

Development • Public Administration • Programme Management • Evaluation • Strategy
Project Management • Engineering • Buildings • Ports • Airports • Railways • Due Diligence
Energy • Renewables • Hydrocarbons • Environment • Water • Waste • Communication



ANNUAL REPORT 2011



Once again, LDK has surpassed its strategic aims in 2011, remaining focused on our vision of sustainable development.

With the given positive results, I proceeded in a brief flashback of LDK's almost 45-years' course so far, and noted that the group has never been set back by any financial crisis, national, European or international.

In addition to that, with a bird's eye view to the wide repertoire of the almost 1600 assignments that we have carried out throughout our history, I concluded that a large proportion of the group's success is due to the fact that we see no obstacles in undertaking demanding projects, even of high political importance and offering successful and sustainable solutions.

Europe's current troubled times, both financially and socially, demonstrate now, more than ever, the need for communication, understanding, solidarity, coherence and synergies of a community of more than 500 million citizens.

Based on the concrete foundations of our past and on our current dynamic involvement in providing advice to governments as well as to the international donor community, we face today the turbulent state of the European and International economy from the perspective of the Professional Consultant and aim to continue our valuable contribution.

Athens, March 9, 2012

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

Leonidas Damianidis
President

1968: Leonidas Damianidis, current group president, founded an engineering firm providing design and supervision services for public & private **buildings**. Five years later, **(1973)**, when the first 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 in **1978** its first joint venture with international companies for the “Solar Village”, 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 the second partner Christos Zacharias joined in, LDK broke the field by providing services in the **Environment** and **Water & Sewage** engineering. **1988:** EC assigned to the company projects in Energy & Environmental Management Consulting in the industry and domestic sector in China. 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, EU-programme management advice to the Romanian Government (preaccession 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 of 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 South East 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 programme “Horizon 2020”. 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 centers, 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, preparing the way for the transition for Structural Funds and following this up with the implementation of programmes under the Structural Funds.

Looking back over the last successful decade, 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 12 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 2012 is critical to the resolution of the ongoing crisis, primarily in Europe. Unfortunately, it is highly likely that solutions offered at the 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 giving the dark pictures of an immobilised market; yet specialized **management consultants** are the only ones capable to incorporate forward-looking structural measures into the mix of policies being adopted to tackle the economic downturn and initiate a **rapid recovery**, durable and based on **sustainable growth**.

Governments and International Organizations 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 Organizations must expand the use of **Specialized Consulting** firms in order to achieve optimum financial management, thorough exploitation of natural resources, raise of productivity and above all state of the art quality products and services – Europe's competitive advantage against rising economies.

A critical point for the success of the derotation 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, is developed. As time is critical, these models should be assigned to expert consultants - **politically independent** and remote from circles of influence – and developed in parallel, beginning by the sectors that can guarantee immediate results. Results that attribute primary surplus, are labor intensive and result to the export of goods and services, generating direct income both 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 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 European coherence and to create a new intellectual capital of **strategic thinking pioneers**.



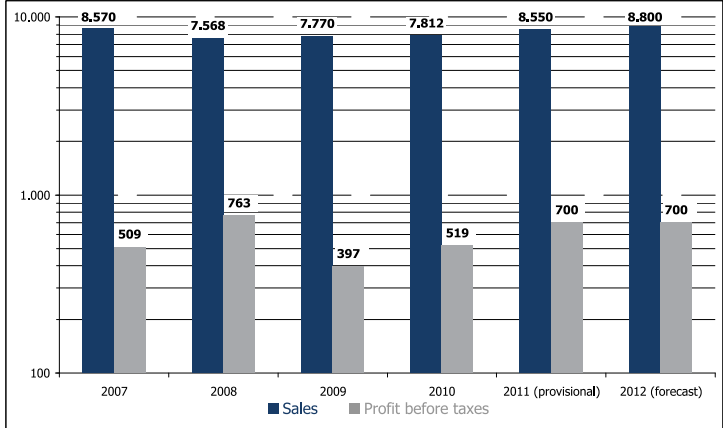
Financial Results

International Growth

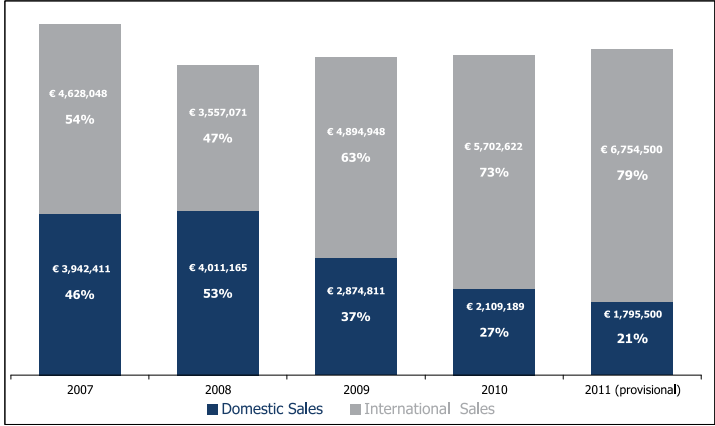
In 2011 LDK established its presence in the Americas, now operating in all South American countries through the assignment of major projects in Environmental Consulting and Climate Change. Also, LDK further expanded its consulting activities in the continent of Oceania through projects in Australia, Tahiti and the Fidji Islands.

A large number of assignments in 2011 were commissioned by international funding organizations such as the European Commission, the World Bank, the United Nations Development Programme, the European Investment Bank and the European Bank for Reconstruction and Development.

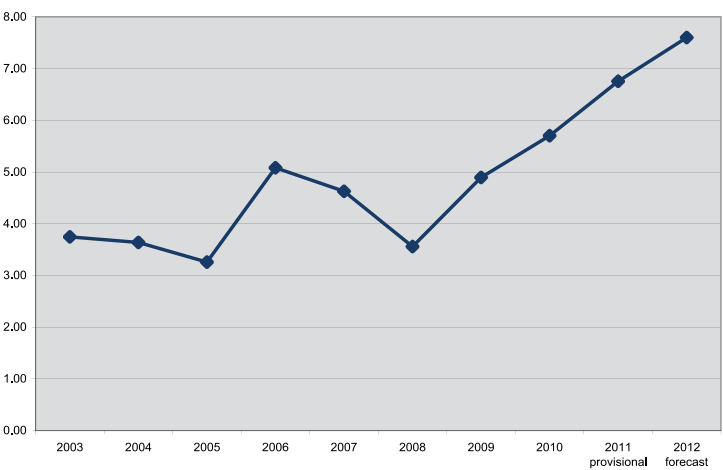
Evolution of Sales & Profit (in '000€)



Domestic / International Sales



International Sales (in '000'000 €)



Financial Results

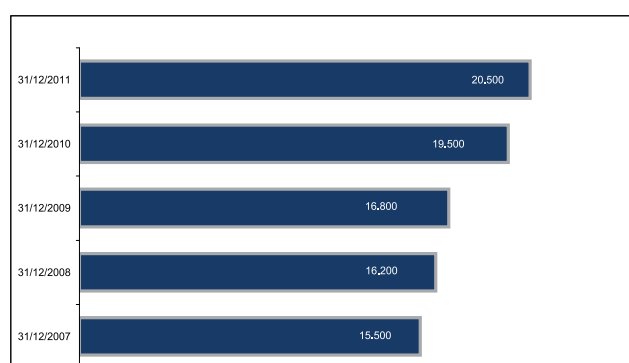
In a year of “free fall” of the Greek economy and financial instability all over Europe, LDK group's results for the financial year 2011 substantiate the consistency in implementing the group's sustainable development strategy, emphasizing on the expansion of its international activities, which, as of 31.12.2011, accounted for 79% of LDK's consolidated turnover.

2011 was marked by the further growth of Environmental Management, as well as the “spin-off” of Communications Consultancy as a new autonomous business unit, which has long been a specialisation provided within the spectrum of the services of different LDK business units. The above two activities combined, account for 34% of the consolidated revenue “pie”. Furthermore,

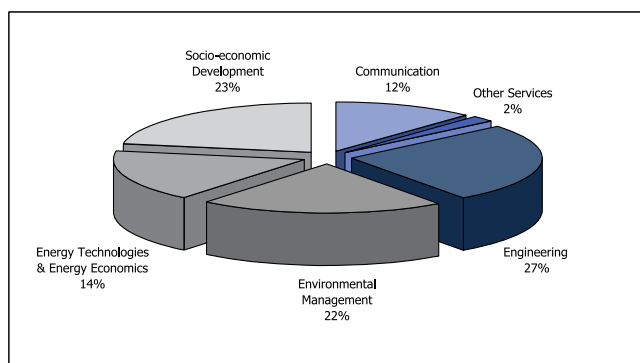
significant contracts were assigned in 2011, assuring LDK's revenue growth for the next four years, bringing the group's contracts backlog figure to Eur 20.5 million on year-end 2011 (an increase of 5%).

In summary, the increase of the group's sales above Eur 8.5m (with a rising forecast for 2012), the steady rise of profitability, coupled by the sustention of the Debt to Equity ratio to a very “healthy” level (0.58) in the given economic circumstances, fill us with strength and confidence in LDK's continued success.

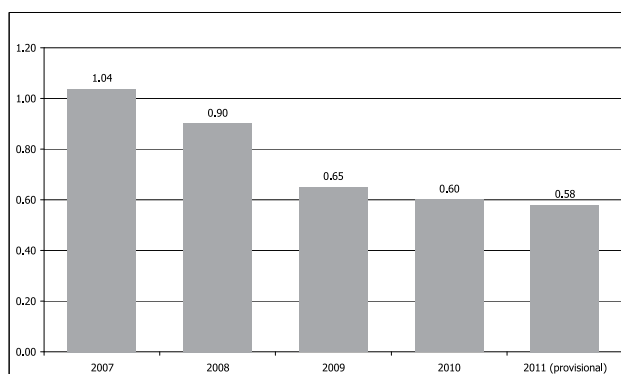
Contracts' Backlog (in '000 €)



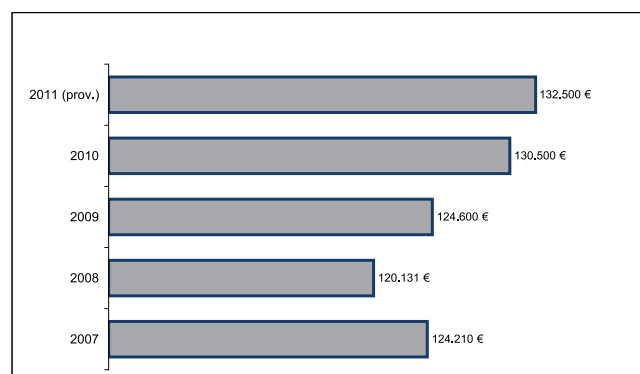
Sales by Sector



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 – 2013)

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 counties lagging behind.

Romania: Public Information and Awareness Campaign for Accelerating the Implementation of the National Strategy to Improve the Conditions of the Roma Community, General Secretariat of the Romanian Government (2008 – 2009)

The project referred to the planning and elaboration of a nation-wide awareness campaign and information in Romania assigned by the government authorities, with the scope of enhancing the framework for improving the Roma Population conditions.

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

Technical assistance will provide support to increase the capacity of potential and final beneficiaries on project preparation and management as well as to inform potential beneficiaries about the opportunities provided by the human resources development operational programme (HRD OP) and the general public about the HRD OP implementation and outcomes.

CEDEFOP: Event Support Services Framework Contract, European Centre for the Development of Vocational Training (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 spectra 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.

FYROM: Technical Assistance for the Implementation and Co-ordination of the Decentralisation Process-Phase II, European Agency for Reconstruction (EAR) (2006 – 2007)

The overall objective of this project was to support the Government and specifically the Ministry of Local Self-Government (MoLSG) in carrying out the implementation of the decentralisation process through institutional building plans, capacity strengthening, strategic and regional development planning as well as assistance in the monitoring and supervision of the process.

Bulgaria & Turkey: Technical Assistance for Projects Preparation under Cross-border Programme Bulgaria – Turkey, Ministry of Regional Development and Public Works of Bulgaria (MRDPW) (2007 – 2008)

The project's purpose was to provide technical assistance to strengthen the capacity of the Implementing Agency to prepare a project pipeline and implement adequate projects for the CBC Programme between Bulgaria and Turkey for the period 2007-2013.

Socio-economic Development



Since the early 1990s LDK Consultants has been providing support for the strengthening, modernization and organizational reform of existing public sector bodies ranging from central government to local self-government 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 incl. 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-

ginalized groups in society and the labor market, introduction of active labor market measures, promotion of employment and life-long 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 Organizations (CSOs) 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 organization 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 organization services. We provide our clients with full support throughout the design and implementation phase of event organization, and our long experience as professional conference organizers 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 & Life Long 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 would support a reduction in their dependency on fossil fuels and imports, improvement of the security of their energy supply, and climate change overall mitigation

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 (2008-2012)

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 states, promotion of energy investments and sustainability policies, legislative and regulatory improvements, and identification and promotion of interconnection and collaborative projects.

Cyprus: Provision of technical-economic consulting services to the Cyprus Energy Regulatory Authority (CERA), (2007-2010)

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 Program for the Corporate Sector, European Bank for Reconstruction and Development (EBRD) (2009-2012)

The project refers to the conduction of energy audits 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.

Georgia: National Energy Efficiency Program, European Bank for Reconstruction and Development (EBRD) (2007-2010)

The project refers to the assistance in implementation of EBRD's energy efficiency credit line in Georgia through energy audits, project screening, market analysis and training to key personnel of diverse background.

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.

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, evaluating 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

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.

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 and dissemination of information and 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.

Cyprus: Uncontrolled dumpsites rehabilitation and after-use, Ministry of Interior of Cyprus - Department of solid waste (2009 – 2013)

The project entails the provision of full support for the rehabilitation and after-use of the uncontrolled dumpsites of the province of Paphos, including the elaboration of impact assessments and technical studies, tender documentation, bid evaluation and construction supervision.

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 subprojects to reach their technical and institutional maturity, so as to become bankable. Up to now four major sub-projects are elaborated at the level of feasibility study and preliminary design, i.e. the Al Ghadir WasteWater Treatment Plant in Beirut, the Ekhaider landfill in Northern Jordan, the Bizerte integrated depollution project in Tunisia and the Kafr El Sheikh water and wastewater project in Egypt.

Albania : Environmental impact assessments and remediation action plans for fourteen (14) high priority environmental hot spots, UNDP (2009-2011)

Following a framework project on the identification, prioritisation and assessment of a long list of environmental hotspots throughout Albania (35 sites), LDK conducted two successive projects on the environmental and social impact assessment and the remediation of 14 of these hotspots in the country, which involved abandoned mine sites, tailing dams, out-of use industrial facilities and hazardous waste storage areas. This would form the basis for a major remediation programme in the country, while tender dossiers for the future remediation projects of all 14 sites were prepared. Awareness campaigns were conducted at all areas involved. The assignment had strong visibility in Albania, as the remediation of high priority pollution hotspots would alleviate the areas from their long history of pollution.

Greece: Strategic Environmental Impact Assessment for the redevelopment of “HELLINIKON”, Hellenic Republic Asset Development Fund (2011-2013)

Hellinikon, the former Athens airport, located at a premium location near the Athenian coastline, is meant to be regenerated and become a mixed-use landmark location of national importance and international visibility. LDK, as the Environmental Consultant of the Technical Team of the Real Estate Advisors, will be providing environmental advice and technical support, with regards to environmental issues that arise throughout the process. LDK will be also preparing the Strategic Environmental Impact Assessment for the new spatial/urban planning study for the new site development.



The Middle East and North Africa, as well as Latin America were three geographic axes of expansion last year. EUroCLima, an EU regional assignment on climate change awareness in the whole Latin America region contributed to our knowledge of the local market. Sustainable Water Integrated Management Support Mechanism (SWIM-SM), a strategically important assignment assisting Middle East and Northern Africa countries in ameliorating their Water Resources Management on a regional level has provided the momentum to further expand in a very interesting, however turbulent market. LDK's network of collaborators and experts has greatly expanded in these areas, bringing new opportunities for national or international projects.

LDK keeps developing further in one of its strongest areas: policy advice and capacity building. Starting from the formulation of environmental policy, it has lately significantly expanded in the water sector, providing assistance in the development of policies from a national regional level. In the vast field of climate change, LDK is developing policies of climate change adaptation taking into account national aspects with an effort to regionalize them, but is also making assessments of CC impact on water resources and water scarcity. A complementary, value-adding service to policy advice is

awareness raising and dissemination of information.

Moreover, despite the financial pressures of the global market, our company has managed to sustain its place in the large infrastructure developments by continuing to provide support to ongoing, or new environmental infrastructure investments funded by EU, IFI's, state and private entities. LDK has been in the forefront of 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 3rd consecutive year as a consortium member in the EIB/EU funded programme MeHSIP, supporting the Horizon 2020 initiative, by assisting in the elaboration of the feasibility studies of major environmental infrastructure projects in Lebanon, Jordan, Egypt and Tunisia. LDK was also part of the technical teams which undertook the preparation of environmental studies for the new Bahrain International Airport, as well as the privatization of the former International Airport of Athens, in the view of its redevelopment into a mixed-use, high-end destination.

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

Greece: Stavros Niarchos Foundation Cultural Center, Athens, Ove Arup and Partners International Limited (2008 – in Progress)

Client: Ove Arup and Partners International Limited.

Renzo Piano Building Workshop, Architects.

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

This Project entails the Design and Construction Supervision of all the M&E installations of the museum building.

Greece: AMAN RESORT IN PORTO HELI, Aristo Developers S.A. (2009 – 2012)

Luxury 5-star Aman hotel in the Municipality of Porto Heli - Kranidi, in Argolida Prefecture which spreads over an area of 100,000m². The Aman Resort comprises pavilions (guest suites), with public areas that include a central lodge, containing the main restaurant, a large lounge, a boutique shop and a library, the main pool, a poolside cafe, a beach club, a fitness center and tennis courts.

Greece: POTA Messinia – Navarino Dunes, TEMES - Tourist Enterprises of Messinia (2003 – 2007)

This project entails the M&E design for the integrated tourist development zone spreading over 1,300,000m², including two hotel complexes, The Romanos, Costa Navarino, Starwood – The Luxury Collection and The Westin Resort, Costa Navarino, Starwood – Westin Hotels & Resorts; along with a conference center, a golf club and all respective infrastructure facilities and networks.

Greece: Makedonia Airport of Thessaloniki, Ministry of Infrastructure, Transport and Networks / Civil Aviation Authority (2000 – 2004)

The project entails the elaboration of preliminary design, design development, final design, and tender documentation for M&E installations 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, Athens Metropolitan Expo (2007 – 2009)

The project entails the M&E 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 50,000m² and surrounding area of 100,000m².

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

The project entails the M&E design for the Erasinio hospital, specialised in diagnosis and treatment of neoplastic diseases, covering a total area of 57,000m² and 50,000m² of surrounding areas.

Greece: The Athens Modern Tramway, TRAM SA, TERNA, IMPREGILO (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.



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 been also 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 feature, cost-effective solutions, ease of maintenance, operational reliability and esthetical 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 the highest quality and "value for money".

Following market trends – and often outrunning them, LDK provides 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 Top Projects



Renovation of the GRANDE BRETAGNE five star deluxe hotel, Athens, Greece (Design & Supervision)

40.000 m² Logistics Center serving a chain of 175 Super Market Stores, Project Management, Bucharest, Romania



Design of Athens Metro Extension of Line 3 Egaleo - Haidari, Greece

Design of Modern Athens Tramway 37km, Greece

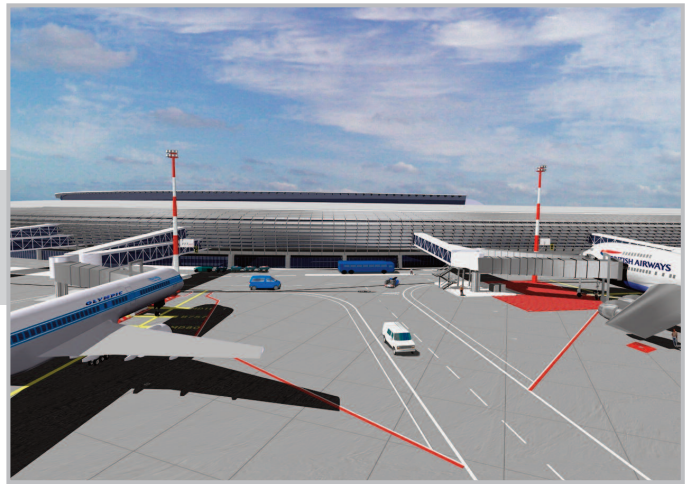


Engineering Top Projects



Integrated tourist development zone spreading over 1,300,000m² in POTA Messinia, Greece. Design of five star deluxe hotel complex.

Design of the New Airport terminal building at the Makedonia Airport, Thessaloniki, Greece



Design of Aghios Kosmas Installations, Athens, Greece



Renovation and Expansion of the five star deluxe Athens Hilton, Greece. Design & Supervision



Global Presence

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 Under this Programme: Integrated energy plan for the Region of Sterea Hellas, Greece

EU Countries: Urban Energy Planning Under this Programme : 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: Advice to the Ministry of National Economy for the MANAGEMENT of the EU STRUCTURAL FUNDS for the Region of Sterea Hellas (a 5 years 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 in 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: ENPI Communication Programme: Journalist Training and Networking Organisation of a series of workshops for selected journalists/reporters and editors.

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

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 on 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

LDK group comprises six 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.

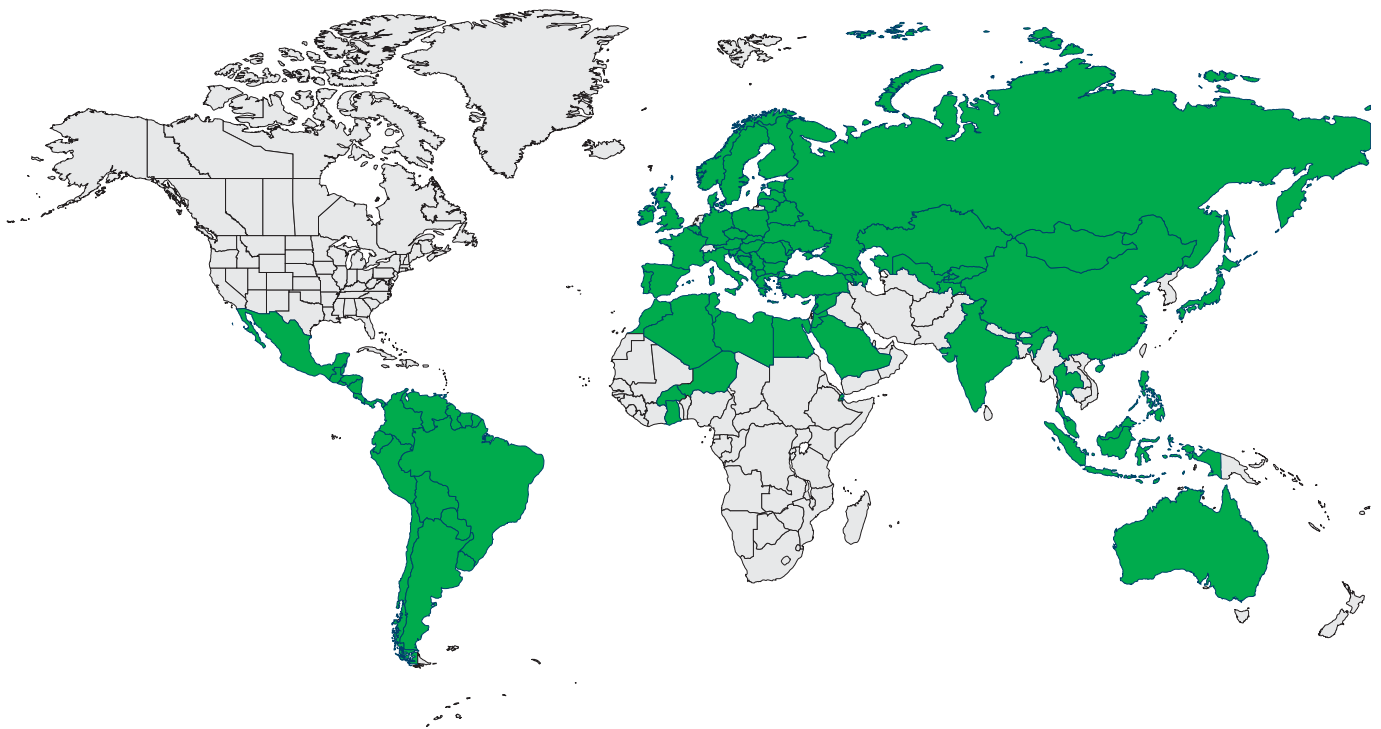
LDK Group is an active member of :

- American Society of Heating, Refrigerating and Air-Conditioning Engineers Inc. (ASHRAE)
- Arab-Hellenic Chamber of Commerce & Development
- 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)
- 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, 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, 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, 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, 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



GREECE - LDK GROUP HEADQUARTERS

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

T: +30 2108196700, F: +30 210 8196709, Email: bpd@ldk.gr, <http://www.ldk.gr>

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

Victor Eftimiu Nr. 9, Sc. A, Apt. 45, Bucharest, Sector 1

T: +40 213122941, F: +40 213122943, Email: office@ldk.ro, <http://www.ldk.ro>

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

Lulin 3, Block 329, Ent. 3, Fl 1, Apt 48, Sofia 1336

T: +359 29289647, Email: ldk_bg@abv.bg, <http://www.ldk.gr>

CYPRUS - LDK CONSULTANTS CYPRUS LTD

Yuri Gagarin 2a, 3120 Limassol, Email: ldkcyprus@ldk.gr, <http://www.ldk.gr>