

Development ■ Public Administration ■ Programme Management ■ Evaluation ■ Strategy  
Project Management ■ Engineering ■ Buildings ■ Ports ■ Airports ■ Railways ■ Due Diligence  
Energy ■ Renewables ■ Hydrocarbons ■ Environment ■ Water ■ Waste ■ Climate Change  
Planning ■ Market Research ■ Financial Consulting ■ PFI / PPPs ■ Communication



ANNUAL REPORT 2012 - 2013



LDK's 45-year sustainable development, its establishment in the international consulting community, as well as my acquired personal experience throughout all these years, encourage me to assert that any organisation, small or large, public or private, can safeguard its success by having an inspired VISION, setting long-term GOALS, crafting STRATEGIES and MANAGING its resources rationally, regardless of the business environment – Crisis, Prosperity, Stability - or the time period in which it develops.

I should strongly emphasize that the Development and Management Consulting Community not only has the ability and capacity, but also the obligation towards the international financial community to contribute to DEVELOPMENT at all levels. Consequently, we should not limit ourselves to being mere spectators of the drama that has been taking place for years in the economic and political scene, but be creative actors that empower decision making in turning policies into pragmatic human benefit and profit.

Athens, January 7<sup>th</sup>, 2013

A handwritten signature in blue ink, consisting of stylized letters and a long horizontal stroke.

Leonidas Damianidis  
President

# LDK History

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**1968:** Leonidas Damianidis, current group president, founded an engineering firm providing design and supervision services for public & private **buildings**. Five years later (**1973**), when partner Dimitris Kirimlidis joined in, the company entered the Energy Engineering sector, specialising in Technologies for **Energy Saving & Renewable Energy Sources** in Greece. Pioneering the Greek Energy Policy, LDK formed its first joint venture with international companies for the “Solar Village” in **1978**, a residential development comprising 435 apartments in Athens, Greece.

**1982:** Detecting the emerging market needs, LDK entered the consulting field providing services to the Commission of the European Community with a 10-year Regional and Urban Energy Planning programme of the EC. Four years later (**1986**), when partner Christos Zacharias joined in, LDK broke the field by providing services in the **Environment and Water & Sewage** engineering. **1988:** EC assigned projects to the company involving Energy & Environmental Management Consulting in the Chinese industry and domestic sector. By that time, LDK had been assigned by US and British Oil Companies the environmental studies for the hydrocarbon exploration drilling programme in the Ionian Sea.

**1991:** LDK expanded its activities in the NIS and Southeastern Europe through regional development and technical assistance programmes and participated in the OPET network (Organisations for the Promotion of the Energy Technologies), an EC initiative, along with 23 companies from European countries. **1994:** LDK established the Romanian representative office in Bucharest; three years later (**1997**), the company proceeded with the founding of LDK CONSULTANTS ENGINEERS AND PLANNERS SRL, specialising in the provision of Energy, Regional Development, Environment and EU-Programme Management advice to the Romanian Government (pre-accession phase).

At the dawn of the new millennium, the Group, following the Athens Headquarters relocation to LDK's privately-constructed and owned green building in August **2000**, created a favourable environment for the optimal management of its resources, resulting in a sharp increase in productivity and efficiency. Throughout the decade, **Strategy** and Implementation Consulting along with Integrated Consulting Services became LDK's competitive advantage in the international market. Meanwhile, LDK's operations in Southeastern Europe and the East Mediterranean led to the establishment of affiliate consulting companies in **Romania, Bulgaria and Cyprus**, which served as gateways to S.E. Europe and the

Middle East and a successful expansion tool to the whole Mediterranean basin under the auspices of EC and EIB programmes such as the “Horizon 2020” programme. Central Asia and Latin America followed during the second half of the decade. LDK's Environmental Consulting Practice has achieved significant growth worldwide, undertaking large-scale consulting assignments. Key areas of expertise spanned environmental impact, water and wastewater, solid waste management, industrial pollution prevention and control, contaminated land remediation and climate change.

In parallel, LDK carried out the Engineering Design and Supervision of a significant share of the Athens 2004 Olympics infrastructure projects, related to sports centres, tourism/hospitality and residential buildings, public transport, airport and marine infrastructure. Following an engineering tradition of four decades, the company managed large building projects in the fields of Healthcare, Education, Industrial Plants, Office Buildings, Cultural Centres, Shopping Malls and Mixed-use Complexes. LDK gained rich experience in managing large technical assistance projects with a focus on development (i.e. planning, institution building, operational programmes etc), which concurrently involves the promotion of **Renewable Energy Sources** and **Energy Efficiency**. With the Olympics infrastructure projects LDK entered the field of **Railways and Project Management**.

With the large expansion of the European Union that took place from 2001 - 2010, with the accession in 2004 and 2007 of twelve new member states, LDK's Project and Programme Management and Evaluation consulting was deeply involved with the EU's pre-accession instruments in several countries, paving the way for the transition for Structural Funds and following this up with the implementation of programmes under the Structural Funds. In **2012**, LDK established its presence in the EU capital with LDK Consultants Europe SA based in **Brussels, Belgium** and expanded its activities in Southeastern Europe with LDK CONSULTANTS doo BEOGRAD in **Serbia**. In parallel and in order to support its development to the African continent the company is expanding with LDK East Africa based in **Nairobi, Kenya**.

The realisation of LDK's **corporate strategy, proactive thinking** and provision of **integrated services** were the critical success factors behind the achievements. The group has more than doubled its size in these 13 years, created strategic alliances with international consulting groups in large-scale assignments, added significant value to its areas of expertise and broadened its international presence and networks.

The year 2013 is critical to the resolution of the ongoing crisis, primarily in Europe. Unfortunately, it is highly likely that solutions offered at present are temporary in nature and address symptoms rather than root causes.

Recovery and continuity lies in the ability to adjust easily to change. Change – whether caused by economic factors, governmental decisions, or other sources – is constant. The key to effective response rests in maximising the ability of systems and processes to support countries under any adverse, fast-changing, or unexpected condition. It requires **proactive, structured, integrated** efforts by both Governments and Consulting firms. The competition and the global economic recession are painting dark pictures of an immobilised market; yet, specialised **management consultants** are the only ones capable to advise governments in incorporating forward-looking structural measures into the mix of policies adopted to tackle the economic downturn and initiate a **rapid recovery**, durable and based on **sustainable growth**.

Governments and International Organisations have realised at last that weak western economies need to reconsider their **development policies** since they have failed to meet the ever changing needs. Efforts to stimulate the economy need to both reflect the current drivers of economic growth and take advantage of the process of “creative destruction” to accelerate structural shifts towards a stronger and more sustainable economic future. They need to develop a **strategic** response to the crisis, focusing equally on two axes: solidarity and development. They realised that they need the creativity and innovation of the consulting industry. LDK firmly stands by the belief that Governments and International

Organisations must expand the use of **Specialised Consulting** firms in order to achieve optimum financial management, thorough exploitation of natural resources, rise of productivity and above all production of state-of-the-art quality products and services – Europe’s competitive advantage against rising economies.

A critical point for the success of the recovery of Southern European weak economies – is the direct intervention in the exploitation of Community assistance with simple and flexible mechanisms. In Greece for instance, it is now crucial that a National Strategic Model, as well as the resulting Sectoral Models, are developed. As time is critical, these models should be assigned to expert consultants, starting with the sectors that promote employment and can guarantee immediate, export-oriented surplus creation, through activity inside and outside the EU.

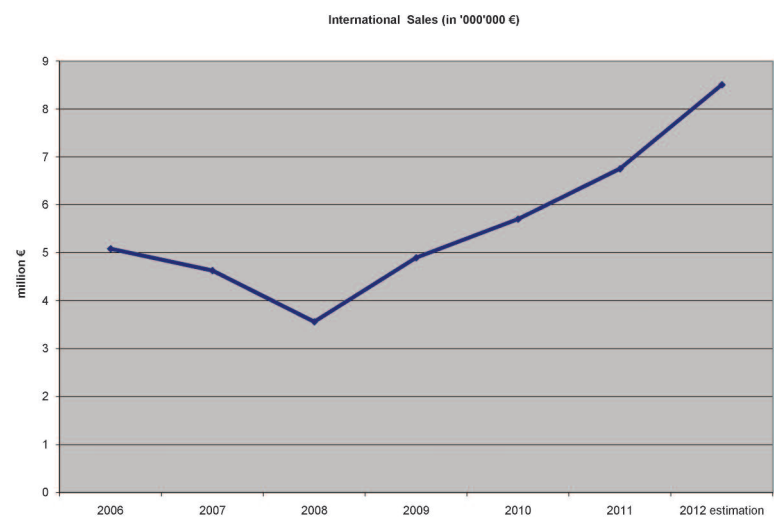
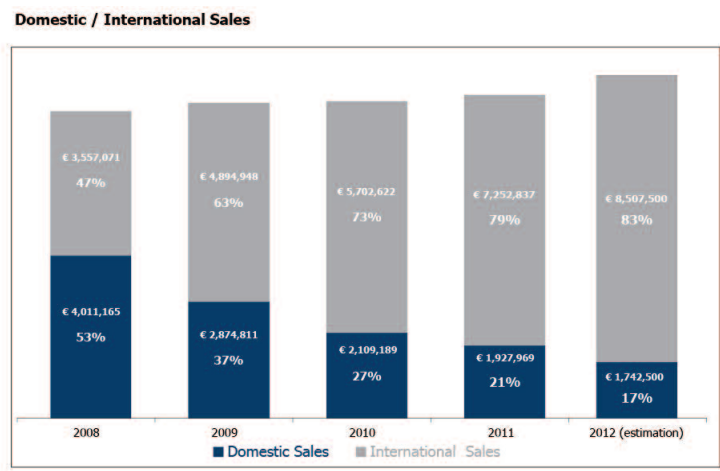
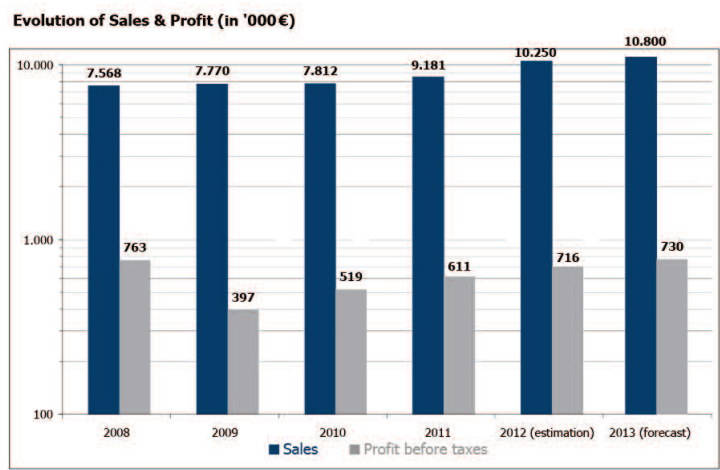
We, in LDK, believe in seizing the opportunities instead of being passive viewers – being **proactive** rather than reactive. Our response to crisis is a seven – year strategic development plan (**LDK 2020**) encompassing current and future trends, designing expansion to new markets and sectors and developing new tailor-made products according to regional and sectoral needs. Our vision is not conventional competitiveness but synergy and **cooperation**. It is only by multiplying forces that we shall attain our goals, that is, to strengthen and accelerate local economies, to support and empower Europe’s cohesion and to create a new intellectual capital of **strategic thinking pioneers**.



# Financial Results

## International Growth

In line with the forecast growth for 2012, LDK's consolidated sales will surpass €10,000,000 for the first time in its history, boosted by the further increase in the group's international sales. During the financial year 2012, LDK's turnover distribution was 83% export versus 17% local.



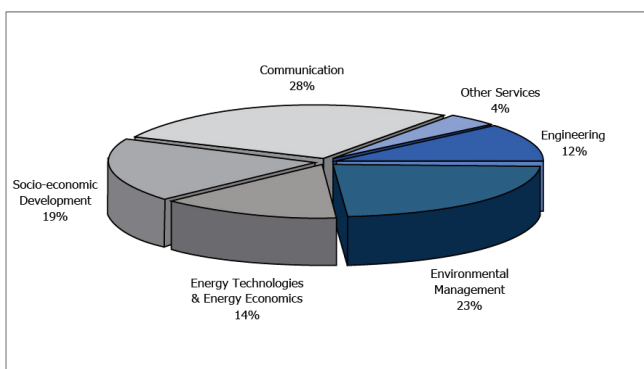
# Financial Results

The most remarkable rise, in financial terms, was achieved in the fields of communication and organisation of international events (now 28% of total revenue), whereas LDK's environmental management services, in a positive trend since 2009, have secured a good 23% of consolidated sales. The evolution of the above two sectors, coupled with the steady flow of projects in all fields of our consultancy, have counterbalanced the decrease of revenue from engineering projects, which are directly linked to construction, which is among the local industries most affected by the depression. However, LDK has invested into the interna-

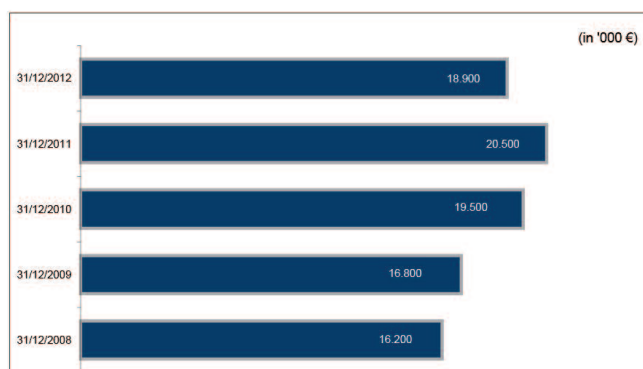
tional expansion of its engineering services through strategic alliances over the last two years, and the first signs of successful outcome of this strategy are already visible.

The fact that LDK's consolidated revenue has reached its historical peak, while at the same time maintaining robust figures of profitability, orders backlog (€ 19 million), financial leverage (Debt to Own Equity ratio of 0.58) and productivity (Sales per consultant €136,700), demonstrate the sustainable character of the group's strategic decisions and their successful implementation, leading the way out of crisis periods.

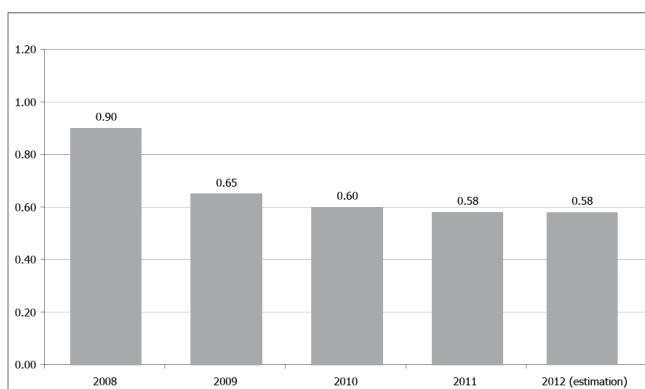
**Sales by Sector**



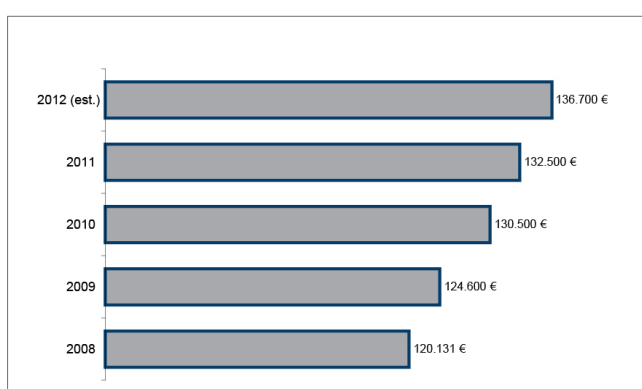
**Contracts' Backlog (in '000 €)**



**Debt / Own Equity Ratio**



**Sales per Consultant**





# Socio-economic Development

## Recent Projects

### **Croatia: Support to the effective implementation of the BRI grant scheme under the Regional Competitiveness Operational Programme, CFCA Croatia (2010 – 2012)**

The project refers to the provision of support for the implementation of the Business Related Infrastructure (BRI) Grant Scheme under the Regional Competitiveness Operational Programme, assigned by the Croatian CFCA, so as to allow targeted assistance to countries lagging behind.

### **Turkey: Technical Assistance for Improved Strategic Management Capacity (2013 – 2015)**

The project refers to the provision of technical assistance for more effective strategic planning by central public administration, through the assessment of the current strategic management practice in Turkish public administration and the development of policy recommendations aimed at enhancing their strategic management capacity.

### **FYROM: Fostering Social Inclusion and Inclusive Labour Market (2012 – 2013)**

The project aims at building institutional capacity in order to improve the design and delivery of existing social inclusion policies and support the integration of persons with disabilities into the labour market.

### **EU: Framework Contract for Organisation of conferences and meetings for Frontex (2011 – 2015)**

Under this framework contract, LDK provides support to the European Agency for the Management of Operational Cooperation at the external Borders of the Member States of the European Union for the organisation of its planned meetings and events. The geographic coverage of activities spans the entire EU.

### **Framework Contract Beneficiaries 2009 LOT 5: Conferences (2009 – 2013)**

The objective of this Framework Contract is to provide, via individual assignments defined and contracted through Specific Contracts, appropriate logistic support for conferences and similar events organisation. LDK provides support for the organisation of conferences and events including the whole spectrum from planning to final realisation and post-event management.

### **Turkey: Human Resources Grant and Promotion Project – Technical Assistance for Potential Operation and Grant Beneficiaries and Publicity, CFCU Turkey (2010 – 2013)**

Technical assistance is provided in order to implement an awareness campaign and inform potential beneficiaries and the general public about the opportunities provided under the Human Resources Development Operational Programme (HRD OP), its implementation and outcomes. Activities are also implemented in order to increase the capacity of potential and final beneficiaries on project preparation, implementation and management.

### **European Centre for the Development of Vocational Training: Framework Contract for Event Support Services to CEDEFOP (2009 – 2012)**

Under this framework contract, LDK provides support to CEDEFOP for the organisation of its events, such as conferences, meetings, seminars, workshops, visits, etc., including the whole spectrum from planning, to final realisation and post-event management.

### **Greece: Integrated Actions on Tourist Promotion for the Region of Anatoliki Makedonia & Thraki (2008)**

The project referred to the worldwide promotion of the region as a tourist destination, including the participation in 15 exhibitions, reproduction of material, organisation of events, congresses, workshops, etc.

### **Greece: Prefectures of Korinthia & Trikala: Real estate development of administrative buildings by Public Private Partnerships (PPPs), Prefecture of Korinthia, Prefecture of Trikala (2007 – 2009)**

LDK focused on the finalisation of the pertinent business plans, partnership forms and risk allocation, the set-up of the technical specifications for the construction, operation and maintenance, the procurement documentation, the evaluation of the submitted proposals, and the transfer of know-how to the public bodies.



Opening ceremony of the EC funded project on “Parliamentary Exchange and Dialogue”, Turkey, 9 May 2012

Since the early 1990s, LDK Consultants has been providing support for the strengthening, modernisation and organisational reform of existing public sector bodies ranging from central government to local self-governing units. Within this framework, the company provides a wide range of services to the public sector, including planned and thorough needs analyses, business process improvement, strategic planning and goal-setting, implementation of capacity building activities, monitoring and evaluation of development/reform strategies.

One of the major highlights of our service portfolio is the management and implementation of grant schemes on behalf of the European Commission, providing services in all stages of the programme cycle: design of grant schemes in line with Operational Programmes, training to contracting authorities and potential beneficiaries, identification of eligible projects (project pipeline), training to beneficiaries on all aspects of project implementation including secondary procurement, subcontracting and publicity in line with EC guidelines, grant monitoring and evaluation.

We are also engaged in the development of the social sector and provide assistance to institutions in designing and implementing projects dealing with the reintegration of disadvantaged and mar-

ginalised groups in society and the labour market, the introduction of active labour market measures, promotion of employment and lifelong learning and mainstreaming the needs of vulnerable groups in programme and project design and implementation.

LDK has recently been working on projects seeking to create an enabling environment for cooperation between government and civil society, and to help allow Civil Society Organisations (CSOs) to be important partners in forming, as well as implementing, EU policies and programmes, through advocacy, improved linkages with the European CSO community, more effective and relevant activities and through promoting awareness and understanding of the role and potential of CSOs.

Finally, the organisation of events (workshops, seminars, conferences) is a highly developed service offered by LDK internationally. Within LDK, this activity encompasses the entire range of communication and event organisation services. We provide our clients with full support throughout the design and implementation phase of event organisation, and our long experience as professional conference organisers ensures the success of any event undertaken by the company, irrespective of scale.

## Areas of expertise

- Project & Programme Management
- Public Sector Development
- Private Sector Development
- Economic Development
- Business Planning
- Vocational Education & Lifelong Learning
- Publicity actions & Organisation of Events
- Integrated Communication Programmes & Projects

## Provided Services

- Project Management / Evaluation & Monitoring
- Strategic & Business Planning / Procurement / Training
- Institutional Capacity Building / Decentralisation
- Regional Development / Cross-border Co-operation
- Grant Fund Management
- Assistance to SMEs, Industries & Tourism
- Feasibility Studies / Market Research / Funding Research
- Integrated Communication & Publicity Campaigns
- Implementation of Promotional Activities
- Organisation and Management of Events
- Design and Production of Print Material
- Procurement of Corporate Branded Items
- Media Programming and Buying
- Consulting on Public Private Partnerships (PPPs)



# Energy Economics & Technologies

## Recent Projects

### **NIS Countries: “INOGATE Technical Secretariat & Integrated Programme in support of the Baku Initiative and the Eastern Partnership energy objectives” European Commission – Europeaid (2012 – 2015)**

The project aims to contribute to the progress of the INOGATE Partner Countries in the achievement of the Baku Initiative and the Eastern Partnership objectives. The programme will support a reduction in their dependency on fossil fuels and imports, improvement of the security of their energy supply, climate change, overall mitigation and liberalisation of energy markets and regional integration.

### **Kosovo: Further Institutional Support to the Energy Regulatory Office, European Agency for Reconstruction (2006 – 2008) & Assistance to the Energy Regulatory Office of Kosovo, European Commission Liaison Office to Kosovo (2008 – 2013)**

LDK provided assistance to ERO on licensing, preparation of Rules and Regulations, review and approval of technical codes and market rules, electricity and district heating tariff design and review, participation in international fora, and internal organisation.

### **NIS Countries: Support to Energy Market Integration and Sustainable Energy (SEMISE), European Commission – Europeaid (2009 – 2012)**

This EU funded project refers to a regional approach to 11 countries for their successful integration to the common energy market and towards sustainable energy policies, including assessment of the current status, promotion of energy investments and sustainability policies, legislative and regulatory improvements, and identification and promotion of regional energy cooperation.

### **Cyprus: Provision of technical-economic consulting services to the Cyprus Energy Regulatory Authority (CERA), (2007 – 2012)**

LDK provided support to CERA on its activities related to the set-up and regulation of the electricity and gas markets. Among other tasks, LDK supported CERA in the negotiations held with the Electricity Authority of Cyprus (EAC) on the determination of the Simulated Market Price Methodology.

### **Greece: Assessment of the Greek Wholesale Electricity Market, Hellenic Association of Independent Power Companies (2009 – 2010)**

The project identified and substantiated distortions in the Greek wholesale electricity market caused by market rules' design, ambiguous legislation, lack of transparency, abuse of dominant position and market manipulation, etc.

### **NIS Countries & the Balkans: Energy Efficiency Programme for the Corporate Sector, European Bank for Reconstruction and Development (EBRD) (2009 – 2013)**

The project refers to the conduction of energy audits and assessment of energy management in the industrial as well as in the commercial sector and elaboration of due diligence and technical economic analysis for energy efficiency investment projects in respective entities in all countries of the Bank's operation.

### **Georgia: National Energy Efficiency Program, European Bank for Reconstruction and Development (EBRD) (2007 – 2013)**

The project refers to the assistance for the implementation of EBRD's energy efficiency credit line in Georgia through energy audits, project screening and assessment reports, market analysis and training to key personnel of diverse background. The credit line finances projects on energy efficiency and RES by the private sector.

### **S.E. Europe: Southeast European Electrical System Technical Support Project (SEETEC), carried out for the Canadian International Development Agency (CIDA), SNC Lavalin (2001 – 2007)**

The project included electricity market design, development of market rules and balancing mechanisms, grid codes, and tariffs for all SEE countries, as well as activities towards the establishment of a regional market.

### **Greece: Technical Assistance for the licensing and installation of 9 PV plants with installed capacity 27.5MW (2012)**

LDK is advising a private client on the development of 9 Photovoltaic power plants. Our responsibilities include licensing procedures, technical and licensing, due diligence and assessment of the financing mechanism. LDK is also monitoring the on-going construction of the PV plants and offers project management support to ensure smooth project implementation.

# Energy Economics & Technologies



LDK started its energy consulting business in the late '70s, following the international oil crisis, with a view to assisting with the development of energy efficiency and alternative energy sources. In combination with European initiatives in the sector, LDK has since then developed relevant expertise and has gained experience beyond the Greek market, as well as in Southern and Eastern Europe, Central Asia and the Far East, Africa and Latin America. The group's clientele comprises governments, public sector institutions, utilities, private investors, as well as international funding organisations, such as the European Commission, EBRD and the World Bank.

LDK possesses extended knowledge and expertise in the energy sector, having implemented a number of technical assistance projects involving project identification, technical design, technical-economic evaluations and feasibility studies, pre-investment analysis, appraisals, detailed design, application, information services and technology transfer.

LDK's energy engineers, economists and other specialists offer comprehensive technical and economic consulting services on power generation, combined heat & power (CHP) and district heating, energy efficiency in industries and buildings, renewable energy sources, transmission & distribution networks. We assist investors in the whole project cycle, from running feasibility studies, evalu-

ating investment opportunities and preparing investment plans, to technical studies, licensing, project management, and supervision. Along with the liberalisation of energy markets in the EU member states and other countries world-wide, the importance of economics in the energy sector has become critical in ensuring investment and long term security of supply, optimal pricing of energy, provision of public service obligations, utilisation of renewable energy sources and co-generation, as well as considering the environmental costs and benefits of energy-related activities.

For more than two decades, LDK has been continuously providing support related to the economics of the energy sector, ranging from the preparation of plans and strategies at the local, national and regional levels, the design of markets and market regulation, to assistance with the implementation of investment, including economic and financial analysis.

LDK offers high level consulting services in the whole spectrum of energy, from energy policy and energy economics & regulation to energy technology, thus supporting decision-makers and investors in the energy industry.

## Areas of expertise

Rational Use of Energy

Renewable Energy Sources

Power Generation / CHP & District Heating

Transmission & Distribution Networks

Strategy & Policy

Energy Markets

Investments

## Provided Services

Feasibility Studies

Licensing

Economic - Financial Analysis

Market Design

Regulation / Tariff Analysis and Design

Energy Audits / Technical and Financial Due Diligence

Design / Procurement / Supervision & Project Management

Monitoring & Evaluation

Energy Planning / Sector Reviews / Market Studies,

Demand - Supply Analysis & Forecasting

Theoretical and on-the-job Training

## Recent Projects

### **Southern Mediterranean: Sustainable Water Integrated Management – Support Mechanism (SWIM-SM), European Commission (2010 – 2014)**

A strategically important technical assistance project for the Middle East and Northern African (MENA) region, on the active implementation and promotion of sustainable water management policies and practices. The Mechanism aims at supporting the creation of policies the dissemination of information and the creation of awareness in addressing increasing water scarcity, combined pressures on water resources from a wide range of users and desertification processes, in connection with climate change at the greater region of Southern Mediterranean countries.

### **Southern Mediterranean: Mediterranean Hot Spot Investment Programme – Project Preparation and Implementation Facility (MeHSIP-PPIF), European Investment Bank (EIB) (2009 – 2013)**

The project refers to examining and short-listing a pipeline of significant environmental infrastructure projects within the main thematic pillars of the Horizon 2020 Initiative in Northern Africa and Middle East Mediterranean countries. The final aim is for specific sub-projects to reach their technical and institutional maturity, so as to become bankable. Up to now, four major sub-projects have been undergoing at the level of full-fledged Feasibility Studies and Designs, leading toward their appraisal by the Bank i.e. (1) the Al Ghadir Wastewater Treatment Plant in Beirut, (2) the Al-Ekaidar Integrated Solid Waste Management in Northern Jordan, (3) the Bizerte Integrated Depollution project in Tunisia and (4) the Kafr El Sheikh Water and Wastewater project in Egypt.

### **Latin America: Technical assistance to the EUrocLIMA project, European Commission (2010 – 2013)**

The European Union has launched an ambitious programme supporting climate change awareness in Latin America, under the title of EUrocLIMA. LDK has undertaken a technical assistance assignment, aiming at raising public awareness and information-sharing amongst stakeholders in eighteen countries in Latin America over climate change issues, through regional conferences, workshops, and the elaboration of relevant thematic studies.

### **Review of sanitary landfill and dumpsite rehabilitation projects in Greece under the Framework Loan /Structural Loan Project supported by the European Investment Bank (EIB) (2012)**

The project scope is to monitor & review the current solid waste management projects in Greece, their operational structure, and perform technical, environmental and financial due diligence to a sample of seven landfills and sixteen dumpsites under the Framework Loan /Structural Loan Project – EU FUNDS CO-FINANCING 2007-2013 (GR). The work consisted of analysis of the managerial and legal framework concerning solid waste management; analysis of the institutional framework concerning solid waste management; site visits in landfills and dumpsites in Greece; reporting on the status of the visited landfills and dumpsites in terms of technical and financial progress.

### **Specialist Tariff advisor in relation to EYDAP and EYATH (2012)**

LDK participated in the consortium selected to act as its specialist tariff advisor in relation to the design of a water and sewerage tariff structure for the privatisation of the Athens Water and Sewerage Company S.A. (EYDAP) and the Thessaloniki Water & Sewerage Company S.A. (EYATH), supporting the data collection and definition of the study baseline for the tariff model developer.

### **Preparation of River Management Plans in accordance with Water Framework Directive requirements (i.e. 2000/60) for the Water Districts of Western and Central Macedonia (2011 – 2013)**

LDK undertakes the preparation and facilitation of the Public Consultation process in accordance with WFD 2000/60 requirements including: identification of consultation participants; programming and scheduling the public consultation process; coordination with key stakeholders; organising awareness events and training workshops to consult with the public, initially on the consultation process itself and later on, on the suggested by the RBMP programmes of measures, identified pressures on the water bodies etc; and drafting a summary report/digest on the results of the consultation process.

### **Framework Contract for the Support to the Implementation of the Water Industry Directives (ENV.D.2/FRA/2012/0013) (2012 – 2015)**

LDK participates in the framework contract led by Milieu to support the EC in the fields of: • Implementing the reporting processes of these Directives using the procedures established in the Water Information System for Europe (WISE); plus developing innovative ways for reporting and sharing information; • Developing policy options and providing studies and technical assessments on all issues related to current and future policy development; • Organising expert workshops and preparing supporting documents and reports.





Sanitary landfill & dumpsite rehabilitation project, Epirus, Greece

The Middle East and North Africa, as well as Latin America were the three major geographic areas of further expansion of the environmental department in the last years.

EUroCLIMA, an EU regional programme on climate change covering the whole Latin America region contributed to our knowledge of the problems and consequences of climate change and how countries can integrate these in their sustainable development policies and also provided us with the opportunity to be better acquainted with the local markets.

Sustainable Water Integrated Management Support Mechanism (SWIM-SM), a strategically important programme assisting Middle East and Northern Africa countries in designing and implementing sustainable water management strategies on a regional and national level has provided the momentum to further expand in a very interesting, however turbulent market bringing new insights and opportunities for the region.

A complementary, value-adding service to policy advice is our strong experience in conducting policy dialogues, regional networking and capacity building of multi-stakeholder platforms, as well as awareness raising and dissemination of information and transfer of know-how.

Moreover, despite the financial pressure of the global market, our company has managed to sustain its place in the large infrastructure developments by continuing to provide support to on-going, or new environmental infrastructure investments funded by EU, IFIs and state

and private entities. LDK has been in the forefront of the project preparation process, from the initial strategic framework evaluation, assessment and preparation, through the project identification and maturity process (technical, financial and environmental maturity, to funding solutions, as well as supervision and contract management).

Our company is currently participating for the 4th consecutive year as a consortium member in the EIB/EU funded programme MeHSIP, supporting the Horizon 2020 initiative for the de-pollution of the Mediterranean region, by assisting in the elaboration of feasibility studies of major environmental infrastructure projects in Lebanon, Jordan, Egypt and Tunisia. Moreover, LDK has undertaken more advisory assignments for the EIB such as the review of the Solid Waste Management Sector in Greece and the due diligence of 7 new Solid Waste projects and 16 dumpsites rehabilitation projects, in light of the Framework Loan /Structural Loan Project - EU FUNDS CO-FINANCING 2007-2013 (GR). LDK has also been involved in tariff advisory services for the main two Greek water and wastewater companies under the framework of their privatisation and participates in the development of River Management Plans under Directive 2000/60 of the Water Districts of Western & Central Macedonia.

Moreover, LDK has undertaken a number of engineering and EIA studies in the fields of solid waste and wastewater (treatment plants and networks), serving both private clients (large industrial complexes) and local authorities in Greece, which are co-funded by NSRF funds.

## Areas of expertise

- Environmental Policy & Institution
- Impact Assessment
- Solid Waste Management, Treatment and Disposal
- Wastewater Management, Collection and Treatment
- Water Resources Management
- Industrial Pollution Prevention & Control
- Major Industrial Accidents ("SEVESO" Directive)
- Contaminated Land Remediation
- Air Emissions & Ambient Air Quality
- Nature & Biodiversity
- Energy & Climate Change
- Marine Environment

## Provided Services

- Master Planning /Feasibility Studies
- Conceptual, Preliminary and Final Design
- Preparation of Tender Documents
- Procurement Assistance & Tenders Evaluation
- Commissioning & Construction Supervision
- Environmental Audits & Due Diligence
- Licensing & Permits
- Environmental Monitoring /Risk Assessment
- Institutional Capacity Building
- Training / Public Awareness
- Evaluation of Programmes (ex-ante, midterm, ex-post)

# M & E Installations

## Recent Projects

### **Kenya: Limuru Mixed-use development (2012 – in Progress)**

The project entails the MEP Infrastructure Design and Sewage Treatment Plant Design for the Limuru mixed use development, on a property of 191 acres. The total development will accommodate 1,150 houses/ apartments, a mall, a hotel, retail shops, a school and common buildings.

### **Ghana: Klagon – Tema Residential Development (2012 – in Progress)**

The project entails the MEP Design for the buildings as well as the design for the infrastructure utilities of a residential estate (30 hectares) in the region Klagon-Tema of Ghana. The development consists of 81 apartment buildings, parking areas, play areas for children and gatehouses for each neighbourhood.

### **Greece: Museum of Contemporary Art in Athens, Basil & Elise Goulandris Foundation (2010 – 2012)**

The project entails the MEP design and supervision for the renovation and expansion of an existing building in Athens. The Museum of Contemporary Art will accommodate Basil and Elise Goulandris Foundation's art collection of important and distinguished Greek and international artists.

### **Greece: Amanzo'e Luxury resort (Aman Resorts) (2009 – 2012)**

The project entails the MEP design and supervision for the Amanzo'e Luxury 5-star hotel resort in Porto Heli-Kranidi, Argolida Prefecture. Amanzo'e consists of pavilions (guest suites), a restaurant, a large lounge, a boutique shop and a library, as well as a main pool and a poolside café. Other resort amenities include a spa, a Beach club, a fitness centre and tennis courts. Adjacent to the resort, 24 Aman luxury villas each with a private pool and public areas in a total area of 20 hectares.

### **Greece: Makedonia Airport of Thessaloniki (2000 – 2004)**

The project entails the MEP design for the new airport terminal of the Makedonia airport of Thessaloniki, planned to accommodate a total annual of 8 million passengers. The project includes terminal buildings, apron, landside facilities, and respective parking lots.

### **Greece: The Athens Metropolitan Expo (2007 – 2009)**

The project entails the MEP design and supervision for the construction of the new exhibition and conference center of Athens, situated at the Athens International Airport commercial park, with a total exhibition area of over 50,000 sq.m. and surrounding area of 10 hectares.

### **Greece: Erasinio Hospital in Athens, Erasinio Hospital Center of Excellence in Oncology (2003 – 2008)**

The project entails the MEP design for the Erasinio hospital, specialised in diagnosis and treatment of neoplastic diseases, covering a total area of 57,000 sq.m. and 5 hectares of surrounding areas.

### **Greece: The Athens Modern Tramway (2002 – 2008)**

The project entails the elaboration of the M&E design and technical supervision for the initial and planned extensions construction of the tram network in the metropolitan area of Athens, comprising a total of approximately 30km lines.





Design of the New Airport Terminal Building at the Makedonia Airport, Thessaloniki, Greece

LDK's engineering Departments have developed large scale projects since the establishment of the group. LDK offers engineering design and supervision services, having acquired significant experience in buildings and infrastructure in Greece, Arab and Balkan countries as well as renowned expertise in intergraded project management. Particular expertise has also been developed since the early '90s in projects within the transport infrastructure sector by providing specialised design services. LDK's work stands out due to its high quality and tailor-made solutions, aiming to meet both clients' requirements and best available practices. Design keywords include environmental and energy-consumption consciousness, quality and functionality features, cost-effective solutions, ease of maintenance, operational reliability and aesthetical approach. In all phases of the design process, LDK considers the clients' requirements, elaborating the best-fit solution to be integrated in the final outcome. Regardless of the technical requirements, deliverables are always characterised by rationalisation of applied concepts, achieving both highest quality and "value for money".

Following market trends – and often outrunning them, LDK pro-

vides for integrated services, combining engineering expertise with the group's energy and environment business units. At the same time, project management and quality control are integrated in all operations. In this frame, provision of integrated technical due diligence is a recently developed expertise, addressing major private, institutional and international clients.

Furthermore, provided services extend beyond design, supervision, management and commissioning, to maintenance and operations schedules, along with facility handling management, so as to guarantee proper operation and prolonged life cycle of the final product.

## Areas of expertise

- Hotels & Resorts
- Commercial and Office Buildings / Commercial Complexes
- Culture, Exhibition & Conference Centres
- Housing & Residential Facilities
- Industrial Buildings / Educational Buildings / Sports Facilities
- Hospitals & Health Facilities
- Museums & Memorials
- Infrastructure
- Urban Transport Infrastructure
- High-speed & Suburban Railways
- Motorways Infrastructure / Airport Infrastructure
- Harbours & Marinas Infrastructure

## Provided Services

- Feasibility Studies
- Design  
(Conceptual, Preliminary, Design Development, Construction Design, Tender Documentation)
- Procurement
- Construction Supervision
- Commissioning
- Project Budgeting
- Operation & Maintenance Planning
- Auditing & Due Diligence
- Project Management

# Engineering Major Projects



40,000 sq.m. Logistics Center serving a chain of 175 Super Market Stores, Project Management, Bucharest, Romania.

Stavros Niarchos Foundation Cultural Center, designed by Renzo Piano Building Workshop, consists of the 17-hectare Stavros Niarchos Park, the state-of-the-art new building for the National Library of Greece of nearly 22,000 sq.m. and a world-class opera house for the Greek National Opera of 28,000 sq.m. with a 1,400-seat auditorium, Athens, Faliron Delta, Greece.



Extension of Line 3 of the Athens Metro, Greece.

Renovation and Expansion of the five-star deluxe Athens Hilton, Athens, Greece.





# Engineering Major Projects



Costa Navarino – Starwood, integrated Tourist Development (Golf, Hotels, Villas, Spa, Conference center) on an area of 250 hectares, Messinia, Greece.

Erasinio Hospital Centre of Excellence in Oncology at Koropi, Athens, Greece.



Provision of specialised environmental advisory services to the Hellenic Republic in relation to the privatisation of Hellinikon S.A.

New Athens Tramway, 37km, Greece.



# Global Presence

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**Bahrain: International Airport of Manama** PROJECT MANAGEMENT of all related ENVIRONMENTAL Services.

**Bulgaria: SAPARD Programme - EU** Ex-ante EVALUATION of the AGRICULTURE and RURAL DEVELOPMENT plan (2000-2006) for Bulgaria.

**China: Technical assistance to the EU-CHINA LIAONING INTEGRATED ENVIRONMENTAL PROGRAMME (LIEP)** Implementation of an improved ENERGY EFFICIENCY STRATEGY for the province of Liaoning.

**Croatia: BRI Grant Scheme programme** Support for the effective implementation of the BRI programme under REGIONAL COMPETITIVENESS OPERATIONAL PROGRAMME.

**Cambodia: EC - Civil Society Human Rights** Organisation and Management of Seminars.

**Dominican Republic: Organisation and Management of Conference** Introduction of the new EU Development Policy to the Delegations and review of the state of play of the EU-LAC cooperation.

**Egypt: Organisational support for SMEs** Drafting of market studies, business plans and drafting of strategic plans for 16 Enterprises - PSDP, an EU Programme

**EU Countries: Regional Energy Planning** Integrated energy plan for the Region of Sterea Hellas, Greece

**EU Countries: Urban Energy Planning** Energy Planning for the cities of Athens & Kavala emphasising at the ENVIRONMENTAL dimension.

**Greece: Ionian Sea** Hydrocarbon Research (subcontracted to LDK) Environmental Impact Assessment and Environmental Management Plan OFFSHORE and ONSHORE.

**Greece: VALOREN (Valorisation des Energies Renouvelables)** An EU REGIONAL DEVELOPMENT programme for RENEWABLE ENERGY INVESTMENTS of high added value and investment proposals.

**Greece: Study on emerging technologies** Innovative approaches to HALT DESERTIFICATION in Pinios River.

**Greece: Industrial Buildings - Technical due diligence** Architectural, structural, mechanical, electrical, plumbing, environmental and energy due diligence of a leading paper-producing industry.

**Greece: Hydrocarbon Research in West Patraikos Gulf** (subcontracted to LDK) Offshore Seismic Environmental Impact Assessment in the area.

**Greece: Due Diligence Services** for a SOLAR farm of 8,69 MW in Viotia.

**Greece: Advisor to the Ministry of National Economy** for the MANAGEMENT of the EU STRUCTURAL FUNDS for the Region of Sterea Hellas (a 5-year programme)

**Greece: Solar Village** A Research and Development Project of 435 houses in the Athens area. Conception, Feasibility, Planning, Design and Supervision of the technical installations. In collaboration with Interatom (Germany). Financed by the Greek Government and BMBF (ex BMFT).

**Greece: Energy Planning** (for the Prefectures of Cyclades and Evritania) projects financed by EC taking into consideration the ENVIRONMENTAL and LABOUR aspects.

**Greece: Environmental Legislation** Review of the Greek LEGISLATION related to Oil and Gas exploration.

**Greece: Wind Parks** PROJECT MANAGEMENT (Construction, Supervision and Pilot Operation) of a 12 MW wind park in Polipotamos, Evia.

**Greece: Legal framework for industrial buildings** Consulting for the construction in INDUSTRIAL ZONES.

**Greece: The Athens TRAM** Detail final DESIGN for procurement, installation and COMMISSIONING for the modern tramway in greater Athens.

**Greece: Renovation of The Athens Hilton and The Grande Bretagne Hotel** DESIGN and SUPERVISION for the renovation of the two 5-star hotels in Athens.

**Greece: Power Supply and Trade** Advisory Services to Motor Oil Hellas for the company's entrance in the sector.

**Greece: Macedonia Airport - Thessaloniki** M&E design for the new terminal of Thessaloniki.

**Greece: Combined heat and power** CHP engineering in the Coca - Cola industrial premises in Athens.

**Greece: National Management Plan for Health Care Waste** preparation of the NMP as well as drafting of the new LAW.

**Greece: Environmental Impact Assessment and related permits** for the Hellenic NATURAL GAS Pipeline Ag.Theodori - PPC Megalopolis.

**Hungary: Market Research** Evaluation of the Market Potential for small scale combined heat and power (CHP) applications.

**India: Euro-Asia ASEM Conference on investment and finance** Organisation and Management of Conference.

**Indonesia: An EC global Public Relations Programme** Organisation and Management of Conference.

**Kazakhstan: EC - Institution building and training** Establishment and TRAINING in operating an SME DEVELOPMENT AGENCY and assistance to the Kazakh government on promotion of ENTREPRENEURSHIP.

**Latin America: EC - Climate Change in Latin America** Technical Assistance concerning improvement of the exchange of SCIENTIFIC and SOCIO-ECONOMIC information and TECHNICAL strengthening of the beneficiaries.

**Lebanon: EC - Assistance** for the Reform of the Lebanese PUBLIC ADMINISTRATION.

**Mexico: EC - Energy Conservation** in the sector of Services.

**Regional: Development of Best Practice Recommendations for Imbalance Settlement** A study aiming to analyse and resolve critical issues on electricity balancing and utilisation of ancillary services towards network development and regional market integration in the 8th region.

**Regional: EC - Sustainable Water Management in the Middle East and Northern Africa** Technical Assistance on a large regional scale involving policy, awareness and technical advising.

**Regional: Energy Efficiency programme for the corporate sector** Technical assistance in supporting energy efficiency INVESTMENT PROJECTS of EBRD in NIS COUNTRIES, CENTRAL AND EASTERN EUROPE.

**Regional: Mediterranean Sea Depollution** An EIB Programme for the depollution of Mediterranean Sea: Large environmental infrastructure projects preparation and maturity in the MIDDLE EAST and NORTHERN AFRICA.

**Regional: SME support programmes** EVALUATION of the EC-"Phare National SME support programmes".

**Romania: Institution Building and Regional Development** Support for the creation of the National Agency for Regional Development (NARD) and eight Regional Development Agencies.

**Romania: GAS MARKET** Analysis of the current Gas Market structure and the existing REGULATORY FRAMEWORK and forecast of future demand.

**Romania: MARR-FUND - Regional Development programme** Management of EC funds for the rehabilitation of mining regions.

**Serbia: Support for Media Capacity in the Area of EU Integration** Management and implementation of the Grant Scheme and Media monitoring surveys.

**Turkey: EC - Technical Assistance** CIVIL SOCIETY DIALOGUE Enhancement at the Parliamentary level.

**Uzbekistan: EC - Institution building** Establishment of BUSINESS COMMUNICATION CENTERS (BCCs) in Uzbekistan and Kazakhstan and creation of BUSINESS LINKS between local and international business communities.

**Uzbekistan: EC - Energy Saving Strategy** Provision of technical assistance to the Government.

**Uzbekistan: Tempus programme - EU** Energy Networking Towards Central Asia.

**Vietnam: ASEM Employment and Social Policy Forum** Organisation and Management of Conference.

**Yemen: The EU-Yemen** "ENERGY POLICY DIALOGUE".



# About the Group

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LDK group comprises nine companies, three of which are based in Athens, Greece, all under the same management and ownership.

LDK currently employs a permanent staff of 90 people as well as numerous collaborating experts. More than 20% of our consultants have more than 20 years of experience while the rest vary between 5 to 15 years. 10% of our employees come from foreign countries and all personnel are bilingual.

The consultants hold master's degrees in various disciplines such as management, economics, engineering (mechanical, electrical, chemical, environmental etc) marketing, sociology, political science, strategic communication and business administration. The group's employees' languages include Greek, English, French, German, Spanish, Romanian, Bulgarian, Russian and Arabic.

Since 1995, LDK is being certified yearly by TUV Austria Hellas as fulfilling the EN ISO 9001: standards implementing a quality management system for the provision of engineering and consulting services. In 2010, LDK was included in the "Strongest Companies in Greece" community by the ICAP group.

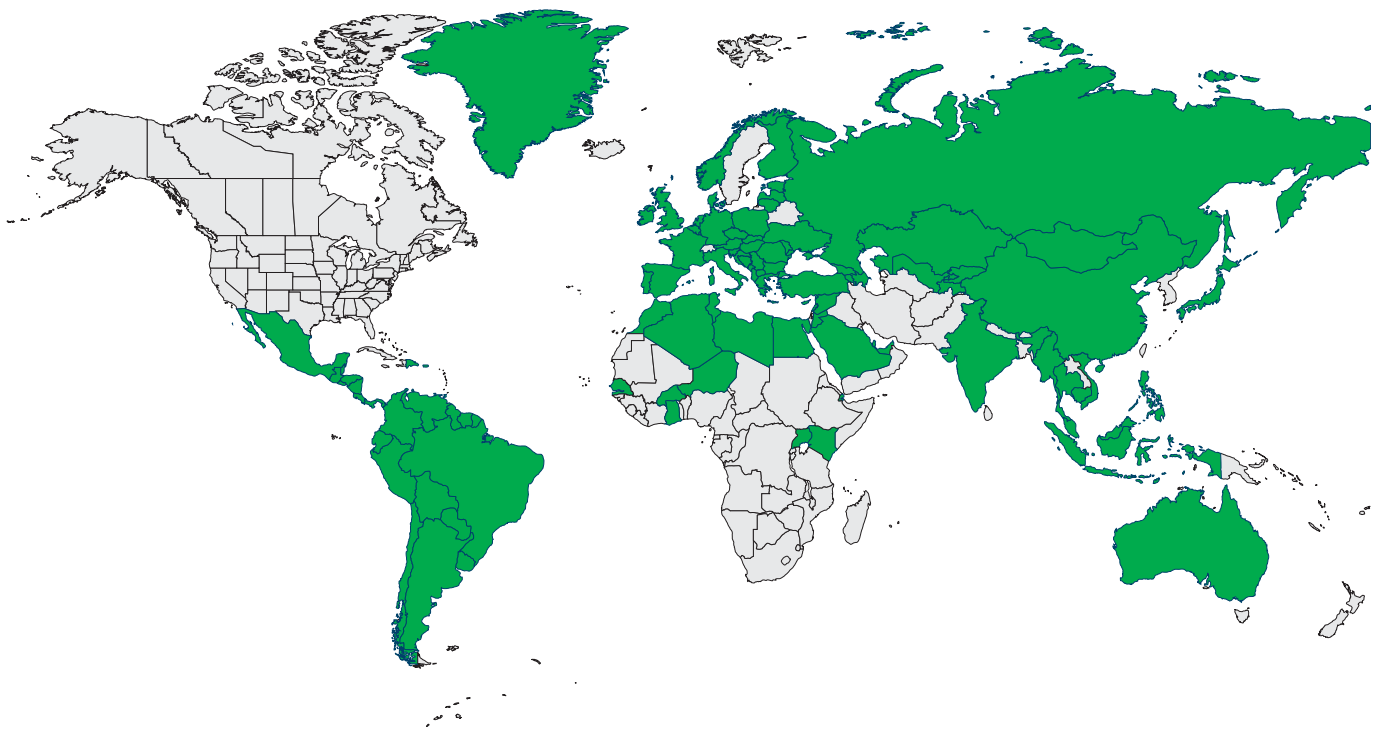
LDK Group is an active member of :

- American Society of Heating, Refrigerating and Air-Conditioning Engineers Inc. (ASHRAE)
- Athens Chamber of Commerce & Industry (ACCI)
- Deutsch-Griechische Industrie und Handelskammer (AHK-GR)
- Hellenic Association of Consulting Firms (HELLASCO)
- Hellenic Association of Management Consulting Firms (SESMA), a member of FEACO & ICMCI
- Hellenic Association of Mechanical & Electrical Engineers (HAMEE)
- Hellenic-Chinese Chamber (HCC)
- Hellenic Federation of Enterprises (SEV)
- Hellenic Management Association (HMA)
- International Water Association (IWA)
- Technical Chamber of Greece (TCG)
- The National Fire Protection Association (NFPA)

LDK's president, Leonidas Damianidis, is a member of Verein Deutscher Ingenieure (VDI) and the American-Hellenic Chamber of Commerce.



# World-wide presence



Since its establishment LDK, has successfully concluded projects in all five continents and more than 100 countries world-wide, including:

## **Europe:**

Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia & Herzegovina, Bulgaria, Croatia, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, FYROM, Georgia, Germany, Greece, Greenland, Hungary, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Malta, Moldova, Montenegro, the Netherlands, Norway, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, Sweden, Turkey, Ukraine, United Kingdom

## **Africa & The Middle East:**

Algeria, Burkina Faso, Djibouti, Egypt, Ghana, Jordan, Kenya, Lebanon, Libya, Morocco, Niger, Oman, the Palestinian Authority, Saudi Arabia, Senegal, South Africa, Syria, Tunisia

## **The Americas:**

Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

## **Asia & The Far East:**

China, Cambodia, India, Indonesia, Japan, Kazakhstan, Kyrgyzstan, Malaysia, Myanmar, Mongolia, the Philippines, Singapore, Tajikistan, Thailand, Turkmenistan, Vietnam, Uzbekistan

## **Australia & Oceania:**

Australia, Fiji Islands, Tahiti



### **The Management Team**

From left to right:

**Christos Zacharias**, Managing Director LDK Consulting

**Stavros Damianidis**, Head of Business Planning & Development

**Leonidas Damianidis**, Group President

**Grigoris Damianidis**, Financial Director

**Dimitris Kirimlidis**, Managing Director LDK Engineering





LDK GROUP OF CONSULTANTS FOR DEVELOPMENT AND MANAGEMENT

HEADQUARTERS

ATHENS, GREECE

Off 21, Thivaidos st., PO Box 51299, GR-14564 Kifissia - Athens

T: +30 210 8196700, F: +30 210 8196709

email: [bpd@ldk.gr](mailto:bpd@ldk.gr), <http://www.ldk.gr>

AFFILIATES :

BRUSSELS - LDK CONSULTANTS EUROPE SA

BEOGRAD - LDK CONSULTANTS d.o.o. BEOGRAD

BUCHAREST - LDK CONSULTANTS ENGINEERS AND PLANNERS S.R.L.

LIMASSOL - LDK CONSULTANTS CYPRUS LTD

NAIROBI - LDK EAST AFRICA

SOFIA - LDK CONSULTANTS BULGARIA E.O.O.D.