

ANNUAL REPORT 2019



Targeting Perfection



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01. OUR COMPANY

Lamda Development S.A. is a holding company specializing in the development, investment and management of real estate and a leader in the real estate sector in Greece.

The company's portfolio includes The Mall Athens, Golden Hall, and Mediterranean Cosmos shopping and leisure centers, the Flisvos Marina in Athens, as well as office buildings and innovative residential complexes in Greece, Romania and Serbia.

Lamda Development has signed a contract with the Greek state for the acquisition of Hellinikon S.A., owning company of the site of the former Athens International Airport in Hellinikon and the adjacent coastal front, with a total area of 6,200,000 m². The Hellinikon Project will be the largest urban regeneration investment ever made in Greece. The Hellinikon is set to become a new point of reference for the city of Athens, and a premier destination for visitors and residents alike.

Lamda Development is listed on the Athens Stock Exchange (ATHEX). It is part of the Latsis Group of companies and maintains strategic alliances with top international and local players.

02. OUR SHAREHOLDERS*

Lamda Development's main shareholders are Consolidated Lamda Holdings (Luxembourg) which holds a 50.62% equity stake, and Voxcove Holdings Ltd (Greece) with a 10% stake. The European Bank of Reconstruction and Development (EBRD) and Aegean Airlines

participate on an equity stake of 1.77% and 1.66% respectively. International investors participate on an equity stake of 20.85%, Greek private investors hold a 8.17% stake and Greek institutional investors a 6.93% stake in the company.

A leader in
the real estate sector in Greece.

*As of 31.12.2019

03. 2019 AT A GLANCE



Portfolio



3

Owned shopping and leisure centers in Athens and Thessaloniki



1

Marina



157,000m²

Total GLA

Human Capital



304

Employees



3,842

Training hours



>7,000

Jobs supported indirectly

Financial Performance



€64.3mln
(+8.6% y.o.y)

Commercial properties/ Retail EBITDA/ EBITDA from our three Shopping Centers



€50.5mln
(+7.9% y.o.y.)

Consolidated EBITDA (excluding The Hellinikon Project-related expenses)



+2.5%
y.o.y.

Total shopkeepers turnover



+0.2%
y.o.y.

Total number of visitors



€114mln
Operating profit



€87.8mln
Pre-tax profit

Responsibility



+2.5%

Organic (Lfl) Retail EBITDA (accounting for the effect of IFRS 16)



1,576,649kg

Waste recycled



€82mln

Revenues



9

Volunteer activities



€49.9mln

Net profit after tax and non-controlling interests



70

NGOs supported



04. MESSAGE FROM THE CEO

Dear shareholders,

2019 was another landmark year for Lamda Development.

Our most important milestone was the **completion of the €650 mln Share Capital Increase, the highest non-banking share capital increase of the decade in Greece**. Through this, Lamda Development reached a capitalization and net asset value exceeding €1 bln, while important new investors, such as the European Bank of Reconstruction and Development (EBRD) and Aegean Airlines -which is now an important strategic partner of the company- **have acquired an equity stake in the company**, confirming the support of the Greek business community to the Hellinikon project. Now, we are not only a larger company, but a company with new capabilities and prospects. This brings us to a very favorable position with regards to attracting interest from international partners across the business and investment spectrum.

Most importantly, the successful completion of the Share Capital Increase is the most positive vote of confidence to the emblematic Hellinikon project, which will give much-needed impetus to the Greek economy and create value for everyone.

2019 was also a year of solid performance for our company. **For the seventh consecutive year, we achieved a significant increase in our shopping centers'**

operating profitability by 8.6%, while, at Group level, consolidated EBITDA, excluding Hellinikon project-related expenses, increased by 7.9%. Considering the fair value of the properties included in the company's investment portfolio, the overall EBITDA reached €115.9 mln.

Our source of inspiration and growth is, of course, our clients. **Our shopping centers attract 25 mln visitors annually, host 5,500 brands, and support 7,000 jobs. The average occupancy rate is consistently close to 100% and shopkeepers' turnover reaches €700 mln per year.**

We are proud of our consistent performance all these years. Our objective is not just to maintain a leading position in the Greek Real Estate market. We are in constant search for innovations so that we can offer superior shopping and entertainment experiences in our shopping and leisure centers.

To this end, **we inaugurated a major part of Golden Hall's expansion in December, further expanding our entertainment and shopping offering for the whole family. The extension is a €25 mln investment, creating more than 500 new jobs.**

Moreover, it is worth noting that in early 2020 we **acquired shares of Lamda Dogus Investments S.A. for €12.4 mln, and now we control a 77.23% stake at Lamda Flisvos Marina S.E., the operator of Flisvos Marina.**

Moving Ahead

2020 started off on a positive note. Even though the coronavirus pandemic has created new market conditions globally, inevitably affecting the Greek economy and the operation of our shopping centers, we have already adjusted to the new realities.

From the start of the health crisis, we promptly adopted all necessary measures to protect visitors and employees at our shopping centers. After 10 weeks over which they stayed closed, we reopened, not only following the guidelines issued by the competent authorities but also adopting and implementing additional measures to ensure the health and safety of our visitors.

Suspending our shopping centers' operation, however necessary, had serious consequences for all stores. **In this unprecedented situation, we had to stand by our partners.** For this reason, we proceeded to reduce rents at all our shopping centers by 70% for April and May, compared to the 40% mandated by law. **We have also taken initiatives to attract consumers and boost traffic, always putting the safety of employees and visitors first.** We need to point out that, despite reducing rents, we maintain sufficient cash to meet the Group's commitments and **we are smoothly implementing our plans for all Group activities, rapidly moving ahead to starting works at the Hellinikon site.**

In such a dynamic and changing international environment, adapting is the safest way to achieve any target. As a company, we have proved many times our ability to open new paths, to move forward with speed and flexibility to meet the demands of our times.

Our driving force is satisfying our shareholders, our partners, our shopping centers' visitors and, of course, our employees.

We also draw optimism from the exemplary way our country successfully handled the unprecedented challenges posed by the pandemic, standing out as an example of effective crisis management worldwide. The state's effectiveness and the collective responsibility shown by citizens enhanced trust in and out of our country's borders, allowing Greece to further solidify its position as a safe investment and tourist destination.

The Hellinikon investment

After a long and adventurous journey, we are now close to the transfer of HELLINIKON S.A.'s shares to our company. We have often referred to the financial and technical aspects of the investment, which constitutes the largest urban development project in Europe at the moment, with an overall budget of €8 bln. This is a project that will give a much-needed growth boost to the Greek economy and will reposition Athens and our country on the international investment and tourism map. As we approach the official start of works, the project's positive impact on society will gradually also become evident.

Our vision for the Hellinikon is to develop a model, smart city, incorporating cutting-edge technologies and modern urban planning principles. A modern city that will be friendly to its people -locals, employees, and visitors- and the environment. Where there is concrete, We will create large green and leisure communal spaces,

a 50 km network of pedestrian and bicycle paths, public transportation for visitors and residents, as well as new infrastructure and systems for efficient energy, water, and waste management allowing for optimum use of natural resources in accordance with sustainability and circular economy principles. Furthermore, existing buildings of historic importance will be preserved, archeological sites will be highlighted and athletic facilities will be redeveloped.

Our vision is our driving force. It has given us faith and strength, even in the midst of the crisis, to overcome adversity and come to the point we are today. Now that Greece is in the spotlight as a most positive example, we have another opportunity to prove that we are ready to take the next step, with realism and commitment to our business plan.

Dear shareholders,

2020 marks the beginning of a new era for Lamda Development, as the Hellinikon is moving to its next phase. The Hellinikon is a one-of-a-kind project that will signal the country's transition to a new era, with a positive footprint that will extend throughout the Greek economy and society.

Our company has proved over time its ability to capitalize on opportunities, as well as its resilience and the methodical fashion in which it managed to tackle the challenges along the way.

The accumulated knowledge and experience earned over the past years, the solid support of our

shareholders, and especially the support of Latsis Group, as well as the trust of our shopping centers' visitors and of our partners in Greece and abroad, constitute guarantees that give us even more incentive to remain optimistic about our company's prospects and achieving our common goals.

I would like to thank our employees for their devotion and effectiveness, as well as the adaptability they have shown as they continued to work in an exemplary manner, even under unprecedented conditions, towards the realization of our vision.

On behalf of Lamda Development's management team and employees, thank you for your support.

**Odisseas
Athnasiou**

Chief Executive Officer

05. GROUP FINANCIAL PERFORMANCE

2019 was yet another record-high year for Lamda Development, in terms of net profitability and assets. The consolidated EBITDA –before valuations and expenditures related to The Hellinikon Project– reached €50.5 mln, recording a 7.9% increase, while considering the fair value of the properties

included in the company's investments portfolio, the overall EBITDA reached €115.9 mln.

The Net Consolidated Profits reached €49.9 mln in 2019, over €42.3 mln in 2018.



Income Statement Summary (in mln €)

	2019	2018
Revenue	82	79.40
Net gain/(loss) from fair value adjustment on investment property	71.7	55.5
Cost of inventory-land sale	0.0	(0.10)
Operating expenses	(33.4)	(31.5)
Expenses related to the development of the Hellinikon site	(6.3)	0.0
Operating profit	114.0	103.3
Depreciation	(0.9)	(0.7)
Net Interest	(27.2)	(25.9)
Share in profit of associates	1.9	(1.0)
E.B.T	87.8	75.7
Taxes	(25.0)	(14.7)
Profit/(loss) of the year	62.9	61.0
Profit/(loss) attributable to Equity holders	49.9	42.3

Share Capital Increase

In December 2019, Lamda Development successfully completed a share capital increase of €650 mln, the largest one in Greece in a decade by a non-financial issuer, with the solid support of its main shareholders and the participation of important new investors.

Among them, the European Bank of Reconstruction and Development (EBRD) which acquired a 1.8% stake, and key-market investors such as Aegean Airlines, confirming the support of the Greek business community to The Hellinikon Project.

The successful completion of the share capital increase is another major step towards the development of The Hellinikon Project, Lamda Development's emblematic investment.

Net Asset Value

The Net Asset Value (NAV) reached €1,115 mln (€6.54 per share) at year-end; against €438.9 mln (€5.64 per share) in 2018 (an increase of 163%).



Net Asset Value (in mln €)

	2015	2016	2017	2018	2019
	408.1	403.7	395.1	438.9	1,115
NAV per share (in €)	5.20	5.20	5.10	5.60	6.54
% change	-5%	-1%	-2%	11%	163%



Net Debt / Total Assets (in mln €)

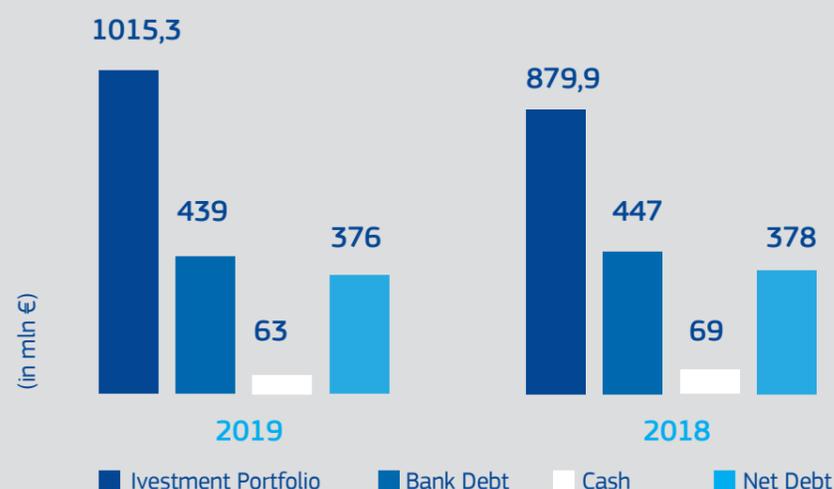
	2019	2018
Investment Property	960.8	852.1
Property, Plant and Equipment	4.9	5.9
Inventories	9.6	9.4
Cash and Cash equivalents	702.8	68.5
Group Equity	1,143.1	434.6
Short term Borrowings	102.7	141.0
Long Term Borrowings	336.4	305.9



Total Debt and Investment Portfolio (in mln €)

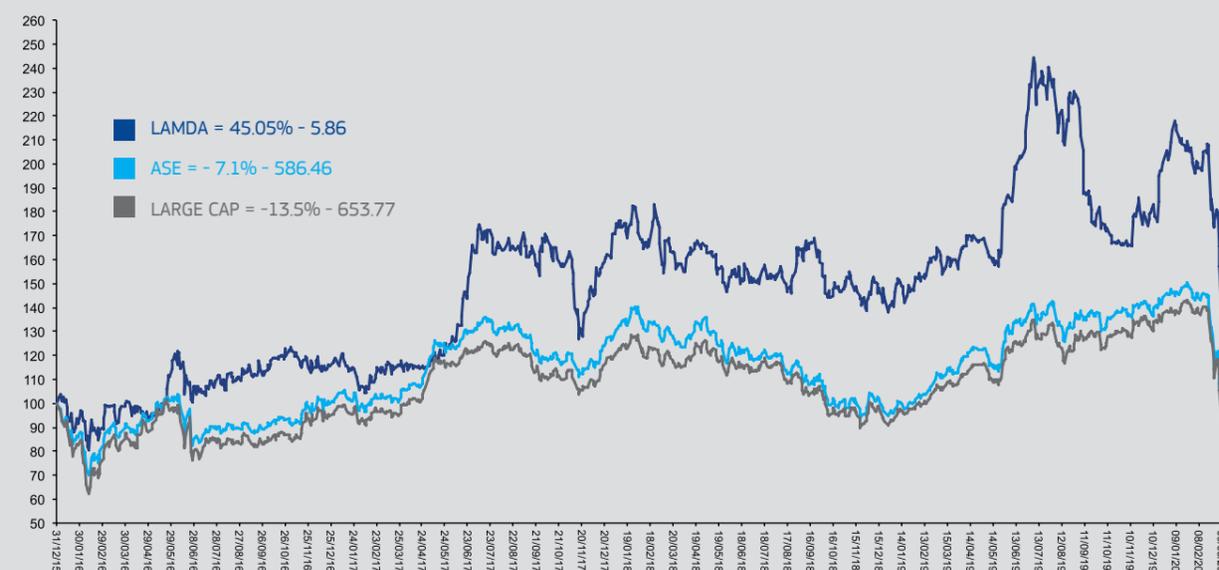
	2019	2018	% change
Investment Portfolio	1.015,3	897,9	13%
Debt	439	447	(2%)
Cash	63*	69	(9%)
Net Debt	376	378	(1%)

* For comparability purposes, Cash excludes funds raised via Share Capital Increase in 2019



Share price performance

	2019	2018
Closing price at year-end	€8.23	€5.37
Annual average price	€7.05	€6.01
Annual maximum price	€9.30	€6.96
Annual minimum price	€5.33	€5.24
Daily average number of shares traded	174,317	77,661



Our stock

The company is listed in the Athens Stock Exchange and participates in the following indexes:

- GD: ATHEX COMPOSITE SHARE PRICE INDEX
- DOM: ATHEX ALL SHARE INDEX
- FTSE: FTSE/ATHEX LARGE CAP
- SAGD: ATHEX COMPOSITE INDEX TOTAL RETURN
- FTSEA: FTSE/ ATHEX MARKET INDEX
- HELMSI: HELLENIC MID & SMALL CAP INDEX
- DAP: FTSE/ATHEX REAL ESTATE

FTSENTR: FTSE/ATHEX LARGE CAP NET TOTAL RETURN
ASIP : SELECT INDEX PLUS

REUTERS QUOTE LMDr.AT
BLOOMBERG QUOTE LAMDA GA

Lamda Development's stock price rose by 53.4% in 2019, largely due to the successful share capital increase. Over the same period, the ATHEX General Index recorded a lower increase rate of approximately 49.5%. The stock's variance was close to 39.3%.



Financial data per share

	2019	2018
Total number of shares outstanding at year-end	176,736,715	79,721,775
Financial data per share		
Profit after tax & Minority interest	€0.62	€0.54
Net Asset Value (NAV)	€6.5	€5.6

06. ASSETS' FINANCIAL PERFORMANCE

Lamda Development's assets continued their impressive performance in 2019. The average shopping and leisure centers' occupancy rate peaked at 100%, while interest in retail space remained high.

Aggregate tenant turnover increased by 2.5% and total customer visits by 0.2%, compared to 2018.

EBITDA from the three shopping and leisure centers increased by 8.6% y.o.y., reaching €64.3 mln in 2019. On a like-for-like basis, excluding the effect of the adoption of the IFRS-16 leases standard, Retail EBITDA increased by 2.5%.

Operational profitability of The Mall Athens increased by 2.9% year-on-year, reaching €28.8 mln. Mediterranean Cosmos in Thessaloniki posted a significant increase of 29.2% y.o.y., reaching €18.6 mln – an increase that is mainly due to the adoption of IFRS-16. Golden Hall's annual operational profitability reached €16.9 mln, 0.6% higher than 2018.

Office buildings also maintained high occupancy levels and contributed to Lamda Development's profitability by €1.6 mln.

At year-end, Lamda Development's Investment Portfolio reached €1,055 mln, consequence of [please specify, e.g. higher property valuations]



EBITDA per asset (in mln €)

	2019	2018
The Mall Athens	28.8	28
Mediterranean Cosmos	18.6	14.4
Golden Hall	16.9	16.8
Office Buildings	1.6	0.8
Flisvos Marina	-0.8	0.3



Total turnover of shopping and leisure centers (in mln €)

	2019	2018	% change
The Mall Athens	243.273	239.796	1.4%
Mediterranean Cosmos	191.448	184.713	3.6%
Golden Hall	160.538	155.974	2.9%
Total turnover	595.259	580.483	2.5%



Customer visits

	All Shopping centers	Golden Hall Hall	The Mall Athens	Mediterranean Cosmos
H1 2019	-2.4%	-4.5%	0.2%	-5.3%
H2 2019	2.5%	3.1%	2.1%	2.9%
FY 2019	0.2%	-0.5%	1.2%	-1.0%

* % change of the overall number of customer visits respectively compared to 2018.



Shopkeepers' turnover

	All Shopping centers	Golden Hall Hall	The Mall Athens	Mediterranean Cosmos
H1 2019	1.1%	1.5%	1.0%	0.7%
H2 2019	3.7%	4.1%	1.8%	6.0%
FY 2019	2.5%	2.9%	1.4%	3.6%

* % change of the overall number of customer visits respectively compared to 2018.

07. INVESTMENT PORTFOLIO THE MALL ATHENS

The Mall Athens is the largest shopping and leisure center in Greece and the first of its kind ever developed in the country.

Since its opening in November 2005, The Mall Athens has introduced a new era in shopping, dining and entertainment, offering distinctive Greek and international brands and a wide range of recreational options. It has become the ultimate entertainment spot for the Greek family, as well as a destination for visitors to the Greek capital.

Strategically located in the northern suburb of Maroussi, next to the Athens Olympic Stadium and critical road and public transport junctions, The Mall Athens comprises approximately 200 retail and entertainment units, spread over five levels, with combined GLA of 58,500 m², as well as 2,000 underground parking spaces. It is known for its modern architecture and innovative services, its practical layout, and the high standard of services offered to visitors.

For more information, visit www.themallathens.gr





58,500m²
of GLA



200
Stores



2,000
Underground parking spaces



€302mln
Total shopkeepers' turnover



2019 overview

The Mall Athens current fair market value stands at €451 mln.

In 2019, it attracted over 11.7 mln visitors, yielding turnover of €302 mln (including VAT) for shopkeepers. Income from rents, parking, advertising, and other sources amounted to €33.4 mln, and operating profits reached €28.4 mln. It was also awarded a Gold Security Excellence Award in the Shopping Centers-Premises category.

It is estimated that the operation of The Mall Athens accounts for approximately 2,500 full-time jobs.

The Mall Athens hosted Lamda Development's inaugural ReTech Innovation Challenge innovation contest. The contest focused on innovative ideas in retail, food and entertainment, and mall services. Proposals submitted were evaluated by an independent panel comprised of market representatives, investors, business people, and academics, and the ten finalists presented their ideas at special pop up stands at The Mall Athens. The three best ones earned prizes amounting to €10,000, as well as professional mentoring and coaching; the grand winner also had the opportunity to present their proposal at the Creative Business Cup, the largest international competition for innovative entrepreneurs from over 100 countries.

GOLDEN HALL

Golden Hall is an upscale shopping and leisure center with an unparalleled offering that has established it as a new point of reference for quality shopping in Greece.

Located on Kifissias Avenue, next to the Athens Olympic Stadium, Golden Hall has a GLA of 52,500 m², spread over three levels. It plays host to 147 shops boasting world-renowned brands -many of which were first introduced to the Greek market at its premises- as well as famous Greek ones. Alongside are selected top restaurants, cafés, and bars to relax after shopping while the two-level, 1,600-seat underground car park, makes Golden Hall easily accessible by car.

Golden Hall has been designed to make each visit a pleasurable and stimulating experience. With its beautiful courtyard, modern environmentally friendly design, and atmospheric interior, as well as the quality of service by highly skilled staff, Golden Hall offers its visitors the highest standard of shopping. Recognized for its top-notch architecture, Golden Hall has been awarded the top prize at the European Shopping Center Awards (ICSC).

For more information, visit www.goldenhall.gr and www.x-plore.gr.





52,500m²
of GLA



147
Stores



1,500
Parking spaces



€200mln
Total shopkeepers' turnover



2019 overview

Golden Hall's current fair market value stands at €251.8 mln.

Golden Hall attracted 4 mln visitors in 2019, with shopkeepers' turnover reaching €200 mln (including VAT). Income from rents, parking, advertising and other sources (including offices) amounted to €20.5 mln while operating profits reached €17 mln.

In December 2019, Golden Hall was enriched with additional rental units and 200 new parking spaces. New additions include the XPLORE Entertainment Center, the largest theme and educational park in Greece, spread over 4,500 m², that will fascinate young and old alike, as well as a gym, department stores, selected restaurants and cafes and an aquarium.

2020 will see the opening of the Olympic Museum of Athens. The museum will revive the history of the Olympic Games, from the ancient Greek Olympiad to the Modern Games, featuring rare exhibits and rich interactive audiovisual material.

MEDITERRANEAN COSMOS

Mediterranean Cosmos in Thessaloniki is the biggest shopping center in Northern Greece.

With 46,000 m² of GLA, Mediterranean Cosmos is known for its more than 200 shops, diverse dining and leisure venues, and its wide range of activities for families.

Mediterranean Cosmos operates under a ground lease from the Ecumenical Patriarchate. Located close to the city's international airport and major highways, it is easily accessible and has become a very popular destination for locals, residents of nearby cities and towns, and tourists alike.

For more information, visit www.medcosmos.gr.





2019 overview

Mediterranean Cosmos has a current fair market value of €189.2 mln.

It attracted 8 mln visitors in 2019, while shopkeepers' turnover increased to €237 mln (including VAT). Income from rents, parking, advertising, and other sources amounted to €23.2 mln and operating profits reached €15 mln.



46,000m²
of GLA



200
Stores



3,000
Parking spaces



€237 mln
Total shopkeepers' turnover

FLISVOS MARINA

Boasting a history dating back 18 years and a 20% domestic market share, Flisvos Marina is the top Greek tourist port in terms of turnover* and enjoys a prime reputation as the ultimate destination for international mega yachts.

The marina features 303 berths, half of which accommodate boats and luxury yachts exceeding 35 meters in length. Alongside, a commercial complex stretches across 3,800 m² and features an esplanade lined with fine dining and shopping venues, as well as an array of special events for yacht-owners and visitors.

Flisvos Marina has evolved into a leading, multi-award winning marina in Southeastern Mediterranean, raising the bar for the competition. It attracts upscale tourism throughout the year and has contributed significantly to upgrading the southern suburbs of Athens.

Committed to continuously improving its facilities and services, focusing on high quality, safety, and environmental awareness, Flisvos Marina has invested €1.6 mln since 2017, among others in new environmental protection, energy saving, and waste management projects, as well as in personnel training.

Flisvos Marina was awarded the prestigious 5 Gold Anchors Platinum in 2018, the highest distinction of the Global Gold Anchor Scheme. It is the second mega-yacht marina in Europe to receive the Platinum accreditation. It has also been awarded the significant 4-star distinction by the European Foundation for Quality Management (EFQM), for its EFQM Committed to Excellence program.



Flisvos Marina has maintained Blue Flag status since 2007, testament to its high environmental and quality standards. It has also been certified with ISO 9001 for quality management and ISO 14001 for environmental management by Lloyd's Register Group since 2008 – Greece's first marina to hold both certifications.

In early 2020 Lamda Development acquired shares of Lamda Dogus Investments S.A., for €12.4 mln, and now the company controls a 77.23% stake at Lamda Flisvos Marina S.E., which is the operator of Flisvos Marina.

For more information, visit www.flisvosmarina.com.

2019 overview

Flisvos Marina continued its growth trajectory in 2019, with revenue from port and property management reaching €13.8 mln, marking a 5% increase compared to 2018.

Tenant occupancy of the commercial complex reached 97%. Visits remain particularly high, with an average of 27,000 visitors recorded during the weekends.

It is worth noting that over 1,100 people are being employed within the marina facilities, working in the yachts, commercial and entertainment stores, offices, and the management of the marina.

**Source: ICAP, Top Sectors of the Greek Economy, 2019, Tourist Ports*



90,228m²
Facilities



3,800m²
Commercial complex



303
Berths



97%
Occupancy rate



27,000
visitors on average on weekends

OFFICE BUILDINGS



Golden Hall – Offices, Athens

Office areas of the Golden Hall commercial and business complex cover a leasable area of approximately 4,500 m². They are divided into two wings and expand over three floors. The top-quality office areas are fully leased. Rental income in 2019 amounted to €1.2 mln.



Cecil Building – Offices, Athens

Bringing together history and modernity, the historic former Cecil Hotel in Kifissia was converted into a luxurious, highly-functional office complex offering 6,000 m² of leasable space. The building is fully leased and rental income in 2019 reached €0.9 mln.



Athens Metropolitan Expo – Exhibition and Convention Center, Athens

Lamda Development participates with an 11.7% stake in the share capital of Athens Metropolitan Expo, the managing company of Metropolitan Expo, one of the largest exhibition and convention center in Southeastern Europe, located near the Athens International Airport. The center covers an area of 50,000 m² and represents a total investment of €35.4 mln.



Offices, Bucharest

Located in a high-profile location, on the main highway that connects the Bucharest city center with the airport, the office building has a 5,100 m² total above-ground area, with 330 m² dedicated to retail stores on the ground floor, while 39 parking spots on two underground levels cover another 1,700 m².



Ilida Business Center – Offices, Athens

Located in the Athens suburb of Maroussi, Ilida Business Center is an ultra-modern building offering 11,500 m² of office space, large floor plates, and comfortable offices. The building currently hosts well-known companies of the highest calibre. Lamda Development SA purchased 100% of Ilida Business Center's share capital in October 2018. In 2019, rental income reached €1.4 mln.

OTHER ASSETS

GREECE

Spata Prokalisi – Land for Mixed Use Development, Athens

Lamda Development owns an 85,000 m² plot of land within Spata Business Park, at the Voulia Prokalisi location, on Pikermi Avenue. The site has been divided into two plots, allowing for developments covering 50,700 m² for retail, office, leisure and entertainment use. Options under evaluation include the sale of the property as is or the development and sale of a custom-made made building(s) subject to prior agreement with the end user(s).

Viltanioti Str. – Land for Office Development, Athens

Lamda Development holds a 50% stake in Lamda Akinita, owner of an 8,500 m² plot of land on Viltanioti Str., Kato Kifissia. The building permit allows for the construction of an office building with a 10,200 m² surface area. Options under evaluation include the sale of the property as is or the development and sale of a custom-made made building(s) subject to prior agreement with the end user(s).

Alkyonides Hills – Second Home Development, Island of Aegina

Lamda Development owns a 116,000 m² plot of land in the Perdika district of Aegina, on the south-western part of the island. The plot is 5-minutes away from the fishing Perdika village and a 15-minute drive from the Port of Aegina. Necessary facilities and entertainment venues are within a 15-minute radius, and the Klima and Sarpa beaches are a 5-minute drive away.

Designed by the award-winning architect Alexandros Tombazis, Alkyonides Hills consists of three differentiated residential communities: Anthe, featuring luxury villas, Methone, featuring villa suites, and Asteria, featuring garden villas. The rest of the plot is dedicated to guest houses, recreational and sports activities, as well as a square with restaurants, shops, and a playground. With a total covered area of only 18,000 m² and built areas of 22,000 m², 85% of the land is left unbuilt, featuring pedestrian paths and green areas.

ROMANIA

Residential Development, Bucharest

Lamda Development owns an 11,500 m² plot of land in the northern part of Bucharest, overlooking the Baneasa forest where a number of upscale residential projects have been developed. The development comprises an 18,500 m² residential complex.

Logistics Building, Bucharest

The 102,500 m² site is located on the 23rd km of the Bucharest-Pitesti Highway, in western Bucharest hosting most newly developed industrial/ logistics projects. A modern warehouse of 56,000 m² can be developed on the site.

SERBIA

Urban Development Project, Belgrade

Lamda Development is the majority shareholder (78,35%) of Singidunum Buildings DOO Beograd, which owns approximately 3,200,000 m² of land, located 17 km from Belgrade's city center, near the airport and close to the city's new ring road. The investment is expected to yield considerable capital gains, as it has been included in Belgrade's General Urban Plan and partial land development through Detailed Urban Plan adoption is foreseen.

MONTENEGRO

Second Home Resort, Montenegro

Lamda Development owns a 10,500 m² plot of land in Budva, Montenegro, where it plans to develop a luxury second-home resort. The plot overlooks the famous Sveti Stefan Island, where Aman Resorts has opened a five-star hotel. The project is currently awaiting the adoption of the City of Budva Plan and was recently included in the Spatial Plan of Montenegro.



08. THE HELLINIKON PROJECT

Lamda Development is transforming the site of the former Athens international airport into a model urban development with exceptional infrastructure and services of the highest caliber, and access to unparalleled green and recreational areas including a world-class metropolitan park and a coastal front fully accessible to the public.

The Hellinikon constitutes the largest greenfield urban infrastructure development investment in Europe, and the most ambitious development project ever undertaken in Greece. It has been specifically designed to positively impact the local, regional and national economy, by adding significant new investments, employment opportunities, and uses in key areas such as tourism, culture, entrepreneurship, R&D, and the environment.



6,200,000m²
Total land area

3,000,000m²
Total buildable area



Quality of life

At the heart of The Hellinikon, lies a 2,000,000 m² metropolitan park. Rivalling London's Hyde Park and New York City's Central Park in size, beauty, and functionality, the metropolitan park will be a bold new landmark for the City of Athens, an attraction for visitors and a unique resource for all that will transform urban life. Open and accessible to the public for endless hours of enjoyment, the metropolitan park will be organically connected to the city. It will consist of seven carefully constructed interconnecting precincts, each with a distinct character defined by its natural environment, unique features, and rich sense of place.

The creation of an additional 600,000 m² of communal green and open spaces and 50 km of pedestrian and bicycle paths, along with the upgrade and restoration of the 3.5 km coastal front with a new 1 km free public beach, are dominant aspects of the project design.

The Hellinikon presents a once-in-a-lifetime opportunity to rethink how cities are planned and create a new global benchmark for urban innovation.



2,000,000m²
Metropolitan park



600,000m²
Open green spaces



<35%
Coefficient coverage



50km
Path network for pedestrians and cyclists



1km
Newly developed free access beach

Economic impact

The Hellinikon is a multi-dimensional project with significant positive effects on many sectors of the economy. It will be an important step towards rebuilding economic growth and productivity in Greece.

The approximate €8 bln investment is expected to generate 75,000 new jobs during maturity and contribute 2.4% to Greece's GDP by completion date, while over the same timeframe pay over €14 bln in taxes to the Greek State.

The Hellinikon Project provides Athens a tremendous opportunity to solidify its position as an all-year-round world-class tourist destination. The development will offer a significant number of new hotel accommodations, landmarks, and thematic tourist attractions and venues. It is estimated that The Hellinikon will attract over one million new tourists to Attica, and help to significantly reduce seasonality and increase the average tourist length of stay and spending levels.



€8 bln
Total investment



2.4%
Contribution to GDP



10,000
New jobs during construction



75,000
New jobs during operation



€14 bln
In tax revenues



1 mln
Visitors expected annually



€1.5 bln
Budget for infrastructure projects

Smart City

The Hellinikon has been designed to incorporate smart city concepts and cutting-edge technologies.

Smart Metropolitan Park

Central operational efficiency; irrigation automation and smart water management; smart street lighting; safe park; sustainable transport options (ebus/ebikes); traffic management; lower energy demand

Smart Digital Infrastructure

Helps monitor different parameters of the city; analyse the collected data; support the adoption of technology; a Wi-Fi connected city; promote an innovative and entrepreneurial culture

Smart Buildings

Improve the comfort of users; optimise usage of utilities

Smart Mobility

Optimise traffic conditions; customised traffic solutions; reduce environmental footprint; intelligent transport system and traffic management; develop more pedestrian and bicycle-friendly routes

Smart Energy

Optimise energy distribution and usage; enable community-based energy monitoring

Smart Water Management

Less water consumption; reduced cost and leakage; increase reliability and transparency of water distribution

Smart Waste Management

Improve the efficiency of waste collection, pickup, separation, reuse and recycle

For more information, visit www.thehellinikon.com



09. HUMAN CAPITAL

Lamda Development recognizes that business success depends on its people. To this end, it aims at the creation of an excellent work environment that fosters employees' professional development, and employs strategies to attract, develop, and retain human capital.

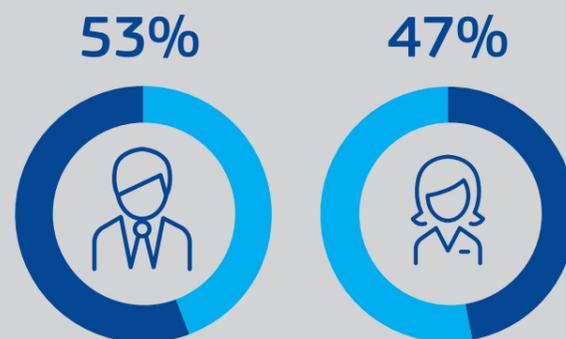
Lamda Development implements training programs, tailored to the specific needs of the employees, facilitating their professional development and ensuring they are in a position to effectively respond to the company's ambitious goals.

The company offers a number of financial and social benefits to its employees:

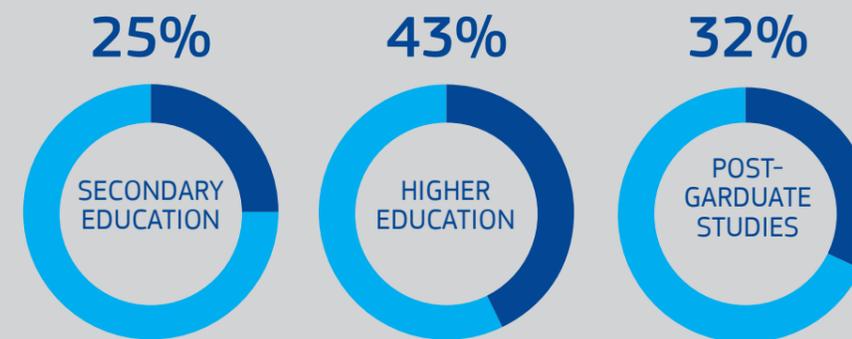
- ▶ Stock option plan for its senior executives
- ▶ Performance-based bonus plan
- ▶ Health insurance and pension plan
- ▶ Interest-free loans to cover urgent needs
- ▶ Blood Bank for the company's employees and their relatives
- ▶ Christmas presents for employees' children
- ▶ Rewards to excellent pupils/students
- ▶ Extra maternity leave days
- ▶ Extra educational leave days for master's degree studies
- ▶ Christmas and Easter gifts for employees
- ▶ Monthly restaurant vouchers
- ▶ Occupational health and safety provision



Male-Female employees proportion



Distribution of employees based on their education profile



*Total number of employees of Lamda Group



10. SUSTAINABLE OPERATION

Lamda Development has set sustainability as a main component in its business and commercial operations, always bearing in mind to make fair use of all resources.

With a well-planned layout, modern architectural design and model ancillary services, Lamda Development's shopping and leisure centers are designed to ensure they are run in an environmentally-friendly way, in the context of sustainable and responsible business conduct. The centers feature Building Management Systems that ensure monitoring of energy consumption, proper time-scheduled lighting and air-conditioning, thus improving energy consumption and achieving maximum energy efficiency.





Energy Consumption 2019

27,579,000 kWh

The Mall Athens
(shopkeepers included)

18,551,633 kWh

Golden Hall
(shopkeepers included)

8,465,216 kWh

Mediterranean Cosmos
(shopkeepers excluded)*

175,716 kWh

Flisvos Marina

*Heating & air-conditioning is provided to shopkeepers. Each store has an individual contract for energy supply



Natural Gas Consumption 2019

103,155 m³

The Mall Athens

2,782,000 m³

Golden Hall

3,461,624 m³

Mediterranean Cosmos



Water Consumption 2019

62,900 m³

The Mall Athens

42,387 m³

Golden Hall

110,746 m³

Mediterranean Cosmos

12,090 m³

Flisvos Marina
(vessels & tenants' consumption is excluded)





Waste Management

Lamda Development's shopping and leisure centers implement state-of-the-art waste management practices and procedures with an emphasis on recycling (separation of five flows, material classes, recycling). Used oils and fats from health-regulated establishments are collected by authorised third-parties, avoiding their disposal through the local sewerage system.

Recycling 2019

560,460_{kg}

The Mall Athens

343,580_{kg}

Golden Hall

345,890_{kg}

Mediterranean Cosmos

326,719_{kg}

Flisvos Marina

1,576,649_{kg}

of recycled waste



Landfill Waste 2019

1,185,510_{kg}

The Mall Athens

586,280_{kg}

Golden Hall

1,771,060_{kg}

Mediterranean Cosmos

18,000_{kg}

of mixed municipal waste

9,000_{kg}

of composite packaging

Flisvos Marina

SOCIAL RESPONSIBILITY

A company's starting point for doing business should be its contribution to society and economic growth. Lamda Development abides by its ethical commitments with regards to transparency, quality of service, human rights, environmental protection and safeguarding cultural heritage.

Corporate business activities and the operation of its three shopping and leisure centers have led to the creation of 7,000 jobs, while the 547 shops hosted generate an annual turnover of €700 mln. The Mall Athens, Golden Hall, Mediterranean Cosmos and the Flisvos Marina also maintain relationships and synergies with numerous non-governmental organisations (NGOs) and other entities, hosting their activities and offering them the opportunity to communicate their work to an audience of 25,000,000 visitors annually.



70 NGOs
supported
up to 2020





Floga:
Employees created and donated hand-made gifts to be sold at the Easter Bazaar



ELEPAP:
Employees visited ELEPAP's facilities and joined the children in their drawing activities



Special High School and Lyceum for the Deaf and Hard of Hearing of Thessaloniki:
Two groups of employees visited the school and joined the children in their art activities



Make-A-Wish Greece:
Employees participated in the Bake-a-Wish program and baked cookies that were later sold for charity reasons. The amount raised was donated to grant a wish to a child suffering from a serious disease



Save a Greek Stray:
Employees visited the organisation's shelter in Oropos, while employees' children had the opportunity to attend a special educational program



Alma Zois:
Employees participated in the 11th Greece Race for the Cure®



The HOME Project:
Employees visited the shelter for unaccompanied minors, were informed of the organisation's initiatives and donated material for the renovation of the shelter's facilities



Amimoni:
Employees made Christmas gifts and cards that were donated to the NGO to be sold at an upcoming bazaar, while Amimoni's kiosks were hosted at The Mall Athens and Golden Hall



"Niki"-Victor Artant:
Employees welcomed the school's children and offered them Christmas gifts

BEST PRACTICES

The adoption of best practices constitutes a vital part of Lamda Development's business planning. The company's main objective is to create value for its shareholders, enhance employment, and further develop services of high added value for its customers.



Zero incidents of privacy and personal data breach have been reported



Zero incident of non-compliance in connection with rules related to health & safety of visitors



ReTech Innovation Challenge to support innovation

AWARDS 2019

Lamda Development

- ▶ HR Awards – Silver Award in the Corporate Social Responsibility category for the Best CSR Initiative involving employees
- ▶ XRIMA Awards – Manager of the Year Award for Odisseas Athanasiou
- ▶ European Business Awards – National Winner for Greece in the Chairman's Selection Award category
- ▶ Corporate Superbrands – Top Corporate Superbrand in Greece

The Mall Athens

- ▶ Security Excellence Awards – Gold in the Shopping Centers-Premises category

Golden Hall

- ▶ Health & Safety Awards – First prize in the Safest Shopping Center category

11. CORPORATE GOVERNANCE

Lamda Development's Corporate Governance Code, available on www.lamdadev.com, describes the way the company is directed, administered and controlled. It outlines the structure through which the company's objectives are set, the means of attaining them and monitoring performance, while ensuring control over the management's decisions and actions, and the protection of the interests of the company's shareholders and the general public.

Lamda Development's corporate governance principles and processes are based on internationally recognized criteria and regulatory frameworks, such as those applied by companies listed on international stock exchanges.

Board of Directors

The Board of Directors (BoD) is responsible for the Company's management and strategic direction. Of the BoD's eleven members, ten are non-executive and two are fully independent. Secretary to the BoD is Chief Legal Counsel John Giannakopoulos.

Audit Committee

The Audit Committee assists the BoD in its duties with regard to financial information, internal audit and monitoring of the ordinary audit. The Audit Committee consists of three members, currently: Chariton Kyriazis as Chairman, and Dimitrios Afendoulis and Konstantinos Skafakis as members. The Audit Committee operates in accordance with the Operating Regulation.

Compensation and Nomination Committee

The Compensation and Nomination Committee assists the BoD in all matters concerning:

- ▶ the general principles governing the management of human resources and especially the policies on compensation, benefits and incentives for the BoD's executive members, executives and employees, in accordance with the market conditions and the economic context,
- ▶ 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 BoD and approving the documented recommendations of CEO for hiring and promoting executives.

The Compensation and Nomination Committee consists of three members: Fotios Antonatos as Chairman, George Gerardos and Ulysses Kyriacopoulos as members. Evangelos Chronis has been appointed as alternate for the Chairman.

The Compensation and Nomination Committee operates in accordance with the Operating Regulation.

Risk Management Committee

The Risk Management Committee analyses, evaluates, and manages all risks associated with the company's business activity in Greece and abroad. The Committee submits its proposals to the BoD.

Investment Committee

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

Internal Audit Department

Internal Audit is an independent, objective advisory activity that adds value to the company's systems and operations. It helps the company accomplish its objectives by applying a systematic and disciplined approach to evaluating and improving 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 Audit Committee. The Internal Audit Department, headed by Mary Papakonstantinou, is responsible for the internal audit and is supported selectively by external specialist consultants, as deemed necessary.

Diversity Policies

Lamda Development is committed to international standards for promoting diversity and providing equal opportunity to employees and candidates at all hierarchy levels, regardless of 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 to date.

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

12. BOARD OF DIRECTORS

Anastasios Giannitsis
Chairman, Non-executive member

Anastasios Giannitsis was a professor at the National Kapodistrian University of Athens until 2011, and since then holds the title of emeritus professor. He studied Law, Economics and Political Science at the University of Athens, and obtained his PhD in Economics at the Free University of Berlin.

Giannitsis has served as Minister of Labor and Social Affairs, Alternate Minister of Foreign Affairs, Minister of Foreign Affairs and Minister of Interior, as economic advisor to the Prime Minister, and President of Economic Advisors. He has also been chairman at Hellenic Petroleum Co, member of the Board of Directors of the National Bank of Greece Cultural Foundation and an honorary member of Special Olympics Hellas.

He has published many books and articles on economic, social, and political issues. His scientific interests include development theory and policy, international economics, European integration, Economics of technology, industrial structures, and industrial policy.

Evangelos Chronis
Vice Chairman, Non-executive member

Evangelos Chronis studied shipping in London and worked closely with John S. Latsis for 28 years. Today, he serves as chairman and member of the BoD for a number of Latsis Group companies, as well as for non-profit and charitable organisations.

Odisseas Athanasiou
CEO, Executive member

Odisseas Athanasiou has been Chief Executive Officer at Lamda Development for more than 11 years. He holds a degree in Economics and Political Science from the University of Athens and an MBA from the University of Texas in Austin.

Athanasiou has long experience in senior executive positions in Greece and abroad. During his 9-year career in the US, he worked for Ernst & Young and Emerson Electric. He has also been CFO Western Europe at Barilla in Paris, CFO at Diageo Hellas, responsible for the Greek and Turkish Hub, and CFO at TITAN Cement.

He is a member of the Board of Directors of SEV-Hellenic Federation of Enterprises, the Association of Business and Retail Sales of Greece (SELPE), and Alliance for Greece (founding member).

Fotis S. Antonatos
Non-executive member

Fotis Antonatos, based in Geneva, is legal counsel and a member of the Board of Directors of various holding and operating companies controlled by the Latsis family. He holds a Law Degree from the University of Athens and an LLM from University College London.

Antonatos is a member of the Executive Board of the John S. Latsis Public Benefit Foundation and a member of the International Board of Advisors of Tufts University in Boston, USA.

Dimitris Afendoulis
Non-executive member

Dimitris Afendoulis oversees operations of SETE companies (Latsis Family Office) in Athens. He holds a Bachelor's Degree in Business Administration and an MBA from the Athens University of Economics and Business.

Afendoulis joined the Latsis Group in 1993 as Internal Auditor. From 1997 he served as Assistant to the General Manager of the Latsis Group in Greece and also held positions on a number of Boards of Directors of companies and foundations in Greece and abroad. From February 2012 to November 2016, he was on the Board of Directors of the National Bank of Greece and chaired the Bank's Corporate Governance and Nominations Committee, while being a member of the Audit, Strategy and HR Committees. As of November 2005, he has been a member of the Executive Board and, until March 2019, he held the office of the Secretary at the John S. Latsis Public Benefit Foundation.

Eftichios Vassilakis
Non-executive member

Eftichios Vassilakis is Chairman of AEGEAN and Olympic Air and also CEO of Autohellas S.A./Hertz. He holds a B.A. in Economics from Yale University and an MBA from the Columbia Business School of New York.

Vassilakis holds non-executive directorships with Greek listed retailer Fourlis, with luxury resorts developer TEMES, and with Lamda Development. In the past, he has served as a non-executive member of the Board of Directors of Piraeus Bank and TITAN Cement.

He has been a member of the Board of Directors of the Greek Tourism Confederation (SETE) since 2011, and was appointed Vice President in 2014. He is both a member of the Board of Directors and the Executive Board of SEV-Hellenic Federation of Enterprises. He is also a member of the Board of Directors and one of the founders of Marketing Greece and This is Athens, a consortium to enhance the tourism and cultural promotion of Athens.

George Gerardos
Independent, Non-executive member

George Gerardos is the President and CEO of PLAISIO Computers S.A. He graduated from Athens College and he received his Bachelor's in Civil Engineering from the National Technical University of Athens.

His entrepreneurial endeavors began in 1969, when he set up the first PLAISIO store on Stournari Str., Athens; today he counts 50 years of constant development and pioneering ideas.

Ioannis Karagiannis
Non-executive member

Ioannis Karagiannis was appointed executive Chairman of the Olympia Group in 2016. He holds a BSc in Chemical Engineering from the National Technical University and an MBA.

Karagiannis was advisor to the management of Olympia Group, a post he held since 2010. He joined Germanos SA in 1994 as Commercial Director of the Germanos stores, before becoming General Manager of Germanos SA in 1997. In 2001, he was appointed Chief Executive Officer of the company, a role he held for nine years.

Chariton (Harry) Kyriazis
Independent, Non-executive member

Harry Kyriazis, Civ. Engineer, MBA, Ph.D., is a freelance consultant and participates in the Boards of Directors or serves as Audit Committee Chair of a number of listed and unlisted companies including Lamda Development, Ellaktor, Attica Bank, PQH, and Skama. He also serves on the Governing Body of the International Labour Organisation (ILO).

Kyriazis started his career in manufacturing, and then served as Secretary General of the Ministry of National Economy (1992-1993). From 1994 to 2011, he was a tax and consulting unit head at Arthur Andersen and subsequently PwC, gaining diverse experience in private and public sector projects. He sat at the Board of SEV-Hellenic Federation of Enterprises for 21 years, where he served as Executive Vice-Chairman, between 2011 and 2015, and as an advisor to the Board on Social Dialogue and Corporate Governance until September 2019.

Ulysses Kyriacopoulos
Non-executive member

Ulysses Kyriacopoulos is currently a member of the Board of the Foundation for Economic and Industrial Research (IOBE) and a member of the Board of Lamda Development, member of the Board of IMERYS Group and of ASK Chemicals GmbH. He studied Mining Engineering at Montanuniversitaet Leoben in Austria and at the University of Newcastle-upon-Tyne in England and holds an MBA from the European Institute of Business Administration (INSEAD) in Fontainebleau, France.

Kyriacopoulos has served as chairman of SEV-Hellenic Federation of Enterprises between 2000 and 2006, vice president of Business Europe (ex UNICE) and of Hellenic Exchanges Holdings SA, president of the Board of Directors of the Greek National Opera between 2006 and 2009, member of the General Council of the Bank of Greece between 2002 and 2011), and chairman of the Foundation for Economic & Industrial Research (IOBE) between 2011 and 2014.

Evgenia Paizi
Non-executive member

Evgenia Paizi is Group Investment Officer at the SETE Family Office in Geneva. She holds an MBA from INSEAD and a Bachelor of Science in Operations Research and Marketing from the Athens University of Economics and Business.

Paizi joined the Latsis Group in 2001. She is involved in business development for the Group's activities in healthcare, asset management, 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, Paizi held banking positions in Greece, including at the National Bank of Greece.

13. FINANCIAL STATEMENTS

Annual Financial Report

1 January-21 December 2019

Statement of financial position (Company and Consolidated)

	Note	GROUP		COMPANY	
		31.12.2019	31.12.2018	31.12.2019	31.12.2018
<i>all amounts in € thousands</i>					
ASSETS					
Non-current assets					
Investment property	6	1.039.312	852.115	1.840	1.840
Right-of-use assets	32	195	-	841	-
Property, plant and equipment	7	4.946	5.877	1.940	648
Investments in subsidiaries	8	-	-	312.971	308.307
Investments in joint ventures and associates	8	39.881	30.529	7.759	7.759
Deferred tax assets	20	7.260	7.739	7.113	7.185
Derivative financial instruments	19	-	285	-	-
Receivables	10	29.702	27.339	10.131	8.013
		1.121.296	923.885	342.596	333.754
Current assets					
Inventories	9	9.605	9.366	-	-
Trade and other receivables	10	32.702	40.574	18.875	24.424
Current tax assets		4.281	3.567	2.974	2.987
Financial instruments held at fair value through profit or loss	11	-	595	-	-
Cash and cash equivalents	12	702.776	67.875	651.664	12.245
		749.364	121.976	673.512	39.656
Total assets		1.870.660	1.045.861	1.016.108	373.410

EQUITY AND LIABILITIES

Equity attributable to equity holders of the parent					
Share capital and share premium	14	1.023.856	376.663	1.023.856	376.663
Other reserves	15	6.891	6.900	2.852	3.012
Retained earnings/(Accumulated losses)		26.593	(28.447)	(202.147)	(187.233)
		1.057.340	355.117	824.561	192.442
Non-controlling interests	8	85.746	79.500	-	-
Total equity		1.143.086	434.616	824.561	192.442
LIABILITIES					
Non-current liabilities					
Borrowings	16	336.424	305.835	-	-
Lease liability	32	78.239	-	802	-
Deferred tax liabilities	20	121.705	106.683	-	-
Derivative financial instruments	19	776	-	-	-
Employee benefit obligations	17	1.684	1.202	976	812
Other non-current liabilities	18	2.057	1.330	10.949	53.654
		540.885	415.049	12.726	54.466
Current liabilities					
Borrowings	16	102.673	141.006	89.128	96.128
Lease liability	32	436	-	62	-
Trade and other payables	18	83.533	53.626	89.631	30.374
Current tax liabilities		45	1.563	-	-
		186.689	196.195	178.820	126.502
Total liabilities		727.574	611.244	191.547	180.968
Total equity and liabilities		1.870.660	1.045.861	1.016.108	373.410

These consolidated and separate financial statements of LAMDA Development SA for the year ended December 31, 2019 have been approved for issue by the Company's Board of Directors on April 7, 2020.



lamdadev.com

