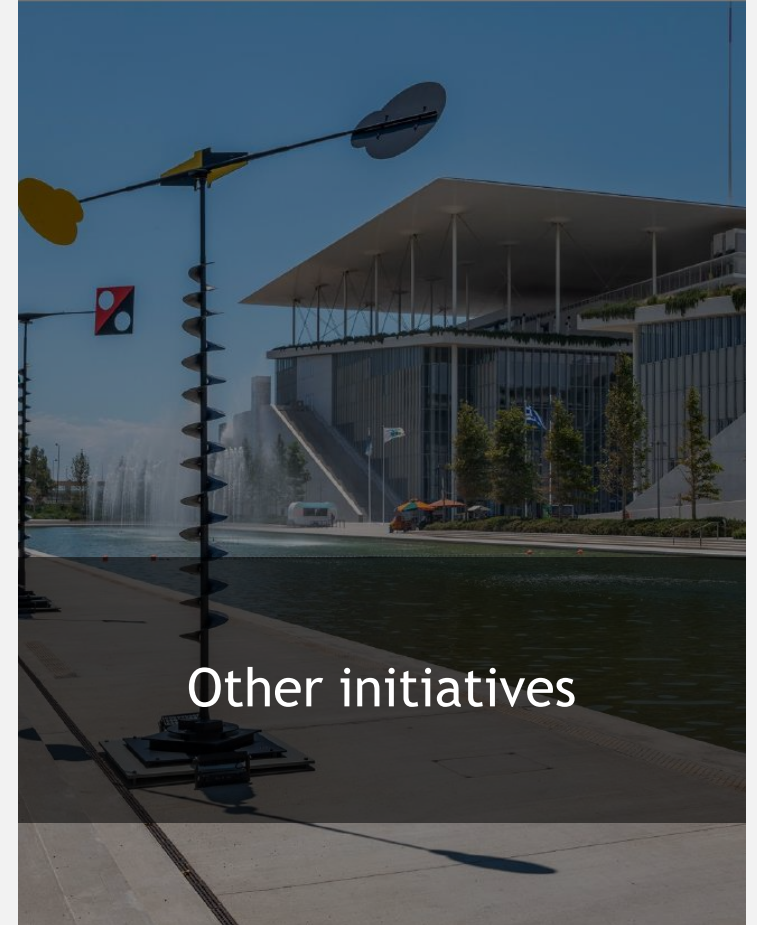
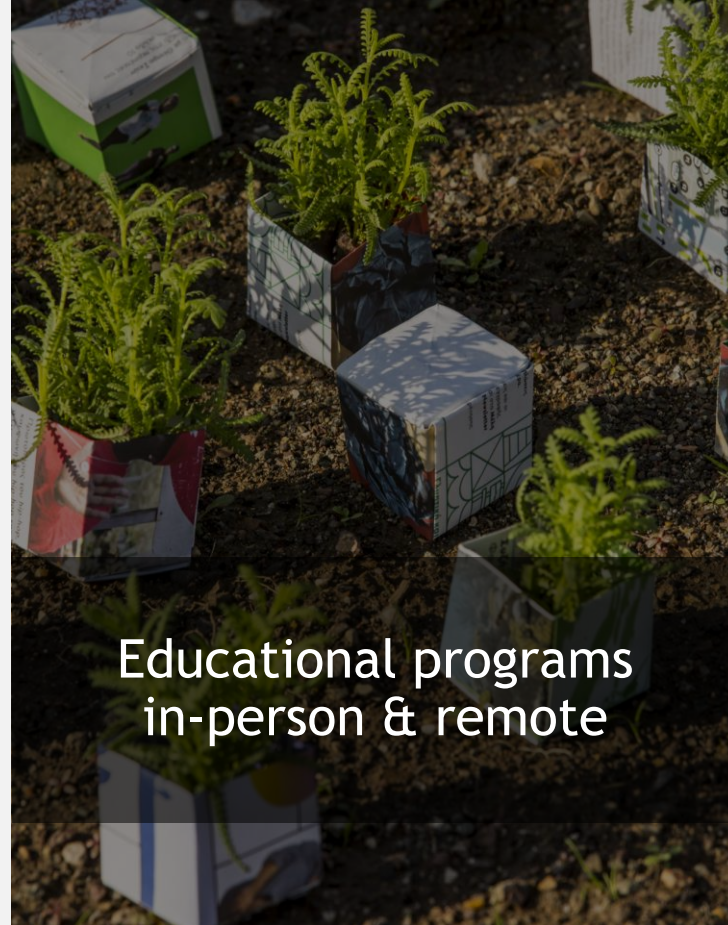
- Since 2017, the NLG has added 80k new titles which can be accessed in the new, enhanced facilities
- NLG has conducted more than 150 events and 8 exhibitions since 2017
- New location has enabled NLG to host more than 16k participants from schools and companies in guided tours

The National Opera (GNO) removed cultural barriers through its new offering besides Opera



- New, enhanced facilities and halls enable GNO to host world-class performances
- The relocated GNO has attracted audiences outside Opera, with the new online GNO TV as well as the Alternative Stage
- In parallel to the performances, the GNO conducts educational seminars to foster culture and performing arts to all generations

The SNFCC offers a broad range of cultural and educational activities





5 years since its opening, the SNFCC has been established as a popular recreational, educational and cultural destination

The SNFCC has received more than 21M visits with very positive reviews

21M
Visits
2017-2022

87
NPS¹ 2021

91% are satisfied with the customer service

89% are loyal visitors who would recommend to friends

96% of visitors have a positive opinion about the SNFCC's cleanliness

82% of visitors feel safe at the SNFCC

“ [...] all the SNFCC is clean and safe. The employees are always kind and smiling! Thank you for offering creative options for our kids, and free of charge! [...]”

“ A remarkable and important cultural attraction; the design and architecture are both traditional and contemporary; thereby preserving the integrity of modern Greek culture and preserving the importance of learning and the arts with the National library and Opera; I also appreciate the view; the natural flora contained in the expansive park; as well as the importance of sustainability; through the LEED PLATINUM rating”

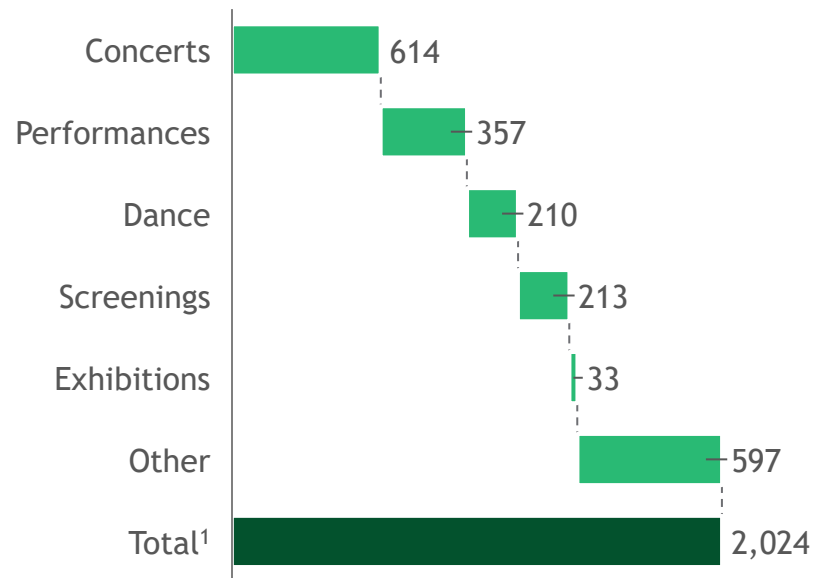
“ It was the most wonderful experience. The designs, the sustainable approach, the greenery, the art, the knowledge all so superb. Amazing views from every corner.”

1. NPS = Net promoter score
Source: Customer satisfaction survey 2021

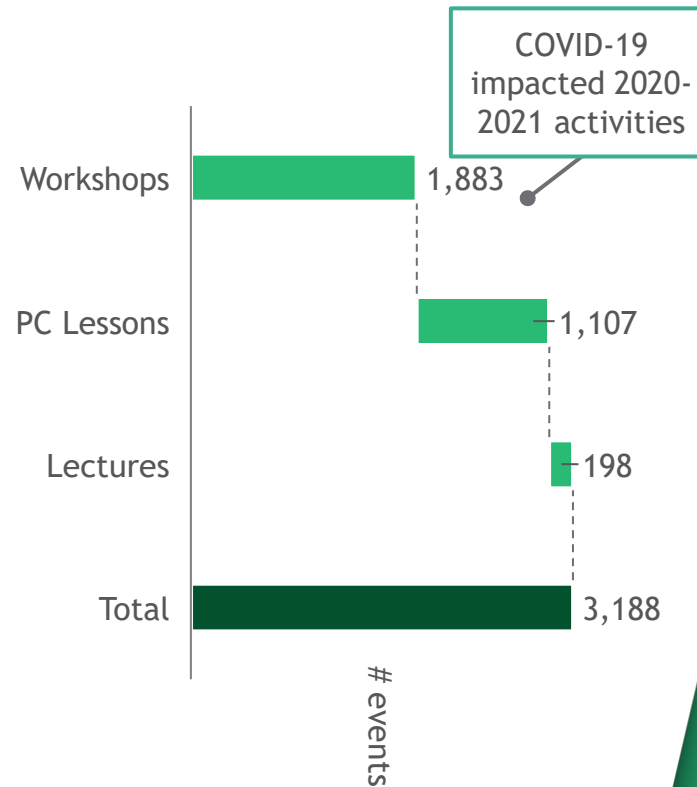


The Stavros Niarchos Park has hosted >5.2k cultural & educational events, with high attendance

Wide range of cultural ...



...and educational events



>1M
Attendance
in person
since 2017

>8M
Views
online since
2020

1. Sports activities counted separately in "Improving the quality of life for the local community" section
 2. Counting period March 2017 - June 2022
 Source: SNFCC, BCG analysis



The SNFCC offers a range of free-of-charge cultural activities and exhibitions in public spaces, in collaboration with well-known artists and foundations

Select examples

Louise Bourgeois, Maman (2022)



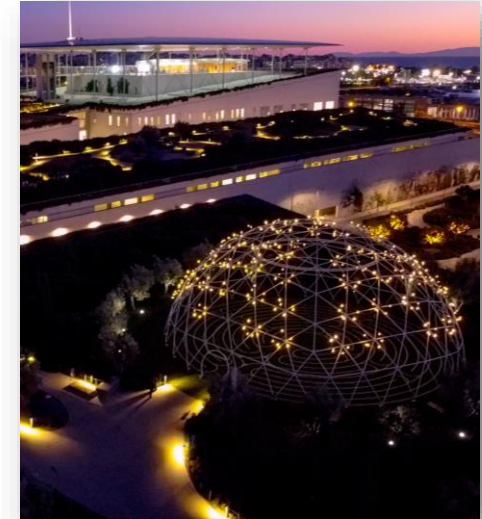
- Collaboration with NEON & the SNFCC
- Exhibition of Louise Bourgeois' monumental sculpture Maman in public space for 7 months

Takis: Cosmos in motion (2021)



- Collaboration with Takis Foundation - Research center for the Art and the Sciences
- Exhibition of iconic sculptures by the internationally acclaimed artist Takis
- 46 sculptures in public places of the SNFCC

The SNFCC Christmas World



- The SNFCC Christmas world showcases every year a range of events and installations:
 - Lights Up on December 1st
 - New Year's Eve celebration
 - Light Installations in the Stavros Niarchos Park
 - Ice Rink at the Canal
- Christmas world has received 5.7M₂₇ spectators since 2017



The SNFCC fosters education for schools including teachers and students, both at its premises and online

- Since 2017, the SNFCC has actively organized **school visits**, offering educational programs and/or walks to students and teachers
- During COVID-19 restrictions, the SNFCC introduced **digital classes**, aiming to continue offering educational experiences remotely, support online teaching and enlarge the relationship between the SNFCC and schools
- With the **SNFCC Class**, teachers choose activities around art and sustainability, reaching school classes across and beyond Greece
- Moreover, digital **"ideas" classes for teachers** cover a wide range of social issues such as recycling, inclusion, art and digital security



>387k students participated in **school visits**



>1,170 teachers in **SNFCC Class**



>930 teachers in **"Ideas" webinars**



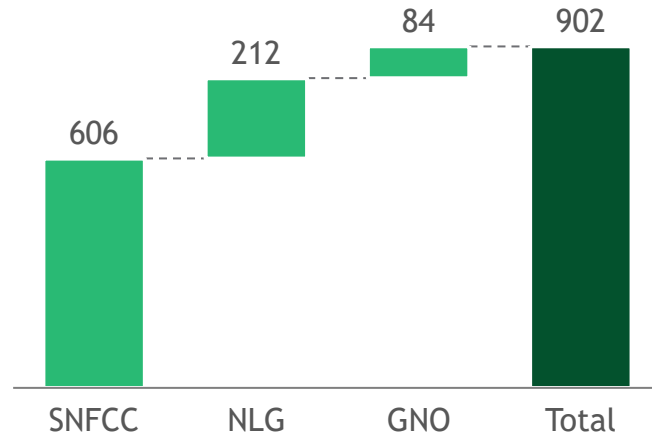
>620 teachers in **Class webinars**



The awarded SNFCC internship program has offered the opportunity to >900 participants to get upskilled before they enter the job market

The SNFCC offered an internship program through the exclusive grant of the Stavros Niarchos Foundation (SNF), as part of its Recharging the Youth initiative

Internship program participants (2013-2022)³



Customer Service Distinction Award 2020 and 2021: Best Customer Service Training from Hellenic Institute of Customer Service (HICS)



Silver Award - Best Youth Employment Initiative: HR Awards 2021 from Boussias

The program has received positive acceptance from the participants and the job market^{1, 2}

- Participants of the SNFCC internship scheme contributed to various departments (Programming, Finance, Legal, Visitors Experience)
- 87% of participants agree that the SNFCC helped their personal and professional enhancement
- After completion of the internship, 60% of participants found a job in a relevant sector, while 29% continued their studies



I encountered a great organization, professionalism and kind people, who are work driven and who generally inspired me to continuously become better

Intern, SNFCC



I believe that the professionalism and the benefits that you get from SNFCC / NLG, are hard to find at another employer

Intern, NLG



A unique experience, combining the ideal work place, roles and responsibilities and team spirit

Intern, GNO

1. 30% of the Alumni Interns participated in the survey 2. Survey conducted for SNFCC, NLG and GNO 2. Total interns for the period December 2013 - June 2022

Source: SNFCC



The SNFCC introduced a volunteer scheme, with 400+ volunteers since 2019

400+
volunteers

Volunteer scheme 2019-2022¹ with a pause in 2020 and 2021 due to COVID-19



- The SNFCC Volunteers Program was introduced in 2019 to create **inclusion, connection and entertainment opportunities** for all



- **Teens Volunteers** scheme for students 14-18 years old who want to improve their communication skills and train on SNFCC's sustainability innovation



- Volunteers are **part of the Visitors Experience** department



- **Volunteers support a range of activities** e.g. tours, school visits, educational programs, cultural events, exhibitions etc



The National Library of Greece has benefited from the new location



New offerings for the public:

- Lending collection is a unique offering for a National Library, increasing engagement with the public
- 3 NLG studios for recording, filming and a radio station
- Partnerships and collaborations, increased services and competitiveness of NLG



Wider audience and reach:

- Global acknowledgement of the Library and its role
- Access to the audience who visits the Stavros Niarchos Park and/or National Opera (76% of people surveyed in 2019 had not visited before)
- Increased donations of books and documents



Access to new technologies and infrastructure:

- Increased capacity and public space to organize activities
- New Digitization Studio with state-of-the-art equipment
- New Conservation Department to support preservation of documents
- Secure Vaults for Manuscripts and special valuable collections
- Increased space to store collections



Access to employment:

- Highly qualified new staff hired
- Interns through the Stavros Niarchos Foundation (SNF) intern program



The National Library has played a critical role in collecting material, books and documents that show-case the Greek heritage

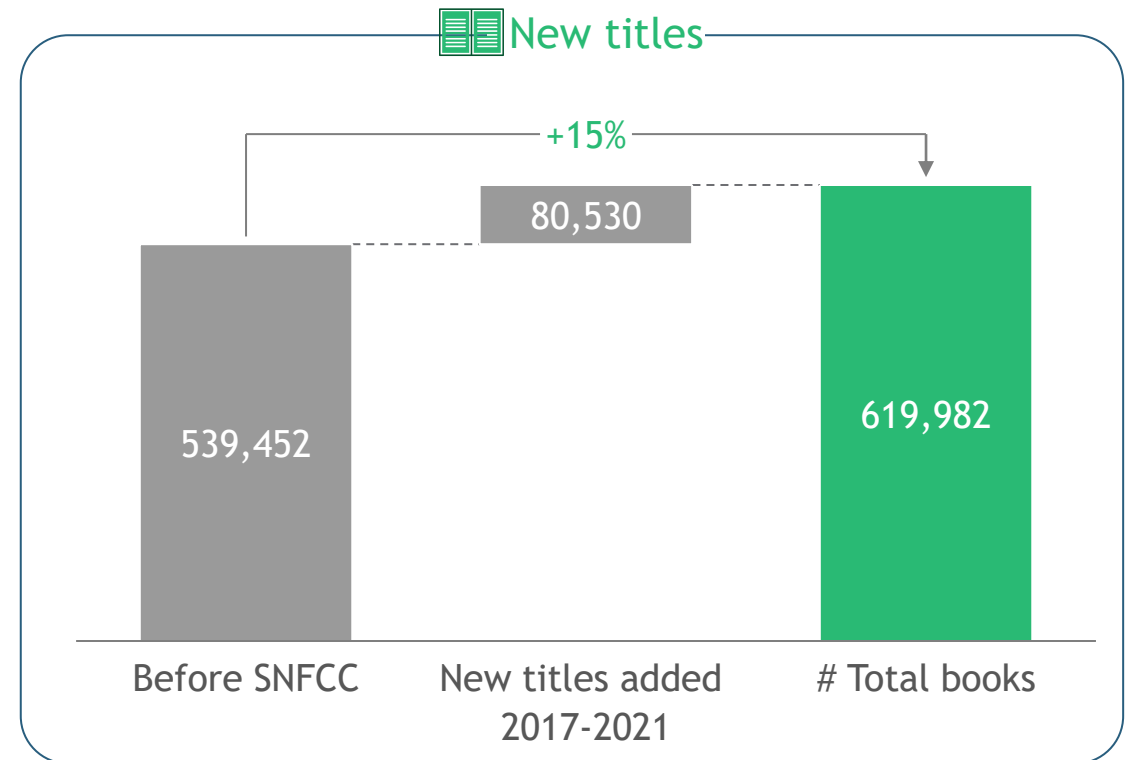
The NLG Collection consists of a growing variety of books and manuscripts written for the Greek culture

	619,982	←●→	Books in the collection
	38,011	←●→	Books for lending
Special collections	5,500	←●→	Manuscripts
	18,000	←●→	Rare books
	4,000	←●→	Engravings/Works of art
	6,000	←●→	Posters
	200	←●→	Archives

The NLG has introduced new digital services, facilitating users who want to access information online

- **E-reading room:** 71k downloads and 21k users
- **E-documents:** access to more than 350M e-documents
- **Digital collections incl special collections** (manuscripts and old books) and newspapers
- **Book lending:** ~47k since December 2018 (COVID impact)
- **Computers:** 55, of which 6 are for AMEA

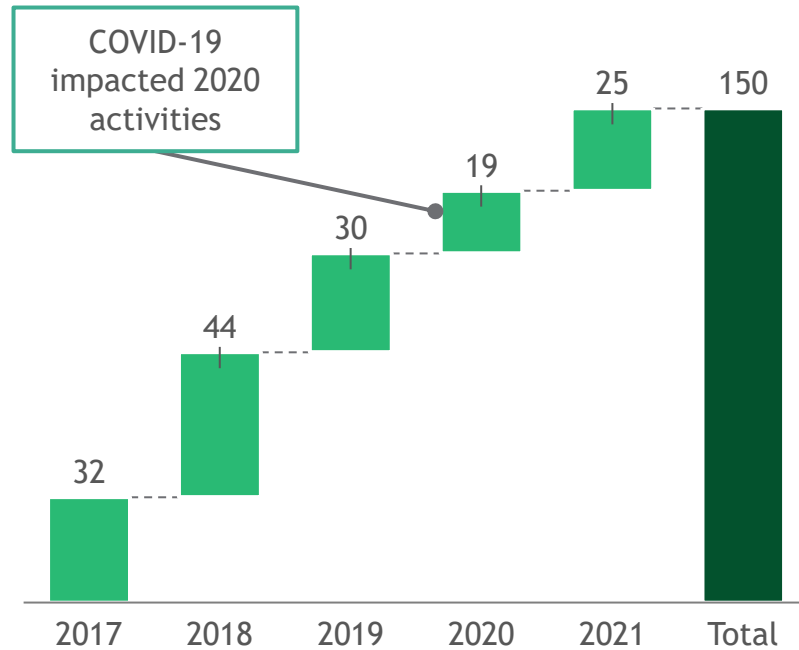
Since the relocation, NLG has been able to increase the book collection by 15%





The National Library has received public acknowledgment, having organized numerous events with global prestige

Number of events organized since 2017



Example of events organized by NLG



Christmas at the Library

NLG's shelves filled with stories written and illustrated by children from the libraries of the Network of Greek Libraries



Erasmus+ Europa: ti vedo e ti vivo

Lab with 20 European teachers (from Italy, France, Spain & Romania, with the EU as strategic partner)



"Logos" Circle of Events

In 2020, the 8th circle took part with 2 thematic lectures, 4 lecturers, 2 administrators and 1 narrator



5 exhibitions organized by the NLG

Picture: Exhibition about the Holocaust



"The exiles"

- Ca. 8,649 visitors in January 2022 - March 2022
- 214 catalogues sold
- 57 posts in third-party digital media about the exhibition and 12 press mentions



"The Influence of the European Enlightenment in the formation of the new Hellenic State" & "The Printing Houses during the Greek Revolution"

- Ca. 6,305 visitors in December 2021 - February 2022
- 65 posts in third-party digital media about the exhibition and 19 press mentions



Thanassis Makris exhibition

- 8,562 visitors in September-November 2021
- 121 catalogues sold
- 21 posts in third-party digital media about the exhibition and 7 in press mentions



Stathopoulou exhibition

- Ca. 2,700 visitors in May-July 2021
- 83 catalogues sold in both phases of the exhibition
- 35 posts in third-party digital media about the exhibition and 9 in press mentions



"The Holocaust of the Greek and European Jews"

- 6,700 visits in January 2018
- More than 350 people attended the main event
- Organized by the Jewish Museum of Greece



The National Library has organized numerous events targeted to schools, teachers and young children

Activity	Description
	<p>In-house educational programs for 6-14 children</p>
	<p>Training for academics</p>
	<p>Guided tours</p>
	<p>Summer reading campaigns</p>

- **SDGs "Allazo Selida"**: 32 workshops designed and disseminated to NLG's Greek Libraries Network
 - **1821 educational programs**: 9 workshops for the 200 years from the Greek revolution, including documentation from NLG's special collections
 - **NLG Children's Lab at the SNFCC**: 1073 students participated in 64 workshops
 - **Simeiomataria Tehnis**: 11 workshops designed to NLG and Greek Libraries Network inspired by a modern bibliography in the field of Arts and Letters
-
- Training provided to **public libraries** with >100 academic professional librarians trained in 2021
 - Informative workshop and training for the **members of the Greek Libraries Network** with 818 trainees participated in 2021
-
- **~13k tours** provided, including schools, universities and private and public institutions
-
- **Summer campaigns** for reading organized every summer prior to COVID-19, giving children the opportunity to read and create stories, sharpen their imagination and borrow books. Since 2015, the summer campaign has hosted:
 - 100+ public libraries participating each year
 - ~13k workshops organized
 - ~244k children attended aged 4-14 years old
 - ~372k books borrowed



The GNO has benefited from bringing together all teams under the new, enhanced facilities

New offerings for the public:



- New alternative stage featuring shows besides the classic opera offering
- Introduction of GNO TV for remote streaming
- Cultural education programs

Wider audience and reach:



- Access to new audiences who visit the GNO for the new offerings
- Increased donations, enabling the realization of productions with notable artists

Access to new technologies and infrastructure:



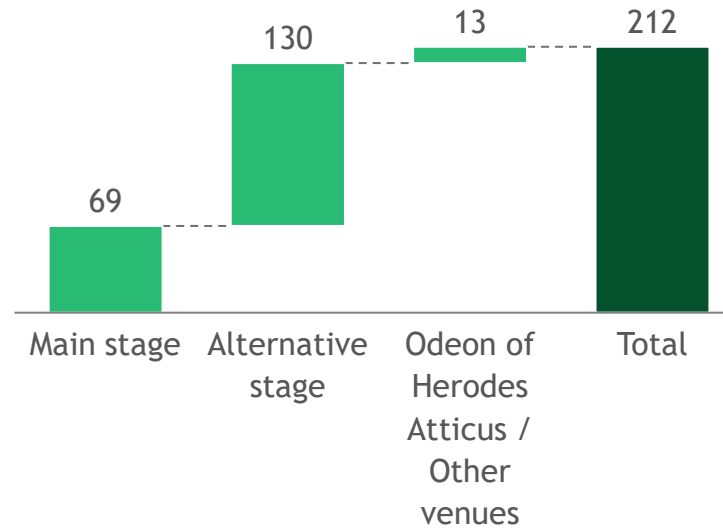
- New theaters with state-of-the-art technology and acoustics
- Increased capacity and public space to organize events
- Space for all teams to co-locate (e.g. Management is close to the rehearsals)



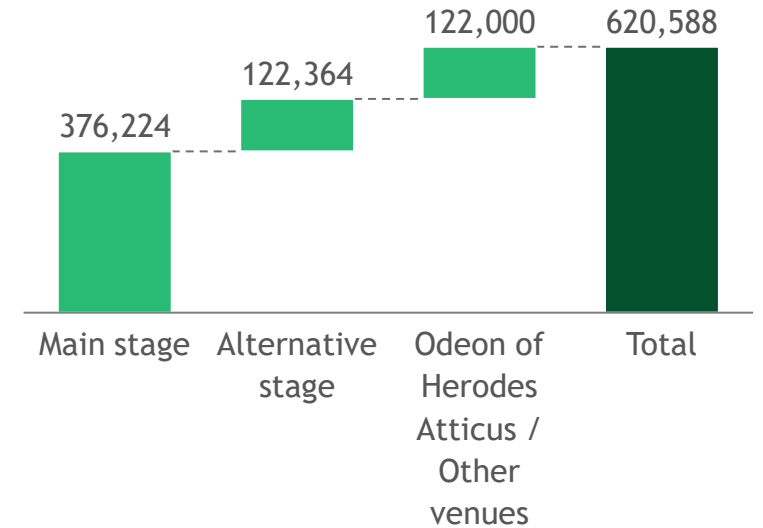


Since its relocation, the Greek National Opera has organized ca. 150 productions, with >0,5M attendees

of productions (2017-2021)



of attendees (2017-2021)



GNO productions leveraging numerous workspaces, creating cultural output and employment opportunities



5,100 sq.m. rehearsal building with 7 rehearsal halls



1,200 sq.m. costume storage room with 220+ GNO productions' costumes stored



1,500 sq.m. set construction workshop



3,800 sq.m. storage room

GNO's activities have been the epicenter of numerous media tributes & interviews with prominent culture personalities

Le figaro tribute



It's worth traveling to Greece for the GNO [...] The Athens Opera House has already entered the club of the greatest opera theaters worldwide, October 2022

Excl. interview in the Lighthouse



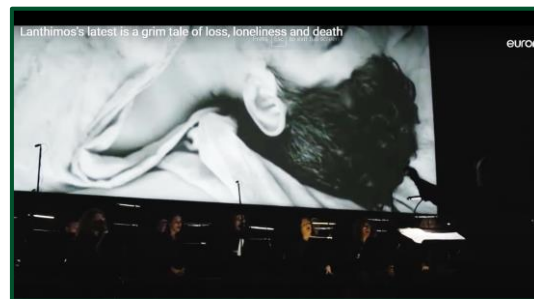
Lena Aronis met the prominent award-winning director and visual artis Bob Wilson, March 2022

Mezzo Backstage - GNO



The world's leading classical music channel featured a tribute to the GNO, December 2021

Euronews¹ tributes



Lanthimos's latest is a grim tale of loss, loneliness and death - Euronews tribute, May 22



Greek National Opera entices people back to the theatre after hiatus - Euronews tribute, October 21



Jonas Kaufmann mesmerizes Athens in a stunning setting - Euronews tribute, November 21

1. Euronews is one of the most significant European television news networks, covering global news from a European perspective



The GNO has collaborated with notable artists from all over the world...

Highlights of the GNO's collaborations with internationally acclaimed artists (2019-2022)



Robert Wilson,
Otello



Yorgos Lanthimos,
The Artist on the Composer



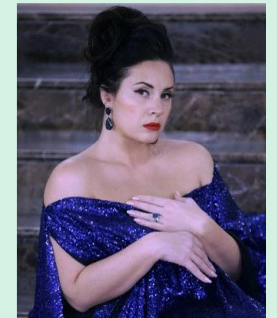
Mary Katratzou,
costumes for Don
Quixote



Marina Abramović,
7 Deaths of Maria
Callas



Jonas Kaufmann,
Recital at the Odeon of
Herodes Atticus



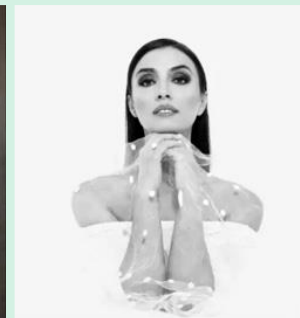
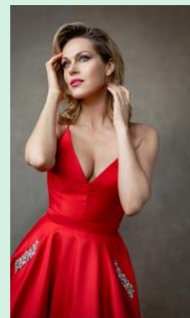
Sonya Yoncheva,
Recital



Anna Netrebko, Anita Rachvelishvili &
Yusif Eyvazov, All Star Verdi Gala



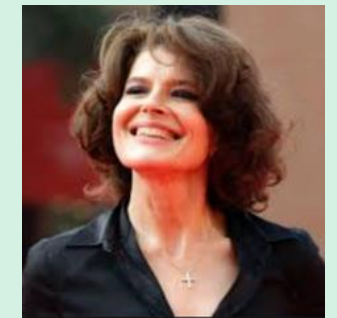
Marcelo Álvarez,
Andrea Chénier



Kristine Opolais & Ermonela Jaho,
Madama Butterfly



Lisette Oropesa,
La Traviata



Fanny Ardant,
Dir of Laidy
Macbeth of Mtsensk



... and has distinguished presence and collaborations with counterparts outside the Syggrou location

Collab with top-tier opera houses



Athens Festival



Collaboration with the Athens Festival to host summer opera and ballet productions at the **Odeon of Herodes Atticus**

Latest shows include:

- Rigoletto (2022)
- Dance with my own shadow (2021)
- Recital by Jonas Kaufmann (2021)

Music Festivals

Collaboration with the Ministry of Culture and Sports and EuroLife FFH to present the **1st Sacred Music Festival**

- Cultural event hosted at **17 historical landmarks** in the centre of Athens in April 2022
- Features a **marathon of 62 concerts** and artistic events

Collaboration with the Association of Municipalities in South Athens for the **Festival Lyrical South** - a series of **free-of-charge cultural events** during the period 2021-2023, including:

- 27 "Music Tales" in the 3 municipalities (Kallithea, Palaio Faliro, Alimos)
- 9 musical events
- 2 large GNO productions
- 10 events "Booklover's Point"
- 9 "Cultural Bus" events



Select examples of GNO's recent productions



Rigoletto
2021-2022
No. of tickets: 16,484



**The artist on the
composer—Bleat**
2021-2022
No. of tickets: 9,497



**7 Deaths of
Maria Callas**
2021-2022
No. of tickets: 5,571



**Jonas Kaufmann
recital**
2021-2022
No. of tickets: 2,943



All Star Verdi Gala
2020-2021
No. of tickets: 7,625



Madama Butterfly
2020-2021
No. of tickets: 2,856
(postponed because of
COVID-19)



**Wozzeck by
Olivier Py**
2019-2020
No. of tickets: 6,198



La Traviata
2018-2019
No. of tickets: 16,641



**Lady Macbeth of
Mtsensk**
2018-2019
No. of tickets: 6,235



During COVID-19, the GNO has broadened its offering by introducing GNO TV to provide access to its loyal - as well as - new audiences remotely

GNO TV introduced in 2020 to reach remote users having broadcasted multiple shows

Shows

- 5 Operas
- 3 Ballet shows
- 5 Shows from the Musical Theater
- 6 Shows from the Musical Theater of the Alternative Stage
- 10 Concerts
- 6 Virtual festivals
- 12 Short video clips from the Greek Songbook

Subscriptions¹

- 10k Subscriptions
- 14k E-tickets
- 557k Sessions



The Athenian days - a GNO production- discusses with distinguished music personalities



Alexander Vinogradov



Anita Rachvelishvili



Lisette Oropesa



Jonas Kaufmann



Sonya Yoncheva



Ermonela Jaho

1. As of December 2021



The National Opera's Learning & Participation department organizes artistic learning activities for all ages

Select examples



The GNO Professional Dance School

- Mission is to offer advanced education and orientation to talented artists who want to become instructors
- Focus on professional classes
- Full scholarship to be awarded to one student per year to pursue further studies outside Greece



Educational programs for schools

- Experiential workshop on dance, music and diversity (2018-2019) with 2,500 students
- Puppet opera "El retablo de maese Pedro" (2018-2019) with 2,000 students
- Animated opera workshop (2018-2019) with 40 students



Workshops for new artists

- Gamelan Orchestra (2019-20) with 22 new artists
- Transmedia labworks (2018-20) with 37 new artists
- Stravinsky miniatures (2018-19) with 62 new artists



Other programs

- Intercultural Choir (2018-20) with 27 adults
- Intercultural Orchestra (2018-20) with 33 adults
- Co-OPERative hub for young people, awarded the 2019 Fedora Prize for Education with 60 young Athenians and asylum seekers

The SNFCC has a positive impact on Greece's image and its people



A global landmark for Greece and its people



Bringing out Greece's cultural and educational legacy



Improving the quality of life for the local community



Focus on next slides

The SNFCC has become a new aesthetic and social focal point for the locals



The Stavros Niarchos Park has played an important role on supporting health, providing **open space for organized and non-organized activities**



The establishment of the SNFCC has enhanced the Real Estate market of the Municipality of Kallithea, with **prices per square meter increasing by 180% compared to local area since 2016**



Despite increased mobility in the Kallithea municipality, **heavy crime has reduced by ca. 10-12%**, due to the investments in public lighting, cleanliness, security and police

The SNFCC has significantly improved quality of life for the locals, having doubled the green space in the Kallithea municipality

Before the establishment of the SNFCC the green area in the surrounding neighborhoods was limited

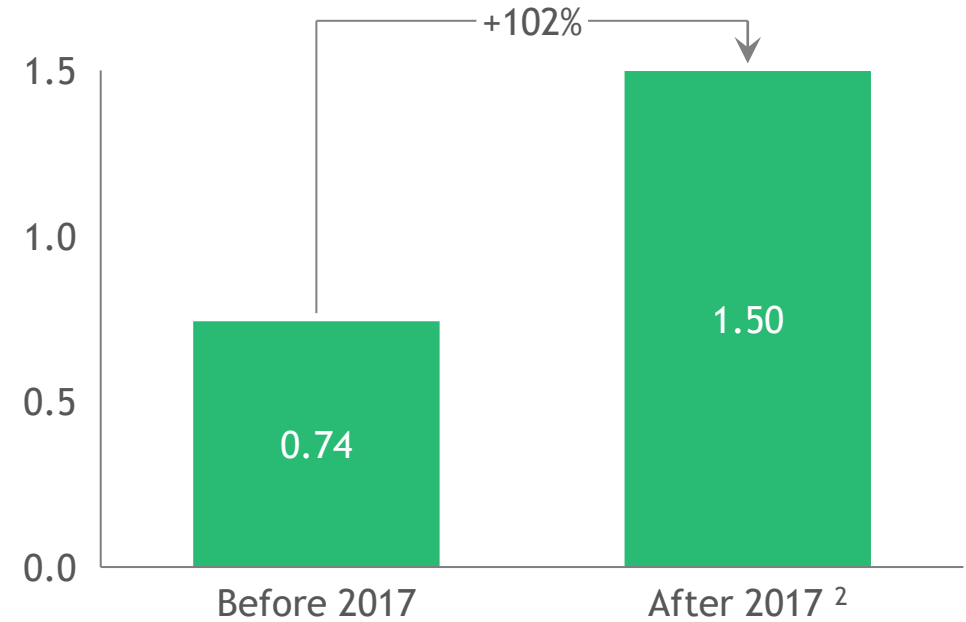


SNFCC green area of ~210K SqM



The SNFCC doubled green surface per capita in the local community³

Green surface (sqm)/capita¹



1. Including Kallithea, Moshato, Paleo Faliro and Nea Smirni; excludes cemeteries, football stadiums 2. Assumes static population of neighbourhoods surrounding the SNFCC 3. Includes Stavros Niarchos Park paths

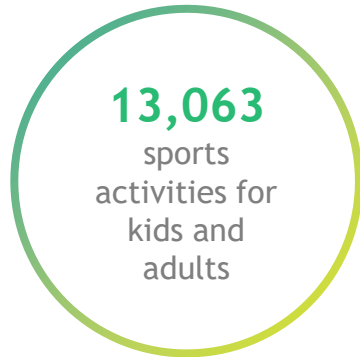
Note: Population data according to census 2001: Kallithea 100,641, Moschato/Tavros 40,413, Paleo Faliro 64,021 and Nea Smirni 73,076

Source: Hellenic statistical authority, <http://www.attiko-prasino.gr>, BCG analysis



The new facilities were positively received by locals, who gained access to a range of organized and non-organized sports and other recreational activities

Since 2017, a high number of sport events have been organized with high attendance



Besides organized events, people can leverage the Stavros Niarchos Park for **their own non-organized activities** (e.g. running, exercising on the outdoor equipment) or the bikes available for renting

Example of Sports activities for all



Kayaking the Canal



Power walking



Pilate/Yoga in the Park



Sports for people 50+ years old (e.g. Qugong)



Team sports (e.g. Football, Basket, Volley)



Sports activities designed for children with disabilities



The real estate scenery in the Municipality of Kallithea has been significantly improved since the establishment of the SNFFC

The SNFFC has completely changed the image of the neighborhood...



Enhanced commercial activity in the neighborhood, thus increasing employment opportunities



Holistic redevelopment of the area (e.g. shopping centers & entertainment options)

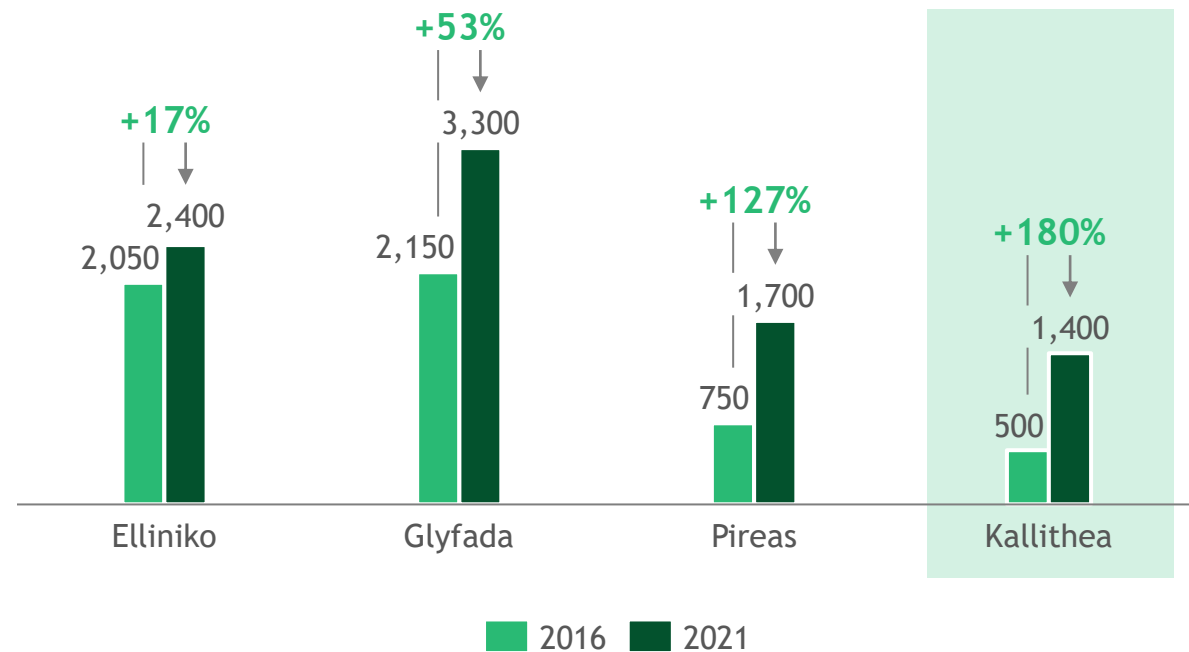


Improved public transportation and road networks



...leading to a significant growth of the real estate values of the Municipality of Kallithea

Real Estate value (€/sqm)¹



1. The prices refer to >5-year-old buildings
Source: REMAX studies for 2016 and 2021; BCG Analysis



The SNFCC transformed an abandoned residue of the Olympic infrastructure into a rejuvenated family-friendly urban nexus




The SNFCC contributed to the revitalization of a highly undervalued area


Nearby abandoned facilities from 2004 Olympics


Former racehorse track of site, previously attracting crime




According to the criminology principles, crime rates decreased through...

- 
Public lighting
 With increased lighting in spaces which were previously neglected

- 
Cleanliness
 Due to increased enhancements in public spaces in the Kallithea municipality

- 
Security
 The SNFCC has ensured that proper security is in place 24/7

- 
Quick Police Response
 Due to increased police presence in the area



Although mobility in the area has increased, **heavy criminality¹** has **decreased by 10-12%** while **traffic accidents have remained stable**

1. Heavy criminality i.e. thefts, robberies, drugs

Content

Executive summary

Positive impact on Greece's image and its people

➤ A global role model of environmental sustainability

Deep economic impact

The SNFCC is a global role model of environmental sustainability

The Stavros Niarchos Foundation (SNF) and Renzo Piano's vision led the SNFCC to be the first large-scale cultural project in Europe to achieve a LEED platinum certification.

The SNFCC has been **designed and constructed to be sustainable**

- **Ambitious environmental goals** have been set from the beginning combined with an integrated energy study
- The SNFCC **architectural elements integrate into a sustainability landmark**, with a significant positive urban footprint being a model generator of microclimatic conditions

The SNFCC's sustainability is also guaranteed under its **operations**

- Energy generation through the energy canopy contributes to **annual energy savings of ~ 2.2 GWh, equivalent to ~1,020 tons of CO₂ and ~€0.3 M saved annually**
- Water management initiatives ensure **exploitation of gray and saline water**
- An integrated waste management plan leads to the **source separation of more than 60 tons of waste per year**

The SNFCC's vision is to become a **hub of sustainability awareness, information and education**

- An extensive portfolio of educational activities is offered: school programs & family and other activities
- More than 380,000 students have attended relevant educational programs

SNFCC's Key Sustainability In a Nutshell



The SNFCC's energy canopy can generate up to **2.2 GWh** per year with its **5,700** solar panels



100% of the electricity consumed by the SNFCC comes from RES



>280 tons of waste have been recycled



>170,000 m³ irrigation water have been produced



210,000 m² of the total SNFCC's area is covered by trees and plants



2.5-km-long bike lane

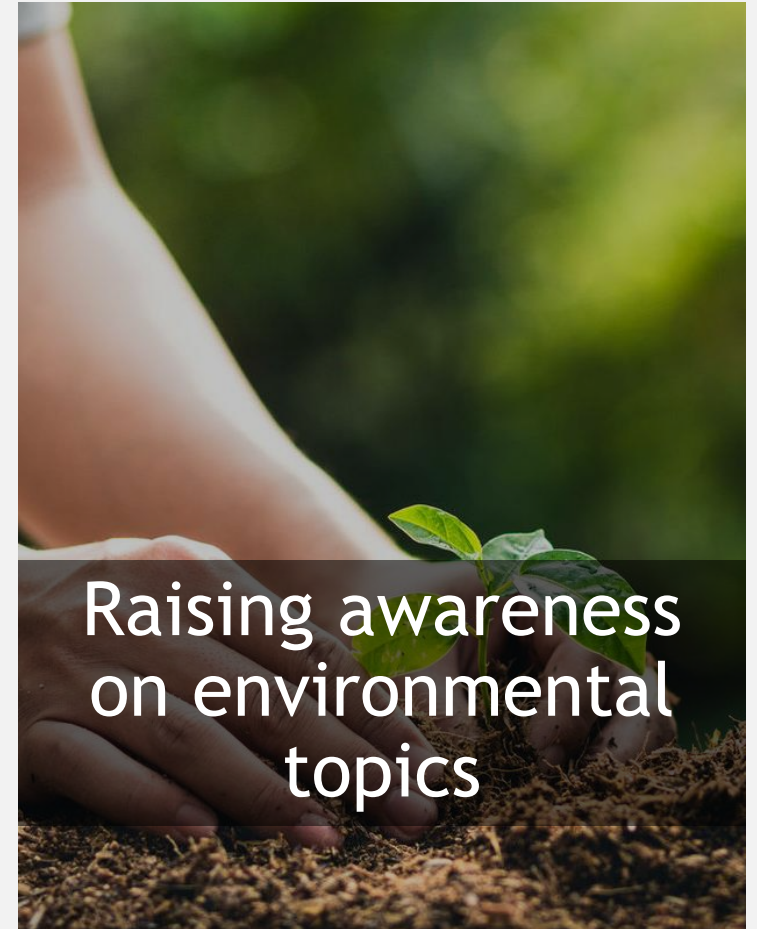
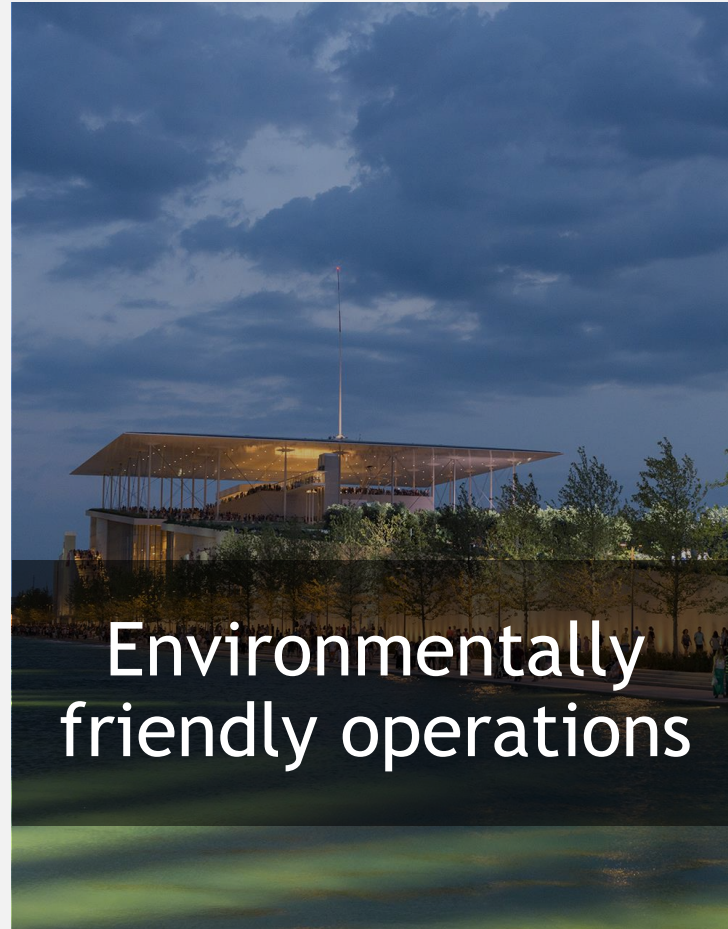


>400,000 passengers have been served by the SNFCC's shuttle bus



380,000 students have visited the SNFCC to attend sustainability related events

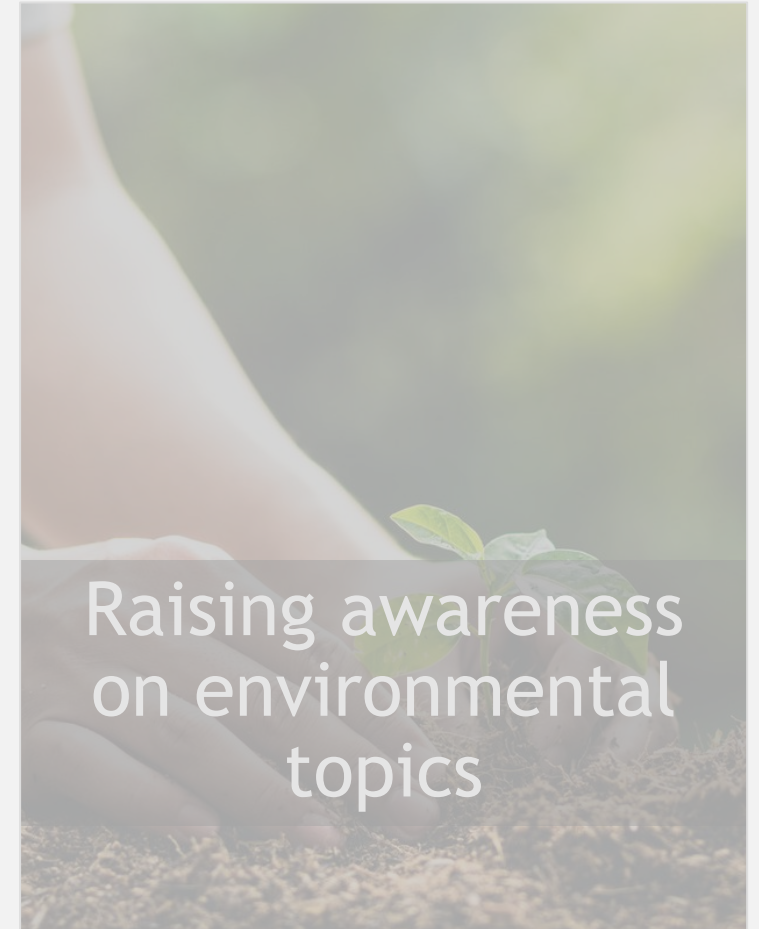
As part of the SNF vision, the SNFCC as an environmental role model encompasses three key dimensions



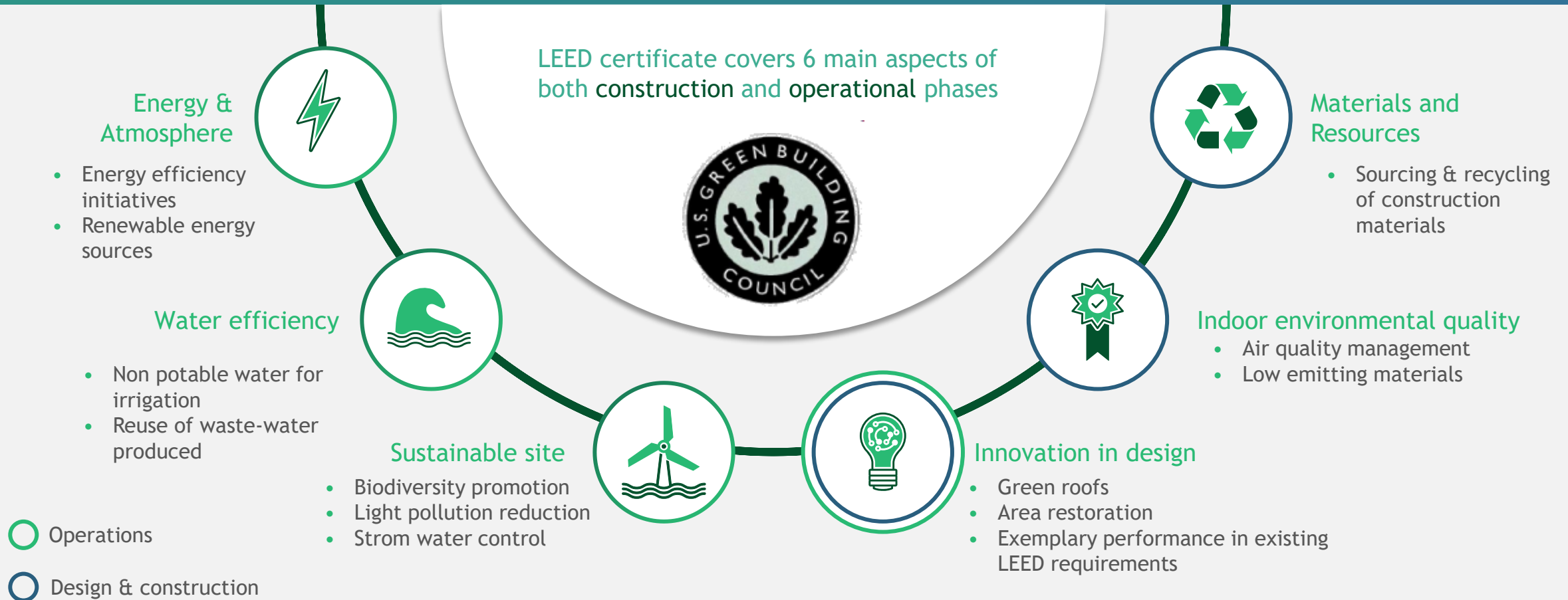
Sustainability is probably the most important source of inspiration for us today. I think that it is a duty, but also a great opportunity. It's going to be the language of our time. The fragility of our earth provides us with an excellent excuse to change, to be better, because it's a pure force of necessity.

Renzo Piano - SNFCC Architect

The SNFCC as an environmental role model across three key dimensions



The Stavros Niarchos Foundation (SNF) and Renzo Piano's vision led the SNFCC to be the first large-scale cultural project in Europe to achieve a LEED platinum certification



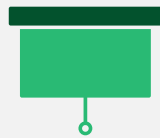
Ambitious environmental goals have been set from the beginning

An integrated energy study has been conducted and implemented in all the SNFCC buildings



Energy efficiency

- Thermal insulation in opaque structural elements
- Suitable frames and high-efficiency electromechanical systems



Solar shading & Natural lighting

- Roller blinds shield large-surface glass facades from sun overexposure
- Large glass opening ensure natural lighting¹



Smart Building Energy Management

- Early-warning systems for operational failures
- Remote management and automated operations
- Energy and water consumption monitoring

1. The lessened dependency on artificial lighting can reduce an establishment's energy consumption by as much as 10%. 57
Source: [One Green Planet, Natural Lighting Strategies and Benefits](#)

The SNFCC architectural elements integrate into a sustainability landmark...

1 A **large canopy** is suspended above the Greek National Opera building, at the size of an American football field. The canopy is covered with 10,000 m² of solar panels, able to produce up to 2.2 GWh per year.

3 The SNFCC's **southeast orientation** exploits solar energy to minimize energy requirements.

2 Occupying 85% of the SNFCC's total area, the **Stavros Niarchos Park** and the rest of the green area is home to a rich variety of flora, being the largest Mediterranean garden globally. 1,439 trees¹, 128,000 shrubs, 164,000 grasses and bulbs have been planted, encompassed by 5,070 m² of lawn.



4 The **Canal** is one of the iconic areas of SNFCC measuring 400 meters long and 30 meters wide, which corresponds to the length of 8 Olympic-size pools in a row. The Canal, filled with sea water, imposes significant microclimate impact

...with a significant positive urban footprint



Designed as a natural extension of the city, the SNFCC has been harmoniously integrated into the landscape of the Attica basin



Captures the essence of a Mediterranean locus



Features exclusively flora typical of the Greek landscape and ideally suited for the climatic conditions



Significantly affecting the microclimate of the wider region



The SNFCC is a model generator of microclimatic conditions



The trees of the SNFCC:

- Absorb CO₂ producing O₂
 - In one year, one mature tree will absorb more than 22 kg of CO₂, which corresponds to CO₂ emitted by the combustion of 10 L of diesel
- Increase atmospheric humidity
- Participate in the hydrologic cycle
- Provide shading, reducing temperature locally




The Green Roofs of National Library of Greece, Greek National Opera and the parking contain dust and dirt in order to:

- Absorb noise and solar radiation
- Reduce the phenomenon of the “urban heat island”
- Be involved in rainwater management

As part of the SNF vision, the SNFCC as an environmental role model encompasses three key dimensions



Sustainable by design



Environmentally friendly operations



Raising awareness on environmental topics

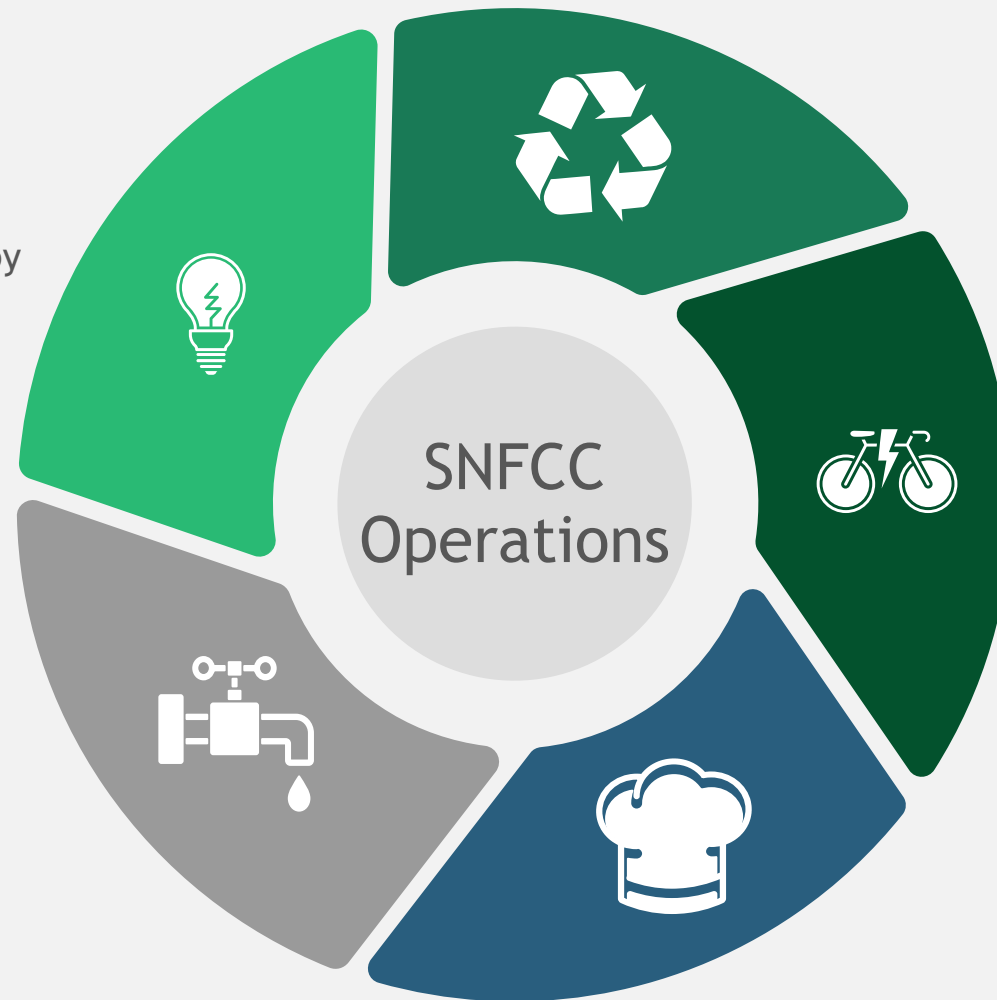
The SNFCC applies a holistic approach to minimize the environmental footprint of its operations

1. Energy

- Focus on maximizing energy efficiency
- 100% of electricity consumed by the SNFCC comes from Renewable Energy Sources

2. Water

- Implements enhanced wastewater management
- Exploits gray and saline water



3. Waste

- Follows an integrated waste management plan
- Multiple source separation streams

4. Mobility

- Fosters cycling culture
- Provides shuttle bus option for visitors
- Used electric utility vehicles

5. Gastronomy at Delta

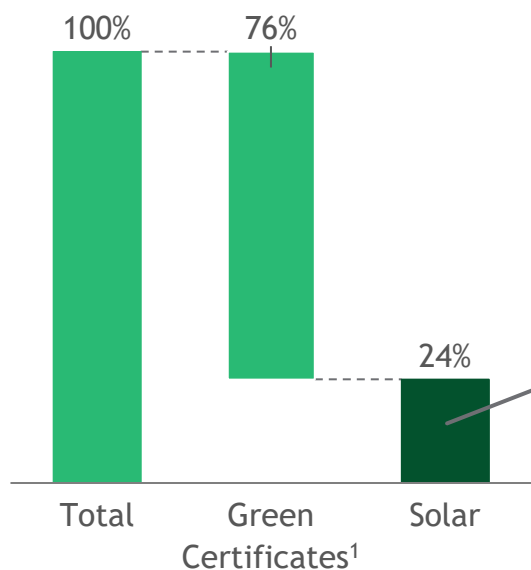
- Implements a food waste minimization strategy
- Collaborates with local producers
- Exploits seasonality



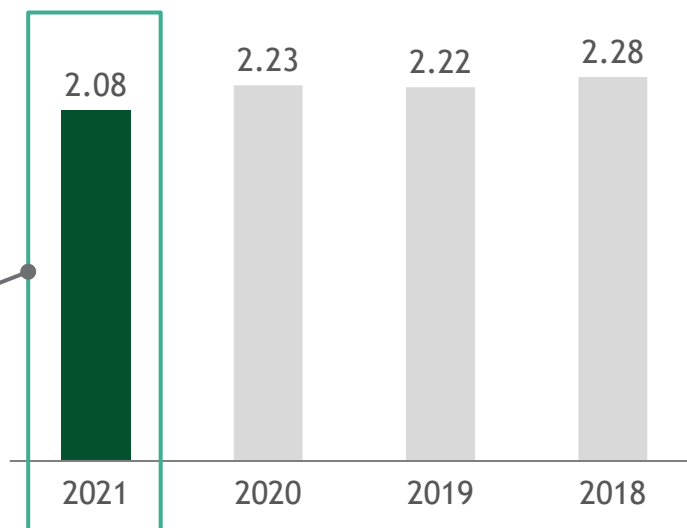
100% of electricity consumed by the SNFCC comes from Renewable Energy Sources

...translated into significant CO₂ emissions and financial savings

100% CO₂-free energy consumed in 2021...



...with a substantial amount of energy produced by the energy canopy (GWh)



>1,020 tons
CO₂ savings in 2021²

€0.3M
savings in 2021³

1. The SNFCC's energy provider certifies that the annual amount of grid electricity provided to SNFCC comes from its renewable sources.
2. Based on data provided by the issuing bodies and the residual fuel mix factor for Greece.
3. Considering the energy price and regulated charges. Will be significantly higher in 2022 due to severe increase of the electricity tariffs.

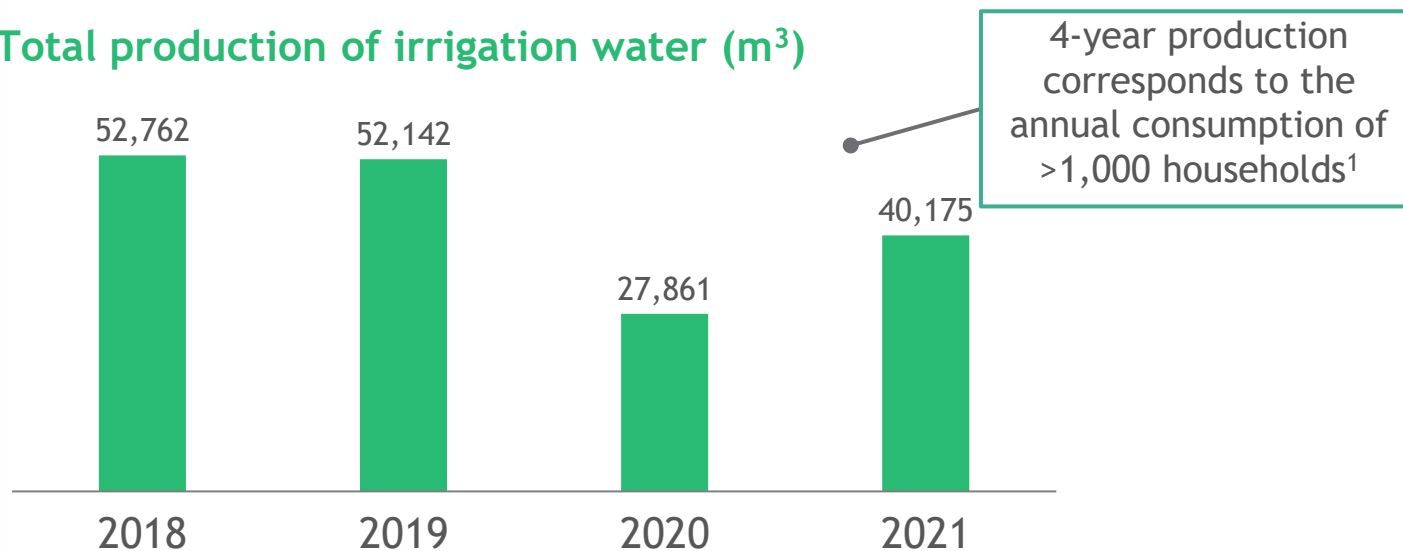


Water management initiatives have significant environmental impact during the SNFCC operations



Water produced by the brackish and saline water reverse osmosis units is used for irrigation, thus minimizing the burden on the public potable water network.

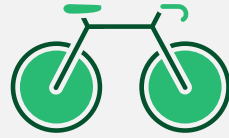
Total production of irrigation water (m³)



85% of gray water produced is cleaned and reused for the toilet cisterns in the building of the Greek National Opera

1. Source: [European Commission](#)

Committed to sustainable mobility, the SNFCC fosters a cycling and public transportation culture



Bicycles

- 2.5-km-long bike lane connected to the Municipality of Kallithea bike lane.
- Secure bike parking racks available for people who opt to reach the SNFCC by bike
- SNFCC Bikes available to rent
- Bike Repair Stations, which can be used free of charge



Public Transportation

- Regular free shuttle bus service from the city centre
- Have served more than 400,000 passengers
- Electric utility vehicles for the movement of staff around the Stavros Niarchos Park



Culture & Green Mobility

- Raise public awareness of electro- and zero-emission mobility by:
- Accessible spots for parking and recharging electric vehicles
 - Public awareness-raising campaign: “culture of urban mobility”



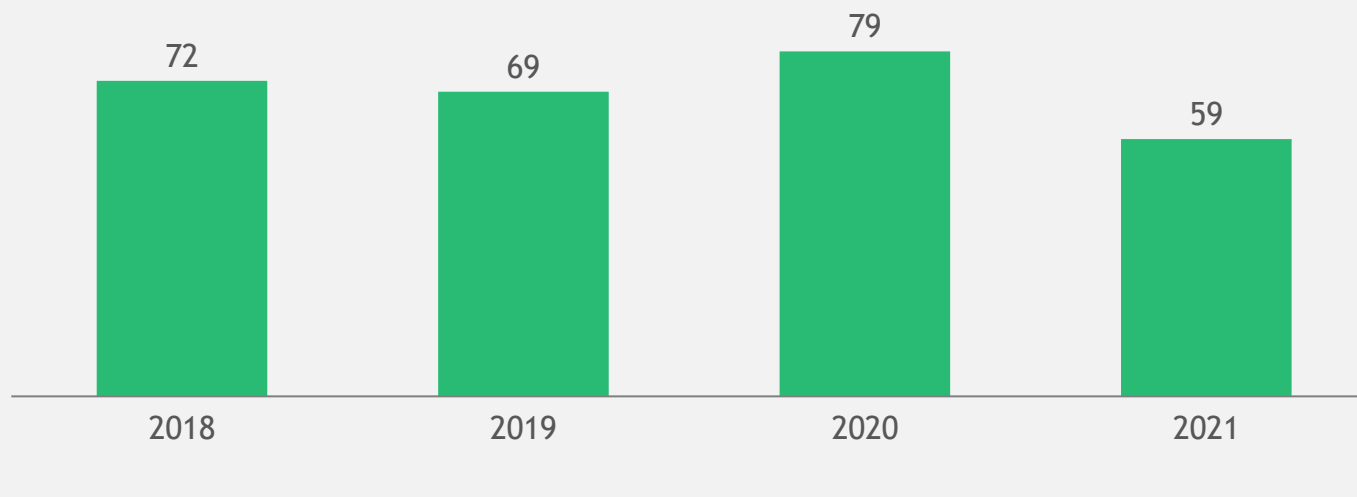


Waste & Resource management plans have led to the realization of a Circular Economy paradigm

The SNFCC provides staff and visitors with an integrated source separation infrastructure. Special care is taken for waste arising from maintenance work.



Source separated waste (tons)¹



Residual waste is valorized through energy recovery, thus >200 tons annually are diverted from landfills.

Note: The increased quantity of recyclables collected in 2020 corresponds to maintenance works performed while the SNFCC was closed during COVID-19



"Nothing lost-nothing waste"

Every resource is used creatively at Delta and nothing is thrown away or wasted

Delta restaurant is a worthy representative of the Greek haute cuisine with a pioneering sustainability framework - it was created thanks to an initiative and grant of the SNF

- Two MICHELIN Stars in the 2022 edition of the MICHELIN Guide Athens
- One MICHELIN Green Star for Sustainable Gastronomy



Composting

As a means of rational waste management



Local producers

Delta team works with small producers who engage in mild agriculture; it also maintains an 8-acre farm in the Mesogeia region.



Exploitation of seasonality

Delta's menu is being created based on the products that are organically produced in each season.



Reduction of water and energy consumption

Water and energy efficiency initiatives focus on reducing their overall consumption.




Fermentation

As a culinary technique that enhances taste, increases shelf life thus reducing food waste generation and increases digestibility

As part of the SNF vision, the SNFCC as an environmental role model encompasses three key dimensions



Sustainable by design



Environmentally friendly operations



Raising awareness on environmental topics

The SNFCC's vision is to become a hub of sustainability awareness, information & education



Offers the forum for groups and institutions to share their knowledge on sustainability issues



Deploys its natural resources in such a way that facilitate the engagement of active citizens

The SNFCC offers an extensive portfolio of **educational activities**, thanks to the exclusive grant of the SNF:



School programs

- Visits
- Digital classes



Family & other activities



School visit programs launched in 2016 with outstanding results

6,500
School
Visits

387,000
Students

Students can visit the SNFCC and learn experientially about the sustainability principles

1. Educational programs

The SNFCC exploits a series of educational tools...

- Experiential learning
- New technologies
- VR headsets
- Plastics recycling workshops
- Cultivation
- STEM labs

...To provide a great educational experience, across a range of thematic areas

- Bioclimatic design
- Renewable energy sources
- Climate change
- Plant cultivation
- Recycling



2. School walks

Every day, the Stavros Niarchos Park hosts thousands of students as they carry out their school walk

3. Exploring the SNFCC: School Bags

- Flexible, self-guided program
- The SNFCC provides teachers with the educational material
- Students receive bags with tools, guidelines and maps to navigate the SNFCC

What do our visitors say about our training programs



The experiments were fascinating and functioned in a very positive manner as a complement to the Physics curriculum. The animators were great with the children, very knowledgeable, and even helped with translating, given the interculturality of the school. Thank you!

132nd Primary School of Athens



We would like for all this know-how to be transferred to society in order to raise awareness among social groups of a better and humane environment. The program is very good and particularly helpful for our young students.

Aigira High School

The SNFCC also offers a variety of digital courses for schools under the program SNFCC Class

1,170
teachers
Joined in
2020

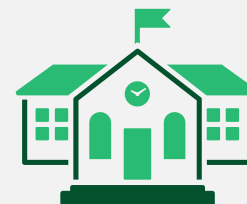
700
works
Created
by
students



To open dialogues and cooperate with schools all across Greece on the issue of climate change..



..the SNFCC has developed a platform that enables teachers to select integrated school curricula in digital form and implement in their classroom



The SNFCC Class allows teachers to enroll in their chosen school curricula and implement them over a period of five weeks, setting the schedule that best suits their class

Students and teachers praised the "SNFCC Class" initiative



It was a journey filled with **sensory accomplishments and knowledge** for all of us! We played with the soil, we watered, we smelled, we took care of the land and plants that we learned about from the program of the Stavros Niarchos Foundation Cultural Center. **Thank you for all that we experienced and felt.** With autism, if you don't feel, smell or touch, you don't learn!

*Aghios Athanasios
Special Education Primary*



The students were very impressed by the program. **It kept us company during the lockdown.** It was **brilliantly designed** and **worked wonderfully** on Webex. We completed it in class. Thank you very much for the opportunity you have given us to meet you.

1st Primary School of Kalamata



The children were so enthusiastic!!! They worked with a lot of energy, individually but even better as a team! The program "Sustainable Planet" was a wonderful opportunity for research and artistic creation, live in class! **Our students sang, painted, made jigsaw puzzles and board games...** We look forward to other such programs! Thank you!

1st Primary School of Nevrokopi

The SNFCC also offers a wide variety of environmental awareness raising activities for families and individuals

Non exhaustive



Workshops

The SNFCC organizes several workshops to boost environmental awareness on a variety of themes:

- Gardening
- Recycling
- Phytology
- Composting
- Art & Environment



Lectures

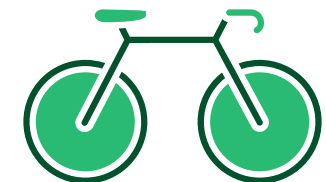
The SNFCC facilitates a constant dialogue between leading academics and the society around the topics of environment and sustainability.

The lecture cycles organized have free admission for the public.



Cycling Activities

The SNFCC, since its inception, has been enriching its educational program with courses, sports competitions and events about the cycling culture, the different types of bicycles, riding safety, and the future of the cycling generation.



Content

Executive summary

Positive impact on Greece's image and its people

A global role model of environmental sustainability

➤ Deep economic impact

The SNFCC has made a deep economic impact on the Greek society since it was introduced to the public



The SNFCC has overachieved its **total economic impact**^{1, 2} **targets from operations** for 2019³ by 44%, with actual figures estimated at €203M, driven primarily by an overachievement in the number of visits



Impact on **employment**¹ in Greece from the SNFCC operations and increased visitor activity is estimated to have reached ~2,844 new jobs for 2019



In addition, €36M in **fiscal revenues** were generated, due to increased economic activity

The SNFCC has and will continue to contribute to the Greek economy in many ways

Economic impact



- Incremental expenditure of the SNFCC, GNO and NLG during operations
- Incremental revenue from international and domestic tourism due to the SNFCC

Employment



- New jobs required for the operation of the SNFCC
- Additional jobs indirectly created (e.g. in tourism)



Fiscal revenues



- Incremental corporate and income tax due to the SNFCC operations
- VAT from incremental tourism spend

Contribution estimated across three main components: direct, indirect and induced

SNFCC's economic impact is assessed across 3 main components: direct, indirect and induced

		Economic impact	Employment	Fiscal revenue
Total impact on Greek economy	 Direct impact	<ul style="list-style-type: none"> Additional expenditure of the SNFCC, GNO, NLG during operations Additional individual consumption by SNFCC visitors, calculated based on: <ul style="list-style-type: none"> Number of visitors Spend per visitor 	<ul style="list-style-type: none"> Incremental jobs created by the SNFCC, GNO, NLG operations Incremental jobs created to support increased tourism activity (e.g., restaurants, hotels) 	<ul style="list-style-type: none"> Incremental corporate and income tax due to the SNFCC operations VAT¹ from accommodation, food & beverage purchases, local transport, entertainment and retail
	+	<ul style="list-style-type: none"> Incremental revenue of businesses which are supplying the SNFCC's operation & visitors <ul style="list-style-type: none"> Calculated using indirect output multiplier from Leontief's methodology and Elstat's Input-Output tables 	<ul style="list-style-type: none"> Jobs additionally created in the economy as a result of the additional consumption by employee households <ul style="list-style-type: none"> Calculated using indirect output employment multiplier from Leontief's methodology and Elstat's Input-Output tables 	<ul style="list-style-type: none"> As above
	 Induced impact	<ul style="list-style-type: none"> Effect on the wider economy including additional consumption by employee households as a result of the increased income <ul style="list-style-type: none"> Calculated using induced output multiplier from Leontief's methodology and Elstat's Input-Output tables 	<ul style="list-style-type: none"> Jobs additionally created in the economy as a result of the additional consumption by employee households <ul style="list-style-type: none"> Calculated using induced output employment multiplier from Leontief's methodology and Elstat's Input-Output tables 	<ul style="list-style-type: none"> As above

1. VAT from SNFCC S.A. operations to be refunded and thus not included in fiscal revenues
Source: BCG analysis

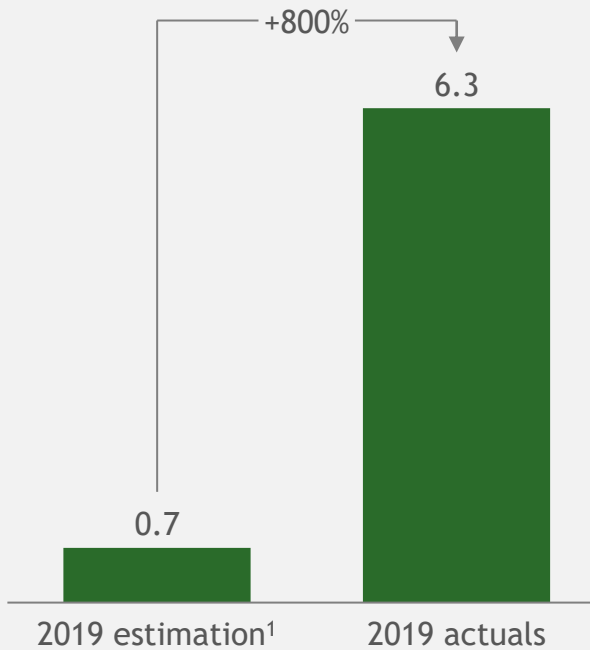


SNFCC, GNO and NLG have overachieved their ambitious 2019 targets..

.. on visits..



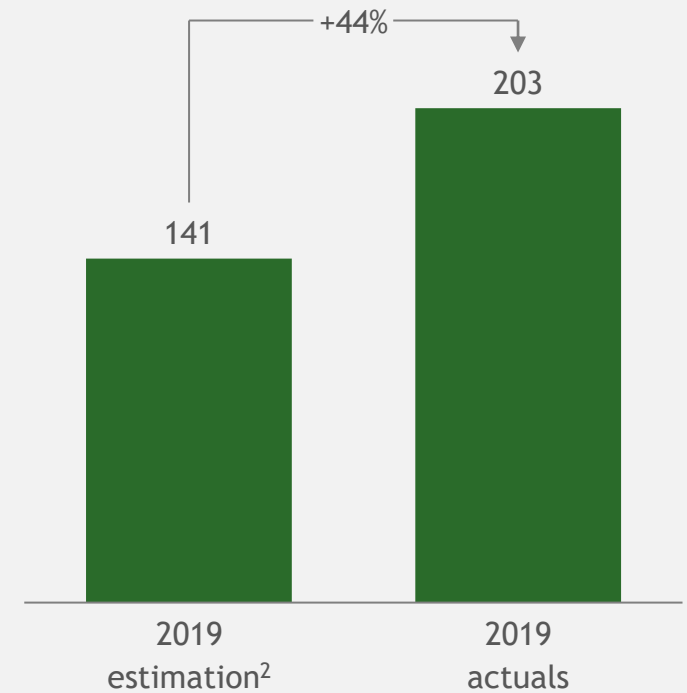
2019 Visits (m)



..and on economic impact..






2019 Economic impact (M€)



1. 2014 SNFCC Business Plan 2. Impact Study conducted in 2016
Source: SNFCC, BCG analysis

The SNFCC has contributed to the economy through its operations, employment and fiscal revenues

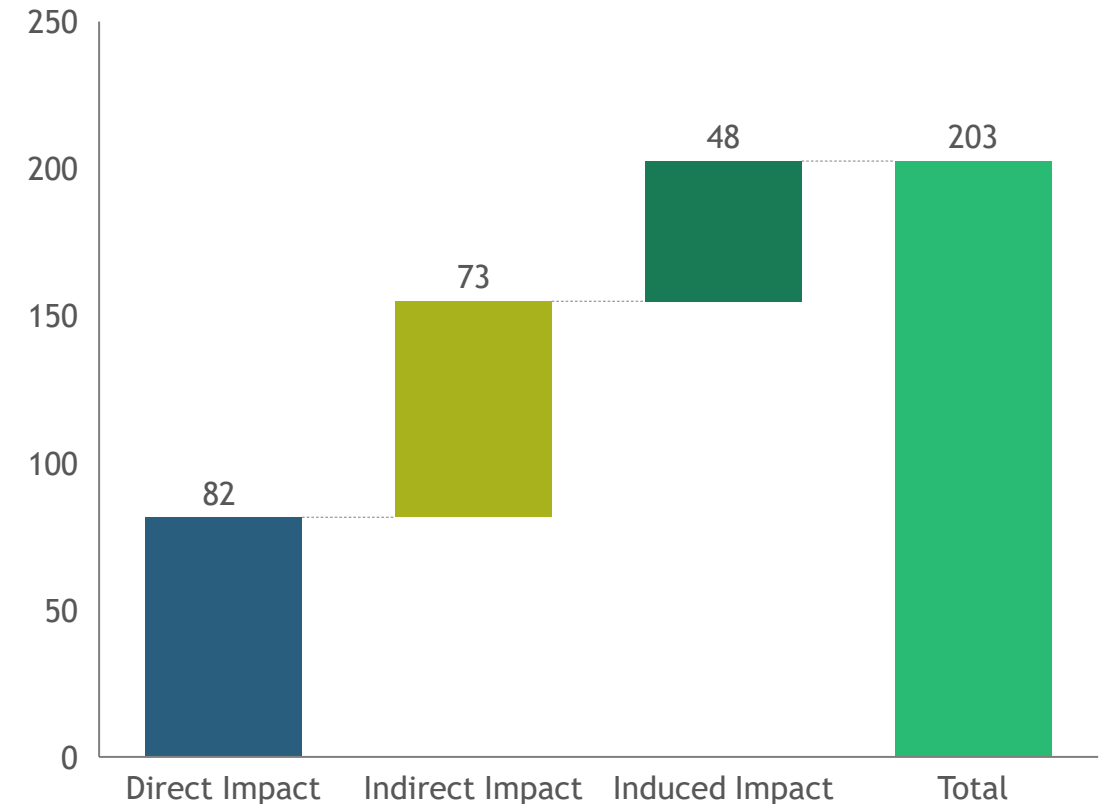
Category		Description	Contribution 2019
Economic impact		<ul style="list-style-type: none"> Incremental expenditure of the SNFCC, GNO and NLG during operations Incremental revenue from international and domestic tourism 	€203m
Employment		<ul style="list-style-type: none"> New jobs required for the operation of the SNFCC Additional jobs indirectly created (e.g., in tourism during operation) 	~2,844 employees
Fiscal revenues		<ul style="list-style-type: none"> Corporate and income tax from operations VAT from incremental tourism spend 	€36m

Impact during operations is estimated at ~ €203M annually

Impact from operations is calculated based on operations and visitor spend

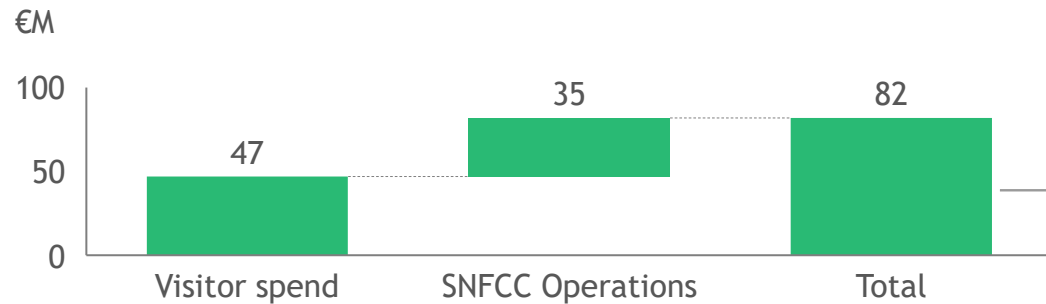
- 1 SNFCC incremental operational expenses
 - Incremental operating expenses of GNO and NLG due to their relocation to the enhanced facilities
 - SNFCC SA operating expenses
- 2 Incremental spend from tourists spending additional time in Athens to visit the SNFCC
 - Foreign tourists extending stay in Athens, or travelling to Greece to visit the SNFCC
 - Domestic tourists extending stay in Athens, or travelling to Athens to visit the SNFCC
 - Day-trippers visiting the SNFCC from areas neighboring to Athens
 - Athenians visiting the SNFCC

Total economic impact from operations (€M)

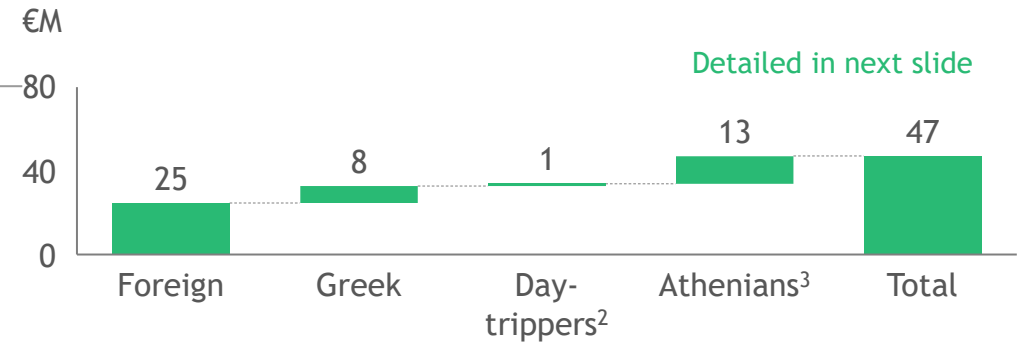


€82M of direct economic impact consists of €47M from visitor spend and €35M from the SNFCC operations

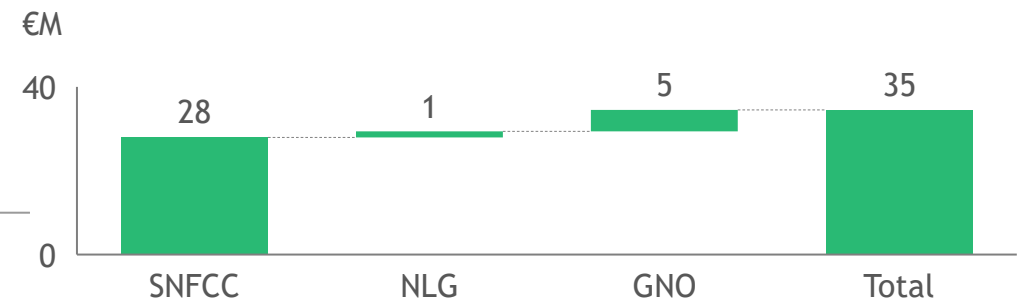
Direct economic impact



Incremental visitor spend



Δ¹ of SNFCC expenditure

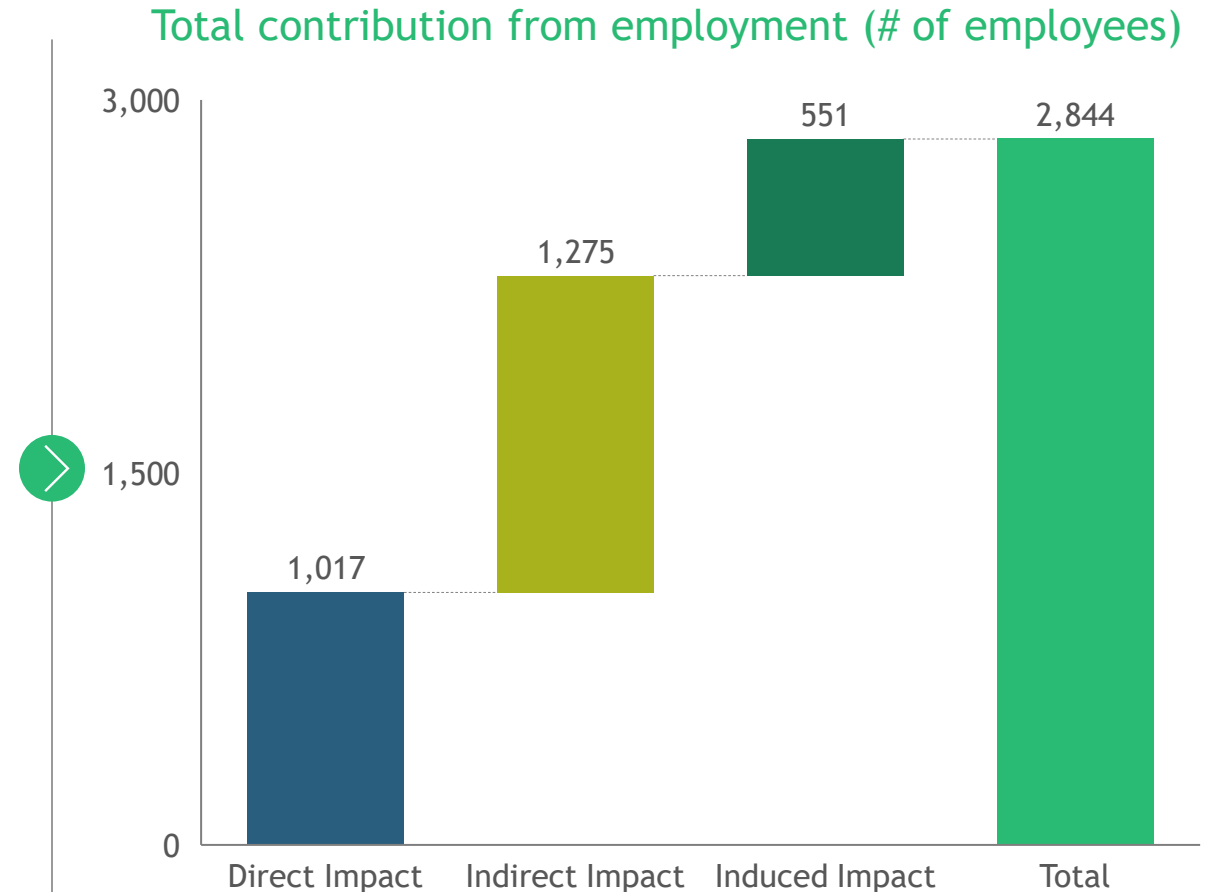


1. Delta between operations of GNO and NLG before and after relocation, 2. From prefectures close to Athens 3. Excludes people from municipalities near Kallithea
 Source: SNFCC, GNO, NLG; BCG analysis

Employees needed during operations estimated at ~ 2,844 annually

Impact from employment is calculated based on additional employees hired

- 1 Incremental hires for SNFCC, GNO and NLG
 - Incremental hires of GNO and NLG due to their relocation to the enhanced facilities
 - SNFCC SA employment needs
- 2 Incremental jobs required to support tourists spending additional time in Athens to visit the SNFCC

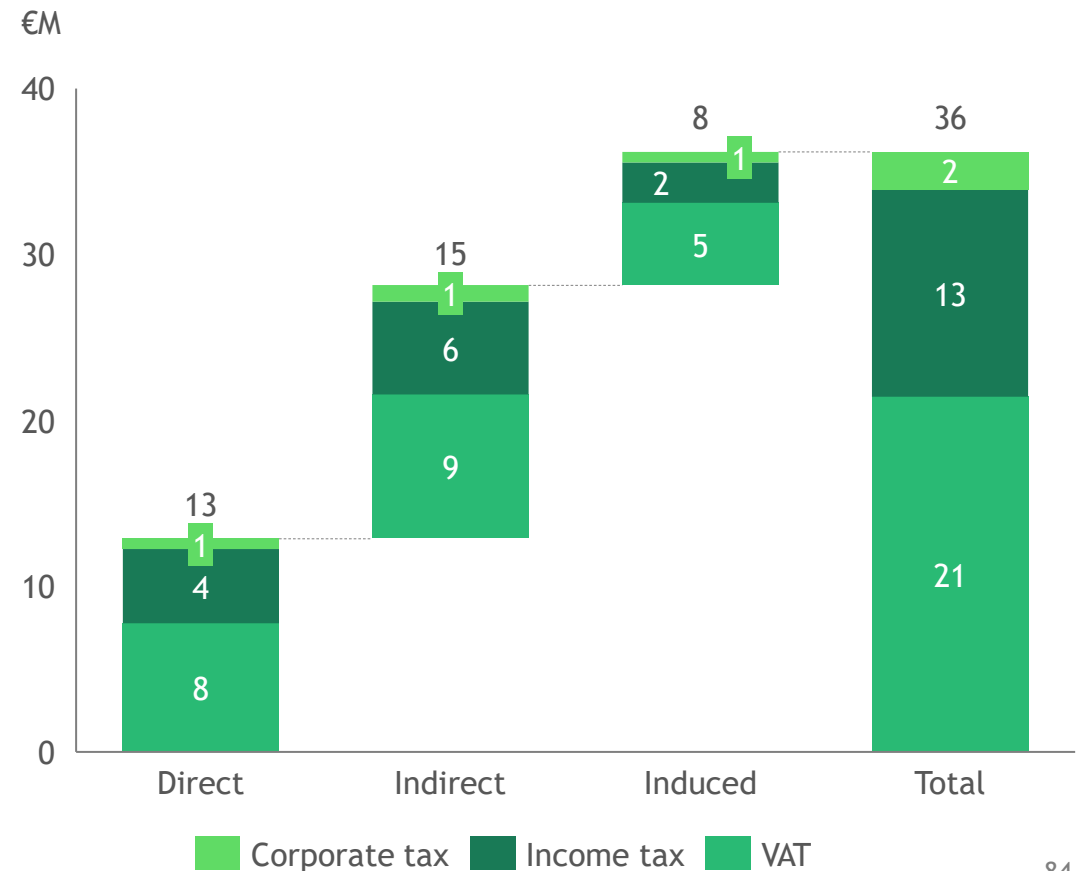


Fiscal revenues during operations are estimated at ~ €36M annually

Impact on fiscal revenues calculated based on three sources

- 1 **Corporate tax**
Corporate taxes paid by visitors' spending and in backward linked businesses
- 2 **Income tax**
Taxes paid by additional FTEs employed due to operations and additional visitors' spending
- 3 **VAT paid by the SNFCC visitors**
 - Accommodation, food & beverage purchases, local transport, entertainment and retail
 - VAT from SNFCC S.A. operations to be refunded and thus not included in fiscal revenues

Total contribution from fiscal revenues (€M)



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