



ANNUAL  
REPORT

15



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Financial Statement

# 01. Letter to Shareholders

## Dear Shareholders,

2015 was another year of improved operating results, further strengthening LAMDA Development's leadership in the retail real estate sector.

We have managed to increase group retail EBITDA by 6% to 39.8 million, in spite of the implementation of capital controls in the country from June onwards. As a result consolidated group EBITDA before property valuations increased by 7% to €30 million. Shopkeeper's turnover increased by 4.2% while the centers continue to operate at full occupancy.

This achievement exceeded not only our expectations, but the expectations of our tenants and visitors alike.

The unique and exciting consumption and entertainment propositions that we have established as part of the "consumer experience" provide a sound base for the future to continue increasing our market share and develop opportunities for further EBITDA growth and increases therefore in asset valuations when overall Greece's economic condition stabilizes.

## Performance in 2015

As already mentioned, 2015 performance was very satisfactory with group EBITDA higher by 7% compared to the previous year. Our shopping centers, The Mall Athens and Golden Hall in Athens and Mediterranean Cosmos in Thessaloniki, continued performing in a growth path since the second half of 2013, while achieving remarkable resilience and impressive market outperformance throughout the period of economic crisis. It is also remarkable that, despite the ongoing recession in Greece and

the capital controls in force, in 2015 the increase in average spending per visitor in our malls was more than 4%!

Occupancy continues to exceed 98%, reflecting the satisfaction of existing tenants and also the constant demand from new potential tenants. We have placed great management effort in maintaining and promoting enhanced consumer experiences, resulting in high visitor frequencies and procuring very supporting retail platforms for our tenants.

This positive trend continued in the first quarter of 2016.

Our office buildings have also managed to sustain their recurring profitability and have contributed €1.7 million to Group EBITDA, same as in the previous year. On the negative side, albeit significantly reduced compared to the previous years, revaluation accounting losses in our property portfolio reached €18.5 million mainly due to €17.6 million write offs in our land plots. As a result, consolidated group net losses reached €22.1 million compared to a net loss of €23.5 million in 2014.

Total NAV reached €408.1 million at the end of the year (€5.23 per share), while the group cash position based on the proportional consolidation method reached €141 million. Consolidated total debt stands at €423 million at an average interest rate of 4.4% and net loan to value ratio of 40.6%, reflecting a sound capital structure on a consolidated basis. Also note that, loans to the holding company were successfully refinanced last November for an additional three year repayment period.

### **Other Developments in 2015**

During 2015 we continued our efforts in progressing with our investment plans, namely, the development of the remaining IBC building, evaluating new attractive investments in private sector real estate opportunities and, of course, the development of the Hellinikon project. Our efforts for the completion of the permitting process for the development of the remaining IBC building are still in process.

Same for the Hellinikon project, given that progress has not been made by the relevant authorities to the extent anticipated, based on the contract signed in November 2014. We are however positive that we will reach a conclusion in the fulfillment of the SPA's CPs.

### **Going Forward**

Our company has a rich historical record of investing in the Greek economy, even during the period of economic crisis and uncertainty, 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 €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. In addition to maintaining our exceptional operating performance in our shopping centers, we are exploring various ways to further enhance our leading position in real estate development and investment in Greece.

We are continuously looking for appropriate opportunities, particularly in the retail real estate sector. In parallel, we will continue to aim at progressing with the landmark Hellinikon project

the soonest possible and overcome any difficulties and obstacles that could be expected in the development of a project of such immense magnitude and significance not only to our shareholders but also to the entire Greek economy.

With regard to our share price performance in the Athens Exchange, even though it continues to trade at a significant discount to NAV per share (c. 25%), in 2015, the stock price increased by 20% and significantly outperformed the market negative performance of minus 24%.

### **Dear Shareholders,**

Despite the continuing economic crisis 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, based on our historical performance and the current strong Company's position that we shall continue to successfully manage our business and further enhance our leadership position and the interests of 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 succeed in attaining our common goals.

Again, I would also like to take this opportunity to thank our employees for their hard work, 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 Athanassiou**  
**Chief Executive Officer**  
**LAMDA Development**

## 02. Financial Performance

EBITDA from our three Shopping Centers posted an increase of 6% reaching €39.8 million in 2015. EBITDA, before valuations attributed to the Group, reached €30 million, posting an increase of 7% compared to last year, a performance that can be deemed very satisfactory given the current economic climate in Greece.

The positive performances of our Shopping Centres consistently surpass the rest of the retail market in Greece.

As occupancy levels remain very high, exceeding 98%, and total customer visits continue an upward trend, we reiterated once more in 2015 that we consistently and overwhelmingly win the preferences of the consumer public resulting in gaining market share.

Shopkeepers continue to enjoy our support via marketing, promotional and communication activities which procure increasing turnover and satisfactory customer visits. Rents remain at contractual levels, including annual contractual rental adjustments. Selectively we continue to take up part of the common charges in order to provide temporary support to certain tenants, albeit at a decreasing pace.

Operational profitability of The Mall Athens reached €24.6 million, showing an increase of 2.9%. It is worth noted that shopkeepers' turnover was increased by 4%, while customer visits remained flat. Operational profitability of Mediterranean Cosmos in Thessaloniki posted a remarkable increase of 7.9%, reaching the

level of €13.6 million Shopkeepers' turnover and customer visits were increased by 4.3% and 1% respectively, while the Centre is fully occupied.

As far as Golden Hall is concerned, its annual operational profitability reached €13.9 million, showing also a remarkable increase by 7.8%. Shopkeepers' turnover as well as customer visits were increased by 4.3% and 1.1% respectively.

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

Our office buildings also enjoy high occupancy levels and continue to have a positive contribution to the Group profitability by nearly €1.7 million.

### EBITDA from Properties

(€ million)	2014	2015
<b>The Mall Athens (50%)</b>	12.0	12.3
<b>Mediterranean Cosmos</b>	12.6	13.6
<b>Golden Hall</b>	12.9	13.9
<b>Office Buildings</b>	1.7	1.7
<b>Flisvos Marina</b>	0.1	0.3

At a consolidated level, net results were negatively affected once again by the fair value losses of our investment portfolio in Greece and the Balkans (higher yields due to sovereign risk) as well as by the significantly increased taxation. Net Consolidated Loss for the period amounted to €22.1 million compared to €23.5 million in 2014.

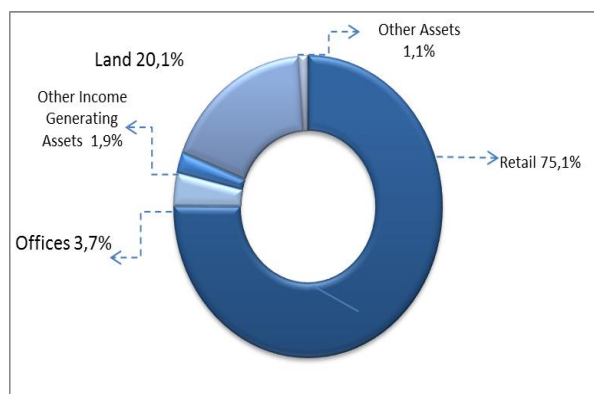
The comparatively smaller reduction in fair value losses of our investment portfolio by €11.8 million (from €30.3 million in 2014 to €18.5 million in 2015) was offset by the significant increase in taxes by €10.8 million. Increase in tax burden is mainly attributed to the increase in income tax rate from 26% to 29%.

Valuations of the Group’s investment property at fair market value are undertaken by the chartered surveyors Savills Hellas every semester and currently have an average net initial yield of 8.7% for the commercial centres and 9% for office buildings, both figures with small deviation compared to last year.

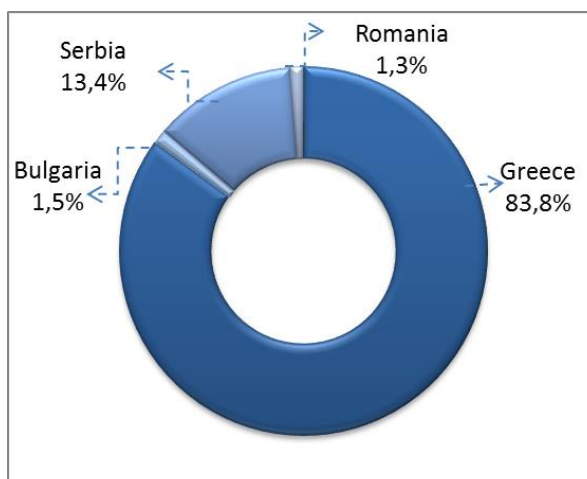
Those returns still incorporate the sovereign risk of the country, the adverse economic climate and the lower investors’ appetite for real estate transactions.

Net Asset Value reached €408.1 million, or €5.23 NAV/share, compared to €430.7 million on 31/12/2014.

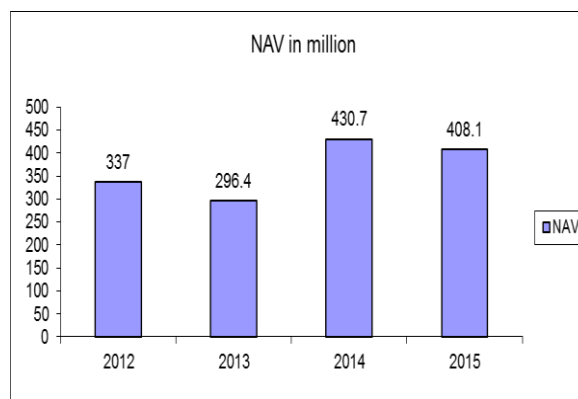
### Investment Portfolio per Sector



### Investment Portfolio per Country



Net Loan to Value ratio stands at the rather conservative level of 41%.



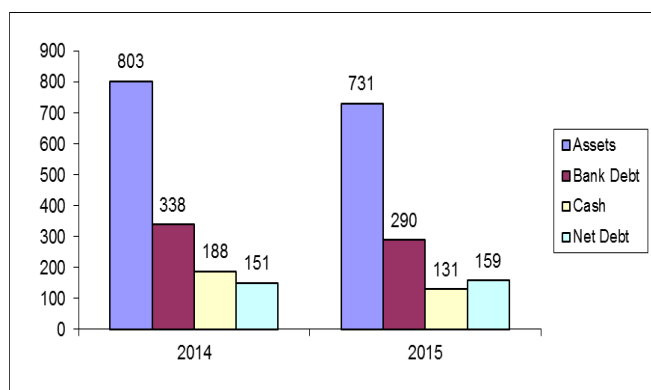
#### Net Asset Value (in € million)

	2012	2013	2014	2015
<b>NAV</b>	337	296.4	430.7	408.1
<b>NAV per share</b>	8.3	7.3	5.4	5.2
<b>% change</b>		-12%	45%	-5%

Total investments in property approximated €694 million on 31st of December 2015. The allocation of property investments, per type of property and per geographical location is illustrated below.

### Bank Debt and Total Assets (in € million)

	2014	2015	%
<b>Assets</b>	803	731	-9%
<b>Bank Debt</b>	338	290	-14%
<b>Cash</b>	188	131	-30%
<b>Net Debt</b>	151	159	5%



### Share Performance

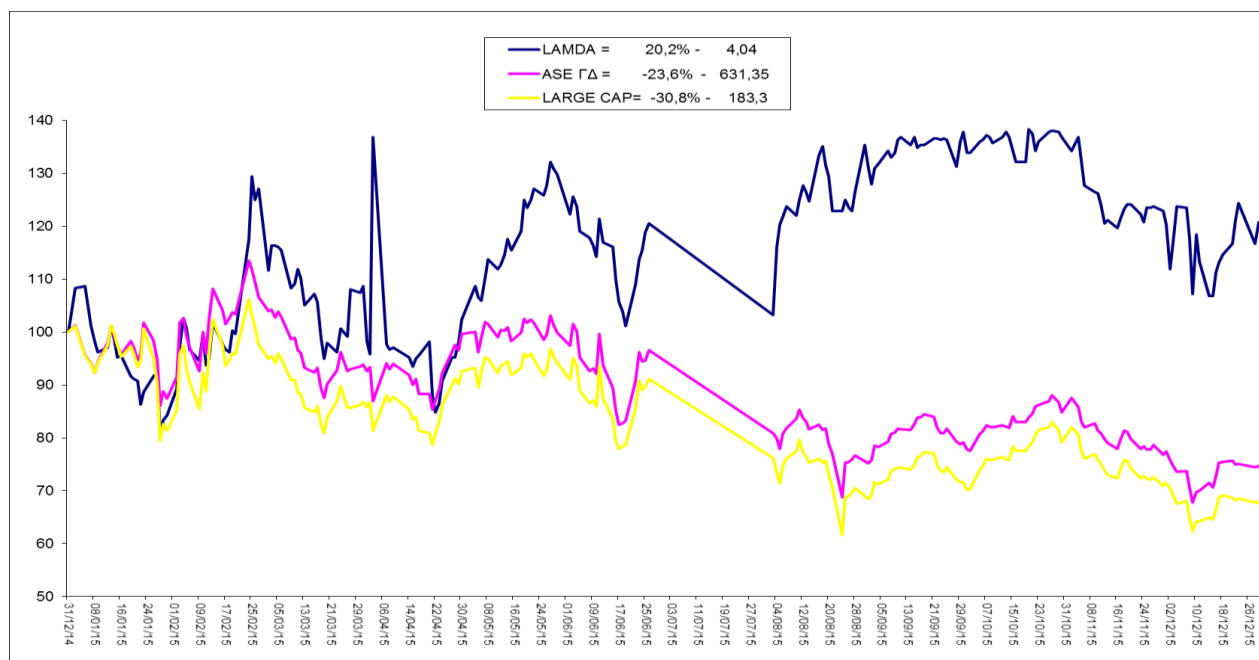
Following a year of significant losses in 2014, our share price in 2015 bounced back and outperformed the market significantly.

More specifically, it increased by 20%, while the Athens Exchange general index had a negative performance of c. 24%. The free float of our stock stands at year end approximately at 25%.

It should be noted that the stock is part of the relevant ATHEX indexes and the Pan-European index EPRA/NAREIT which consists of the most important shares of European real estate listed companies.

Starting May 29, 2015 the stock participates in the FTSE/Athex Large Cap Index, which consists of the largest 25 companies in the Athens Exchange.

### Share Performance





## Overview of FY 2015 IFRS Financials – Income Statement

( € million)	2014	2015
Revenue	44.2	44.0
EBITDA Before Valuations	28.0	30.0
Fair Value Losses	-30.3	-18.5
Earnings Before Interest & Taxes	-3.6	10.3
Profit Before Income Tax	-23.4	-11.2
Taxes	-0,1	-10.9
Profit After Tax & Minority Interest	-23.5	-22.1

## Overview of FY 2015 IFRS Financials – Balance Sheet

( € million)	2014	2015	CHANGE %
Investment Property	379.9	379.4	0%
Property, Plant and Equipment	3.8	4.0	5%
Inventories	70.1	61.4	-12%
Cash and Cash Equivalents	187.6	130.8	-30%
Group Equity	387.5	360.6	-7%
Short Term Borrowings	113.2	20.4	-82%
Long Term Borrowings	225.3	269.2	19%

## Annual Change – Share Performance

	31/12/2014	31/12/2015	CHANGE %
LAMDA DEVELOPMENT	3.4 €	4.0 €	20%
ASE XA	826.2	631.4	-24%
FTSE XA LARGE-CAP	264.9	183.3	-31%

## Share Price Performance

	2014	2015
Closing Price at Year End	3.36 €	4.04 €
Annual Average Price	4.68 €	3.90 €
Annual Max Price	6.30 €	4.65 €
Annual Min Price	3.30 €	2.70 €
Daily Average Number of Shares Traded	95,434	67,319

## Per Share Financial Data

	2014	2015
Total Number of Shares Outstanding at Year's End	79,721,775	79,721,775
Financial Data per Share		
Profit after Tax & Minority Interest	-0.4 €	-0.3 €
Net Asset Value (NAV)	5.4 €	5.2 €

## Participating in the following Indexes

## ASE GENERAL INDEX

## FTSE / XA LARGE CAP

## HEL MSI

## EPRA/NAREIT EUROPE INDEX

## REUTERS QUOTE

LMDr.AT

## BLOOMBERG QUOTE

LAMDA GA

# 03. Investment Portfolio

## The Mall Athens

The Mall Athens (58,500 GLA), is the first large scale commercial center to be developed in Greece.

The Mall Athens hosts the most famous brand name commercial chains, including the most distinctive Greek and international brands, restaurants and cafés, innovative movie theatres, recreational areas and entertainment for the entire family, all year round. With its carefully planned layout, strategic location, modern architecture and innovative services, the Mall Athens makes shopping pleasant and convenient. Its current fair market value stands at €387 million. This is considered to be one of the largest private real estate investments ever implemented in Greece.

The Mall Athens hosted over 11 million visitors during 2015. Shopkeepers' turnover reached €290 million (including VAT), while income from rents, parking, advertising and other sources amounted to €30.3 million. Operating profits reached €23 million. The centre is almost fully leased, while demand from companies expressing interest in leasing space remains high.

The investment has created approximately 2,300 new jobs. Since January 2016, the company has taken full control of the property management of the center. HSBC Property Investments Ltd has a 50% share in LAMDA Olympia Village, owner of The Mall Athens.





With regard to The Mall Athens legal issues, please refer to the Annual Financial Report 2015, which is also uploaded on the company's website, [www.lamdadev.com](http://www.lamdadev.com).

For more information about the shopping centre, please visit The Mall Athens' web page: [www.themallathens.gr](http://www.themallathens.gr)

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# Golden hall

Golden Hall (41,000 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 centre the new point of reference for quality shopping in Greece.

Golden Hall is recognized in European Level in the European Shopping Centre Awards (ICSC) and is awarded the first prize in its category.

The Shopping Center is currently fully leased with a healthy pipeline of potential new tenants.

Golden Hall hosted 4 million visitors during 2015 and shopkeepers' turnover reached €180 million (including VAT), while income from rents, parking, advertising and other sources (including office space) amounted to €17.8 million.

Operating profits for the shopping center reached €14 million, while its fair market value stands at €182 million.

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





Since January 2016, the company has taken full control of the property management of the center.

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

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



# Mediterranean Cosmos

Mediterranean Cosmos (46,000 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.

Following the acquisition of the remaining 40% ownership and management in 2010, Mediterranean Cosmos was revamped with a full scale renovation and with more than 50% of its tenant mix renewed.

Mediterranean Cosmos is attracting more than 8 million visitors annually from both Greece and abroad and has a fair market value of €146 million.

Shopkeepers' turnover increased to €210 million (including VAT) and income from rents, parking, advertising and other sources amounted to €20.5 million. Operating profits reached €13.6 million. The centre is almost fully leased.





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

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# Flisvos Marina

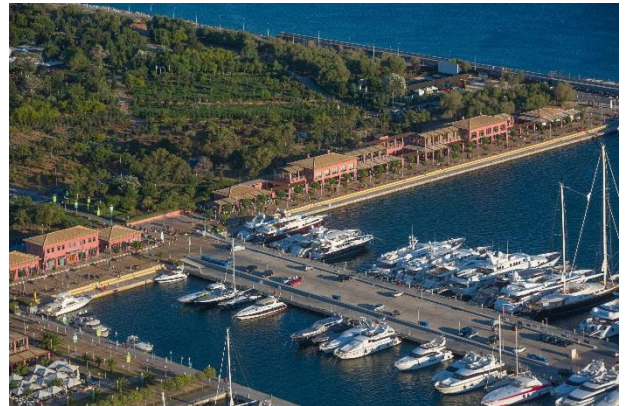
Just 6 km away from the centre of Athens, Flisvos is Greece’s first exclusive marina to offer large-scale mooring capacity for mega-yacht owners from Greece and abroad, while also offers high-end commercial properties and facilities enjoyed by yacht owners, Athenians, and visitors alike.

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).

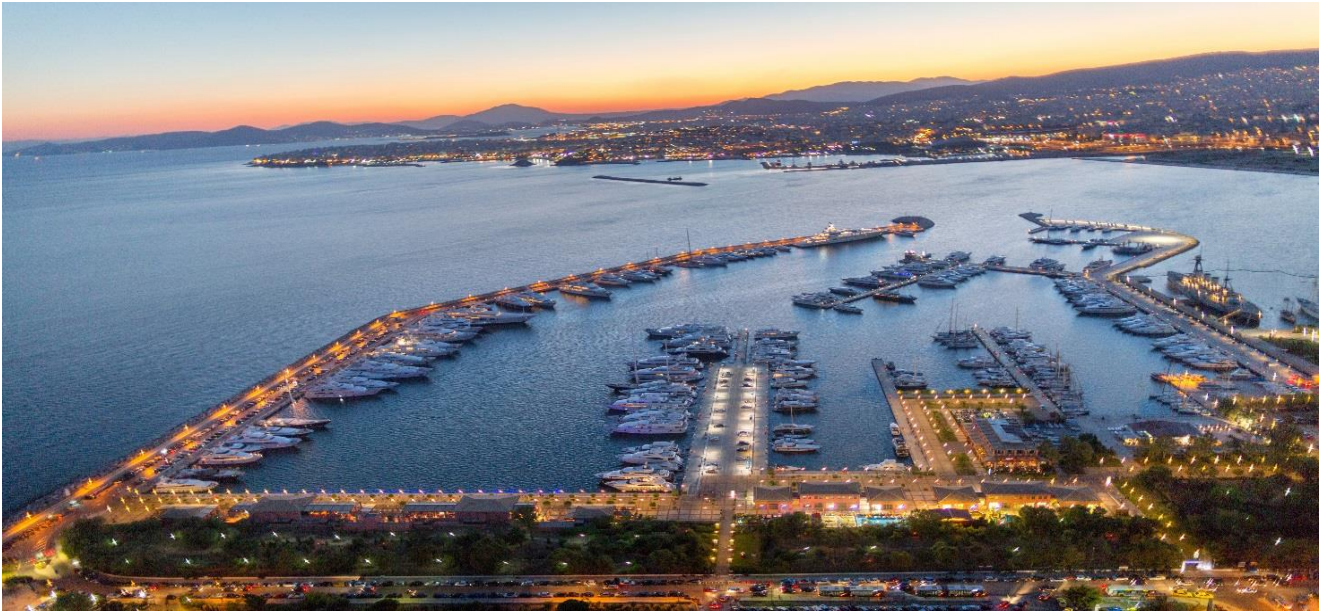
The marine facilities in combination with mild development and a unique architectural style have contributed to the creation of a world-class marina that is attracting upscale tourism. The income from port services and property leasing in 2015 amounts to €12.3 million.

Regarding the land infrastructure, an area of 56,000 sq.m. has been upgraded, including 3,800 sq.m. 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 sq.m. 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 from the European Foundation for Quality Management (EFQM).

Recently, Flisvos Marina obtained in Tourism Awards 2016 the Gold award in the category of Facilities Excellence.

For more information about the marina, please visit Flisvos Marina's web page, [www.flisvosmarina.com](http://www.flisvosmarina.com)



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## Golden Hall – Offices, Athens



Office areas of the commercial and business complex Golden Hall cover a leasable area of approximately 4,500 sq.m. 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. The value of the office building is included in the total valuation of Golden Hall mixed use development.

## Cecil Building – Offices, Athens



Bringing together history and modernity, the historic former Cecil Hotel in Kifissia, was converted in 2002 into a luxurious and highly-functional office complex offering 6,000 sq.m. of leasable space. The building is almost fully leased, while rental income reaches €1 million.

## Kronos Offices, Athens



In an area of 4,000 sq.m., the Kronos Business Centre in Maroussi is a modern building, which is fully leased to two multinational companies, Procter & Gamble Hellas and Hyatt Regency. Rental income amounts to €0.6 million.

## Athens Metropolitan Expo – Exhibition and Convention Centre, 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 Centre that has been constructed on the Athens International Airport premises. The centre covers a total area of 50,000 sq.m. Total investment amounts approximately to €35.4 million.

## Parking, Athens

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

## Offices, Bucharest



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

# 04. Portfolio under development

## The Hellinikon – Urban Development Project, Athens

Our vision for the development of the former Hellinikon airport is the design of a pioneering development for Athens, with great emphasis on the creation of a world class metropolitan park, as well as the enhancement of the coastal front fully accessible to the public. LAMDA Development and Global Investment Group, which supports its offer and consists of Eagle Hills from United Arab Emirates, the Chinese conglomerate Fosun Group and Latsis Group, fully aware of the responsibility of such a world-class project, wish to ensure all stakeholders that they are ready to rise to the project's challenges, in appreciation of the opportunity given to participate in the developmental course of Greece via this project. This development signifies the end to the 15 year abandonment of this 6,200,000 sq.m. urban land, where the former Athens international airport of Hellinikon used to be located.

The project is a model urban development which will respect the urban and environmental balance, will disseminate the benefits to larger areas of the Attica Basin and will be characterized by versatility both in terms of the balanced mix of land uses and in terms of the creation of a Metropolitan pole accessible to all citizens. The basic design includes the upgrading of the beach, residential developments, superregional and local commerce, hotel facilities and recreational areas, utilization of the Olympic facilities and the creation of new sports facilities, a new golf course, venues that highlight our cultural heritage, educational facilities and research centers etc. Moreover, within the Project's framework the investors undertake the creation, financing

and maintenance of the largest Greek, and one of the largest in the world, Metropolitan Green and Recreational Park, which jointly with the public use green areas of the site will cover and aggregate area of 2.600.000m<sup>2</sup>, that is 42% of the entire site. The investors undertake the financing and construction of all transport infrastructure, public facilities and utilities networks, all necessary port works, the creation of 50km of sidewalks and bicycle paths which will create the necessary connection with the existing and the new rail networks, the underground routing of parts of Posidonos Avenue, the renovation and operation of all listed buildings within the site, as well as the creation of a 1 kilometer beach with free-access to the public.





The development is expected to have a frontloaded positive effect in the fight against unemployment with the creation of 10.000 direct jobs and the resurgence of the construction sector which has been severely struck during the years of the prolonged economic crisis.

At full development the Hellinikon project is expected to employ approximately 70.000 people of many professional disciplines.

The Projects' contribution to the Greek GDP is expected to reach 2%, securing significant income for the Greek State and Social Security, which in the span of 25 years, is expected to reach cumulatively €10 billion.

The Project's positive impact in the country's tourism is significant with an expected additional increase of 1.000.000 tourists per annum.



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



LAMDA Development holds a 116,000 sq. m 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 sq. m and the built areas 22.000 sq. m, 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 sq.m. plot of land in Viltanioti street, Kato Kifissia. A valid building permit allows the construction of an office building offering more than 10,200 sq.m. 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.

## Golden Hall – Shopping Center Expansion, Athens



The Development Plan involves the creation of approximately 11,500 sq.m. of gross leasable area (GLA) and 7,000 sq.m. 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 budget 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 sq.m. 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 sq.m. 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.

# Serbia

## Luxury Hotel Complex and Residences, Belgrade



LAMDA Development acquired a property covering 43,000 sq.m. located in the centre 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 Centre, 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 sq.m. 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) owns land of approximately 3,400,000 sq.m. in the close surroundings of Belgrade, 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.



## Commercial Development – Office Building, Sofia



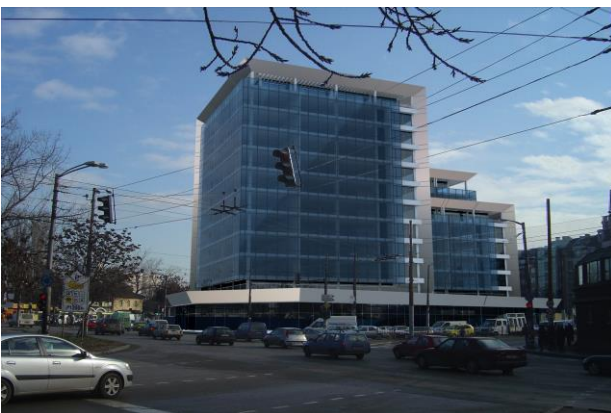
GLS OOD (50% participating interest of LAMDA Development, GEK as partner) owns a 13,500 sq.m. plot of land in Sofia, and more specifically on the city's newly developed ring road, where 24,000 sq.m. of commercial and office space will be developed. The recent widening of the ring road along with the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

## Residential Development, Sofia



LAMDA Development owns a 15,000 sq.m. plot of land in Sofia, and more specifically in the area of Dragalevtzi where many upscale residential developments have been constructed in the last years. On this site, the company examines the feasibility of upscale residences covering approximately 11,000 sq.m. The project is currently at the stage of architectural design.

## Mixed Use Development, Sofia



LAMDA Development owns a 6,300 sq.m. 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 centre. On this site, an office building will be developed with retail areas on the ground floor, covering an area of approximately 30,000 sq.m. 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 sq.m. 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 sq.m. The project is presently in the phase of obtaining building permits.

## Logistics Building, Bucharest



The site, land of 102,500 sq.m, is on the 23rd 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 sq.m. will be developed.

# Montenegro

## Second Home Resort, Montenegro



LAMDA Development owns a 10,500 sq.m. 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.

# 04. 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 nine members of the Board, eight are non-executive, three 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).

## 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 centres, 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 today consists of three members Messrs. Fotios Antonatos - Chairman, Achilles Constantakopoulos - Member (to be replaced following his resignation of 27/05/2016) and Ulysses Kyriacopoulos - Member.

Evangelos Chronis is appointed a substitute member of the Chairman and George Gerardos a substitute member of the Committee.

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).

### **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.

### **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.

### **Investor Relations and Corporate Communications Department**

Investor Relations and Corporate Communications Department provides shareholders with accurate information as well as other services as these are stipulated by Law and the Company's Articles of Association.

Alexandros Kokkidis is head of the Department, which ensures that all institutional and non-institutional investors, securities companies, brokers and the media receive all necessary information in a responsible, efficient and timely manner.

Furthermore, the Department is responsible for the communication with competent authorities (Athens Exchange and Hellenic Capital Market Commission).

# Board of Directors

## Anastasios Giannitsis

**Chairman, non - executive member (as of 26/3/2015)**

Anastasios Giannitsis is Emeritus Professor of Economics at the National Kapodistrian University of Athens. 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 (2000-2001), Alternate Minister of Foreign Affairs (2001-2004), Minister of Foreign Affairs (spring 2014) and Minister of Interior (Nov 2011 to May 2012); Chief economic advisor to the Prime Ministers (1994-2000); President of Economic Advisors (1989-90 and 1993-94); President of Hellenic Petroleum Co (2009-2011). He has published many books on economics and policy as well as many articles on economic, social and political issues. At the center of his scientific work are development theory and policy, international economics, European integration, Economics of Technology and Industrial Structures.

## Peter Kalantzis

**Chairman, non - executive member (resigned as of 26/3/2015)**

Dr. Peter Kalantzis obtained his master and doctorate degrees in Economics from the university of Basel, where he was also a Researcher. In 1971 he joined the Swiss multinational chemical company Lonza Ltd. (Basel) where he held until 1990 various managerial positions and became the company's Managing Director. From 1991 until 2000 he was Executive Vice-President of Alusuisse-Lonza Group Ltd. (Zurich), responsible for the Group's Chemical Activities as well as for the corporate development. In this capacity he guided the IPO of Lonza and the merger of Alusuisse with Alcan. He remained until 2009 member of the Board of Directors of Lonza Group Ltd. He served for 9 years as Vice-President and President of the

Swiss Chemical and Pharmaceutical Industry Association. In the period 2001-2003 he served as Chairman of the board of Petrola Hellas Ltd. Mr. Kalantzis is currently Chairman of Von Roll Holding Ltd, Clair AG and Degussa/Sonnemond Goldhandel AG. He is further, among others, member of the Board of Directors of Moevenpick Holding Ltd., CNH Industrial NV, SGS Holding Ltd, Paneuropean Oil and Industrial Holdings Ltd and Consolidated Lamda Holdings Ltd. In addition, he serves as Chairman of the Executive Board of the John S. Latsis Public Benefit Foundation.

## 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 the Latsis Group companies, as well as for non-profit and charitable organizations.

## Odisseas Athanassiou

**CEO - executive member**

Odisseas Athanassiou 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**

Fotios 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 Boston( USA). Fotios S. Antonatos received a Law Degree from the Athens University and an LLM degree from the University College London (University of London).

### **Achilles V. Constantakopoulos**

#### **Independent, non-executive member (resigned as of 27/05/2016)**

Achilles Constantakopoulos has graduated from Ecole Hôtelière de Lausanne. Since 1997 he has been leading TEMES S.A. (developers of Costa Navarino), in which he currently holds the position of Chairman & CEO.

He is Chairman and Managing Director of COSTATERRA S.A. (investments and real estate development), and KYNIGOS S.A. (development and operation of solar energy pBrks). He is a director of numerous companies including AEGEAN AIRLINES S.A. and CHIPITA S.A.

Mr. Constantakopoulos is President of the Captain Vassilis Foundation and a member of the board of Hellenic Initiative, a non-profit organization.

### **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 the first PLAISIO store on Stournari Street, Athens. Today, after 45 years of constant development and pioneering ideas, Mr. Gerardos is the President and CEO of PLAISIO Computers S.A.

### **Ulysses Kyriacopoulos**

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

Ulysses Kyriacopoulos 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 (as of 26/3/2015)**

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**

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.

**Theodora Zervou**

**Non-executive member (resigned as of 26/3/2015)**

Theodora Zervou, attorney at law and member of the Athens Bar Association, has served as Legal Counsel to Eurobank Ergasias S.A. and, previously, to National Investment Bank for Industrial Development S.A.(NIBID).

**Akshay Shah**

**Observer (as of 26/3/2015)**

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.

# Our people

LAMDA Development acknowledges that its business success is based on the strength of its people, who remain the cornerstone of its operation.

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 implements high level training programs, in which all employees can participate, 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 corporate internal communication and the enhancement of the corporate culture.

Within the framework of the benefits provided and the social policy implemented by the company, LAMDA Development 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
- Granting of interest-free loans to the personnel to help them cover serious urgent needs
- A Blood Bank for the company's employees and their relatives
- Christmas presents for employees' children
- Rewarding 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



# Actions of Environmental and Social Awareness

## New Projects

The social responsibility activities are an integral part of our business. These actions are the creation of trusting relationships between us and our fellow citizens, but also a response to social needs as reflected in our days. We take particular pride in the responsibility and social commitment displayed by our employees, who enable our company to implement actions that provide social relief to the community we have been serving all these years.

Focusing on people and the needs that arise, the company develops a series of strategic CSR activities that support and enhance all age groups and the local communities in which it operates. The company in cooperation with its shopping centers and Flisvos Marina implement and support essential operations with direct applicability and visible results to those who benefit.

For example the long-term collaboration and support of vulnerable social groups and institutions such as: Amimony, Ermis,

ELEPAP, Make a Wish, Unicef, Arsis etc., the promotion of recycling in the workplace, the voluntary blood donation, the time of employees (except working hours) for implementation of volunteering actions, the collection of food for vulnerable groups, etc.

Furthermore, LAMDA Development strives to use environmentally-friendly materials and implement energy efficient construction methods and operation modes, contributing to the preservation of the environment, through its sustainable investments.

LAMDA Development (The Mall Athens, Golden Hall, Mediterranean Cosmos, Flisvos Marina) together with Eurobank and EKO, own a Co-branded credit card names YES Visa.

This unique card bears a loyalty scheme offering cardholder the ability to benefit from every day purchases, realized with YES Visa.





# LAMDA DEVELOPMENT S.A.

HOLDING AND REAL ESTATE DEVELOPMENT COMPANY S.A.

Company's number in the General Electronic Commercial Registry: 3379701000  
 Registered offices: 37A Kifissias Ave., 151 23 Maroussi  
**FINANCIAL DATA AND INFORMATION for the period 1 January 2015 - 31 December 2015**  
 In accordance with 4/507/28.04.2009 resolution of the Greek Capital Market Committee.

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:** Ministry of Economy, Infrastructure, Marine and Tourism  
**Company's web site:** [www.lamdadev.com](http://www.lamdadev.com)  
**Date of approval of the financial statements by the Board of Directors:** 30 March 2016  
**The certified auditor:** Konstantinos Michalatos (SOEL Reg. No 17701)  
**Auditing firm:** PricewaterhouseCoopers SA  
**Type of auditors opinion:** Unqualified

**Board of Directors**  
**Chairman of the Board:** Anastasios K. Giannitsis  
**Vice Chairman:** Evangelos I. Chronis  
**Chief Executive Officer:** Odyssefs E. Athanasiou  
**Members:** Photios S. Antonatos, Evgenia G. Paizi, Dimitrios Ch. Politis, Georgios K. Gerardos, Odyssefs P. Kyriacopoulos, Achillefs V. Konstantakopoulos

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

	GROUP		COMPANY	
	31/12/2015	31/12/2014	31/12/2015	31/12/2014
<b>ASSETS</b>				
Investment property	379.362	379.862	1.840	1.840
Owner occupied property, plant and equipment	4.010	3.818	399	179
Investments in subsidiaries, joint ventures and associates	106.570	112.018	230.012	237.337
Other non-current assets	19.294	15.712	96.140	92.885
Inventories	61.419	70.064	-	-
Trade and other receivables	29.932	33.826	27.755	31.435
Financial instruments held at fair value through profit or loss	23.642	-	23.642	-
Cash and cash equivalents	107.173	187.636	76.388	157.191
<b>TOTAL ASSETS</b>	<b>731.404</b>	<b>802.937</b>	<b>456.177</b>	<b>520.868</b>
<b>EQUITY AND LIABILITIES</b>				
Share capital	23.917	23.917	23.917	23.917
Share premium	360.110	360.007	360.110	360.007
Treasury shares	(6.737)	(1.757)	(6.737)	(1.757)
Other equity components	(16.516)	5.486	(87.918)	(60.676)
<b>Total share capital and reserves (a)</b>	<b>360.773</b>	<b>387.652</b>	<b>289.371</b>	<b>321.491</b>
Non-controlling interests (b)	(168)	(130)	-	-
<b>Total equity (c) = (a) + (b)</b>	<b>360.605</b>	<b>387.522</b>	<b>289.371</b>	<b>321.491</b>
Long-term borrowings	269.186	225.319	129.293	64.550
Deferred tax liabilities	31.572	25.250	-	-
Other non-current liabilities	17.394	17.811	19.537	19.481
Short-term borrowings	20.419	113.157	2.666	100.150
Other short-term liabilities	32.227	33.877	15.310	15.196
<b>Total liabilities (d)</b>	<b>370.798</b>	<b>415.415</b>	<b>166.806</b>	<b>199.377</b>
<b>TOTAL EQUITY AND LIABILITIES (c) + (d)</b>	<b>731.404</b>	<b>802.937</b>	<b>456.177</b>	<b>520.868</b>

## STATEMENT OF COMPREHENSIVE INCOME (Amounts in € thousands)

	GROUP		COMPANY	
	1/1-31/12/2015	1/1-31/12/2014	1/1-31/12/2015	1/1-31/12/2014
Revenues from investment property and other revenues	44.037	44.240	1.264	1.334
<b>Fair value gains / (losses) of investment property and other assets</b>	<b>(9.303)</b>	<b>(25.023)</b>	<b>(16.894)</b>	<b>(18.020)</b>
<b>Gain/(Loss) from sale of investment property</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Minus: Operating expenses	(12.592)	(14.267)	-	-
<b>Gross revenue</b>	<b>22.142</b>	<b>4.951</b>	<b>(15.629)</b>	<b>(16.686)</b>
<b>Profit / (loss) before interest and taxes</b>	<b>7.736</b>	<b>(9.839)</b>	<b>(26.225)</b>	<b>(27.044)</b>
<b>Loss before income tax</b>	<b>(14.609)</b>	<b>(24.181)</b>	<b>(31.107)</b>	<b>(26.782)</b>
<b>Loss after taxes (A)</b>	<b>(22.103)</b>	<b>(23.501)</b>	<b>(27.304)</b>	<b>(23.491)</b>
<b>Profit / (loss) attributable to:</b>				
- Owners of the parent	(22.060)	(23.453)	(27.304)	(23.491)
- Non-controlling interests	(43)	(47)	-	-
<b>Other comprehensive income / (loss) after tax (B)</b>	<b>(16)</b>	<b>(462)</b>	<b>(11)</b>	<b>(74)</b>
<b>Total other comprehensive income / (loss) after tax (A)+(B)</b>	<b>(22.119)</b>	<b>(23.962)</b>	<b>(27.316)</b>	<b>(23.565)</b>
<b>Profit / (loss) attributable to:</b>				
- Owners of the parent	(22.075)	(23.913)	(27.316)	(23.565)
- Non-controlling interests	(43)	(50)	-	-
Earnings per share after taxes (expressed in € per share)				
- Basic	(0,2806)	(0,4020)	(0,3473)	(0,4026)
- Diluted	(0,2806)	(0,4015)	(0,3473)	(0,4021)
<b>Profit / (loss) before interest, taxes, depreciation and amortisation</b>	<b>8.666</b>	<b>(8.902)</b>	<b>(26.055)</b>	<b>(26.922)</b>

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

	GROUP		COMPANY	
	31/12/2015	30/6/2014	31/12/2015	30/6/2014
<b>Equity at the beginning of the year (1/1/2015 and 1/1/2014 respectively)</b>	<b>387.522</b>	<b>249.555</b>	<b>321.491</b>	<b>183.129</b>
Total comprehensive income after tax (continuing operations)	(22.119)	(23.962)	(27.316)	(23.565)
Share capital increase	-	146.972	-	146.972
Increase/(decrease) in the share capital of subsidiaries	5	3	-	-
Increase in share capital due to employees share option scheme	74	160	74	160
Change in deferred tax rate	102	-	102	-
(Purchase)/sale of treasury shares	(4.980)	14.795	(4.980)	14.795
<b>Equity at the end of the year (31/12/2015 and 31/12/2014 respectively)</b>	<b>360.605</b>	<b>387.522</b>	<b>289.371</b>	<b>321.491</b>

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

	GROUP		COMPANY	
	31/12/2015	30/6/2014	31/12/2015	30/6/2014
<b>Cash flows from operating activities</b>				
Losses before taxes from continuing operations	(14.609)	(24.181)	(31.107)	(26.782)
Adjustments for:	-	-	-	-
Net losses from fair value adjustment on investment property and other assets	9.303	25.023	16.894	18.020
Depreciation	930	937	170	122
Provisions	351	646	50	39
Results (income, expenses, gains and losses) of investment operations	8.285	1.997	(2.480)	(5.257)
Finance costs - net	13.971	12.375	7.243	4.996
Other non-cash flow items	(1.173)	166	(1.073)	166
<b>Changes in working capital :</b>				
Increase in inventories	(114)	(346)	-	-
(Increase)/decrease in receivables	1.915	(6.599)	1.739	(1.992)
Decrease in payables	(3.607)	2.712	530	1.131
Minus:	-	-	-	-
Interest paid	(13.678)	(13.399)	(8.140)	(7.186)
Income tax paid	(2.325)	(2.243)	-	188
<b>Cash flows from operating activities - net</b>	<b>(750)</b>	<b>(2.912)</b>	<b>(16.175)</b>	<b>(16.556)</b>
<b>Cash flows from investing activities</b>				
Purchases of property, plant and equipment and investment properties	(1.251)	(2.031)	(394)	(66)
Proceeds from sale of ppe and investment property	18	253	-	-
(Purchase)/sale of financial instruments held at fair value through profit or loss	(23.831)	-	(23.831)	-
Loans to related parties	(1.475)	-	-	-
Dividends received	-	2.192	5.124	2.192
Interest received	1.150	2.332	1.009	1.508
Proceeds from disposal of participations	860	1.246	860	1.246
Increase/(decrease) in share capital of participations	(985)	139	(9.619)	(4.189)
<b>Cash flows from / (to) investing activities - net</b>	<b>(25.514)</b>	<b>4.131</b>	<b>(26.851)</b>	<b>691</b>
<b>Cash flows from financing activities</b>				
Proceeds from issues of shares	-	146.112	-	146.112
Purchase of treasury shares	(4.980)	14.795	(4.980)	14.795
Costs for shares issued	(2.048)	-	(2.048)	-
Increase in the share capital of subsidiaries	5	3	-	-
Borrowings received	133.950	-	133.950	-
Repayments of borrowings	(180.121)	(11.089)	(164.700)	(450)
Capital repayments of finance leases	(1.006)	(989)	-	-
<b>Cash flows from / (to) financing activities - net</b>	<b>(54.200)</b>	<b>148.833</b>	<b>(37.778)</b>	<b>160.458</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>(80.463)</b>	<b>150.051</b>	<b>(80.803)</b>	<b>144.593</b>
Cash and cash equivalents at the beginning of the period	187.636	32.586	157.191	7.597
Restricted cash restated to receivables	-	5.000	-	5.000
<b>Cash and cash equivalents at the end of the period</b>	<b>107.173</b>	<b>187.636</b>	<b>76.388</b>	<b>157.191</b>

## 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 27 of the annual financial statements for the year ended 31/12/2015.
- 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 2015.
- The company Consolidated Lamda Holdings SA, registered in Luxembourg, participates in Company's share capital by 50,87% as at December 31, 2015 and therefore the Group's financial statements are included in Consolidated Lamda Holdings SA's consolidated financial statements by the full consolidation method.
- 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 31/12/2015.
- The Company proceeded to share capital increase in its subsidiaries Lamda Development (Netherlands) BV, LAMDA Erga Anaptyxis SA, LAMDA Domi SA, LAMDA Leisure SA, Property Development DOO, LAMDA Development Sofia EOOD, LAMDA Estate Development SA, Robies Services Ltd and GEAKAT SA by €81.350k, €2.000k, €3.075k, €800k, €804k, €40k, €400k, €45k and €160k, respectively. Also, the subsidiary LAMDA Development (Netherlands) BV decreased its share capital by €80.000k. For further details in relation to the Group's participations, see note 8 of the annual financial statements for the year ended 31/12/2015.
- Within February 2015, the Company proceeded with selected placement of its cash in prime investment grade money market funds and supranational bonds with various financial counterparties with high ratings. Regarding the subsidiaries, they proceeded to total payments of €16.4m within current reporting period, as described in their bond loan contracts. The cash and cash equivalents at 31/12/2015 are mainly placed in bank institutions as well as in prime investment grade money market funds and supranational bonds.
- 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 140, Company 66 (31/12/2014: Group 137, Company 66). There are no seasonal employees at the end of the year (31/12/2014: Group 0, Company 0).
- As at the end of the period, the Company acquires 1.745.594 treasury shares at an average price of €3,85 per share, at an aggregate total value of €6,7m.
- Other comprehensive income/(loss) after tax includes: a) Cash flow hedges profit, after tax €30k (31/12/2014 loss €270k) at Group level, b) Foreign exchange difference €-30k (31/12/2014 €-58k) at Group level and c) Actuarial gains/(losses), after tax €-16k (31/12/2014 €-134k) at Group level and €-11k (31/12/2014 €-74k) at Company level.
- i) 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 ii) During year ended 31/12/2015 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 €8,6m (Group's interest) and include provisions for customers' impairment.
- The Company, in January 2016, announces the acquisition of 66% of the share capital of ECE-LAMDA HELLAS SA aiming to the quality upgrading of the property management services of "The Mall Athens" and "Golden Hall", as well as for cost saving purposes. 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, which is renamed to "Malls Management Services SA".
- The Group at 17/2/2016 acquired the 80% of joint ownership in 86 premises located in the office building Kronos Business Center in Maroussi, by its 100% subsidiary LAMDA Estate Development S.A., following the exercise of the repurchase option upon the expiration of the financial lease with Hellas Capital Leasing S.A. The residual value paid on the signing date of the transfer contract for the above-mentioned premises, amounts to €3.9m, according to the relevant term of the financial lease.
- Intercompany transactions for the year ended December 31, 2015 and intercompany balances as at December 31, 2014 according to IAS 24 are as follows:

(Amounts in € thousands)

	GROUP	COMPANY
a) Revenues	409	1.132
b) Expenses	2.391	911
c) Dividend income	-	2.421
d) Receivables	1.536	94.645
e) Payables	18.555	21.228
f) Transactions and gross salaries of BoD members and key management	925	925

Maroussi, 30 March 2016

CHAIRMAN OF THE BOARD OF DIRECTORS

CHIEF EXECUTIVE OFFICER

FINANCIAL DIRECTOR

ANASTASIOS K. GIANNITSIS  
I.D.No H865601

ODYSSEFS E. ATHANASIOU  
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VASSILIOS A. BALOUMIS  
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