

# ANNUAL REPORT 2016



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Financial Statement



# Message from the CEO

**Dear Shareholders,**

2016 was the 3<sup>rd</sup> consecutive year of growth in our financial performance, confirming LAMDA Development's leadership in the retail real estate sector. We managed to increase retail EBITDA by 12.7% to €33.8 million, which is the highest achieved in the Company's history.

## **Performance in 2016**

Shopkeeper's turnover in our shopping centers, The Mall Athens and Golden Hall in Athens and Mediterranean Cosmos in Thessaloniki, increased further by a 2.9% in 2016 continuing a path of positive turnover growth since the second semester of 2013.

It is also impressive that in 2016 there was a further increase in average spending per visitor in our malls by 2.1%. Our centers also continue to operate at full occupancy (99%) reflecting the satisfaction of existing tenants and the constant demand from potential tenants.

The unique and innovative propositions that we have established as part of the "consumer



Odiseas Athanasiou,  
Chief Executive Officer

experience", provide a sound and stable base for the future in order to continue increasing our market share, develop opportunities for further EBITDA growth and as a result improvements in asset valuations.

Another positive development is the stabilization of our Shopping Centers' fair value following six years of continuous decline, mainly due to yield increases reflecting country risk. In 2016 fair value losses were reduced to €5.3 million from €18.5 million the previous year.

Total NAV reached €408.3 million at the end of the year (€5.22 per share), while the group cash position reached €117.5 million.

Consolidated total debt stands at €403 million at an average interest rate cost of 4.7% and net loan to value ratio of 41.2%, reflecting a sound capital structure.

### **Significant Developments in 2016**

During 2016 we continued our efforts in progressing with our growth strategy and investment plans, namely, the development of the remaining IBC building, evaluating new attractive investments mainly in retail real estate and, of course, the development of the Hellinikon project.

The permitting process for the development of the remaining IBC building is progressing positively and has reached the final stage of the process. It will include - amongst others - an Olympic Museum and a large family entertainment venue, anticipated to enhance the standards of family entertainment in Athens. The budget is expected to reach €25 million and it will create more than 500 new jobs.

As regards the development of the former airport, the Hellinikon project, on September 21<sup>st</sup> the Amended Sale and Purchase Agreement was ratified by the Greek Parliament, giving the green light for the permitting process to begin.

Despite these positive developments, the permitting process has delayed but we are in communication with the State authorities in order to expedite necessary procedures.

### **Significant Developments in 2017 to date**

In April 2017, in accordance with our strategy towards strengthening our position in the retail real estate sector, we established a new subsidiary, LAMDA MALLS S.A., in which we contributed the full participation in our subsidiaries that own Golden Hall and Mediterranean Cosmos Shopping Centers.

At the same time we created a strategic partnership with Värde Partners in LAMDA MALLS, initially with Värde acquiring 31.7% stake and also by committing significant amounts for new investments in Greece that can grow LAMDA MALLS to become a very large and important retail real estate investment company by international standards.

This agreement is a milestone for our company as it marks new growth prospects, leads us to a new era of investments and strengthens our innovative vision.

## Going Forward

Our company has a proven rich track record of investing in the Greek economy, even during the period of economic crisis and uncertainty, with tangible examples, such as the acquisition of the remaining 40% ownership of Mediterranean Cosmos in 2010 for €80 million, the acquisition in 2013 of the usufruct right of the IBC building (Golden Hall) for €81 million, the successful capital fundraising by means of €150 million share capital increase in July 2014 and of course, the winning bid for the development of the old airport - Hellinikon project signed in November 2014.

With regard to the Hellinikon project, despite the unfortunately long delays attributed to various state administration levels, we remain without doubt committed and ready to commence project development activities as soon as the conditions precedent are fulfilled by the Greek State as per the contract.

The development of the old Athens airport area will be the largest urban development in Europe, with a total budget of €8 billion and will have an unprecedented positive impact on employment and tourism in Athens while generating a highly positive environmental

impact given the 2 million sq.m. Metropolitan Park to be constructed.

In addition to maintaining our exceptional operating performance in our shopping centers, we have already and shall further be aggressively exploring through LAMDA MALLS various opportunities to maximize our leading position in the retail real estate investment sector in Greece.

An important pillar of our strategy as far as the retail real estate is concerned, is the consumer's shopping experience. Lamda Development is responding by investing in our shopper's engagement.

Each visit is an opportunity to better serve our shoppers and provide a unique, elevated experience that builds loyalty and drives return visits.

With regard to our share price performance in the Athens Exchange in 2016 the stock price increased by 20% and significantly outperformed the ATHEX Composite Share Price Index which grew by 2%.

**Dear Shareholders,**

Despite the difficult economic conditions in Greece we have proven our resilience and persistence in taking up the challenges, opportunities and risks with a positive view for the future.

We remain confident that, based on our long built knowhow and ever increasing market share, the recent impressive record bottom line results, our strong international partnerships and leading Company position in our sector, we shall continue to successfully manage our business and offer value growth prospects to our shareholders.

Our main shareholder, Consolidated Lamda Holdings, continuous to provide its overwhelming support and, together with all shareholders support, we are confident that we shall continue to succeed in attaining our common goals.

Again, I would also like to take this opportunity to thank our employees for their hard work, exceptional performance, commitment and enthusiastic support in sharing this common vision.

On behalf of the management and company employees, I want to thank you for the trust you have placed in us.

**Odisseas Athanasiou,**  
Chief Executive Officer

# Financial Performance

EBITDA from our three Shopping Centers posted an increase of 8% reaching €43 million in 2016. Total EBITDA, before valuations attributed to the Group, reached €33.8 million, posting an increase of 12.7% compared to last year, a performance that reached a record of operational profitability in our company's history, despite the prevailing adverse economic environment in our country.

The positive performances of our Shopping Centers continue throughout their life time to date consistently surpass the performance of the total retail market in Greece. In 2016 our Shopping Centers posted a 2.9% increase in shopkeeper sales while the corresponding retail index nationwide was negative 0.5%.

Average occupancy levels remain very high approaching 99%, commercial interest for retail spaces remains vibrant and total customer visits continue their upward trend, reiterating one more year that our shopping malls consistently and overwhelmingly win the preferences of the consumer public resulting in gaining market share. Shopkeepers continue to

enjoy ample support via marketing, promotional and communication activities which procure increasing turnover and satisfactory customer visits.

Operational profitability of The Mall Athens reached €26.5 million showing a remarkable increase of 7.7%. It is worth noting that shopkeepers' turnover and customer visits were increased by 1.3% and 1.4% respectively.

Operational profitability of Mediterranean Cosmos in Thessaloniki posted an increase of 6.6%, reaching the level of €14.5 million. Shopkeepers' turnover was increased by 3.7%, while the center is almost fully occupied, at 99%.

Golden Hall annual operational profitability reached €15.2 million, resulting also in a remarkable increase of 9.4%. Shopkeepers' turnover as well as customer visits in Golden Hall were increased by 4.7% and 1.9% accordingly.

All the above-mentioned indicators reaffirm the leading status of our shopping centers in the retail market and their strong resilience to the unfavorable domestic economic environment.

Our shopping centers' fair values recorded stabilization in 2016, following six years of continuous valuations decline, mainly due to a long period of increasing valuation yields.

Fair value losses have been reduced to 5.3 million from 18.5 million in 2015 and we are of the opinion that valuation cap rates have reached their peak in the valuations of the Group's investment property at fair market value, currently at an average net initial yield of 8.9%. Property valuations are undertaken by the chartered surveyors Savills Hellas per semester.

Our office buildings also enjoy high occupancy levels and continue to have a positive contribution to the Group profitability by €1.6 million.

At a consolidated level, net results in 2016 showed losses of only €3.18 million, compared to losses of €22.1 million, in 2015.

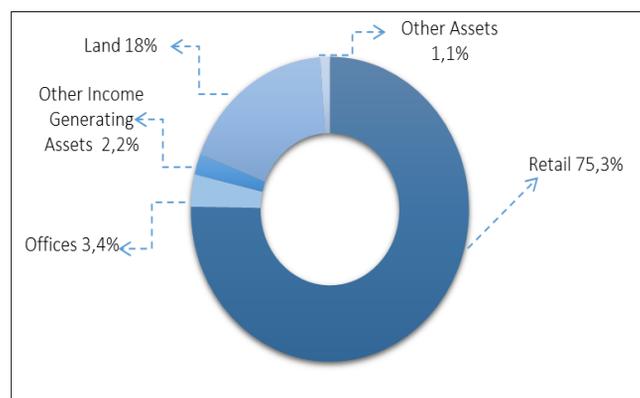
EBITDA FROM PROPERTIES		
(IN € MILLION)	2015	2016
THE MALL ATHENS	12.3	13.3
MEDITERRANEAN COSMOS	13.6	14.5
GOLDEN HALL	13.9	15.2
OFFICE BUILDINGS	1.7	1.6
FLISVOS MARINA	0.3	0.3

Net Asset Value reached € 403.7 million, or € 5.22 NAV/share, compared to € 408.1 million on 31.12.2015.

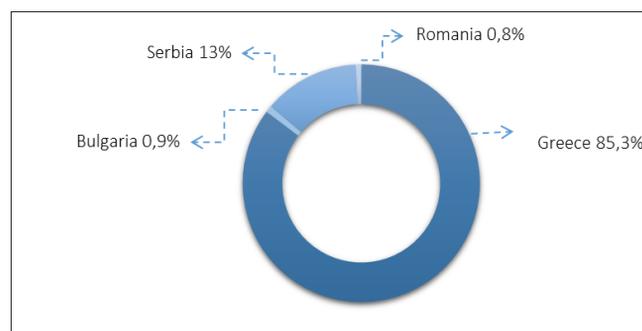
NET ASSET VALUE (IN € MILLION)				
	2013	2014	2015	2016
NAV	296.4	430.7	408.1	403.7
NAV PER SHARE	7.3	5.4	5.2	5.2
% CHANGE		45%	-5%	-1%

Total investments in property approximated €693 million on 31.12.2016. The allocation of property investments, per type of property and geographic area is illustrated below.

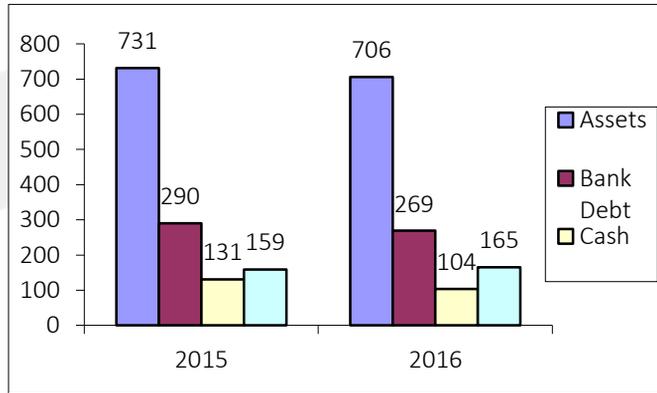
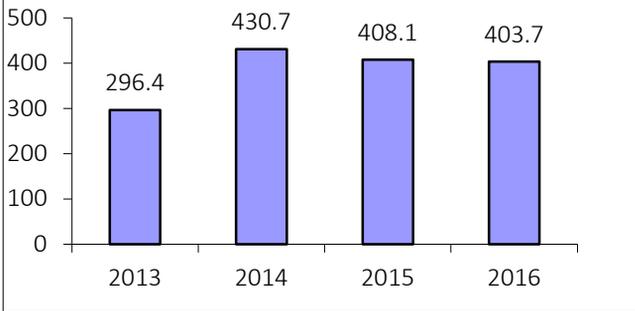
#### Investment Portfolio per Sector



#### Investment Portfolio per Country



NAV in € million

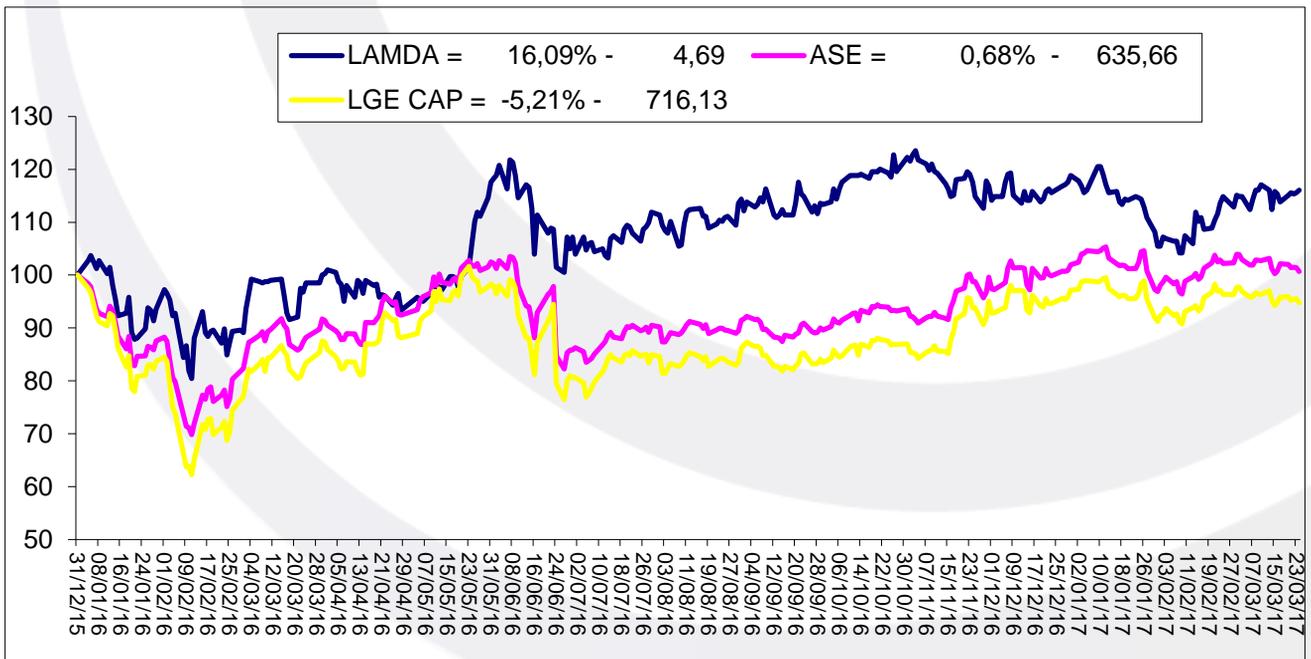


**BANK DEBT AND TOTAL ASSETS (IN € MILLION)**

	2015	2016	(%) CHANGE
<b>ASSETS</b>	731	706	-3%
<b>BANK DEBT</b>	290	269	-7%
<b>CASH</b>	131	104	-21%
<b>NET DEBT</b>	159	165	4%

**Share Performance**

Our share price in 2016 outperformed the market significantly. More specifically, it increased by 20%, while the Athens Exchange general index had a performance of c. 2%. The free float of our stock stands at year end approximately at 30%.



#### OVERVIEW OF FY 2016 IFRS FINANCIALS - BALANCE SHEET

(IN € MILLION)	2015	2016	(%) CHANGE
<b>INVESTMENT PROPERTY</b>	379,4	380,0	0%
<b>PROPERTY, PLANT AND EQUIPMENT</b>	4,0	3,8	-5%
<b>INVENTORIES</b>	61,4	58,2	-5%
<b>CASH AND CASH EQUIVALENTS</b>	130,8	103,9	-21%
<b>GROUP EQUITY</b>	360,6	355,1	-2%
<b>SHORT TERM BORROWINGS</b>	20,4	19,9	-3%
<b>LONG TERM BORROWINGS</b>	269,2	248,6	-8%

#### OVERVIEW OF FY 2016 IFRS FINANCIALS - INCOME STATEMENT

(IN € MILLION)	2015	2016
<b>REVENUE</b>	44,0	49,2
<b>EBITDA BEFORE VALUATIONS</b>	30,0	33,8
<b>FAIR VALUE LOSSES</b>	-18,5	-5,3
<b>EARNINGS BEFORE INTEREST &amp; TAXES</b>	10,3	27,3
<b>PROFIT BEFORE INCOME TAX</b>	-11,2	4,8
<b>TAXES</b>	-10,9	-8,0
<b>PROFIT AFTER TAX &amp; MINORITY INTEREST</b>	-22,1	-3,2

#### ANNUAL CHANGE - SHARE PERFORMANCE

	31/12/2015	31/12/2016	(%) CHANGE
<b>LAMDA DEVELOPMENT</b>	4.0 €	4.8 €	20%
<b>ASE XA</b>	631.4	643.6	2%
<b>FTSE XA LARGE CAP</b>	755.5	733.7	-3%

#### PER SHARE FINANCIAL DATA

	2015	2016
<b>TOTAL NUMBER OF SHARES OUTSTANDING AT YEAR'S END</b>	79,721,775	79,721,775
<b>FINANCIAL DATA PER SHARE</b>		
<b>PROFIT AFTER TAX &amp; MINORITY INTEREST</b>	-0.28 €	-0.04 €
<b>NET ASSET VALUE (NAV)</b>	5.20 €	5.22 €

#### SHARE PRICE PERFORMANCE

	2015	2016
<b>CLOSING PRICE AT YEAR END</b>	4.00 €	4.80 €
<b>ANNUAL AVERAGE PRICE</b>	3.90 €	4.31 €
<b>ANNUAL MAX. PRICE</b>	4.65 €	4.99 €
<b>ANNUAL MIN. PRICE</b>	2.70 €	3.25 €
<b>DAILY AVERAGE NUMBER OF SHARES TRADED</b>	67,319	38,638

#### PARTICIPATING IN THE FOLLOWING INDEXES:

<b>GD: ATHEX COMPOSITE SHARE INDEX</b>	
<b>DOM: ATHEX ALL SHARE INDEX</b>	
<b>FTSE: FTSE / ATHEX LARGE CAP</b>	
<b>SAGD: ATHEX COMPOSITE INDEX TOTAL RETURN INDEX</b>	
<b>FTSEA: FTSE/ATHEX MARKET INDEX</b>	
<b>DAP: FTSE/ ATHEX REAL ESTATE</b>	
<b>FTSENTR: FTSE/ATHEX LARGE CAP NET TOTAL RETURN</b>	
<b>REUTERS QUOTE</b>	LMDR.AT
<b>BLOOMBERG QUOTE</b>	LAMDA GA



The  
Mall  
ATHENS

# Investment Portfolio

## The Mall Athens

The Mall Athens is the first large-scale commercial center and the largest shopping and leisure center developed in Greece. Since its opening in November 2005, the Mall Athens has become a preferred retail and leisure destination for the residents and the visitors of the wider city of Athens.

The Mall Athens has approximately 200 retail and entertainment units, spread over five levels, and 58,500 square meters of GLA, as well as 90,000 square meters of underground space.

Its variety of commercial chains, recreational options and distinctive Greek and international brands, have introduced a new era in entertainment, food and shopping and have made it the ultimate entertainment spot for the Greek family.

Follow us also, @ our social network:

<https://www.facebook.com/TheMallAthensOfficial>

<https://www.youtube.com/user/themallathensoffic>

<https://twitter.com/themallofficial>

<http://instagram.com/themallathensofficial>

<http://www.pinterest.com/themallathens/>

Strategically located next to critical road and public transport junctions, The Mall Athens is also known for its modern architecture and innovative services, its practical layout and the high standard of services offered to visitors.

Its current fair market value stands at €381.1 million.

The Mall Athens hosted over 11 million visitors during 2016. Shopkeepers' turnover reached €295 million (including VAT), while income from rents, parking, advertising and other sources amounted to €31 million. Operating profits reached €26.3 million. It is estimated that the operation of The Mall Athens accounts for approximately 2,500 permanent new jobs.

The property is owned by LAMDA Olympia Village S.A. with Lamda Development S.A. and HSBC Property Investments Ltd joint shareholders with 50% each.

For more information about the property, please visit the The Mall Athens' web page:

[www.themallathens.gr](http://www.themallathens.gr).



FASHION  
Trends Style  
FAMILY  
Beauty Dining  
SHOPPING

— First of all —

Golden  
Hall

SPRING IS IN THE  
AIR



# Golden Hall

Golden Hall (41,000 square meters of GLA) is ideally located on Kifissias avenue next to the Athens Olympic Stadium.

Golden Hall has earned a national and international reputation defining the upscale shopping experience, since the most famous Greek brand names and the most renowned international ones - many of which are introduced for the first time to the Greek market through Golden Hall - have made the shopping center the new point of reference for quality shopping in Greece.

Golden Hall is recognized at a European Level in the European Shopping Center Awards (ICSC) and is awarded the first prize in its category. The Shopping Center is almost fully leased with a healthy pipeline of potential new tenants.

Follow us also, @ our social network:

<https://www.facebook.com/GoldenHall>

<http://www.youtube.com/user/MyGoldenHall>

<https://twitter.com/MyGoldenHall>

<http://instagram.com/mygoldenhall>

<http://www.pinterest.com/mygoldenhall>

Golden Hall hosted 4 million visitors during 2016 and shopkeepers' turnover reached €190 million (including VAT), while income from rents, parking, advertising and other sources (including office space) amounted to €18.5 million.

Operating profits for the shopping center reached €15.3 million, while its current fair market value stands at €184.1 million.

Following the acquisition in 2013 of the entire complex (former International Broadcasting Center) for a period of 90 years, an expansion of approximately 11,500 square meters GLA for the Shopping Center is due to take place.

For more information about the shopping center, please visit the Golden Hall's web page:  
[www.goldenhall.gr](http://www.goldenhall.gr)



# mediterranean COSMOS



## Mediterranean Cosmos

Mediterranean Cosmos (46,000 square meters of GLA), is the biggest shopping center in Northern Greece.

The center is distinguished for the high number of shops, the diverse dining & leisure areas and the wide range of activities for families.

It is built and operates under a ground lease from the Ecumenical Patriarchate.

The center provides easy access from the city center and surrounding areas, while it is also easily accessible for tourists since it is five minutes away from the international airport and major highways.

Follow us also @ our social network:

<https://www.facebook.com/MediterraneanCosmosOfficial>

<http://www.youtube.com/user/OfficialMedCosmos>

<https://twitter.com/MedCosmos>

<http://instagram.com/mediterraneancosmosofficial>

<http://www.pinterest.com/medcosmos>

Mediterranean Cosmos is attracting more than 8 million visitors annually from both Greece and abroad and has a current fair market value of €146.6 million.

Shopkeepers' turnover increased to €222 million (including VAT) and income from rents, parking, advertising and other sources amounted to €21 million. Operating profits reached €14.5 million. The center is currently almost fully leased.

For more information about the shopping center, please visit Mediterranean Cosmos web page: [www.medcosmos.gr](http://www.medcosmos.gr)





# Flisvos Marina

Just 6 km away from the center of Athens, Flisvos is Greece's first exclusive marina to offer large-scale mooring capacity for mega-yacht owners from Greece and abroad, while also offers high-end commercial properties and facilities enjoyed by yacht owners, Athenians, and visitors alike. LAMDA Flisvos Marina has undertaken the marina's management and utilization for 40 years, aiming to redesign and transform it into a premier marina in the South-eastern Mediterranean. The marina features approximately 303 berths, 50% of which accommodate mega yachts (boats and luxury yachts exceeding 35 meters in length).

The marine facilities in combination with mild development and a unique architectural style have contributed to the creation of a world-class marina that is attracting upscale tourism. The income from port and property management and exploitation in 2016 amounts at €12.13 million. Regarding the land infrastructure, an area of 56,000 square meters has been upgraded, including 3,800 square meters of GLA, where yacht owners and marina visitors can enjoy a diverse array of 34 units for shopping and leisure activities, such as restaurants, cafes, bars, leading brands and retail stores. This area is surrounded by 24,000 square meters of green, while more than 1,000 new trees were planted during its upgrade. Tenant occupancy in Flisvos Marina commercial areas reaches 100% with customer visits being particularly high. Flisvos Marina's commitment to a continuous development focusing on the quality of services,

safety and environmental awareness was recognized worldwide with the awarding of 5 Gold Anchors, obtaining the highest rating at the Gold Anchor Award Scheme program, as well as with the distinction "Clean Marina" (Clean Marinas Program) from the International Council of Marine Industry Associations (ICOMIA).

Flisvos Marina is being awarded with Blue Flag since 2007 and certified with ISO9001:2008 and ISO14001:2004 by Lloyd's Register Group since 2008 - making it Greece's first and only marina to hold both certifications.

Flisvos is also accredited with the "EFQM Committed to Excellence - 2 stars" from the European Foundation for Quality Management (EFQM). In 2016 Flisvos Marina obtained in Greek Tourism Awards the Gold Award in the category of Facilities Excellence.



Follow us also, @ our social network:

<https://www.facebook.com/FlisvosMarina>

<https://www.youtube.com/user/FlisvosMarina>

<https://twitter.com/FLISVOSMARINA>

<https://www.flickr.com/photos/flisvosmarina/>

### **Golden Hall – Offices, Athens**

Office areas of the commercial and business complex Golden Hall cover a leasable area of approximately 4,500 square meters. They are divided into two separate wings and expand over three floors. The top-quality office areas are fully leased. Rental income amounts to €1.2 million.



### **Cecil Building – Offices, Athens**

Bringing together history and modernity, the historic former Cecil Hotel in Kifissia, was converted into a luxurious and highly-functional office complex offering 6,000 square meters of leasable space. The building is almost fully leased, while rental income reaches €0.9 million.



### **Kronos Offices, Athens**

The Kronos Business Center in Maroussi is an ultra-modern building offering 4,000 square meters of office and food & beverage space, large floor plates and comfortable offices. The building is fully leased to three multinational companies: Procter & Gamble Hellas, Hyatt Regency and Wella. Rental income amounts to €0.5 million.



### **Parking, Athens**

The company owns approximately 1,055 square meters of underground parking space in the center of Athens. Annual rental income amounts to €0.1 million.

### **Athens Metropolitan Expo – Exhibition and Convention Center, Athens**

LAMDA Development participates with 11.7% share in the Athens Metropolitan Expo share capital, which has undertaken, through concession agreement, to develop and operate the new Exhibition and Convention Center that has been constructed on the Athens International Airport premises. The center covers a total area of 50,000 square meters. Total investment amounts approximately to €35.4 million.

### **Offices, Bucharest**

The office building is situated in a high-profile location, on the main highway that connects the center of Bucharest with the airport. The total above ground area of the building is 4,700 square meters of which 330 square meters are dedicated to retail shops on the ground floor. In addition, 39 parking lots on two underground levels cover another 2,000 square meters





# Portfolio under Development

## The Hellinikon

The vision of LAMDA Development for the development of the former Hellinikon airport is the design of a pioneering development for Athens, with emphasis on the creation of a world class Metropolitan Park covering an area of 2,000,000 square meters, as well as the enhancement of the Coastal Front, both fully accessible to the public.

The Project 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. The 'green' and 'smart' design approach of the Project will offer world-class services and amenities while improve the standard of living of the entire Attica area's inhabitants.

The investment will include a diverse range of residential communities, hotels, shopping centers, family entertainment venues, museums and cultural venues, health and wellness centers, significant space for sports and recreation, a modern business park with

an educational and R&D hub as well as the total regeneration of the existing marina and the entire coastal front that will be , along with the Park , the major attractions of the site. The Project constitutes the largest urban regeneration project in Europe, designed to add significant new investments and uses in the areas of tourism, culture, entrepreneurship, innovation and in the environment. Thus, it is expected to have a positive effect not only on the region of Attica but on the entire country as well.

The investment amounts to €8 billion, and is expected to create 10,000 permanent jobs during the construction period and 75,000 jobs (IOBE study, July 2016) during its maturity.





Moreover, the Project is expected to substantially contribute to the repositioning of Athens as one of the major world class tourist destinations as it will provide a significant number of new units as well as thematic tourism venues, expected to attract at least 1 million new tourists while significantly reduce seasonality and at the same time increase the average stay over and spending of tourists in Athens.

The Hellinikon investment is expected to contribute to the country's GDP by 2.4% until the development's completion date, while contributing a total of over € 14 billion in taxes to the Greek State over the same timeframe. Global Investment Group is an international consortium of investors - the Chinese conglomerate Fosun Group, Eagle Hills from Abu Dhabi and Latsis Group – who have joined forces to undertake the project of redeveloping Hellinikon, Europe's largest urban mixed-use development project.

For more information please visit Hellinikon's website:

<http://www.thehellinikon.com>



## **Golden Hall –**

### **Shopping Center Expansion, Athens**

The Development Plan involves the creation of approximately 11,500 square meters of GLA and 7,000 square meters of parking space. It will include - amongst others - an Olympic Museum and a large family entertainment venue, anticipated to enhance the standards of family entertainment in Athens.

The substantial and full commercial exploitation of the property is expected to add significant value to consumers and tenants alike and at the same time create more than 500 new jobs. The investment is expected to reach €25 million.

It is noted that in February 2013 the company invested an additional €81 million for the exploitation of the usufruct right of the entire former International Broadcasting Center (IBC) Building for 90 years.



## **Spata Prokalisi – Land for Mixed Use Development, Athens**

LAMDA Development owns an 85,000 square meters plot of land within Spata Business Park, at Voulia Prokalisi location, on Pikermi Avenue. Following the urban planning that has already been completed, the site has been divided into two plots, where developments covering 50,700 square meters are allowed to be built.

The permitted land uses allow for the development of retail, office, leisure and entertainment uses. The company evaluates alternative options which include the sale of the property as is or the development and sale of a tailored made building(s) subject to prior agreement with end user(s) within the abovementioned framework.

## **Alkyonides Hills - Second Home Development, Island of Aegina**

LAMDA Development holds a 116,000 square meters plot of land in the Perdika district of Aigina, on the south-west part of the island. It is just a 15 minute drive from the Port of Aegina and a 5 minute drive from the fishing village of Perdika. All services, facilities and entertainment venues are reached within 15 minutes, while Klima and Sarpa beach are within 5 minutes' drive. Alkyonides Hills is the only buildable resort in Greece, due to planning permit granted by the state (Presidential Decree Government Gazette ΦΕΚ-752/Δ/2-10-95). It also holds a valid Environmental Impact Study Permit.

Designed by the award winning architect Alexandros Tompazis, it consists of 3 differentiated residential communities: Anthe, the luxury villas, Methone, the villa suites and Asteria, the garden villas. The rest of the plot is dedicated to the guest houses, the recreational-sport activities area and the square of the community with its restaurants, first-need shops and kid's playground. The total covered areas are just 18,000 square meters and the built areas 22,000 square meters, leaving 85% of the land to nature, pedestrian paths and green areas.



## **Viltanioti Str. – Land for Office Development, Athens**

LAMDA Development owns a 50% stake in the share capital of LAMDA Akinita, which owns an 8,500 square meters plot of land in Viltanioti street, Kato Kifissia. A valid building permit allows the construction of an office building offering more than 10,200 square meters of surface area. The company evaluates alternative options which include the sale of the property as is or the development and sale of a tailored made building(s) subject to prior agreement with end user(s) within the abovementioned framework

# SERBIA



## Luxury Hotel Complex and Residences, Belgrade

LAMDA Development acquired a property covering 43,000 square meters located in the center of Belgrade, Serbia. The property, which was purchased through a State public tender, is adjacent to the historic main tourist attraction of the City, the Kalemegdan Castle, overlooking the junction of Sava and Danube Rivers. The entire area of the Castle and its surroundings is considered as “protected” by the Serbian Heritage Institutions and is being treated with most importance and sensitivity by State Authorities and public sentiment. The property is less than 1 km away from Belgrade’s main high street retail pedestrian road (famous Knez Mihajlova). Therefore the site, literally being on the edge of the City Center, enjoys relative seclusion, beautiful views over Kalemegdan Park and the rivers’ intersection, while being a short walk to the main shopping street as well as the main entertainment street of Belgrade.

The property used to belong to the former State textile company named BEKO which had its factory within the plot, an imposing high ceiling 5 story building facing the Castle, which will be reconstructed to host the hotel. Total area of the project is expected to reach 100,000 square meters. LAMDA Development carried out the planning of the entire urban block and produced accordingly a Master Plan Urban Analysis of the immediate and wider surrounding urban context that resulted in the Concept Design for the Project. The project will consist primarily of high-end residential dwellings accompanied with a five-star branded hotel, a downtown retail mall concept and offices.

## Urban Development Project – Belgrade

Singidunum Buildings DOO Beograd (55% participating interest of LAMDA Development, EFG Eurobank group as partner with 45% participation) owns land of approximately 3,400,000 square meters in the close surroundings of Belgrade (17 km from the City Center), next to the airport and specifically in the area where the new ring road of the city has been constructed. It is expected that this investment will provide the company with considerable capital gains since it has been recently included in the city of Belgrade General Urban Plan and relevant land development through Detailed Urban Plan adoption is foreseen.

# BULGARIA

## **Commercial Development – Office Building, Sofia**

GLS OOD (50% participating interest of LAMDA Development, GEK as partner) owns a 13,500 square meters plot of land in Sofia, and more specifically on the city's newly developed ring road, where 24,000 square meters of commercial and office space will be developed. The recent widening of the ring road along with the new roundabout literally in front of the site is expected to boost commercial interest for the project.



## **Mixed Use Development, Sofia**

LAMDA Development owns a 6,300 square meters plot of land in the CBD of Sofia, with access to the City's two main highway routes just 1 km away from the City Center. On this site, an office building will be developed with retail areas on the ground floor, covering an area of approximately 30,000 square meters. At this stage, all prospects of securing pre-lease agreements are being examined which will determine the building's final specifications and implementation time framework.



# ROMANIA

## **Residential Development, Bucharest**

LAMDA Development owns an 11,500 square meters plot of land in the northern part of Bucharest, overlooking the Baneasa forest where a number of upscale residential projects have been developed. The residential complex will consist of approximately 28,000 square meters.



## **Logistics Building, Bucharest**

The site, land of 102,500 square meters, is on the 23<sup>rd</sup> km of the Bucharest-Pitesti Highway, in West Bucharest where the majority of all new industrial / logistics projects have been developed. On this site, a modern warehouse of 56,000 square meters will be developed.



# MONTENEGRO

## **Second Home Resort, Montenegro**

LAMDA Development owns a 10,500 square meters plot of land in Budva, Montenegro, where the plan is to develop a luxurious secondary home resort scheme. The plot overlooks the famous Sveti Stefan Island, where recently Aman Resort opened a five star hotel. The project is presently at the stage of city of Budva plan adoption and it was recently included in the state of Montenegro Spatial Plan.



# Corporate Governance

The principles upon which the Company's corporate governance is based are considered necessary by the management of LAMDA Development, both for the control of the management's decisions and actions, as well as for the protection of the Company's shareholders and the general public.

LAMDA Development has applied corporate governance principles and processes since its inception, long before these were introduced to Greece, with Law 3016, based on internationally recognized criteria and regulatory frameworks, such as those applied by listed companies on international stock exchanges.

The Company, pursuant to Law 3873/2010 has enacted and implements a Corporate Governance Code, which is uploaded in its website, [www.lamdadev.com](http://www.lamdadev.com).

## **Board of Directors**

The Board of Directors is responsible for the Company's management and strategic direction. The majority of the Board is composed of non-executive members. More specifically, of the 9 members of the Board, 8 are non-executive, 3 of which are fully independent.

## **Internal Audit Committee**

The Internal Audit Committee assists the Company's Board of Directors in its duties with regard to financial information, internal audit and monitoring of the ordinary audit.

The Audit Committee today consists of three members, Messrs. Anastasios Giannitsis, Ulysses Kyriacopoulos and Dimitrios Politis. The Audit Committee operates in accordance with a detailed Operating Regulation, which is uploaded on the Company's website, [www.lamdadev.com](http://www.lamdadev.com).

## **Risk Management Committee**

Risk Management Committee aims to analyse, evaluate and manage all risks associated with the Company's business activity in Greece and abroad.

The Committee submits its proposals to the Board of Directors.

## **Compensation & Nomination Committee**

The Compensation & Nomination Committee assists the Board of Directors in all matters concerning:

- a. the general principles governing the management of the Company's human resources, and especially the policies on compensation, benefits and incentives for the Board of Directors' executive members, the executives and employees of the Company, in accordance with the market conditions and the economic context in general, and
- b. the empowerment of the Company's administrative centers, and the assurance of the effective management of the Company, by identifying, presenting and nominating suitable candidates for the filling of vacancies in the Board of Directors and approving the documented recommendations of CEO for hiring and promoting executives.

The Compensation & Nomination Committee consists of three members, Mr. Fotios Antonatos, chairman, Mr. Ulysses Kyriacopoulos, member and Mr. George Gerardos, member. Mr. Evangelos Chronis is appointed a substitute member of the Chairman.

The Compensation & Nomination Committee operates in accordance with a detailed Operating Regulation, which is uploaded on the Company's website, [www.lamdadev.com](http://www.lamdadev.com).

## **Investment Committee**

The Company has established the Investment Committee, which is responsible for the evaluation of integrated proposals regarding new investments, proposed by the Development Division. For investments over €15 million per project or for a total commitment of annual investments over €100 million, the Committee submits a request for approval to the Board of Directors.

## **Internal Audit Department**

Internal Audit at LAMDA Development is an independent, objective and consulting activity, which adds value to the Company's systems and operations. It helps the organization to accomplish its objectives by applying a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, audit mechanisms and the corporate governance process.

In accordance with the principle of independence, the Internal Audit Department reports to the Internal Audit Committee.

Responsibility for the internal audit has been assumed by the Internal Audit Department, headed by Mary Papakonstantinou and is supported selectively by external specialist consultants, as deemed necessary.

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In accordance with the principle of independence, the Internal Audit Department reports to the Internal Audit Committee.

Responsibility for the internal audit has been assumed by the Internal Audit Department, headed by Mary Papakonstantinou and is supported selectively by external specialist consultants, as deemed necessary.

## **Diversity Policies**

The Company is committed to international standards for diversity and equal opportunities. Provides equal opportunities to all employees and candidates at all levels of hierarchy, regardless the race, colour, religion, ancestry, sex, sexual orientation, age, disability, marital status, or any other characteristic protected by law and expressly prohibits discrimination or harassment based on these factors.

All decisions relating to recruitment, promotion, training, performance evaluation, salary payments and benefits, disciplinary offenses and dismissal are free from any illegal discrimination. It should be noted that no incidents of discrimination have been reported in the Company.

The constructive use of difference and diversity, the respect regarding individual differences and the creation of a fair and meritocratic work environment for all employees without exceptions, is the key element for the Company's growth and the achievement of its strategic objectives.

# Board of Directors

## **Anastasios Giannitsis**

**Chairman, non - executive member**

Professor at the National Kapodistrian University of Athens until 2011. Since then he holds the title of emeritus professor.

He studied Law and Economic & Political Sciences at the University of Athens and obtained his PhD in Economics at the Free University of Berlin. He served as minister of Labor and Social Affairs, Alternate Minister of Foreign Affairs, Minister of Foreign Affairs and Minister of Interior; Chief economic advisor to the Prime Ministers; President of Economic Advisors; President of Hellenic Petroleum Co.

He has published many books and articles on economic, social and political issues. Scientific interests: Development Theory and Policy, International Economics, European Integration, Economics of Technology, Industrial Structures and Industrial Policy.

## **Evangelos Chronis**

**Vice Chairman, non - executive member**

Mr. Evangelos Chronis studied shipping in London and worked closely with John S. Latsis for 30 years. Today, he serves as Chairman and Member of the BoD for a number of the Latsis Group companies, as well as for non-profit and charitable organizations.

## **Odisseas Athanassiou**

**CEO - executive member**

Odisseas Athanassiou joined the company in 2006 and holds the position of the Chief Executive Officer for more than 9 years. He has long experience in senior executive positions in Greece and abroad. He has held the position of CFO of Diageo Hellas responsible of the Greek and Turkish Hub, the position of CFO Western Europe in Barilla in Paris and the position of Financial Director at the cement company TITAN.

In the above mentioned companies he also served as member of the Board of Directors. During his 9 years career in the United States he worked for Ernst & Young and Emerson Electric. He holds a degree in Economics and Political sciences from the University of Athens and an MBA from the University of Texas in Austin. Mr. Athanassiou is member of the Board of Directors of SEV, SELPE, Alliance for Greece (founding member) and member of the committee of the TEDX Academy Greece.

#### **Fotios Antonatos**

##### **Non - executive member**

Mr. Fotis Antonatos, based in Geneva, is legal counsel and a member of the Board of Directors of various holding and operating Companies controlled by Latsis family interests. He is a member of the Executive Board of the John S. Latsis Public Benefit Foundation and member of the International Board of Advisors of Tufts University. Fotis S. Antonatos received a Law Degree from the Athens University and an LLM degree from the University College London (University of London).

#### **George Gerardos**

##### **Independent, non-executive member**

George Gerardos graduated from the Athens College and he received his B.A. in Civil Engineering from the National Technical University of Athens. His entrepreneurial activities began in 1969, when he set up, as a student, the first PLAISIO store on Stournari Street, Athens.

Today, after 48 years of constant development and pioneering ideas, Mr. Gerardos is the President and CEO of PLAISIO Computers S.A.

#### **Achilles Constantakopoulos (until 26.05.2016)**

##### **Independent, non-executive member**

Mr. Achilles Constantakopoulos has graduated from Ecole Hoteliere de Lausanne. Since 1995 he is leading TEMES S.A. (developers of Costa Navarino), in which he currently holds the position of Chairman.

He is Chairman and Managing Director of COSTATERRA S.A. (investment and real estate development). He is also Chairman and Managing Director of KYNIGOS S.A. (development and operation of photovoltaic parks).

Achilles V. Constantakopoulos is Vice-Chairman of the ENTERPRISE GREECE Agency and a member of the BoD of various companies such as: AEGEAN AIRLINES S.A., AMATHUS HELLAS S.A., CYBARCO HOLDINGS PLC.

### **Ulysses Kyriacopoulos**

#### **Independent non-executive member**

Studied Mining Engineering at Montanuniversitaet Leoben in Austria and at the University of Newcastle-upon-Tyne in England. He holds an M.B.A. from the European Institute of Business Administration (INSEAD) in Fontainebleau, France. Chairman of IMERYS INDUSTRIAL MINERALS GREECE S.A.

He is currently member of the Board of the Foundation for Economic & Industrial Research and member of the Board of LAMDA Development S.A. Member of the Board of IMERYS Group and of ASK Chemicals GmbH.

Mr. Kyriacopoulos has served as Chairman of the Hellenic Federation of Enterprises (2000-2006), Vice President of Business Europe (ex UNICE) and of Hellenic Exchanges Holdings S.A., President of the Board of Directors of the Greek National Opera (2006-2009), member of the General Council of the Bank of Greece (2002-2011) and Vice Chairman of the Foundation for Economic & Industrial Research (2011 – 2015).

### **Evgenia Paizi**

#### **Non-executive member**

Mrs. Evgenia Paizi is Director of Business Planning at the SETE Family Office in Geneva. She joined the Latsis Group in 2001 and is involved in business development for the Group's activities in real estate, healthcare, private equity and

other investments in Europe and the Middle East. She serves on the board of directors of companies in Switzerland, Luxembourg and Saudi Arabia.

Prior to joining the Group, Mrs Paizi held positions in banking in Greece, including at the National Bank of Greece for 4 years. She holds an MBA from INSEAD (2000) and a Bachelor of Science in Operations Research and Marketing from the Athens University of Economics and Business.

**Dimitris Politis**  
**Non-executive member**

Mr. Dimitris Politis is the Deputy Chief Financial Officer of the Latsis Group and serves as a Director in several holding and operating companies controlled by Latsis family interests. Up until July 2013, he was the General Manager, Head of the Strategy Group and Investor Relations Unit at EFG Eurobank Ergasias, which he joined in 1999.

Mr. Politis also has professional experience in management consulting in the United States. He holds an MBA degree from INSEAD as well as post-graduate and undergraduate degrees from MIT and Imperial College, respectively.

**Eftichios Vassilakis (from 30.05.2017)**  
**Independent non-executive member**

Mr. Eftichios Vassilakis is the Managing Director of Autohellas S.A./Hertz and also the Vice Chairman of Aegean Airlines and Olympic Air. Mr. Vassilakis holds non-executive directorships with Greek listed retailer Fourlis and also luxury resorts developer TEMES. He previously served as a non-executive board member with Piraeus Bank and Titan Cement. Since 2011 he has been a Board member of the Association of Greek Tourism Enterprises and Vice Chairman from 2014.

He is also a Board Member of the Hellenic Federation of Enterprises (SEV). Mr. Vassilakis holds a B.A. in Economics from Yale University (1988) and an MBA from the Columbia Business School of New York (1991). He is married with three children.

## **Akshay Shah**

**Observer (until 24.05.2017)**

Mr. Akshay Shah is a Senior Managing Director with GSO Capital Partners. Since joining GSO Capital in 2008, Mr. Shah has been involved in the ongoing analysis and evaluation of primary and secondary debt investments across consumer- and service industries.

Before joining GSO Capital in 2008, Mr. Shah was a Director in the high yield and distressed debt group at Lehman Brothers in London, focusing on opportunities across bank loans and bonds. Most recently, he was responsible for the analysis and evaluation of distressed credit situations, including restructurings and insolvencies.

Previously, he was involved with the identification of opportunities in the high yield telecom, media and technology universe.

Mr. Shah graduated with honors in Economics from Hindu College, Delhi University in 1999, and Trinity College, Cambridge University. He is a CFA Charterholder.

## **Florian Hager**

**Observer (from 25.05.2017)**

Florian Hager is a Principal at GSO Capital Partners based in London. He focuses on debt and equity investments across a variety of sectors.

Before joining GSO Capital Partners, Mr. Hager worked in Blackstone's Restructuring & Reorganization Group where he advised debtors and creditors on in-court and out-of-court restructurings. Prior to Blackstone, Mr. Hager worked at Lehman Brothers and Nomura International in London, where he advised clients across the Industrial and Technology sectors on a variety of transactions including mergers and acquisition, initial public offerings and leveraged buyouts.

Mr. Hager graduated from the Vienna University of Economics and Business and holds an MBA with Honors from the University of Chicago Booth School of Business.

# Our people

The company aims at the creation of an environment that fosters employees' professional development, based on the principles of attracting, developing and retaining human capital, offering equal opportunities to everyone.

The company supports its people so that they accomplish their goals through continuous learning and development.

This is achieved through the implementation of evaluation and development systems. The company implements training programs, tailored to the needs of the employees in order to cover their specific training needs, to facilitate their professional development and to ensure their effective response to the company's ambitious goals.

LAMDA Development is committed to the education of its employees, the improvement of the corporate internal communication and the reinforcement of the corporate culture.

Within the framework of the benefits provided and the social policy implemented by the company, the company offers its employees a series of financial and social benefits:

- Stock option plan for its senior executives
- Performance-based bonus plan
- Health insurance and pension plan
- Interest-free loans to the personnel in case of urgent needs
- Blood Bank for the company's employees and their relatives
- Christmas presents for employees' children
- Rewards to excellent pupils/students
- Extra maternity leave days
- Extra educational leave days for master degrees' exams
- Christmas and Easter presents for employees
- Ticket Restaurant vouchers
- Occupational health & safety provision

# Sustainability

For LAMDA Development, environmental and social responsibility is a key aspect in every business and commercial venture, taking into account the importance of the rational use of all society's resources – natural, human and economic. Our company focuses on the need to constantly improve and aims at creating projects to significantly upgrade urban well-being.

Carefully planned, with modern architectural design and model support services, Golden Hall, The Mall Athens and Mediterranean Cosmos shopping centers aim to ensure that they all operate in an environmentally friendly way that promotes sustainable development.

More specifically, Building Management Systems (BMS) are in place in all shopping centers to control lighting and air conditioning, reduce energy waste and increase energy efficiency by means of energy metering devices, energy saving light bulbs, air recirculation systems, metered water management, etc. Furthermore, modern waste management practices and processes are used, focusing on recycling, while also following strict sourcing procedures for all new equipment to be used in renovations, with a strong focus on ergonomic

design and environmentally friendly materials.

Building energy behavior is continuously monitored and evaluated, while remaining constantly on the lookout for new opportunities for further improvements offered by the latest technological developments in the energy sector.

At the same time, Golden Hall , The Athens Mall, Mediterranean Cosmos and Flisvos Marina partner with carefully selected Non-Governmental Organizations allowing them to use common areas in our company's commercial developments in order to communicate their work to the 25,000,000 annual visitors.

Some examples of NGO's actions are: raising awareness, supporting vulnerable groups, organizing bazaars, information and educational actions, gathering essentials for vulnerable social groups, promoting the concept of volunteerism, organizing thematic events, etc.

Some examples of NGOs that LAMDA Development cooperated with are:  
Together For Children' Hellenic National Committee for UNICEF, APOSTOLI NGO,

ELEPAP – Rehabilitation for the Disabled, The Smile of the Child, HARA – Institution for Individuals with Special Needs, ESTIA – Social Support Center for Individuals with Intellectual Disabilities, Make A Wish Greece, Save a Greek Stray – Animal shelter, Care for the Child.





# LAMDA DEVELOPMENT S.A.

## HOLDING AND REAL ESTATE DEVELOPMENT COMPANY SA

Company's number in the General Electronic Commercial Registry: 3378701000

Registered offices: 37A Kifissias Ave., 151 23 Marousi

31 March 2017

FINANCIAL DATA AND INFORMATION for the period 1 January 2016 - 31 December 2016

(in terms of article 135 of Law 2150/1920, for companies publishing annual financial statements in accordance with IAS / IFRS)

The financial information listed below is aiming to provide a general awareness about the financial position and the financial results of LAMDA DEVELOPMENT S.A. Consequently, it is recommended to the reader, before any investment decision or transaction performed with the Company, to visit the website of the Company where the financial statements are available with the certified auditor's report.

### Company's data

Supervising authority:

Company's web site:

Date of approval of the financial statements by the Board of Directors:

The certified auditor:

Auditing firm:

Type of auditors opinion:

Ministry of Economy, Infrastructure, Marine and Tourism

[www.lamdaev.com](http://www.lamdaev.com)

31 March 2017

Despina Marmou (SOEL Reg. No. 17681)

PricewaterhouseCoopers SA

Unqualified

### Board of Directors

Chairman of the Board: Anastasio K. Giannitis

Vice Chairman: Evangelos I. Chronis

Chief Executive Officer: Olysses E. Athanasiou

Members: Photios S. Antonatos

Evgenia G. Paiz

Dimbros Ch. Politis

### STATEMENT OF FINANCIAL POSITION (Amounts in € thousands)

	GROUP			COMPANY			STATEMENT OF COMPREHENSIVE INCOME (Amounts in € thousands)			GROUP			COMPANY		
	31/12/2016	31/12/2015	31/12/2014	31/12/2016	31/12/2015	31/12/2014	1/1-31/12/2016	1/1-31/12/2015	1/1-31/12/2014	1/1-31/12/2016	1/1-31/12/2015	1/1-31/12/2014	1/1-31/12/2016	1/1-31/12/2015	1/1-31/12/2014
<b>ASSETS</b>															
Investment property	379,955	379,362	1,840	1,840	1,840	1,840									
Owner occupied property, plant and equipment	3,761	4,010	371	371	399	399									
Investments in subsidiaries, joint ventures and associates	109,457	106,570	227,636	230,012	230,012	230,012									
Other non-current assets	18,470	19,294	87,992	96,140	96,140	96,140									
Inventories	58,186	61,419	-	-	-	-									
Trade and other receivables	32,373	29,932	28,415	27,755	27,755	27,755									
Financial instruments held at fair value through profit or loss	5,224	23,642	5,224	23,642	23,642	23,642									
Cash and cash equivalents	98,644	107,173	71,703	76,388	76,388	76,388									
<b>TOTAL ASSETS</b>	<b>706,070</b>	<b>731,404</b>	<b>423,181</b>	<b>458,177</b>	<b>458,177</b>	<b>458,177</b>									
<b>EQUITY AND LIABILITIES</b>															
Share capital	23,917	23,917	23,917	23,917	23,917	23,917									
Share premium	248,642	269,186	360,110	360,110	360,110	360,110									
Treasury shares	(9,163)	(6,737)	(9,163)	(6,737)	(6,737)	(6,737)									
Other equity components	(19,601)	(16,516)	(117,668)	(87,918)	(87,918)	(87,918)									
Total share capital and reserves (a)	355,282	360,773	257,195	289,371	289,371	289,371									
Non-controlling interests (b)	(191)	(168)	-	-	-	-									
Total equity (c) = (a) + (b)	355,071	360,605	257,195	289,371	289,371	289,371									
Long-term borrowings			123,201	129,293	129,293	129,293									
Deferred tax liabilities	34,172	31,572	-	-	-	-									
Other non-current liabilities	17,626	17,394	19,692	19,537	19,537	19,537									
Short-term borrowings	19,965	20,419	5,513	2,666	2,666	2,666									
Other short-term liabilities	30,594	32,227	17,580	15,310	15,310	15,310									
Total liabilities (d)	350,999	370,798	165,986	166,806	166,806	166,806									
<b>TOTAL EQUITY AND LIABILITIES (c) + (d)</b>	<b>706,070</b>	<b>731,404</b>	<b>423,181</b>	<b>458,177</b>	<b>458,177</b>	<b>458,177</b>									

### EQUITY AND LIABILITIES

Share capital	23,917	23,917	23,917	23,917	23,917	23,917									
Share premium	248,642	269,186	360,110	360,110	360,110	360,110									
Treasury shares	(9,163)	(6,737)	(9,163)	(6,737)	(6,737)	(6,737)									
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Revenues from investment property and other revenues

Fair value gains / (losses) of investment property and other assets

Gain/(Loss) from sale of investment property

Minus: Operating expenses

Gross revenue

Profit / (loss) before interest and taxes

Profit/(loss) before income tax

Loss after taxes (A)

Profit / (loss) attributable to:

- Owners of the parent

- Non-controlling interests

Earnings per share after taxes (expressed in € per share)

- Basic

- Diluted

Profit / (loss) before interest, taxes, depreciation and amortisation

## STATEMENT OF CHANGES IN EQUITY (Amounts in € thousands)

	GROUP		COMPANY	
	31/12/2016	31/12/2015	31/12/2016	31/12/2015
Equity at the beginning of the year (1/1/2015 and 1/1/2015 respectively)	360,605	387,522	289,371	321,481
Total comprehensive income after tax (continuing operations)	(3,108)	(22,119)	(29,750)	(27,316)
Increase/(decrease) in the share capital of subsidiaries	-	5	-	-
Increase in share capital due to employees share option scheme	-	74	-	74
Change in deferred tax rate	-	102	-	102
(Purchase)/sale of treasury shares	(2,426)	(4,980)	(2,426)	(4,980)
Equity at the end of the year (31/12/2016 and 31/12/2015 respectively)	355,071	360,605	257,195	289,371

## CASH FLOW STATEMENT - Indirect Method (Amounts in € thousands)

	GROUP		COMPANY	
	31/12/2016	31/12/2015	31/12/2016	31/12/2015
Cash flows from operating activities	3,387	(14,609)	(31,222)	(31,107)
Profit/(losses) before taxes from continuing operations	-	-	-	-
Adjustments for:				
Net losses from fair value adjustment on investment property and other assets	826	9,303	18,123	16,894
Depreciation	853	930	174	170
Provisions	644	351	59	50
Results (income, expenses, gains and losses) of investment operations	(348)	8,285	(5,350)	(2,480)
Finance costs - net	15,749	13,971	8,864	7,243
Other non-cash flow items	-	(1,173)	-	(1,073)
Changes in working capital:				
(Increase)/decrease in inventories	2,588	(114)	-	-
(Increase)/decrease in receivables	(1,395)	1,915	(527)	1,739
Decrease in payables	2,213	(3,607)	1,935	530
Minus:				
Interest paid	(15,240)	(13,678)	(9,182)	(8,140)
Income tax paid	(7,949)	(2,325)	-	-
Cash flows from / (to) operating activities - net	1,329	(750)	(17,125)	(16,175)
Cash flows from investing activities	(695)	(1,251)	(146)	(394)
Purchases of property, plant and equipment and investment properties	-	18	-	-
Proceeds from sale of property, plant and equipment	18,319	(23,831)	18,319	(23,831)
(Purchase)/sale of financial instruments held at fair value through profit or loss	(1,053)	(1,475)	2,607	-
Loans to related parties/Proceeds from repayment to related parties	-	-	5,449	5,124
Dividends received	315	1,150	141	1,009
Interest received	1,152	860	1,000	860
Proceeds from disposal of participations	(2,437)	-	(1,020)	-
Acquisition/change in interest held in participations	(1,527)	(985)	(8,028)	(9,619)
Increase/(decrease) in share capital of participations	14,075	(25,514)	18,323	(26,851)
Cash flows from / (to) investing activities - net	(2,426)	(4,980)	(2,426)	(4,980)
Cash flows from financing activities	(108)	(2,048)	(108)	(2,048)
Purchase of treasury shares	-	5	-	-
Borrowings transaction costs	-	133,950	-	133,950
Increase in the share capital of subsidiaries	(17,051)	(180,121)	(3,349)	(164,700)
Borrowings received	(4,348)	(1,006)	-	-
Repayments of borrowings	(23,933)	(54,200)	(5,882)	(37,778)
Capital repayments of finance leases	(8,529)	(80,463)	(4,684)	(80,803)
Cash flows from / (to) financing activities - net	107,173	187,636	76,388	157,191
Net decrease in cash and cash equivalents	96,644	107,173	71,703	76,388
Cash and cash equivalents at the beginning of the year	-	-	-	-
Cash and cash equivalents at the end of the year	-	-	-	-

CHAIRMAN OF THE BOARD OF DIRECTORS  
 ANASTASIOS K. GIANNITIS  
 I.D. No H965601

Marousi, 31 March 2017  
 CHIEF EXECUTIVE OFFICER  
 ODYSSEFS E. ATHANASIOU  
 I.D. No A5510661

FINANCIAL DIRECTOR  
 VASSILIOS A. BALOUMIS  
 I.D. No AK130062

## ADDITIONAL DATA AND INFORMATION

- The Company has been audited by tax authorities until the fiscal year of 2008. For further information regarding the Company's and Group's unaudited fiscal years refer to note 26 of the annual financial statements for the year ended 31/12/2016.
- The accounting principles adopted in the preparation and presentation of the annual financial statements for the year ended 31/12/2015 are consistent with the same accounting principles adopted for the annual financial statements of the Company and the Group for the year 2016.
- The company Consolidated Lamda Holdings SA, registered in Luxembourg, participates in Company's share capital by 50.87% as at December 31, 2016 and therefore the Group's financial statements are included in Consolidated Lamda Holdings SA's consolidated financial statements.
- Companies included in the consolidated financial statements together with names, country of establishment, participation interest, directly and indirectly, and method of consolidation are presented in note 8 of the annual financial statements for the year ended 31/12/2016.
- The Company proceeded to share capital increase in its subsidiaries Lamda Estate Development SA, Lamda Ergo Anapayis SA, GEAKAT SA, Property Development DOO, Lamda Development Begood DOO and Lamda Development Montenegro DOO by €4.4m, €2.5m, €0.2m, €0.13m, €0.05m and €0.13m respectively. In January 2016 acquired 66% of the share capital of ECE-LAMDA HELLAS SA, the property manager of the shopping centers "The Mall Athens" and "Golden Hill". Given that the Company already held 34% of the share capital of ECE-LAMDA HELLAS SA, the Company becomes the holder of 100% of the share capital of the aforementioned company. Group's participations, see note 8 of the annual financial statements for the year ended 31/12/2016.
- The Group at 17/02/2016 acquired the 80% of joint ownership in 86 premises located in the office building Konos Business Center in Marousi, by its 100% subsidiary Lamda Estate Development S.A., following the exercise of the repurchase option upon the expiration of the financial lease paying the residual value of €4.3m. Also, the Group increased its participation in the joint-venture Singulium Buildings DOO from 50% to 56.81%, however the control remains 50%-50% between the two shareholders according to the terms of the current shareholders agreement.
- Real estate liens and pre-notices over assets, amount to €12m concerning guarantees for bank loans.
- The number of employees at the end of the year was: Group 219, Company 71 (31/12/2015: Group 140, Company 66). There are no seasonal employees at the end of the year (31/12/2015: Group 0, Company 0).
- As at the end of the period, the Company acquires 2,366,007 treasury shares at an average price of €3.87 per share, at an aggregate total value of €9.2m.
- Other comprehensive income (loss) after tax includes: a) Cash flow hedges profit, after tax €179k (31/12/2015 €30k) at Group level, b) Foreign exchange difference €32k (31/12/2015 €-30k) at Group level and c) Actuarial gains/(losses), after tax €-72k (31/12/2015 €-16k) at Group level and €-54k (31/12/2015 €-11k) at Company level.
- There are neither cases under dispute, litigation, or arbitrations nor any court decisions that are likely to have a significant impact on the Company's financial statements. During year ended 31/12/2016 a) No provision has been made regarding cases under dispute, litigation, arbitrations or court decisions b) The total amount of the accumulative provision made for the Group's and Company's unaudited by the tax authorities years amount to €1.1m (Group's interest) and €0.7m respectively c) The other provisions that have been made accumulatively for the Group and the Company amount to €9.1m (Group's interest) and include provisions for customers' impairment.
- Intercompany transactions for the year ended December 31, 2016 and intercompany balances as at December 31, 2014 according to IAS 24 are as follows:

	GROUP	COMPANY
(Amounts in € thousands)	2,516	1,320
a) Revenues	361	911
b) Expenses	-	8,029
c) Dividend income	1,682	88,308
d) Receivables	16,055	21,981
e) Payables	1,022	1,022
f) Transactions and gross salaries of BOD members and key management	-	-
g) Revenues from BOD members and key management personnel	-	-
h) Payables to BOD members and key management personnel	-	-

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