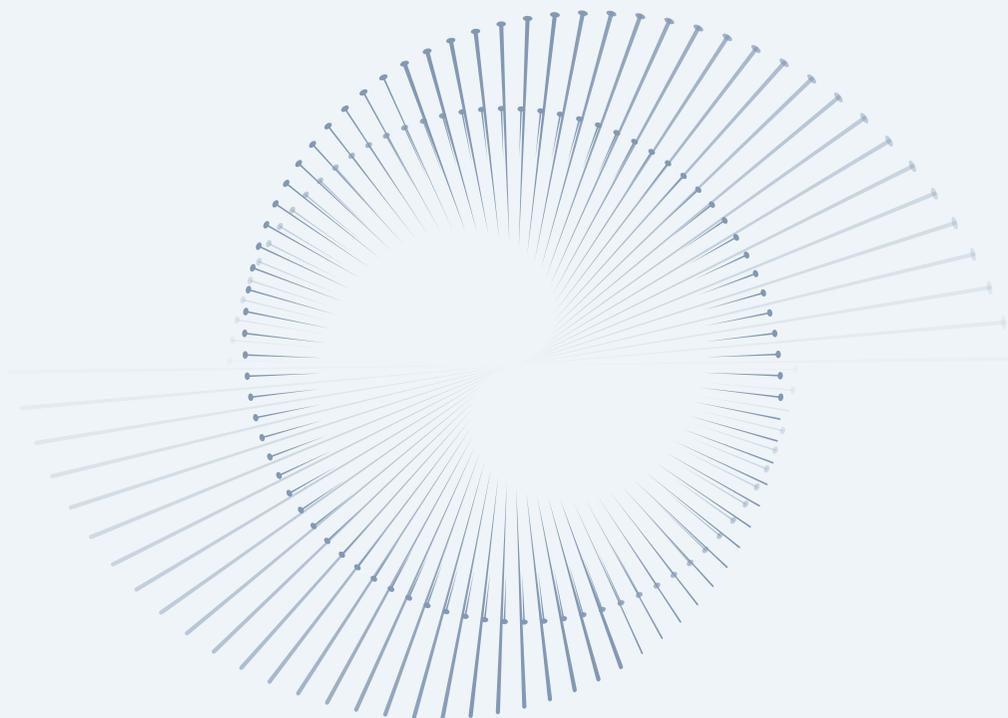
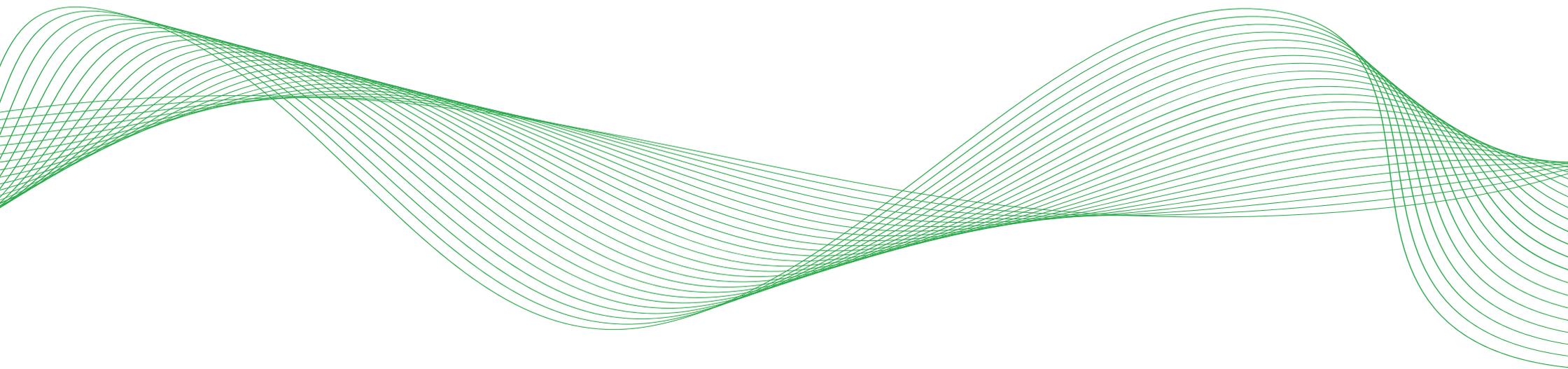


The background of the page is decorated with two sets of wavy, overlapping lines. The upper set consists of numerous thin green lines that create a sense of movement and depth. The lower set consists of numerous thin blue lines, mirroring the style of the green lines. These lines flow across the page, framing the central text.

ANNUAL 2021 REVIEW



Innovation, Sustainability and People
are at the core of our business



CEO's Message

Focus, flexibility and performance are the words that characterised the year 2021.

Focus on the very services that make LDK Consultants a trusted consultancy in energy, environment, buildings and infrastructure. Emphasis on integrating technology in our services, taking software modelling, BIM, GIS solutions to a new level, always having our customers' strategy in mind.

Flexibility to mitigate the consequences of the pandemic in our work, to provide our services openly via electronic platforms, to communicate better with our employees and subsidiaries through teleworking and to evaluate our performance with a goal orientation.

Performance, as our fundamental indicators were improved over the last year: profitability and efficiency were indeed increased. After a decade of serious stagnation, business growth in Greece provided further momentum, driven by the re-instating of tourism and the support of the European Recovery Fund.

Within the emerging new energy crisis in 2021, we remain pioneers in new energy solutions that serve our customers' and society's needs.

We remain active!

Stavros Damianidis

CEO

Athens, March 2022

ENGINEERING

The Ellinikon

The Ellinikon is Europe's greatest urban regeneration project and the most ambitious development project ever undertaken in Greece (6,200,000 m², located in Athens' former international airport).

It will include a diverse range of residential communities, hotels, shopping centers, family entertainment venues, museums and cultural venues, health and wellness centers, large space for sports facilities and recreation, a modern business park with an educational and R & D hub.

A total reconstruction of the existing marina and the entire coastal front will be developed which along with the park, will be the major attractions of the site.

The Ellinikon consists of an integrated urban development model that will combine the area's natural beauty and unique inherent characteristics with landmark buildings and state-of-the-art infrastructure. Its 'green and smart' design approach will offer world-class services and amenities while improving the standard of living of the entire Attica area's inhabitants.

A large part of the project will be completed by 2025. Ellinikon is to become a multi-dimensional destination for global tourism, culture, innovation, growing business, entrepreneurship, and inclusive communities and is expected

to contribute to Greece's GDP by 2.4%.

LAMDA Development S.A., a leading real estate developer in Greece, undertook the reconstruction and development of the former Athens International Airport and the coastal zone of Agios Kosmas, in collaboration with prominent international and Greek architectural and consulting firms.

LDK Consultants has been selected among the consultants that provides services to LAMDA Development S.A for The Ellinikon, since the tendering phase, during the permitting procedures and now for the project's implementation.

LDK Consultants in collaboration with Tekem S.A. and Hydroment, has designed all the MEP infrastructure networks for the urban development:

Rainwater Management; Trachones and Airport Water Streams; Sewage, Wastewater Management and Wastewater Treatment Plant; Water Supply; Irrigation and Water Features; Fire Suppression; Power Supply; Lighting; Telecommunications; Security Systems; BMS; Natural Gas; Solid Waste Management; Special MEP and Hydraulic for Mall Underpass & Undergrounding of Poseidonos Ave.; and MEP design of tourist boat shelter and nautical clubs. Apart from the MEP design of the infrastructure of the project, LDK Consultants is participating in the MEP design teams for the following projects:





1 New building for the Relocation of Associations for the Disabled within the Metropolitan Pole of Ellinikon -Agios Kosmas

This project is a donation of LAMDA Development S.A, and it entails the construction of a new building complex, where 4 associations for the disabled ('Amimoni', 'Hermis', 'Niki' and 'SAMSKP') will be relocated. Today, these associations are housed in different buildings in the old facilities of the American base within the metropolitan pole of Ellinikon.

The design of the building envisages the construction of a pioneering, sustainable complex for its users (people with disabilities).

2 Metropolitan Park

The Metropolitan Park is situated at the heart of the Ellinikon, covering an area of more than 2,000,000 m². It will be extended all the way from the coastal front to Vouliagmenis Ave., connecting the municipalities of Alimos, Glyfada and Argypoli/Hellinikon with the waterfront and providing adjacent residents easy park access. Access to the park is made around the perimeter, from various entry points linking the project to surrounding areas and to the wider urban fabric. This ensures the connectivity of the park and its openness. The entrances are accordingly placed in the extension of the central highways, at key connection points to metro, tram and bus lines.

The design of the park focuses on highlighting the history of the former Ellinikon Airport and site while creating a vibrant green space. Buildings of historical significance, such as the Saarinen building and the former eastern airport hangars, will be restored and transformed into buildings of cultural interest (exhibition centers & museums).

A major Promenade, 2.5 km in length, will stretch up from the waterfront to the hilltops overlooking the entire area, linking the Metropolitan Park with the coastal front, the beach, and the marina. The cape of Agios Kosmas, with its splendid church, will be one of the highlights along a pedestrian and cycling path in the coastal zone connecting the Park to Vouliagmenis Ave.

3 Marina Tower

An elegant tower on a perfect horizon — where Athenian energy meets the dreamy waterways of the Aegean Sea, the Marina Tower will be the tallest building in Greece and the tallest green beachfront high-rise building in the Mediterranean (GBA: 32,530 m²). Unique architectural style, innovative design, dominant green and water features, natural light and unobstructed sea views are the main characteristics of this iconic building. Over 200 private residences — each with a stunning view, open to air, light and the rhythms of nature. White stone and shimmering steel — wrapped around a green spine of lush vegetation.

Each residence has dual aspect and unobstructed panoramic views of the coast, the sea, the park, the mountains. Generous balconies, verdant gardens and private pools merge seamlessly with the open-plan comfort of the homes within. Each is a unique space — a unique investment — meticulously crafted with the rich materials and relaxed style of the finest Greek living.



As sustainability and environmental protection were among the key planning principles of The Ellinikon, it was no surprise that LDK Consultants, a leading company in sustainable consultancy, undertook this challenging project.

Its team of experts is working to deliver optimum MEP designs and ensure that the project's environmental conditions and commitments are met.

4 Vouliagmenis Mall

The new Mall will be built at the northern end of the Metropolitan Park, near Vouliagmenis Ave., in the immediate vicinity of the road and with access to the metro.

It will have a total area of 130,000 m² with about 72,000 m² rentable spaces and 100,000 m² covered parking spaces.

The new Mall will have bioclimatic characteristics in order to safeguard optimal safety and hygiene of its employees and visitors, as well as the minimum possible environmental footprint.



5 Marina of Agios Kosmas

The existing marina of Agios Kosmas will be upgraded to 308 berths with infrastructure of the highest quality that will provide unique services to the moored vessels, while the land zone will be part of the coastal zone of the Athenian riviera offering an unforgettable experience to visitors.

Sustainability, at the core of all LDK Consultants' Projects

The definition of sustainability: 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

How this is incorporated in LDK Consultants' actual work: Embedding every engineering, environmental and social aspect in our projects for achieving a positive overall environmental and societal footprint and therefore enhancing human life, flora and fauna.

LDK Consultants has been providing sustainability consultancy services since 1973, in response to the oil crisis of the time. LDK Consultants integrated engineering with renewable energy practices, by initiating the development of a solar village in Greece, a pioneering project worldwide. Its second initiative was the energy planning of the Cyclades islands, taking into consideration low carbon energy sources.

Since then, the LDK Group has planned and supervised seminal projects and initiatives of national and international level, stemming from, and aiming at sustainability:

The adoption of low or zero carbon practices in designing buildings and infrastructure, coupled with LEED certificates; the creation of low-carbon, circular refugee camps minimising waste impact; the energy retrofitting of run-down public buildings in many countries taking advantage of the donor funds; the creation of low to zero-carbon industrial zones integrating circularity.

LDK Consultants has been actively involved in initiatives for sustainable finance and Environmental, Social and Governance considerations (ESG), providing services covering

integrally the key environmental objectives, established by the European legal framework:

- **Climate change mitigation;**
- **Climate change adaptation;**
- **The sustainable use and protection of water and marine resources;**
- **The transition to a circular economy;**
- **Pollution prevention and control;**
- **The protection and restoration of biodiversity and ecosystems.**

It approaches sustainability through a holistic lens, following the priorities set by the UN Climate Change Conferences, the Sustainable Development Goals and foremost the EU Sustainable Development Strategy, the EU Green Deal and Taxonomy framework.

Mechanical, electrical, civil, transportation and environmental engineers, biologists, social and finance scientists, coupled with draftsmen focusing on GIS applications, are designing, and delivering innovative sustainability projects.

In the era of partially righteous demonisation of fossil fuels and a newly emerged energy crisis, LDK Consultants provides consulting services for an excellent exploitation of low-carbon technologies.

Although our future is uncertain, LDK Consultants will always assist its clients to 'navigate' by using sophisticated and effective strategies.

ENERGY

LDK Consultants is a leader in energy consulting having implemented over 300 energy projects worldwide. Its Energy Department offers a breadth of knowledge and expertise that covers policy, financial and technical aspects of sustainable energy.

For the last twenty years, all operations are focused towards sustainable energy both in public and private sectors. During this past year, the LDK Group is implementing sustainable energy projects in Greece, Eastern Europe, Western Balkans, Caucasus, and Central Asia.

Energy policy is the cornerstone in the transition to sustainable energy. A team of energy engineers, economists and policy specialists supports governments in all regulatory, policy and planning aspects of energy sector reform. This includes consulting services in the planning and design of energy policy frameworks, preparation of energy strategies, energy efficiency and renewable energy action plans and decarbonisation strategies and actions plans. In energy markets design, the liberalisation of energy markets through services in the restructuring of electricity and natural gas utilities, the design of energy market rules, the preparation of feasibility studies and financial analysis, and development of tariff policy is fully supported.

In sustainable energy, full services are offered for the preparation and development of energy efficiency and renewable energy projects. In energy efficiency, services are provided both to industry and the building sector with a strong track record in energy audits, feasibility studies, technical design, integration of RES and CHP in buildings, building regula-

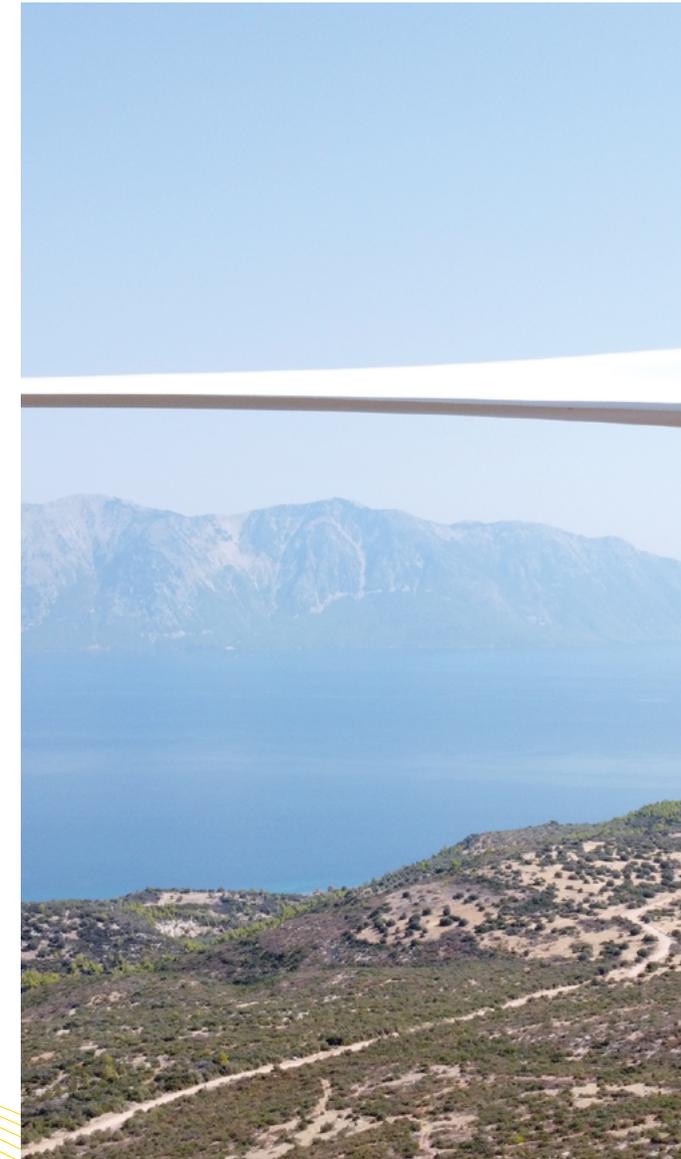
tions and standards. In renewable energy, market analysis, pre-feasibility and feasibility studies, technical due diligence, and design and construction supervision are provided along with services in project financing and capacity building to energy project stakeholders.

Over the last years, LDK Consultants has built a strong project portfolio in the technical and construction supervision of renewable energy projects and contract management. The engineering teams offer high-quality engineering services for the timely construction of wind farms and photovoltaic parks of energy project developers. Contract management services, including intermediate and final works completions and issuance of certificates, disbursement requests, technical and contractual requests are also provided.

1

Project 'Further Development of Energy Planning Capacity in Serbia' funded by the European Union

The LDK Group is supporting Serbia in reforming the energy and climate policy in an integrated and enhanced manner in accordance with EU Acquis, through development of the Integrated National Energy and Climate Plan (INECP) for the period from 2021 to 2030. The project will enhance implementation of the Energy Union Strategy based on tools for advanced energy, electricity market and macroeconomic planning via TIMES, ANTARES and MANAGE models. The project will improve regulatory framework for energy policy and straitened capacities through extensive training for the Ministry of Mining and Energy and other stakeholders for alignment with requirements of the Energy Community and EU Acquis related to joint energy and climate planning.





Projects

- 2** Construction Supervision and Technical Assistance for the Construction of a 45MW Wind Farm in Central Greece, 2020-2021
- 3** Quality Control Supervising Consultant for Pilot Incentives for Household Investment in Energy Efficiency - PIEE Activity Implementation, Kosovo, 2020-2021
- 4** Technical Due Diligence of a 260MW greenfield Solar PV project, Greece, 2021
- 5** Energy solutions for improving operational costs and performance of the Wastewater Treatment Plants in North Macedonia, 2021
- 6** Support to procurement, implementation and monitoring of Energy Efficiency projects in Chisinau and Yerevan, Armenia and Moldova, 2020-2022
- 7** ECO SENSE project 'Leadership in Climate Mitigation and Adaptation', Greece, 2020-2023
- 8** Strategic Technical Assistance in Reforms Towards Energy Efficiency and Renewables (STARTER), Ukraine, 2020-2023
- 9** Support to the Cypriot Ministry of Energy, Commerce and Industry (MECI) to develop a safety management framework in Vasilikos Energy Center (VEC), Cyprus, 2021-2022
- 10** Roadmap for Uzbekistan Industrial Decarbonisation, Uzbekistan, 2021-2022
- 11** Better Services for Consumers in the Reformed Energy Markets, Ukraine, 2021-2023

ENVIRONMENT

LDK Consultants' involvement in resolving complex environmental challenges since the early 90's has validated its vision.

Environmental guidelines, procedures, commitments and obligations are prescribed as a prerequisite in any development. Through our involvement in numerous infrastructure projects in a regional, national and international scale, we use our in-depth expertise to identify readily applicable and viable solutions in today's sustainability challenges, to respond to our clients' changing needs and critical infrastructure investments.

In 2021, we implemented a number of projects in Greece, Serbia, Cyprus, Jordan, Lebanon and the other MENA countries. This was a year of come-back for large infrastructure, hospitality and renewable energy sources projects in Greece, and most importantly, projects linked to the rejuvenation of areas devastated by the wild forest fires that took place due to droughts all over our country. The environmental department contributed greatly in assessing the relevant impacts and allowing for an optimum safeguarding of environmental parameters.

Our sectors of interest span throughout the environmental sector, including inter alia Impact Assessment (strategic-SEA) and project scale (ESIA); Vulnerability Risk Assessment; Industrial Pollution (assessment, prevention & control); Water Resources; Solid Waste Management; Wastewater and Sanitation; Climate Change; Environmental Policy & Institution.

The range of services include the full cycle of project preparation and maturation in the fields of water resources, wastewater and sanitation and solid waste management: technical assistance (TA); project preparation; master planning; feasibility studies; ESIA's; preliminary/final design of environmental and H&S audit / due diligence and compliance; project's appraisal; tender documentation-FIDIC; contract management; Independent Engineer's services; financial and economic analysis, capacity building and PPP arrangements

We regularly integrate our services with complementary specialist areas of LDK Group, such as Energy and Engineering in terms of sustainability appraisal and design as well as resources efficiency.



Projects

- 1 Construction Environmental Management Plan (EMP) for the Implementation of the Integrated Development Project of Metropolitan Pole of Elliniko - Agios Kosmas, Greece, 2021
- 2 Preparation of the Feasibility Study, Business Plan and Management Plan of the Solid Waste of the Integrated Development Project of Metropolitan Pole of Elliniko, Greece, 2021
- 3 Provision of support to Irbid Municipality in managing the increasing amounts of municipal solid waste, through the establishment of the Truck City Transfer Station including the machinery and equipment, Jordan, 2021
- 4 Assessment and pilot project design for the engagement of the informal sector in the Solid Waste Management sector in Jordan, 2021
- 5 Strategic Environmental and Social Assessment Study for Integrated Solid Waste Strategy, Lebanon, 2021-2022
- 6 Solid Waste Management Plan within the framework of the Pre-Concept Design for the Vertical Urban Prototype of the NEOM smart city, Saudi Arabia, 2021
- 7 Environmental and Social Due Diligence of the regional Ports of Kavala and Alexandroupoli in the framework of their privatization process, Greece, 2021
- 8 Environmental and Social Due Diligence for Photovoltaic Clusters of installed capacity of 592 MWP in Central Macedonia, Greece, 2021
- 9 Environmental and Social Due Diligence for the Larco (General Mining and Metallurgical Company) assets privatisation process, Greece, 2021
- 10 Environmental Monitoring Programme for the year 2020 on behalf of Energean, regarding the offshore facilities for oil and natural gas exploration in Prinos, Greece, 2021
- 11 Hydrology study and streams delineation for a large-scale touristic development on the Island of Zakynthos, Greece, 2021
- 12 Provision of Environmental Advisory services for one of the largest logistics centers in Greece, under the title 'Thriasio Intermodal Freight Center', Greece, 2021
- 13 Review and update of Environmental Impact Assessment, Special ecological Study and Vulnerability Assessment for the coastal works in the iconic Hotel Development of Navarino Bay, Greece, 2021
- 14 Strategic Environmental Impact Assessment for the Offshore Wind Development Plan on behalf of the Hellenic Hydrocarbon Resources Management Unit, Greece, 2021
- 15 Strategic Environmental Impact Assessment for the Sectoral Development Programme of the Ministry of Maritime Affairs, Greece, 2021

TRANSPORT INFRASTRUCTURE

The LDK Group specialises in providing Engineering Consulting services and in conducting feasibility studies, design and design verification of urban transport systems, High Speed Rail, Airports and Marinas in the Balkan Region and the Eastern Mediterranean region.

With the resurgence of major infrastructure projects in Greece, we are involved in seminal developments on an urban or national scale. In parallel we keep our touch with foreign markets, namely Saudi Arabia and Albania.

The specialised experts of the LDK Group provide Engineering Consultancy services for:

Urban Transport: Traction Power Systems (TPS) for Metro, Light Rail, Trolley Bus; Overhead Contact Line (OCL); Third Rail; Operation; Control and Communication; Stations Mechanical Electrical and Plumbing (MEP) Installations; Depot and Workshop Design and Operation; Bus Intelligent Transportation Systems (ITS); Signaling; Traffic Lights; Energy Management; Sustainability and Safety Assurance; Environmental Impact; RAM.

High Speed Rail (HSR): Signaling; Traction Power Supply (TPS); Overhead Contact Line (OCL); Intelligent Transportation Systems (ITS); Environmental Impact.

Motorways: MEP; Signaling; Environmental Impacts; Road Safety.

Airports: MEP Design; Controlling Systems; Energy and Environmental Management.

Harbours: MEP; Environmental & Safety Measures.

Marinas: Facilities for small and large ships; Environmental Management.

Services Provided:

Feasibility Studies; Financial Assessments; Project Budgeting; Studies MEP, EMC, RAM; Tender Documentation; Construction Supervision - Commissioning Operation & Maintenance Planning; Auditing & Due Diligence; Training for Maintenance and Driving; Project Management; MEP Design Verification (DVE); Engineering Services.





Projects

- 1** RIYADH Metro: Technical Assistance Services for the preparation of Cause and Effect Matrix for Line 6 of Riyadh Metro Project, Saudi Arabia
Preparation of complete design package (calculations, reports and drawings) for six Metro Stations, one Traction Power Substation and two Shafts
- 2** Design of Electromechanical and Lighting installations of SHURAYRAH Bridge, Saudi Arabia
- 3** Rehabilitation of Durres – Tirana Public Transport Terminal (PTT) railway line and new railway connection to Tirana International Airport (TIA), Albania
- 4** Design for the renovation of two Traction Power Substations of Athens Metro Line 1, Greece
- 5** Adaptation Design of the Overhead Contact Line System in the new Gallikos River Bridge, Greece
- 6** Design of Electromechanical and Lighting installations as well as of National Road 44 (Vassilikos Bridge, Fylla Bridge and Afrati Bridge), Greece
- 7** Technical-financial control of the Concession Agreement during the period of operation and maintenance of Attiki Odos, Greece
- 8** Framework Contract for the provision of consulting services in different maturity phases in the implementation of projects of the Ministry of Infrastructure and Transport, Greece

SOCIOECONOMIC DEVELOPMENT CONSULTANCY

The LDK Group provides consultancy services in strategy, operational planning, organisational appraisal, reform implementation, capacity building and evaluation.

After years of successful project implementation worldwide, 2020 was the year when LDK Consultants 'embraced' the digital era and focused on delivering projects in Greece.

Services Provided:

LDK Consultants plans and implements national, regional and local development policy, mostly through the provision of technical assistance, capacity building, strategy and operational planning and programme management services.

The Group is also engaged in the ex-ante, ongoing and ex-post evaluation of projects, policies and programmes, using a variety of methodologies and tools including social analytics and field research, and by developing measurement systems and sets of Indicators.

The Group provides support for the strengthening, modernization and organizational reform of public administrations from central governments to regional and local self-government units. It also provides support to setting up Organisations

(scope, mission, structure, operations, responsibilities, processes and job descriptions).

In addition, the Group undertakes projects that reinforce participatory democracy by strengthening the capacity of Civil Society Organizations (CSOs) and their active participation and by stimulating the development of an enabling legal and financial environment for civil society and pluralistic media development.

Finally, LDK Consultants demonstrates expertise in the design, implementation and evaluation of European Structural and Investment Funds, especially in fields related to labour market, combat of discrimination, youth, gender equality, health, education, vocational training and life-long learning, mapping of poverty and vulnerable target groups, and the social economy.

This year's focus has engaged our staff in studies related to the European Open Science Cloud (EOSC) with an aim to provide a framework for the digital skills required in EOSC as part of the wider European agenda for skills and provide recommendations for Member States and Associated Countries on how to include EOSC in national skills policies and strategies.



Projects

1 On behalf of World Wild Fund (WWF) Greece/GiZ - German Government via WWF Germany - 'Employment for a just transition in Greece', Greece, 2020

Within the framework of this contract LDK Consultants conducted a study to be used as input for the preparation of the Master Plan for Decarbonization in Greece. **Key elements of the study comprised the following:**

- Processing of quantitative and qualitative data on the structure of economic activity, employment and skills;
- Valuation of the income to be secured and the employment potential that will be available after the closure of the lignite mines;
- Analysis of potential alternative economic activities;
- Assessment of the social impact of investments;
- Redesign of new employment based on the already planned investments, but also alternative additional investments that can be made in the regions, with the aim of retaining the population and adapting it to a new model of economic development;
- Mapping of medium and long-term strategic development measures, together with possible sources of investment, for the long-term sustainable development of the regions;
- Mapping of proposals for the mobilization of existing and future funds for the enhancement of added value and employment potential in the respective areas;
- Formulation of policy proposals for the sustainable development of the regions;
- Contribution to the formulation of the Strategic Plan (master plan) for the transition of lignite areas.

The study concluded that:

- › Policymaking is a complex process and there is an imperative need for coordination amongst a series of decision makers and authorities at various policy levels.
- › There is a large need for engagement of stakeholders of all types and for the development of a participatory process.
- › There is scarcity of data, making it difficult to quantify the effects on growth and employment.
- › It is important to design robust policy mechanisms at national level benefiting support from the very early stages of the process.

2 On behalf of the European Commission DG RTD (Technopolis Consulting Group Belgium) - 'European Open Science Cloud (EOSC) within national strategies for digital skills', EU Member States, Greece, 2020

Digital and Open Science skills are a cornerstone in EOSC operations and future. Developing and sustaining the skills of researchers, research support staff, and EOSC service providers is essential for the success of the EOSC vision. An EOSC network is working to bring a culture change for sharing research outcomes, policy awareness, and compliance and knowledge of ICT support services, as well as to empower individuals and institutions to develop and maintain EOSC competences science and capabilities. **Within this framework, the overall objective of the project was to:**

- Provide a study to frame digital skills required in EOSC in the wider European agenda for skills.
- Provide recommendations for Member States and Associated Countries on how to include EOSC in national skills policies and strategies.

The project tasks were:

- Overview of the landscape for national Digital Skills initiatives in Europe (beyond EOSC or the research sector), identification of national strategy and initiatives for Digital Skills at Member States/AC level;
- Identification of gaps and overlaps of existing national initiatives on Digital Skills compared to the envisioned EOSC Skills and Training goals and priorities. Issues addressed included Digital skills (technical and soft, ICT/software and data, open data and open science), Professional development (the models and structures for career paths/rewards), Implementation and infrastructure models;
- Analysis and provision of insights on how to best position EOSC Skills and Training in Digital Skills national strategies and agendas. Provision of insights on: Data intensive science and open science, Data profiles in research track, Role and placement of EOSC related skills in institutional, national, thematic, industry Digital Competence Centres in the wider national scheme, Best use of existing human and technical infrastructure (e.g., libraries, data centres), etc;
- Recommendations for various types of policy makers (including EOSC stakeholders) with the purpose of providing well-rounded, all-inclusive (research-government-industry-public) options to include in national strategies for Digital Skills and up-skilling. Recommendations addressed the following aspects amongst others: Human capital development, including digital skills and leadership programmes; Cross-sectoral employability; Building and maintaining infrastructure; Shared costs and funding structures.

Projects

3

On behalf of the Ministry of Labour & Social Affairs, Social Solidarity Sector- 'External Evaluation of Results of National Strategy for Social Inclusion (ex-post)', Greece, 2020-2021

The ex-post evaluation examined the critical areas for meeting the relevant needs, the results of the interventions and the impact on the population groups concerned and identified the parameters that need improvements to update the new design. Specifically, the study:

- Examined the timeliness of the Strategy and determined whether the needs to be met still existed.
- Analysed whether the desired results (examination of the Logic of Intervention) of the Strategy were achieved and investigated the reasons why they were fully, partially or not achieved.
- Assessed whether there was a discrepancy in the implementation of the Strategy, i.e. whether there were components that were not implemented, and analysed the reasons for this.
- Assessed the results, how and why they were affected by specific components or changes in the environment of the Strategy.
- Assessed the extent to which the objectives of the Strategy were achieved in conjunction with the adequacy of the resources allocated for its implementation.
- Contributed by submitting proposals during the new planning and updating of the National Strategy; highlighting which issues remained relevant and needed the strengthening of existing measures or new measures to address them; highlighting its achievements and strengths and suggesting improvements in order to address the weaknesses; identifying problems and clarifying the failures and/or successes during the implementation of the interventions of the National Strategy.

- Recorded the benefits and the added value from the implementation of the measures of the National Strategy and analyzed the key features of the change they brought about.
- Prepared proposals for the support of the design of the National Strategy for the period 2021-2027.
- Used, presented and utilized the available statistical data from national and European databases before strengthening and documenting the estimates and proposals to be submitted.

Other flagship projects:

4

Preparation of a Long-Term National ICT, North Macedonia, 2019-2020, 2020-2025

5

FWC SIEA 2018 – Lot 2- Infrastructure, sustainable growth and jobs - Mid Term Review: Transport and Transit Facilitation Programme, Africa (10 countries), 2020-2021

6

Mid-term Evaluation of the Support to Greek Administration Reform project, Greece, 2020-2021

7

Expert Facility for the Instrument for Nuclear Safety Cooperation, worldwide, 2020-2022

8

Evaluation of the Social Structures of the Region of Ionian Islands within the Regional Operational Programme for the Region, Greece, 2014-2020, 2021



The LDK Group's activity has focused both on large-scale technical assistance projects, related to communication and public relations, as well as on framework contracts in event organisation (head of several consortia).

Events have been organised on cutting-edge themes such as, civil society, gender equality, food and nutrition, development policy, water management, migration in over 100 countries. Our track record of over 500 events organised worldwide ensures success for any event undertaken by LDK Consultants.

Services Provided:

Design and implementation of public awareness and communication campaigns: LDK Consultants offers a complete range of services from the assessment of the needs of the campaign, its conception and implementation including design and production of campaign materials. During the COVID-19 pandemic, LDK Consultants applied modern digital communication strategies and information dissemination techniques to support its clients, while observing all EU regulations in place for cyber security and protecting personal data.

Following the COVID-19 pandemic, LDK Consultants is actively returning to physical events observing all hygiene measures and restrictions applied in different European countries as well as in third country environments. Hybrid events are also remaining popular not only for health reasons but also as a way to curb the carbon footprint left by conventional events.

Online Events of the Union for the Mediterranean (UfM):

- 1 'Blue jobs and cross-cutting skills', 2021
- 2 Launching of the UfM Progress Report on Regional Integration, 2021
- 3 'Living with Heritage: Adaptive Reuse and Regeneration for Sustainable Cities in the Euro-Mediterranean region', 2021

- 4 Workshops of UfM Secretariat Urban Unit, 2021
- 5 Joint Event Request 'Women Empowerment', 2021
- 6 Joint Event Request for 'Trade and Economy', 2021

Events and Hybrid Events:

- 7 Organisation of series of Visibility Events for the European Delegation to Egypt 'Water Talks' Egypt, 2018-ongoing
- 8 Logistics support to workshops and seminars in the areas of International Cooperation and Development Policy, Ivory Coast, 2019-ongoing
- 9 Organisation of events on food and nutrition security and sustainable agriculture in Brussels and Rome, Belgium and Italy, 2019-2021
- 10 European Commission DEVCO A2 Workshops and seminars in the areas of International Cooperation and Development Policy, worldwide, 2019-2021
- 11 Civil Society Seminars, Kyrgyzstan, 2019-2022
- 12 Framework contracts EEA.COM.19.002 Lot 1 Provision of events services to the European Environment Agency, 2019-2023
- 13 Support to EU Delegation to the Philippines organizing events under Development Cooperation Initiatives, Philippines, 2020-ongoing
- 14 Organisation of a set of events for the European Instrument for Democracy and Human Rights Programme, Russia, 2020-2021
- 15 V Forum Medthink 5+5, Senior Officials' Meeting and Press Visit, Spain, 2021

INFORMATION DISSEMINATION

CLIENTS

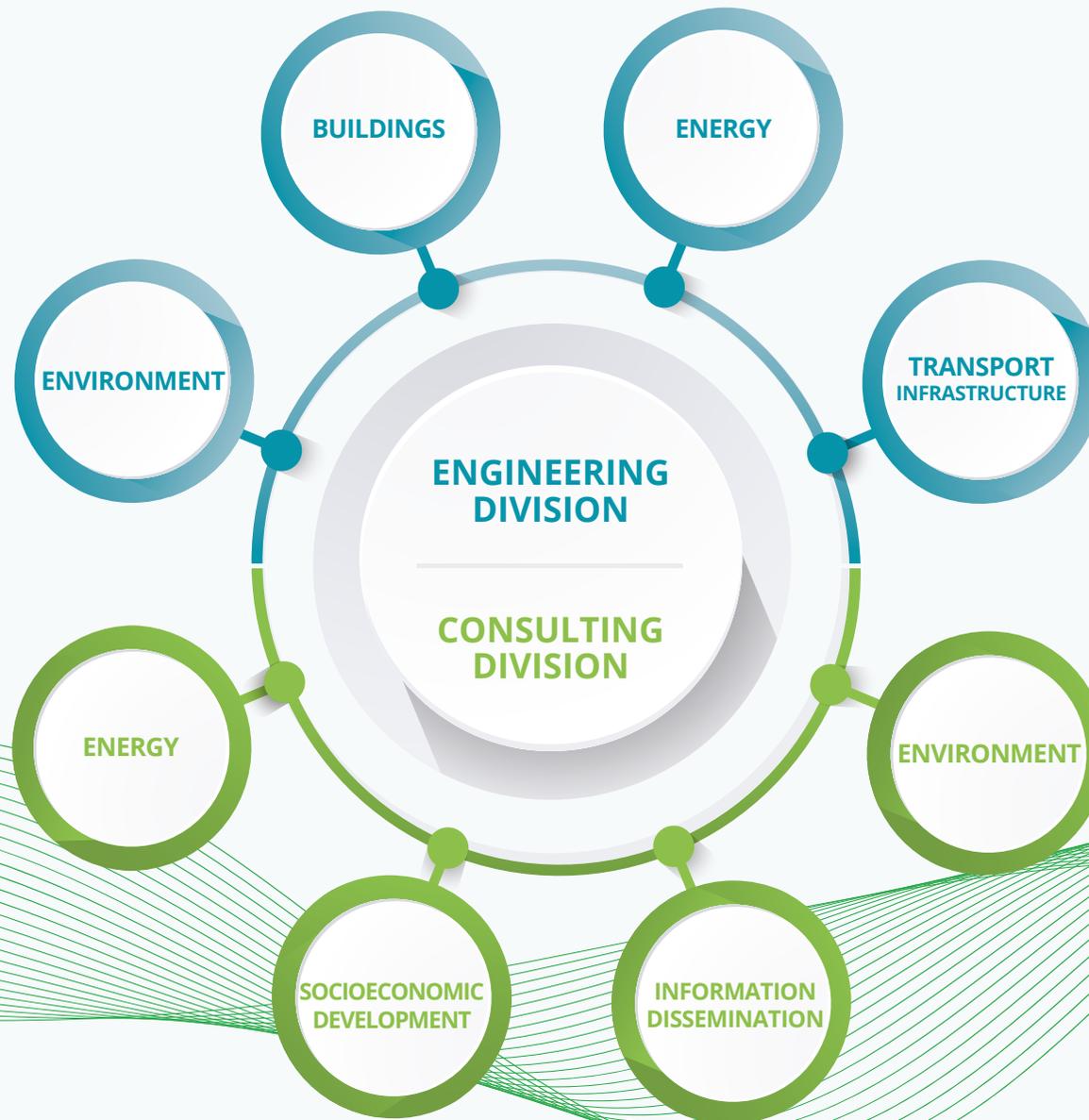
ORGANISATIONS, INSTITUTIONS & DONORS

- European Commission and its Directorates General
- European Bank for Reconstruction and Development
- European Investment Bank
- World Bank
- United Nations Development Programme
- Council for Development and Reconstruction-Lebanon
- European Agency for Reconstruction-Balkans
- European Environment Agency
- Federation of Canadian Municipalities
- French Development Agency
- German international Aid
- Hellenic Hydrocarbon Resources Management
- Oxfam International
- Plan Bleu
- Regulatory Authorities, Transmission System Operators, Utilities
- Union for Mediterranean Secretariat

PRIVATE SECTOR & FOUNDATIONS

- AECOM
- Aegean Airlines
- Aegean Motorway
- Aktor
- Alexander S. Onassis Foundation
- Alpha Bank
- Antenna TV
- Arcadis
- Athens International Airport
- Atkins
- Basile and Elise Goulandris Foundation
- Commodity and Mining Insight Ltd
- Cosmote
- Dimand
- EDP Renewables
- Elmya S.A.
- Egis Group
- Enel Green Power
- ERM
- Energiean Oil & Gas
- Four Seasons Hotels & Astir Palace Vouliagmeni
- Fraport
- GOPA Consultants
- Grivalia Properties
- Hines
- HIP Hotel Investment Partners
- Hill International
- IBM
- Lamda Development
- Masdar Taaleri Generation
- Mirum Group real estate
- Noval Property
- Olympia Group
- Olympia Odos
- Piraeus Bank
- Ramboll
- Royal Development Company
- SLR Consulting
- Star TV
- Stavros Niarchos Foundation
- TEMES
- Terna
- Viohalco

SECTORS



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