

Annual Review 2019



Towards Sustainable Cities





CEO's Message

Sustainable cities are the answer to urbanisation, globalisation and vulnerability due to migratory trends. We need to tackle all the above challenges through a strategic approach in infrastructure design and management.

Indeed, the LDK Group's projects are closely related to sustainability. We help decision makers and funders to draft and implement strategies addressing it. We integrate economically meaningful aspects in our design. We always take into consideration our clients' vision and blend it with state-of-the art technology, permeated by a human-centric approach.

Citizens are the focus of our company's activities.

Adjustment is key to our longevity. We are in the process of changing our internal control systems and management reporting to achieve better results by analyzing thoroughly the indicators that make LDK Consultants thrive. We are constantly changing and evolving along with the business partners and organisations we are collaborating with.

Despite the difficulties of the past and as the Greek economy shows its first signs of recovery, we are ready to face any challenge and address the rapid growth in infrastructure and investment.

Stavros Damianidis

CEO

Athens, February 2020

CLIENTS

ORGANISATIONS, INSTITUTIONS & DONORS

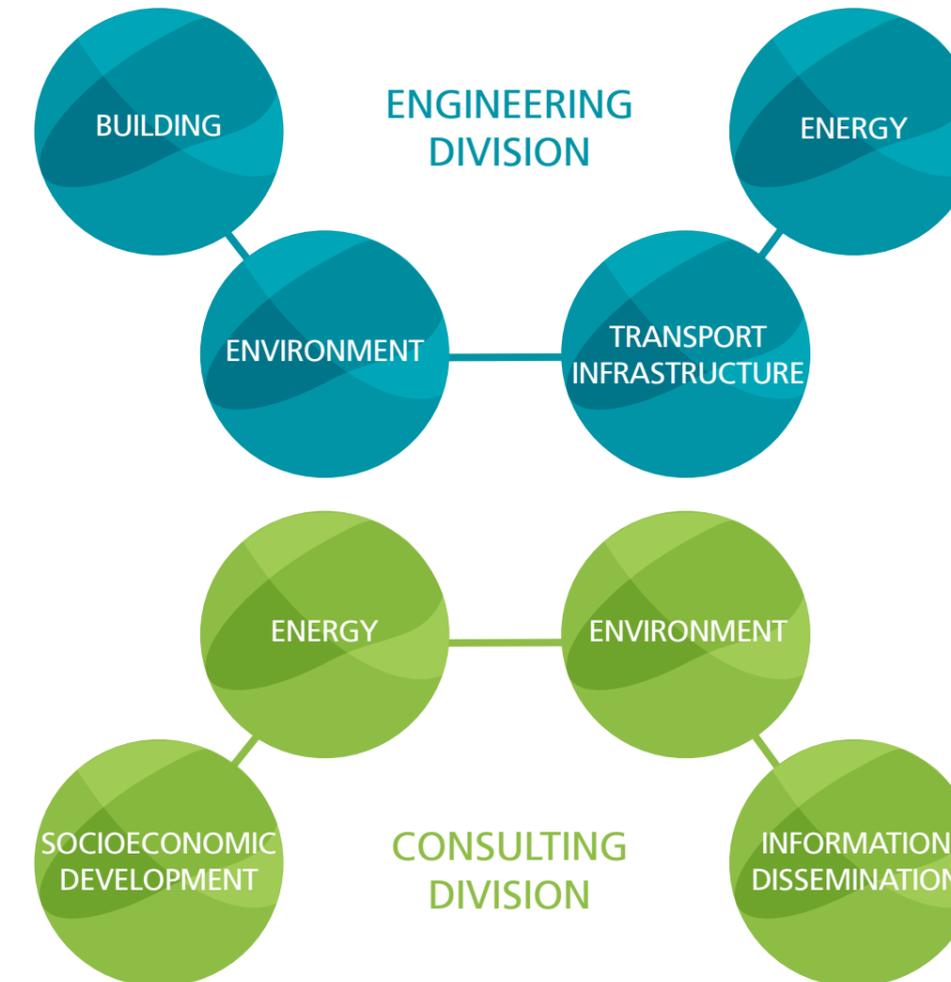
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| <ul style="list-style-type: none"> • European Commission and its Directorates General (DGs) • European Bank for Reconstruction and Development (EBRD) • European Investment Bank (EIB) • World Bank • United Nations Development Programme (UNDP) • German international Aid (GIZ) | <ul style="list-style-type: none"> • French Development Agency (Afd) • European Agency for Reconstruction (Balkans) • European Centre for the Development of Vocational Training (CEDEFOP) • Black Sea Trade and Development Bank • Plan Bleu • Union for Mediterranean Secretariat (UfMS) | <ul style="list-style-type: none"> • European Union Agency for Fundamental Rights (FRA) • European Environment Agency (EEA) • European Institute for Gender Equality (EIGE) • Regulatory Authorities, Transmission System Operators, Utilities |
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PRIVATE SECTOR & FOUNDATIONS

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| <ul style="list-style-type: none"> • Aegean Airlines • Aegean Motorway • Aktor • Alexander S. Onassis Foundation • Antenna TV • Athens International Airport • Basile and Elise Goulandris Foundation • Cosmote • Delhaize Group • Dimand • Dubai Municipality • Energean Oil & Gas | <ul style="list-style-type: none"> • Ethniki Asfalistiki Hellenic General Insurance Co. S.A. • Four Seasons Hotels & Astir Palace Vouliagmeni • Fraport • Grivalia Properties • Halyvourgiki steel industry • Hill International • Intrakat • Konkat S.A. • Lamda Development • Lamda Hellix • Lampsas Hellenic Hotels - Starwood • Media Markt | <ul style="list-style-type: none"> • Mirum Group real estate • Nokia • Olympia Group • Olympia Odos • Piraeus Bank • Royal Development Company • Star TV • Stavros Niarchos Foundation • Terna • Viohalco • Vodafone |
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STRUCTURE & VISION

SECTORS



The LDK Group comprises 10 companies based throughout Europe, Africa and Asia.

The Group operates worldwide in a multitude of developing and developed countries.

All companies are privately owned, and all members of the Boards of Directors are executive managers.

Since its establishment in 1968, the Group's vision was that of Sustainable Development.

We continue to support our vision and goals for growth and development and apply the same philosophy for the benefit of our clients.

Being certified by international organisations for quality and expertise, LDK Consultants implements its clients' contracts to achieve optimal solutions and results for their programmes and projects.

“Cities that integrate proactively sustainability into their planning for major infrastructure will see long term benefits.”

The world is becoming increasingly urbanised. In 2018, approximately 4.2 billion people, 55% of the world's population, lived in cities. By 2050, it is anticipated that the urban population is expected to reach 6.5 billion. As the global population is concentrated in cities - not surprisingly - cities and metropolitan areas have become powerhouses of economic growth, thus contributing about 80% of global GDP. In order to attain such levels of economic growth cities consume immense amounts of resources. More specifically, it is estimated that whereas cities occupy just 3% of Earth's land they account for over 60% of global natural resources used and for about 70% of global carbon emissions. As a result, many cities are vulnerable to climate change and natural disasters due to their high concentration of people and location, so building urban sustainability and resilience is crucial to safeguard human, social and economic prosperity.



It is therefore necessary to make these cities more inclusive, safe, resilient, and sustainable, as was stated in Objective 11 of the Sustainable Development Goals approved by the UN in 2015. But how is a sustainable city defined and what are the major challenges associated with the envisaged transition? A sustainable city is one that has been able to introduce concepts, processes and technologies into the urban environment to reduce CO₂ emissions and improve the quality of its air, a city that has promoted renewable energies to protect natural resources, has successfully implemented sustainable mobility and is committed to fostering a circular economy.

When it comes to cities the concept of sustainability deals with a variety of aspects of social and economic life such as the immediate needs of citizens (water supply and air pollution), promotion of clean energy (energy consumption, recycling, greenhouse gas emissions), investments in low carbon infrastructures (renewable energy and electric vehicles), city resilience (natural catastrophe exposure and risk monitoring).

Through our work with public and private sector clients we have learnt that the promotion of sustainability is a challenge that requires the employment of an integrated framework combining a wide range of disciplines. Some of the key challenges we have identified include:

 Identifying and adopting institutional settings could improve the quality of sustainable infrastructure decision-making.

The decision-making process may involve various types of institutions ranging from local and municipal authorities to central government, civil society, private sector and others. Well defined institutional structures, clear allocation of roles and responsibilities and close collaboration of involved parties are critical parameters to realise such a transition.

 Assess the economic benefits of sustainability when planning major infrastructures.

The planning of long-term infrastructures should be seen through the prism of public and social interest. As such, cities should prioritise projects based on the total future economic benefits and associated costs they entail rather through a narrowly viewed private sector perspective. The assessment of initiatives through the lens of long-term resilience largely contributes towards safeguarding investments.

 Mobilise the private sector capital available for investment.

Development banks such as the World Bank, the European Bank for Reconstruction and Development, the European Investment Bank, which are leaders in promoting sustainable investments can attract and leverage private sector capital. The simultaneous mobilisation of public and private sector financing is a key to success.

 Identify and implement novel technologies and concepts.

A sustainable transition has to employ innovative technologies, processes and concepts. Various types of actors such as companies, consultancies, academia and others may contribute substantially towards developing, implementing and transferring much needed knowledge and expertise.

 Develop clear and visionary strategies.

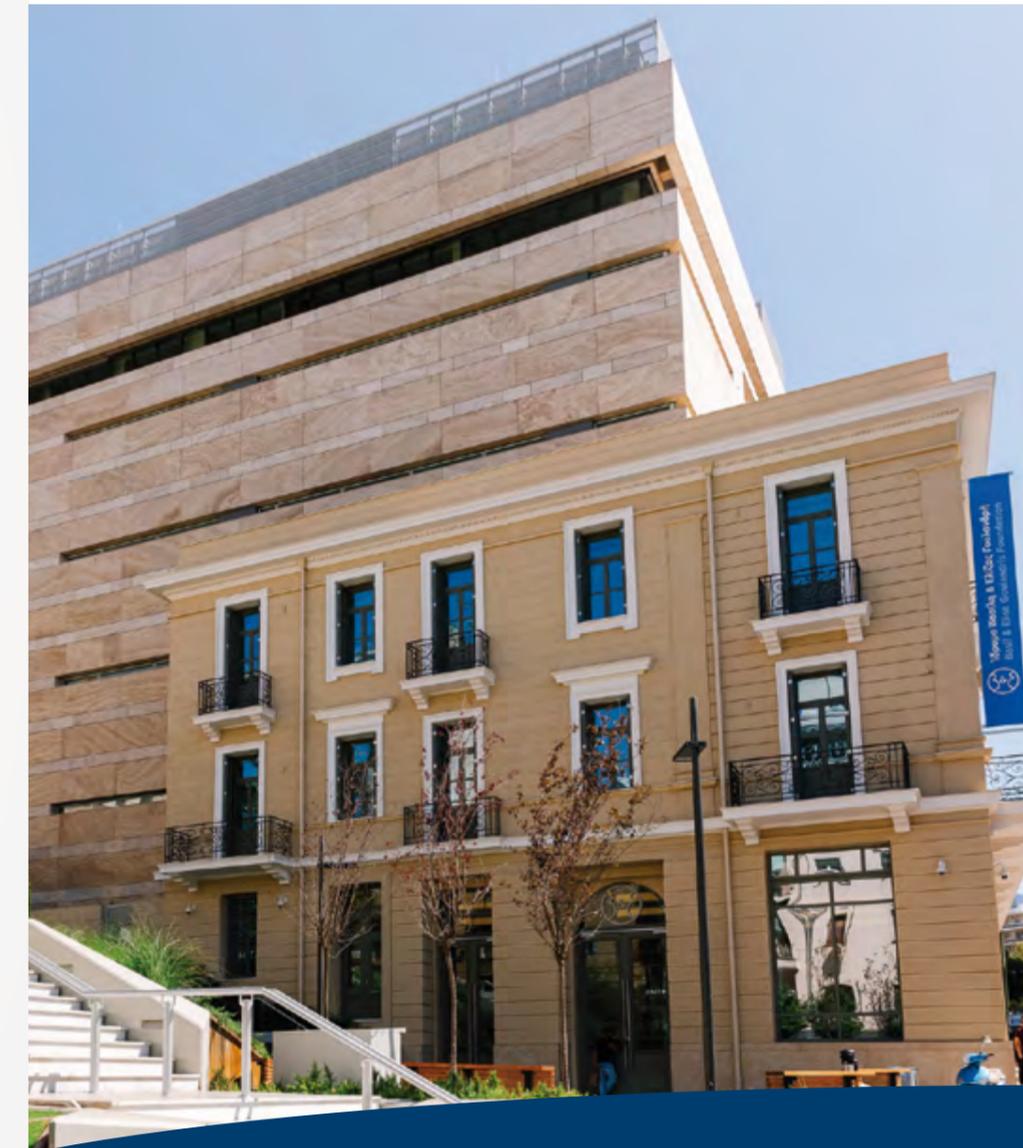
Cities that have a clear strategy for which targets they want to achieve, where they want to invest in, then develop detailed and robust plans to execute that strategy, yield real rewards. Especially, the elements of inspiration and vision are essential in order to attract interest, set ambitious targets and create long-term plans to the benefit of future generations that extend much beyond - potentially - stagnant realities.

 Involve local communities and citizens.

In order to achieve effective outcomes to the benefit of social well-being, collaborative solutions and social engagement are critical for a prosperous future. Well-developed policies, rules and regulations, and existing relationships among government departments, across jurisdictions, and with the private sector and non-profit organisations are all crucial factors.

Sustainable cities are a critical enabler for economic growth and competitiveness, positioning cities for the 21st century.

At LDK Consultants, we possess all the required capabilities across engineering, economic, social and environmental aspects to advise in diverse and complex settings.



ENGINEERING & PROJECT MANAGEMENT



Investing in Tourism

During the last decade, Greece has been a tourist destination with increasing popularity, presenting opportunities for construction of tourist development projects mostly on islands and on the seaside.

Investors have the opportunity to take advantage of hotel units which were constructed during the 70s and 80s and require a radical refurbishment in order to be fully operational. The acquisition and exploitation of such a hotel offers many advantages: significant reduction of the permitting time frame; excellent plot location; better exploitation terms (greater height, construction closer to the sea, etc.); preexistence of infrastructure for connections to the utilities; local society integration.

Prior to any acquisition, potential investors need to perform a thorough review of technical and permitting issues to avoid unpleasant surprises. The Due Diligence, provided by LDK Consultants, guarantees that no unforeseen adverse circumstances will arise. It provides reliable information for an optimum exploitation of the existing property, always in accordance with the current Greek legislation.

Areas of Expertise:

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|  Hotels & Resorts |  Sports Facilities |
|  Commercial and Office Buildings |  Logistics Centers |
|  Culture, Exhibition & Conference Centers |  Data Centers |
|  Housing & Residential Facilities |  Hospitals & Health Facilities |
|  Commercial Complexes |  Museums & Memorials |
|  Industrial Buildings |  Solar Power Applications |
|  Educational Buildings |  Fish Hatcheries |



Projects

“Four Seasons Hotels & Astir Palace Vouliagmeni”, Greece

- The iconic resort of “Astir” in Vouliagmeni, Greece was fully refurbished in order to accommodate the first Four Seasons Hotel unit in Greece.
- The complex comprises two hotels, “Arion” with 107 keys, “Nafsika” with 136 keys, along with 61 bungalows and the “Astir” beach.
- Highlights of the MEP design include green technologies and energy conservation, i.e. solar water heating, gray water utilisation, energy conservation, heat recovery air handling units, inverter-controlled pumps and fans, building energy management system, LED lighting and lighting control systems, etc.

“Basil & Elise Goulandris Foundation”, Athens, Greece

- This Museum of Contemporary Art of approximately 7,000 m² in 11 levels, accommodates the Basil and Elise Goulandris Foundation world-class collection of impressionist, modernist and post-war art of important and distinguished International and Greek artists. The project entailed the renovation and expansion of an existing building on Eratosthenous Str. in Pangrati, Athens. The building includes permanent and temporary exhibition areas, amphitheatre, library, offices, café, and underground parking.

“Arsakeio” Arcade renovation, Athens, Greece

- The “Arsakeio” Arcade in downtown Athens, strategically located between Panepistimiou Str. and Stadiou Str., is to be renovated into a culture and gastronomy center including a multiplex food court and a mini shopping center, promoting traditional Grecian cuisine and the so-called “Mediterranean Diet”.
- The renovation works on the 11,000 m² (1.1 hectare) building complex is budgeted at nearly 12 million euros. Plans include stores with Greek producers, olive oil and wine tasting workshops, cooking lessons for children, fast fine restaurants and major franchises.



“Stavros Niarchos Foundation Health Initiative”, Greece

- In September 2017, the Stavros Niarchos Foundation (SNF), following discussions with the Ministry of Health, announced its intention to fully support a series of infrastructure and education projects to enhance the Health sector in Greece. LDK Consultants undertook the design of the 50% of the electromechanical installations for two hospitals:

“Stavros Niarchos Foundation General Hospital of Komotini”, Greece

- The new SNF General Hospital of Komotini, will be a state-of-the-art hospital of approximately 25,000 m² designed to provide top-notch patient care, equipped with the latest and most advanced medical systems and technology, allowing doctors and nurses to offer the best inpatient and outpatient care. The hospital will be surrounded by a dense forest, accessible to patients and their relatives during their hospitalization as part of the healing process. Single and double rooms will have unobstructed views of the forest, while the operating rooms will have large openings facing the park, allowing natural light to enter.

“Stavros Niarchos Foundation University Pediatric Hospital of Thessaloniki”, Greece

- The SNF University Pediatric Hospital of Thessaloniki, of approximately 33,000 m², will be the first pediatric hospital in Greece outside of Athens. It will be established in order to provide fundamental medical care for the people of Northern Greece and surrounding areas and will complement the functions of existing health infrastructures. The hospital will include helipad for patient air transport and an open-air parking lot to better serve the needs of medical staff and patients.



Niche markets and technologies

Energy technologies are rapidly transforming to meet the global trend towards decarbonisation. New technologies are quickly penetrating the market and are changing the way we live and use energy. Electric vehicles (EV), energy storage, and smart grids are the new technological breakthroughs that LDK Group is following and has developed a customised set of services for public and private sector clients.

It is projected that by 2025 there will be 40-70 million electric vehicles (EV) in circulation around the world and 120-220 million by 2030. EVs represent a new value chain which requires coordinated collaboration to establish a viable, global market and to increase consumer acceptance. Energy storage is crucial for the effective integration of renewable energy for developing countries who will need to double their electrical power output to meet rising demand and bring reliable electricity service to about 1.2 billion people who currently lack access. Traditional grids cannot meet these demands and energy storage deployment is expected to grow over 40% annually in the coming decade. Smart grid technologies promise to have a profound impact on the electric power industry. Utilities stand to gain the most from smart grids but with significant risks if they do not address the challenges of increased complexity in operations and business models.

Regulation, infrastructure, customer engagement and new business models are the key areas of the services provided by LDK Consultants. Such services include the development of innovative business models, integration of novel concepts into existing systems, knowledge transfer, design of incentives, business advisory, energy planning, development of regulatory frameworks, feasibility studies, projections and development of technical solutions.

The LDK Group is one of the leaders in energy consulting in the region, offering services in energy policy and markets, sustainable energy, and energy project preparation and development, with over 200 projects implemented worldwide. With a view to the future and the rapidly changing energy



technology market, the Group also offers services in niche technologies such as electric vehicles, smart grids, hybrid and storage systems and is at the forefront of the global movement towards sustainable cities.

In energy policy, we support governments in all regulatory, policy and planning aspects of energy sector reform. Our energy engineers, economists and policy specialists provide services in the planning and design of energy policy frameworks, preparation of energy strategies, energy efficiency and renewable energy action plans, energy demand and supply forecasts, and energy tariffs. In energy markets design, we support the liberalisation of energy markets through services in the restructuring of electricity and natural gas utilities, design of energy market rules, preparation of feasibility studies and financial analysis, and development of tariff policy.

In sustainable energy, we offer full services in the preparation and development of energy efficiency and renewable energy projects. In energy efficiency, we provide services 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, and building regulations and standards. In renewable energy, we undertake market analysis, pre-feasibility and feasibility studies, technical due diligence, and design and construction supervision. Our services in both energy efficiency and renewable energy are further reinforced with our in-depth experience in project financing and capacity building and training of government institutions, energy regulators, engineers and industry managers.

LDK Consultants is committed in playing a prominent role in supporting the design and development of niche technologies. We offer services in market design and development of regulatory frameworks, pre-feasibility and feasibility studies, licensing procedures, business advisory and business models, and financing schemes. We also help cities sustainably manage urbanisation through the preparation of roadmaps and action plans, establishment of municipal facilities and credit lines, and institutional entities within municipal authorities, and stakeholder consultation and awareness actions.



Projects

- Cost of Service and Tariff Study, 2018-2019, Ethiopia
- On-site solar energy generation pre-feasibility study, 2019, Jordan
- Technical Assistance to the Energy Agency of the Republic of Serbia (AERS) – Approximation of National Regulatory Authority tasks to the 3rd Energy Package, 2018-2020, Serbia
- Technical Assistance to Strengthen the Capacities for the Overall Planning, Preparation and Implementation of Infrastructure Projects, 2019-2022, Albania
- Support in Development of the Long-term Strategy for Mobilizing Investment in the Renovation of the National Stock of Buildings for the period 2019-2020, Ukraine
- Support to Procurement, Implementation and Monitoring of Energy Efficiency Projects in Yerevan and Chisinau, 2020-2022, Armenia and Moldova

Niche markets and technologies

The LDK Group continued to provide Engineering Consulting services and conduct 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.

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

- **THESSALONIKI Metro:** Pylea new Depot functional analysis (Depot Operation; Train maintenance & repair plans; Safety plan), Greece
- **ATHENS Tram:** Extension to Piraeus and line relocation at Faliron Front; Traction Power System and Overhead Contact Line for Elliniko Depot extension, Greece
- **ERGOSE (Hellenic Railways Organisation):** Underground four track Railway from Athens Main Station to Sepolia, Greece
- **KOSOVO Railways:** Design of new Railway Section from Pristina to the Airport, Kosovo



ENVIRONMENT

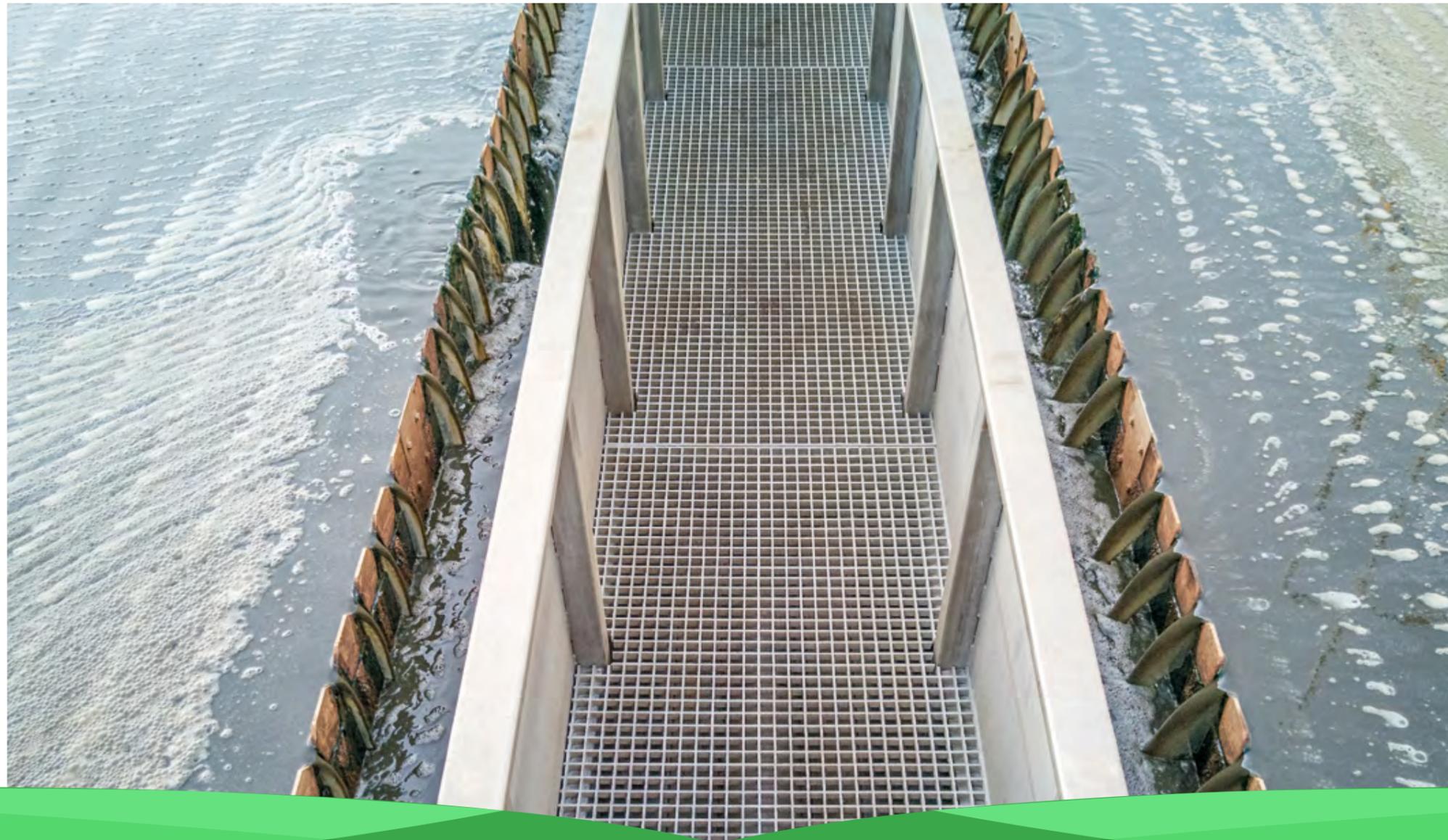
LDK Consultants is positioned uniquely to address the resolution of main complex environmental challenges. Through our involvement in numerous projects, we are using our expertise to help to identify readily applicable and viable solutions to today's sustainability challenges facing our clients' changing needs, underlying important investments in environmental infrastructure.

We have implemented a number of projects in Greece and abroad covering the wide geographic region of South-Eastern Europe (SEE), the MENA region, the Gulf countries (GCC) and Equatorial and Sub-Saharan Africa. In 2019, we undertook new contracts in Jordan, Lebanon, Serbia, Albania, Greece and the ENPI South Region for EU, UNDP, EBRD, GIZ, AfD. We also signed secured new contracts with clients in the private sector, related to oil exploration, renewable energy sources, real estate development and airport development.

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

The range of services involved, 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; preliminary/final design; environmental and H&S audit / due diligence and compliance; project's appraisal; tender documentation – FIDIC; contract management; project's appraisal, 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.



ENVIRONMENT



Projects

- Optimising solid waste collection and transport in Northern Jordan Municipalities, 2019, Jordan
- Support of the Ministry of Local Administration in the Implementation of the National Solid Waste Management Strategy, 2019-2024, Jordan
- Consultancy to facilitate Integrated Water Resources Management in the Al Ostuan Basin, 2019-2020, Lebanon
- German Climate Technology Initiative (DKTI) Climate Sensitive Waste Management in Serbia, 2019-2020, Serbia
- Environmental and social assessment for research and health facilities through Public Private Partnerships in Athens, 2019, Greece
- Environmental Monitoring of the Regional Airports under redesign by Fraport, 2019-2020, Greece
- Environmental, Social and Health Impact Assessment (ESHIA) in the context of an Offshore Seismic Operations Project to be conducted in the Ionian Sea, 2019-2020, Greece
- Elaboration of the Special Environmental Studies (SESs) and Management Plans (MPs) for the Natura 2000 sites of Southern Aegean Prefecture, 2019-2021, Greece
- Independent environmental engineer for the construction of the Kasteli Airport in Heraklion, Crete, 2019-2022, Greece
- Water and Environment Support in the ENI Southern Neighbourhood region (WES), 2019-2023, MENA Countries



INFORMATION DISSEMINATION

Apart from the implementation of large-scale Technical Assistance projects in the fields of communication and public relations, the LDK Group is currently leading consortia awarded framework contracts in event organisation with cutting-edge themes such as, civil society, gender equality, food and nutrition, development policy, water management, migration, etc.

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.

Projects

Our track record of more than 350 events organised worldwide in the last five years ensures success for any event undertaken by LDK Consultants, irrespective of its scale.

- European Union Delegation to Thailand - Support to the Eight International Conference on Agricultural Statistics (ICAS VIII) and side event in New Delhi, 2019, India
- European Commission - DG Joint Research Centre Defining Water Energy Food and Ecosystem (WEFE) Development, 2019, Senegal
- Secretariat of the Union for the Mediterranean - International Women's Day, 2019, Spain
- Secretariat of the Union for the Mediterranean - Regional Dialogue on shared views on key issues in the Mediterranean, 2019, Spain
- Secretariat of the Union for the Mediterranean - Regional Dialogue on Women Empowerment and Gender Equality, Training on Gender Equality Statistics and Presentation of Study on Prevention of Violence and Extremism, 2019, Spain
- Secretariat of the Union for the Mediterranean - 2nd Meeting and Workshop on Education for Sustainable Development, 2019, Greece
- European Commission - DEVCO C01 Organisation of events on food and nutrition security and sustainable agriculture, 2019-2020, Belgium & Italy
- European Union Delegation to the Kyrgyz Republic Civil Society - Seminars 2019 and 2020, Kyrgyzstan
- European Commission - DEVCO B05 CBRN Training and Tutoring, 2019-2020, Worldwide
- European Commission - DEVCO A2 Workshops and seminars in the areas of International Cooperation and Development Policy, 2019-2021, Worldwide



SOCIOECONOMIC DEVELOPMENT CONSULTANCY



The LDK Group is currently involved in the provision of consultancy services in strategy, operational planning, organisational appraisal, reform implementation, capacity building, and evaluation.

Services Provided:

LDK Consultants is involved in planning and implementing 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 by 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, modernisation and organisational 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 LDK Group undertakes projects that reinforce participatory democracy by strengthening the capacity of Civil Society Organisations (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 exhibits 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.

Projects

- Mid-term Evaluation of the European Union Support to Ukraine to Re-launch the Economy (EU SURE), a EU4Business programme, 2018-2019, Ukraine
- Mid-term Evaluation of the Support to Greek administration Reform project, 2019, Greece
- Socio-economic Impact Assessment Study within the framework of the Feasibility Study and Detail Design of Wastewater Management system for BahirDar and Hawassa Towns, 2019, Ethiopia
- Preparation of a Long-Term National ICT Strategy 2020-2025, 2019-2020, North Macedonia



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