

2023 Investor Day

| July 6, 2023 | Presentation |
|--------------|--------------|
|--------------|--------------|



This presentation has been prepared by LAMDA Development S.A. (the "Company") for the purposes of the Company's Investor Day 2023 event.

The information contained in this presentation has not been independently verified and no representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein. None of the Company, shareholders or any of their respective affiliates, advisers or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this document or its contents or otherwise arising in connection with this document.

All financials contained herein are based on Company's management accounts.

This presentation does not constitute an offer or invitation to purchase or subscribe for any shares and neither it or any part of it shall form the basis of, or be relied upon in connection with, any contract or commitment whatsoever.

The information included in this presentation may be subject to updating, completion, revision and amendment and such information may change materially. No person is under any obligation to update or keep current the information contained in the presentation and any opinions expressed in relation thereof are subject to change without notices. This presentation is subject to any future announcements of material information made by the Company in accordance with the law.

The information in this presentation must not be used in any way which would constitute "market abuse". This presentation does not constitute a recommendation regarding the securities of the Company.

The document contains several renderings related to The Ellinikon project developments. The completed project may differ significantly from the mock-ups that the Company has currently developed with its partners.

FORWARD LOOKING STATEMENTS

This document contains forward-looking statements. All projections are rounded figures, except for historical information, all matters discussed in this presentation which are forward-looking statements are subject to certain risks and uncertainties that could cause the actual results of operations, financial condition, liquidity, performance, prospects and opportunities to differ materially, including but not limited to the following: the uncertainty of the national and global economy; economic conditions generally and the Company's sector specifically; competition from other Companies.

Although the Company believes the expectations reflected in such forward-looking statements are based on reasonable assumptions, it can give no assurance that its expectations will be attained. The forward-looking statements are made as of the date of this presentation, and we undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

By attending this presentation, you agree to be bound by the foregoing limitations.



| Today's Presenters | page | 4 |
|---|------|----|
| LAMDA – At the right place, at the right time | page | 6 |
| The Investment Opportunity | page | 10 |
| Malls – A compelling value and growth play | page | 16 |
| The Ellinikon – A unique development at an inflection point | page | 29 |
| Closing Remarks | page | 49 |
| Appendix | page | 56 |







A leading Greek Real Estate player with a premier, diversified portfolio of assets in a rebounding market

Investment Assets

A top-quality portfolio of Malls and Marinas with unmatched footprint in the Greek market



Development Assets

The Ellinikon: Europe's pioneering 15-minute, green, smart, coastline city-within-a-city







LAMDA At the right place, at the right time



A growing economy decoupled from global trends

- Strong 2022 GDP growth* (5.9%), way ahead vs. the rest of Europe (3.5%) and the U.S. (2.1%)
- Solid GDP growth outlook* (+2.4% in 2023), ahead of EU peers (+1% in 2023)
- On track to regain Investment Grade (IG) rating by the end of 2023
- Robust growth in disposable income and household deposits together with consistent gradual reduction in unemployment
- Tourism: 2023 preliminary data point to another record year in tourist arrivals
- Uniquely positioned to benefit from Europe's geopolitical strategic priorities (energy security, digital transformation, Infrastructure investments, EU recovery funds etc)
- A decisive renewed mandate to a proven pro-business government

Greek Real Estate to rebound after a prolonged under-investment period





Development is only starting to catch up to pre-crisis levels, leaving ample room for growth



Substantial increase in foreign investments, with the bulk directed towards the residential market, aided by the country's brain-regain as well as government incentive programmes (golden visa, digital nomads)



A Supply & Demand Imbalance which The Ellinikon project is uniquely positioned to capitalize on

Remarkable influx of local and international residents and investors to the revamped Athenian Riviera create a demand wave that existing supply cannot cover







The Investment Opportunity





The Ellinikon NAV, as per IFRS rules, reflects only the land acquisition cost for the residential projects, thus it understates the substantial inherent residential development value of the Project. Specifically:

- Does not incorporate the value creation from the coastal front residential €1.2bn pre-sales value.
- Does not account for the value creation from the permitting, design and commercialisation of all remaining land plots.



- substantial potential value creation from The Ellinikon
- b Malls organic growth and development





Other Phases 2027-2037 Residential Developments

| | Gross Saleable Area (GSA) ('000 sqm) | Weighted Average Assumed Selling Price at 2023 levels (€'000/sqm) |
|--------------------------|---|---|
| 50m High-Rise | c.500 | 9.0 |
| Upper Mainstream | c.300 | 7.2 |
| Entry Mainstream | c.100 | 5.9 |
| Total / Weighted Average | c.900 | 7.8 |

Recent transactions of new residential developments in the area suggest potential selling price upside

Further upside potential from remaining residential developments selling price appreciation



Recent Transactions in the Athenian Riviera



| Location | (Voula) | |
|-----------------------------------|-------------------|--|
| Status | Under development | |
| Completion | 2024 | |
| Transaction (2022) (€/sqm GSA) | | |
| Penthouse, 4-bed: € 12,500 | | |



| Location | (Elliniko) |
|--------------------------------|-------------------|
| Status | Under development |
| Completion | 2023 |
| Transaction (2021) (€/sqm GSA) | |
| 3-bed: €7,800 | |



| Location | (Voula) |
|----------------|-------------------|
| Status | Under development |
| Completion | 2024 |
| Transaction (2 | 2022) (€/sqm GSA) |
| | |

Penthouse: €**8,700**



| | Location | (Glyfada) |
|---------|--------------------------------|-------------------|
| | Status | Under development |
| | Completion | 2023 |
| ALC: NO | Transaction (2022) (€/sqm GSA) | |
| | 3-bed: € 7,60 | 0 |

vs premium location of The Ellinikon, at competitive pricing

Upper Mainstream **€7,200**

Entry Mainstream €5,900

Source: KENTRIKI Savills 2022



The platform to capitalize on positive country macro fundamentals

Investment Assets

Malls & Other portfolio assets

- ✓ #1 player in Malls in Greece
- Solid organic growth for the 4 Malls currently in operation
- Additional growth following development of the 2 Ellinikon Malls

Development Assets The Ellinikon

- ✓ Europe's pioneering 15minute, green, smart, coastline city-within-a-city
- ✓ Substantial embedded Value, driven by Residential
- ✓ Self-financed with already c€1.4bn secured proceeds (residential & land plot signed agreements)
- Project momentum with strong Pre-Sales upon Construction start

✓ Secured planning and permitting

SECTION A: Malls Strategy

SECTION B: The Ellinikon Strategy

LAMDA creates value across a wide spectrum of practices ranging from development and strategic partnerships to property management





Malls A compelling value and growth play













Existing Malls



Achieving 2022 EBITDA historical record and poised for strong growth outlook





Greece has the lowest Shopping Centres density in Europe

High barriers to entry for new competitors (lack of sizeable plots and complicated permitting process)

Prolonged macro crisis resulted in concentration and increased consumption in organized venues

Despite online consumption's anticipated further penetration in the Greek market, retailers will always seek physical presence in high footfall venues (Malls) to reinforce their brand awareness

Diversified portfolio evolved into a **fully integrated experiential destination** offering shopping, culture, entertainment and F&B options



(GLA sqm per 1,000 people) Source: Cushman & Wakefield

Significant yield premium against relevant European peers



2022 Exit yields¹ vs Selected Peers



1. Exit yields (cap rates) used by Independent Valuers

Source: FY2022 reported financial information. Peer group reflects exit yields used by independent valuers (valuations as of 31.12.2022) for Shopping Malls held by: Unibail-Rodamco-Westield (URW) in Spain, France and Central Europe; Klépierre in France, Italy, Central Europe and Iberia; Merlin Properties in Iberia

The Ellinikon Malls | Vouliagmenis Mall



Designed to become the Mall of the Future – A hybrid experiential mall



| Lead Architect: | Aedas |
|---------------------|----------------------------|
| Project Management: | Mace-Jacobs |
| ECI Consultant: | Rizzani de Eccher- AVAX |

Progress of works

2023 Milestones

- Permitting and Design at completion stage
- Early Works commencement in July
- Outstanding leasing progress

2024

- Early Works Completion
- Main Works Commencement

* Pro-forma operating EBITDA on the 1st full year of operation



Designed to become one of the best premium boutique retail developments in Europe



Lead Architect: Kengo Kuma
Project Management: Mace-Jacobs

Progress of works

2023 Milestones

- Permitting and Design at completion stage
- Early Works commencement
- Main Works Contract award
- Outstanding leasing progress

2024

Main Works Commencement



Outstanding commercial leasing progress 3 years ahead of opening

| | Expression of | Agreed/Signed Heads of Terms (% of GLA) | |
|-------------------|------------------------|--|--------------------|
| | interest (% of GLA) | May 2023 | Target End 2023 |
| Vouliagmenis Mall | 1 52 % | 53% | 70% |
| Riviera Galleria | 190% | 30% | 50% |



Vouliagmenis Mall & Riviera Galleria (2022-2026)

| Uses | |
|---|-------|
| Building CAPEX | 656 |
| Land & Infrastructure | 263 |
| Other Costs (financing, marketing, etc.) | 133 |
| Total | 1,052 |

| Sources | |
|--|-------|
| Own Equity | 271 🗸 |
| Bank Debt | 575 🗸 |
| Offices Above Mall Sale & Other Funding | 206 🗸 |
| Total | 1,052 |





EBITDA €1m

NAV €15m



Provide transparency to investors and unlock value by creating a separate Malls company

Aim for Lamda Malls IPO within 2024 subject to market conditions. IPO to include all 6 Malls

Target a primary offering (€150m), subject to market conditions, used for:
(i) funding the development of The Ellinikon Malls, and
(ii) deleveraging

The **New Listed Entity** will offer direct exposure to the ultimate Retail Real Estate market leader, with a portfolio of top-quality Income Producing Assets, offering dividend and capital appreciation





The Ellinikon A unique development at an inflection point

29

Europe's pioneering 15-minute, green, smart, coastline city-within-a-city







An exemplar "15-minute City" where people can walk or cycle, within 15 minutes, to Work, Shops, School, Cultural & Sports Venues, Park & the Beach



A Unique Location









While having lined-up all our partners to quickly move to the execution phase of the project





O Phase I Project Overview

2023 Construction progress to date





Construction to start within 2023




Phase I Projects





Phase I Projects overview











| | | | Contract Value | | |
|------------------------|-------------------------------------|----------------------------|-----------------------------|----------------|---------------|
| | SPAs & Reservation Agreements | Final stage of negotiation | Available/ On the Market | Total Units | Total (€m) |
| Riviera Tower | 157 | 13 | 0 | 170 | 625 |
| The Cove Residences | 104 | 11 | 0 | 115 | 279 |
| The Cove Villas | 27 | 1 | 0 | 28 | 214 |
| | | | | 313 | 1,118 |



in €bn

| Cash proceeds | Total cash proceeds 27 June 2023 | Expected total cash proceeds end-2023 |
|--|--|--|
| Coastal Front Residential ¹ | 0.28 | 0.6 |
| Land Plot Sales & Leases ² | 0.05 | 0.1 |
| TOTAL | 0.33 | 0.7 |



| | | Coastal Front projects 100% sold-out | | | Residential to be brought to the market from H2 2023 | | | | |
|--------------------------|------------|--------------------------------------|----------------|--------------------|--|-------------------------|----------------------|------------------------|-------|
| | | | | | | | | | |
| | Metric | Riviera Tower | Cove Villas | Cove Residences | High-Rise | Mainstream Posidonos | Mainstream Alimos | Neighborhood Retail | Total |
| GSA | sqm | 44.6 | 20.9 | 25.3 | 43.2 | 48.3 | 50.2 | 11.6 | 244.2 |
| Units | # | 170 | 28 | 115 | 251 | 432 | 432 | 115 | 1,543 |
| Gross | <u>.</u> | 625 | 214 | 279 | 411 | 368 | 313 | 79 | |
| Revenues | €m | | 1,118 | | | 1,7 | 171 | | 2,289 |
| Gross Profit | €m | 422 | | | 447 | | | | 869 |
| Gross Profit Margin | % | 38% | | | 38% | | | | 38% |
| Average Selling Price | € '000/sqm | 12.3 | | | 7.6 | | | | 9.4 |
| Average Gross Profit | € '000/sqm | | 4.6 | | | 2 | 9 | | 3.6 |



A self-financed project, despite heavy upfront investment, on the back of a successfully tested Residential "Design-Sell-Build" model





Significant embedded value in the Residential projects







Significant embedded value from the Ellinikon anticipated cash flow generation...

| | Net Cash Flow after Tax | | | | | |
|--------------------------|--|--|------------------------|--|--|--|
| in €bn | Nominal Value | Present Value end-20 (8% discount rate) | 26 | | | |
| Phase I (2021-2026) | 0.6 | 0.6 | | | | |
| Other Phases (2027-2037) | 1.7 | 1.2 | | | | |
| The Ellinikon | 2.3 | 1.8 | | | | |
| | | ↓ | | | | |
| | €1,000/sqm nigher residential selling | price in | €1bn cremental cash | | | |







Construction cost increase mitigants

✓ "Guaranteed Maximum Price" (GMP) contract with Contractors

| Riviera Tower | Bouygues-Intrakat JV |
|-------------------|---------------------------|
| Vouliagmenis Mall | Rizzani de Eccher-AVAX JV |

Construction kick-off at advanced Design stage ensures safe cost estimates

✓ **No "locked" price policy**, before advanced design stage for future residential sales



Reduced interest rate exposure through active debt & cash collections management

| Group Debt (March 2023) | Balance (in €bn) | Interest Rate | |
|--|----------------------------|-----------------------|----------------------------|
| Bond I 2020 (fixed coupon, bullet) | 0.3 | 3.4% | |
| Green Bond 2022 (fixed coupon, bullet) | 0.2 | 4.7% | _ 57% hedged |
| Bank Debt Hedged | 0.1 | 3.0% | Financing Cost Sensitivity |
| Bank Debt Un-Hedged (Malls) | 0.5 | Euribor + 2.9% margin | → 1% in Euribor = |
| Group Total (Weighted Average) | 1.2 | 4.8% | €5m |

✓ No drawdowns forecasted in 2023-24 on the back of exceptional residential pre-sales cash collections

✓ €0.9bn of committed, currently undrawn Credit lines for The Ellinikon Project





The Development Cycle | Critical milestones achieved so far



A prolonged period of value build-up has been completed, leading to exceptional Residential Pre-Sales and significant progress of Construction Works





| | Decarbonization | | | 🖓 Circularity | | | ്ന് People & Prosperity | | | | |
|----------------|---|----------------------|----------------------------------|---------------------------------|---|---|---|---|---|--|---|
| Ambition | Transition to net zero and build resilience to a changing climate | | Achieve net zero water and waste | | | Create economic value, accelerate social vitality and engage people | | | | | |
| Focus Areas | Energy- wise operations | Net Zer transitic | | | Design out waste, land & water pollution | Keep p & mate in use | oroducts erials | Regenerate natural systems | Create employment & economic value | Enhance social support & perceived vitality | Engage & elevate people |
| Sustainability | ity Climate change Air, noise & particulate matter pollutio | | Air, noise & | | | | Resource materials | efficiency / | Employment & economic value | Innovation & digital transformation | Training & skills development of the future |
| Impacts | | | lion | Water & waste water Solid waste | | | Prosperity for the society & the local communities | Dignity & equality | H&S & wellbeing | | |
| Governance | Supported by a robust Governance system | | | | | | | | | | |
| En ablera | Achieved by ESG enablers | | | | | | | | | | |
| Enablers | Innovation 8 new techno | - | | oose d iness e | riven culture & Sustainable Finance | | | e Collaborations & partnerships / Stakeholder engagement | | | |



Ultimately striking a balance between extracting the maximum amount of value, while ensuring timely and successful execution



Maintaining the "Master Developer" role to ensure de-risking of execution and value optimisation

The path towards 2026 | Group Cash & Debt Evolution







| Segregate Income-producing Assets (Malls) from Development Assets (Ellinikon) Lamda Malls IPO | 2024 | |
|--|--------------------|--|
| Existing Malls EBITDA | End-2024 €83m | End-202 €92m |
| Existing Malls NAV | End-2024 €0.7bn | End-202 €0.9bn |
| | _ | |
| 6 Malls EBITDA (Existing Malls + Ellinikon Malls) | | 1 st year of malls operat €168m |
| 6 Malls NAV | | End-202 €1.4bn |
| | | |
| The Ellinikon Total Cash Proceeds (cumulative) | End-2024 €1.5bn | End-202 €3.3br |
| The Ellinikon Residential projects Cash Proceeds (cumulative) | End-2024 €0.9bn | End-202 €2.3br |



The ultimate platform to capitalize on:

- positive Country macro fundamentals and
- rebounding real estate sector after years of underinvestment

Unlocking the value of a unique Malls portfolio

Significant NAV appreciation potential (projected FY2026 NAV at €3bn)

Further upside potential via a unique residential offering in the Ellinikon:
every €1,000/sqm incremental residential selling price (over 2023 base of €7,800/sqm) adds €1bn of incremental cash







61CorporateGovernance



LAMDA has adopted the Hellenic Corporate Governance Code of the Hellenic Corporate Governance Council¹



1. Any deviations are explicitly identified in the Corporate Governance Statement, included in the Annual Financial Report



6.2 The Ellinikon The Project in numbers



in €bn



Phase I (2021-2026) Residential Developments







| Cash proceeds (€m) | SPAs / Reservation Agreements |
|---------------------|-------------------------------|
| | 15 June 2023 |
| Riviera Tower | 149 |
| The Cove Residences | 26 |
| The Cove Villas | 99 |
| TOTAL | 274 |





A carefully laid-out strategy to ensure collection of **€2.3bn**

A comprehensive plan in place to target **International Buyers** to further broaden the customer base

Already registered **strong demand** for residential projects: over 8,000 buyers from 52 countries around the world

Strong momentum on the back of the successful launches of the first three residential projects (The Cove Villas, Riviera Tower and The Cove Residences)

Diversified product mix (Upper, Entry and High-Rise), targeting a broad range of buyers (related to preferences and budget)



in €bn

| Cash proceeds | Total cash proceeds 27 June 2023 | Toto | al cash proceeds end-2023 | Total cash proceeds end-2026 |
|--|--|----------------------|---|---------------------------------|
| Land Plot Sales & Other | 0.05 | | → 0.1 | 0.6 |
| Ellinikon Malls (intragroup land plot sale) | 0.19 | | 0.2 | 0.2 |
| TOTAL | 0.24 | | 0.3 | 0.8 |
| | | 1. H 2. R 3. A | ned Deals Iospitality JV Retail Park Marina Club Mixed-Use Tower JV | |

Integrated Resort Casino (IRC) monetization (end-2025)





| Counterparty | HARD ROCK-GEK TERNA JV |
|-----------------------------|---|
| Agreement type | Land Agreement (Signed in Sep. 2022) |
| Land plot use | Long-term lease (30 years) |
| Project type | Integrated Resort Casino (IRC) |
| GFA | 168k sqm |
| Total project investment | over€lbn |
| End-2025 Cash Proceeds | €0.3bn |
| Rer | ntal income (2022-2025), and |
| • exi | t value (annual rental income counted to end-2025 at 8%) |

Residential projects overview Other Phases 2027-2037







C6.3 The Ellinikon Progress of Works

Poseidonos Underpass | Progress of works



50% of the total volume has been excavated

Excavation work front **1 km**

25% of total already concreted



1.5 km in total (more than 1 km underpass)



2022

• **250 tons** of hazardous waste removed from the site surfaces

2023

- **1,000 m³** of contaminated underground water treated
- More than **6,000 tons** of contaminated soil has been treated on site in the bioremediation cell.
- 5.5 km of fuel pipelines have been removed



Trachones | Progress of works



2023

- Completion of 40%
 of excavation works
- Trees transplant activities in progress



PwD Building constructed within 1 year; scheduled opening in Sep 2023







2021

- Foster + Partners mobilization
- Successful Launch of Pre-sales

2022

- JV Bouygues Intrakat JV appointed for ECI & early works contract
- Building Permit Issuance
- SPA signing

2023

- Completion of early works
- Bouygues-Intrakat JV awarded Main Works Contract







Today

300 piles (diam. 1.5m and 1.0m) in place, in 35-55 m. depth.

• Piles Completed to date **90%**

Diaphragm Wall (520m) completed

Excavations works have commenced

Year end

2nd floor visible at 21 metres



2021

ISV and BOBOTIS team mobilization

2022

- Design Progress
- KAS & KESA Approvals
- Successful Launch of Presales

2023

- Issuance of Building Permits
- Mobilization on Site / Demolitions
- Project Management Consultant: Hill International
- Early Works Contractor Award in June '23
- SPA signing to commence in summer '23





OAMallsYields & Market Positioning

Relatively well positioned against the current rising interest rates cycle



10-year Greek Government Bond (GGB) vs. LAMDA Malls Exit Yield



1. Weighted Average exit yield (cap rate) used by Independent Valuer Source: Bloomberg, Bank of Greece (average 10-year yield for each year). Yield on 31.03.2023 and 30.06.2023







Thank you