





# 9M 2025 RESULTS PRESENTATION

Results Conference Call / Live Webcast 19 December 2025

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# Group Results Highlights

### 9M 2025 Financial Performance at a glance



### **Group Consolidated**

Revenue €444 m **EBITDA** 

**€253**m

After Assets
Valuation & Other
adjustments

Net Result

€116m

After Taxes & Minorities

NAV

€1.6bn

€9.20/share

### Malls, Marinas & Other

Operating Malls<sup>1</sup> EBITDA

**€69**m

New Record +5% vs. 9M 2024

> Malls¹ NAV €1.2bn

Marinas EBITDA

€17m

New Record +9% vs. 9M 2024

> Other<sup>2</sup> NAV

**€0.1** bn

#### The Ellinikon

**EBITDA** 

**€32**m

Before Asset Valuation

NAV **€ 0.4**bn Cash Proceeds<sup>3</sup>

€1.4bn

cumulative from project start

CAPEX<sup>4</sup>

**€849**m

cumulative from project start

Note: all amounts are rounded figures

- 1. Details on LAMDA MALLS Group EBITDA (slide #16) and NAV (slide #12)
- 2. Land plots, Flisvos Marina, Offices and other assets. Excludes HoldCo Debt/Cash, Minorities and other adjustments. Details on NAV (slide #13)
- 3. Cash proceeds from (i) signed contracts (SPAs) (excl. intragroup) and (ii) pre-agreement deposits. Aggregate cash proceeds from project start and until 30.09.2025
- 4. Buildings & Infrastructure CAPEX from project start and until 30.09.2025

### Group 9M 2025 Highlights



Group

Consolidated EBITDA before valuations of €98m, or 15% higher y-o-y

Consolidated Net Profit of €116m

NAV per share increase to €9.20

Malls

Record Operating Malls EBITDA before valuations at €69m, or 5% increase y-o-y

Marinas

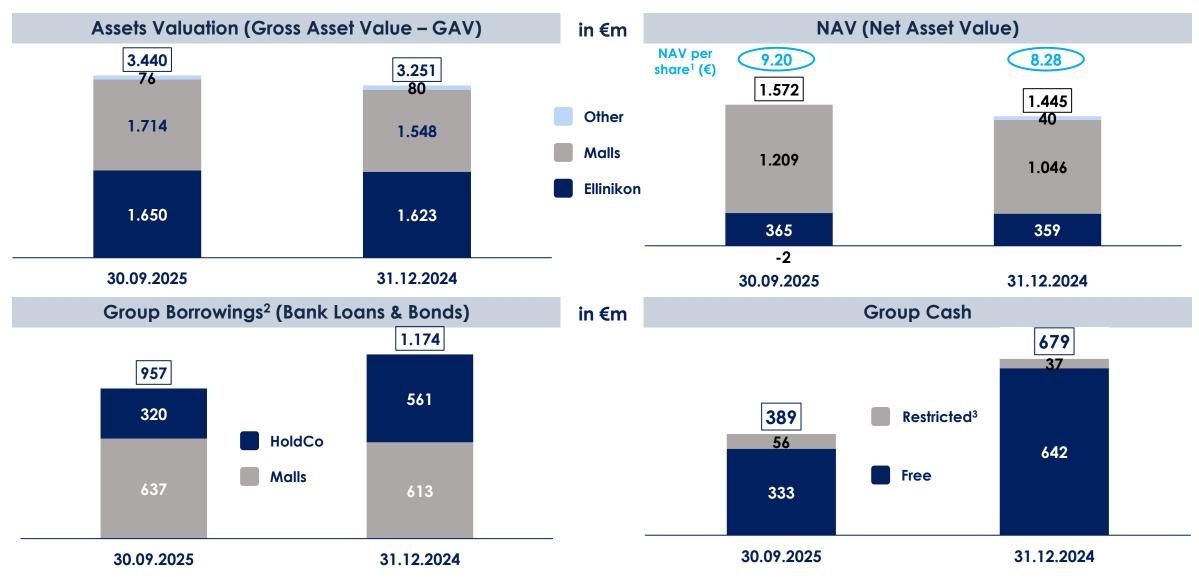
Record **EBITDA** of **€17m**, or **9% increase** y-o-y

Ellinikon

€450 million Strategic Partnership with ION Group for R&D and Innovation Campus €1.5bn total Cash Proceeds from property sales until 30 November 2025 Residential projects undertaken by CBU are ahead of schedule

# Group Balance Sheet Snapshot 30.09.2025 vs 31.12.2024



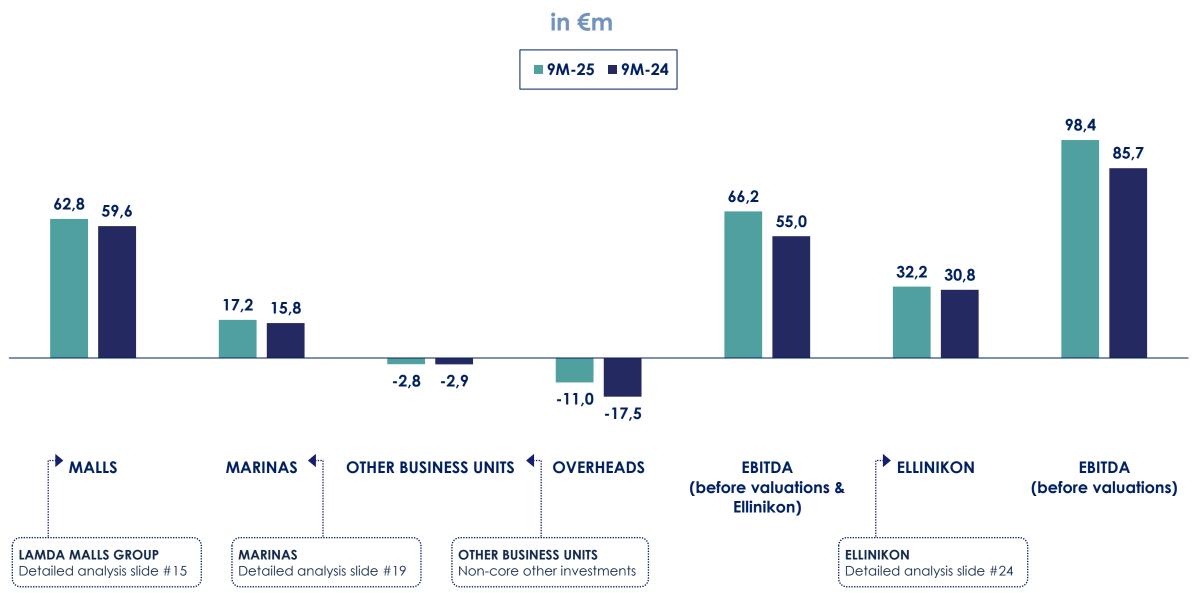


<sup>1.</sup> NAV per share adjusted for own shares: 5.94m shares as of 30.09.2025 vs. 2.18m shares as of 31.12.2024 2. (i) Outstanding loan balance plus (+) accrued interest minus (-) capitalized loan expenses, (ii) €500m common bond loan successfully issued in November 2025

3. As of 30.09.2025: (i) €6m next coupon payment (ATHEX Bonds), (ii) €19m HRADF-related debt security for HELLINIKON shares deferred consideration, (iii) €5m Malls' debt service next payment, (iv) €26m RRF LG security for Marina Ag. Kosmas and LG for Liabilities and Tax Authorities.

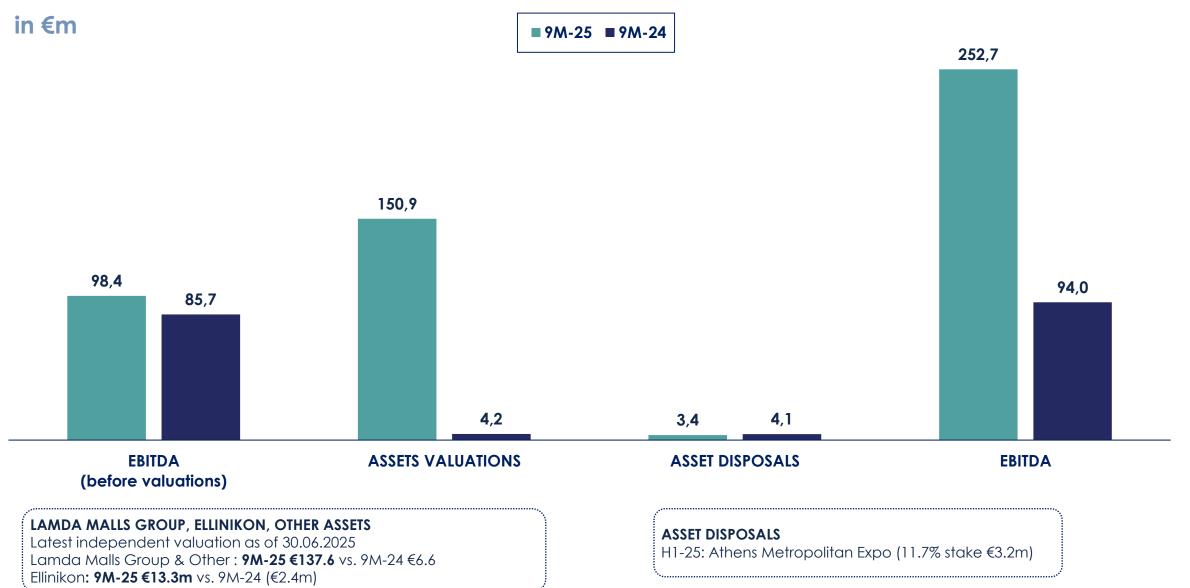
# Group EBITDA Before Assets Valuation 9M 2025 vs 9M 2024





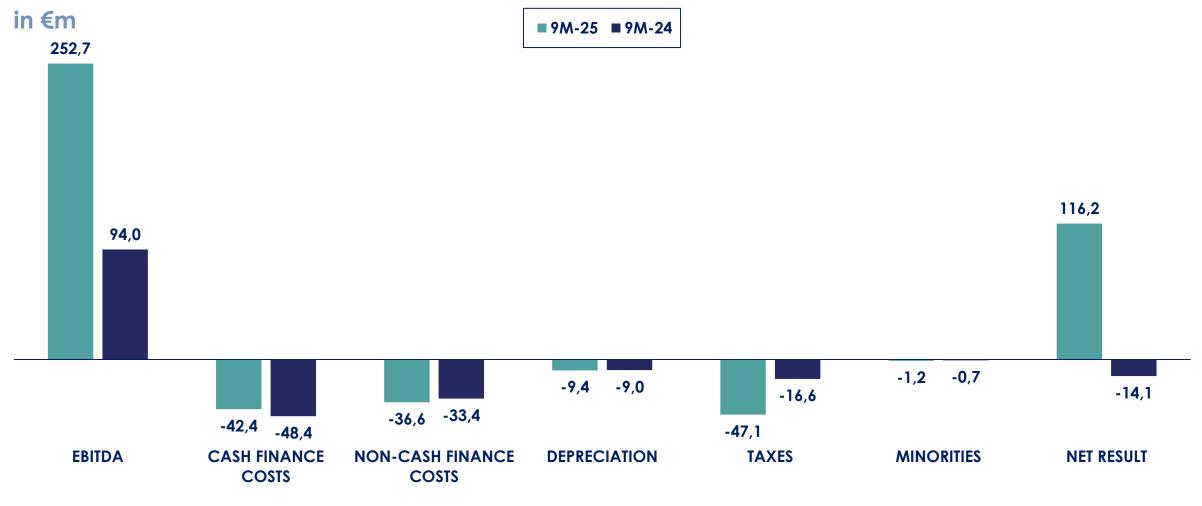
# Group EBITDA After Assets Valuation 9M 2025 vs 9M 2024





# Group Profitability evolution 9M 2025 vs 9M 2024



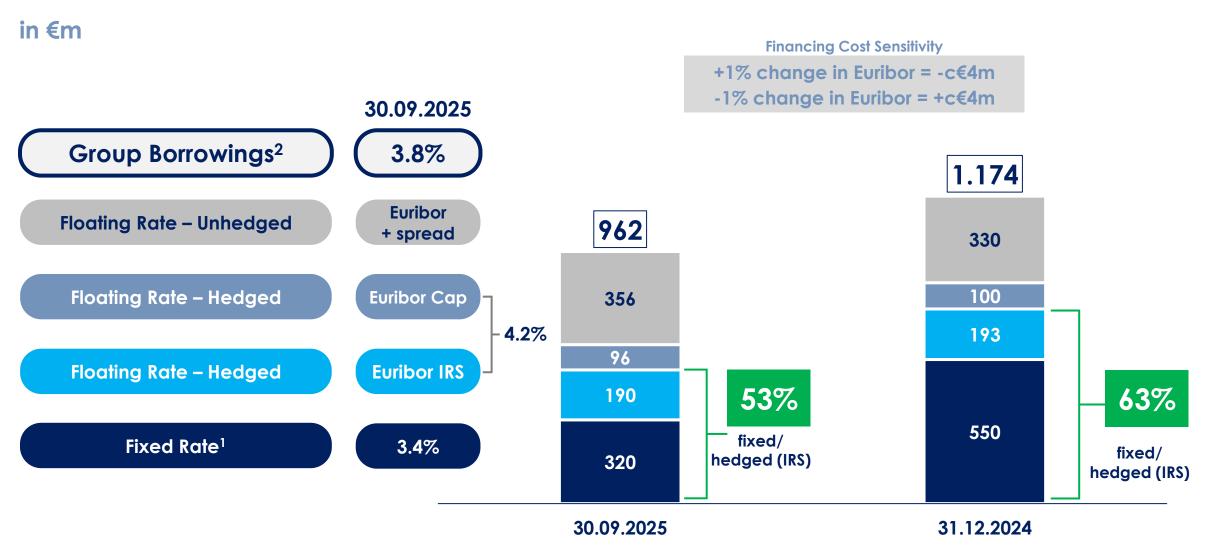


#### **TAXES**

The increase in asset valuations led to improved deferred tax income, contributing to a lower overall tax burden.

### Group Borrowings & Interest Rate Sensitivity 53% of Group Borrowings are fixed/hedged (IRS)



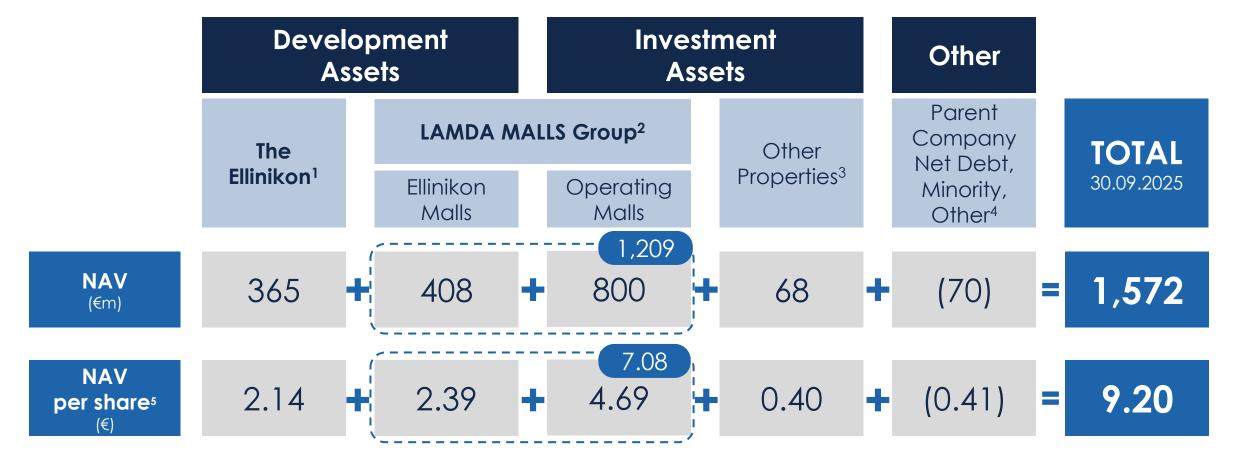


<sup>1.</sup> ATHEX-listed Corporate Bond Loans (i) (CBL): €320m, 2027 maturity (issued in July 2020), 3.4% coupon. (ii) (CBL): €500m, 2032 maturity (issued in November 2025), 3.8% coupon.

<sup>2.</sup> Group Borrowings shown on Balance Sheet as of 30.09.2025 = Outstanding loan balance (€962m) plus accrued interest (+€2m) minus capitalized loan expenses (-€8m)

### Company NAV above €1.5bn and MALLS NAV above €1.2bn mark





#### Note: all amounts are rounded figures

- 1. Assets (GAV) €1,650m and Liabilities (net of cash) €1,284m (including €182m LAMDA Bonds allocated to Ellinikon).
- 2. Assets (GAV) €1,714m and Liabilities (net of cash) -€506m. GAV derived from 3<sup>rd</sup> party independent valuer (Savills and Cushman & Wakefield) as of 30.06.2025
- 3. Other Properties: Flisvos Marina, Land plots and Other income-generating assets
- 4. Parent Company Debt -€139m (€321m less €182m LAMDA Bonds allocated to Ellinikon) & Cash +€42m, Other Group Cash +€30m, Minorities -€15m (Flisvos Marina), Other +€10m
- 5. NAV per share as of 30.09.2025 adjusted for 5.94m own shares (3.36% of total)



# Highlights for Malls, Marinas & The Ellinikon



### 4 MALLS

#### **Another record-breaking performance**

**Tenants Sales** 



• New Record of €620m (9M basis)

**Footfall** 



**1** 2% y-o-y

• 18.6m visitors in Jan-Sep 2025

**Net Base Rents** 



**1** 5% y-o-y

• New Record of €73.5 for 9M

• 70% of growth from Inflation Indexation

• 30% of growth from Renewals/Re-lettings

Operating Malls EBITDA



**1** 5% y-o-y

• New Record of €68.7m for 9M

• Rental Income: +5% / Parking Revenue: +10%

### ELLINIKON MALLS

**Commercial Leasing** 

HoT with Tenants (% of GLA) The Ellinikon Mall: 66%Riviera Galleria: 76%

Riviera Galleria

**Project Financing** 

 Riviera Galleria Syndicated bond loan was signed in February 2025 (incl. €39m VAT financing) & RRF financing participation was signed in September 2025

# LAMDA MALLS Group Key Financials



EBITDA		
(in €m)	9M-25	9M-24
The Malls Athens	25.3	24.1
Golden Hall	18.0	17.2
Med. Cosmos	17.8	16.2
Designer Outlet Athens	7.6	8.2
Operating Malls EBITDA	68.7	65.7
Ellinikon Malls	(4.3)	(5.0)
Malls Property Management <sup>1</sup> & HoldCo	(1.5)	(1.1)
LAMDA MALLS Group (before assets valuation & other adjustments)	62.8	59.6
Assets Revaluation Gain/(Loss)	136.9	7.2
LAMDA MALLS Group (after assets valuation & other adjustments)	199.7	66.8

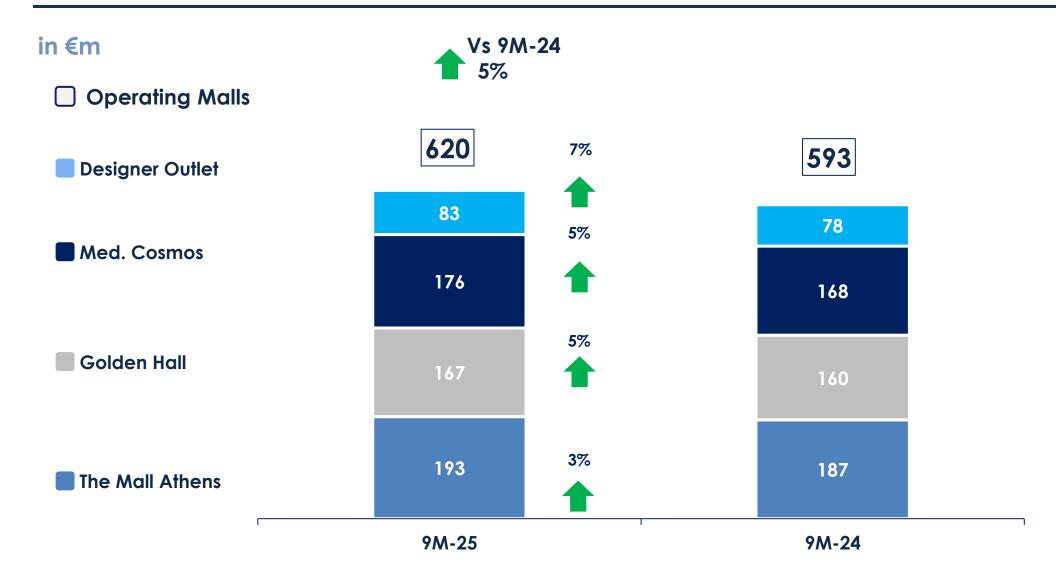
Net Debt / (Co	ash)	
(in €m)	30.09.2025	31.12.2024
4 Operating Malls	478	488
Ellinikon Malls	(5)	(65)
Malls Property Management <sup>1</sup> & HoldCo	39	41
LAMDA MALLS Group	512	464
Net LTV <sup>2</sup>	30%	30%

<sup>1.</sup> Property Management Companies MMS and Other Recreational Activities

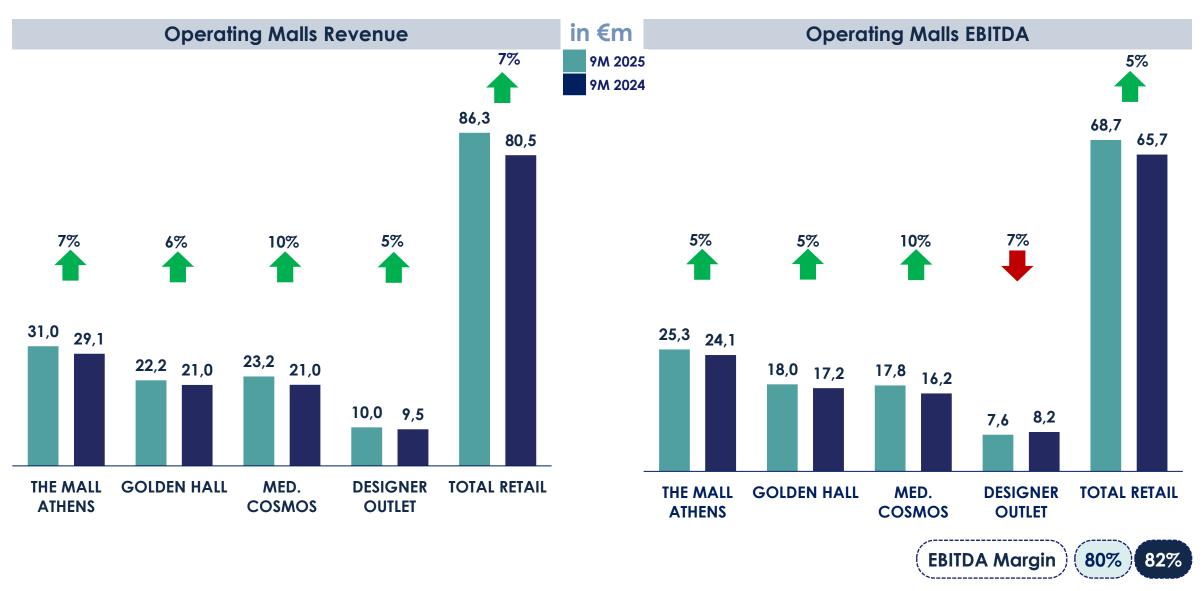
<sup>2.</sup> Net LTV = Net Debt / GAV

# Operating Malls Tenants' Sales Reaching new record high levels





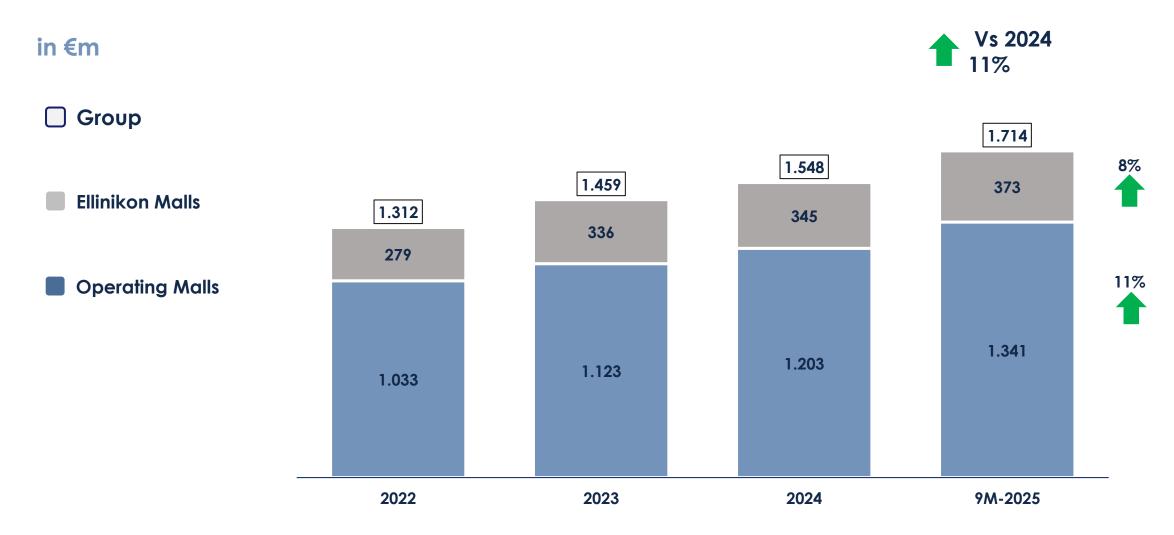




### LAMDA MALLS Group

### Assets Valuation (GAV) - Maintaining solid growth trends



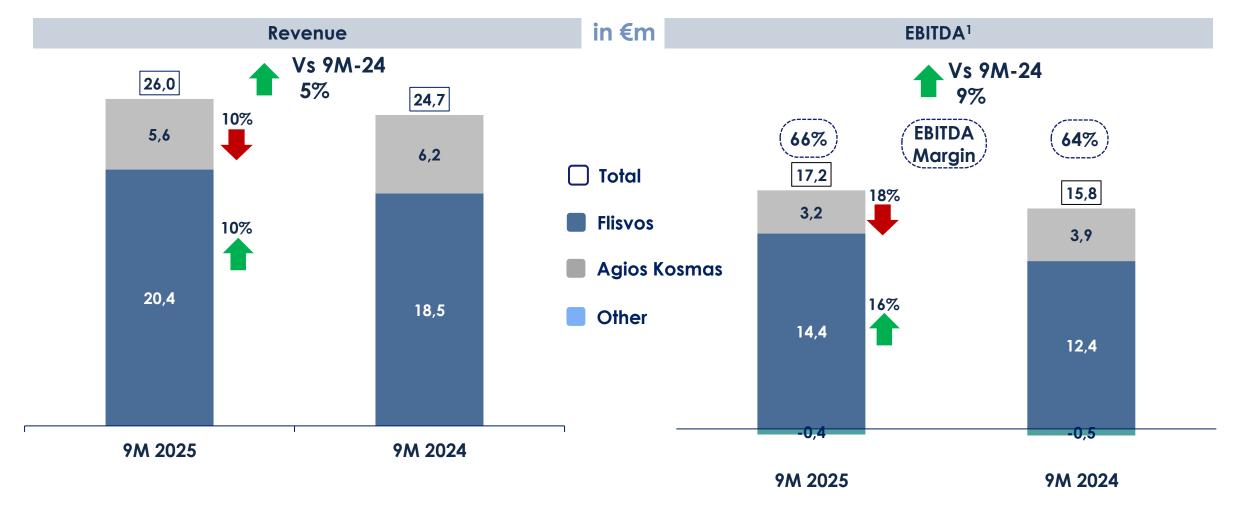


Note: all amounts are rounded figures

### Marinas

### Breaking new records (9M basis) for both Revenue (+5% vs 2024) and EBITDA (+9% vs 2024)





#### Key performance drivers in 9M 2025:

- + Flisvos yacht berthing fees: contracts adjusted for inflation
- + Both Marinas registered higher revenues from yacht transits
- Agios Kosmas: gradual decline in number of available berths, due to the commencement of renovation works

- 1. EBITDA including IFRS 16 (Flisvos land lease payments are transferred from OPEX to financial expenses, hence are added back to Operating EBITDA)
- 2. Corfu Mega Yacht Marina and HoldCos (LAMDA Marinas Investments and LAMDA Flisvos Holding)

# The Ellinikon 9M 2025 Results Highlights



### **Ellinikon**

#### Liquidity at healthy levels

# Cash Collections to date<sup>1</sup> €1.5bn

• Residential: €1.1bn

• Land Plot Sales/Leases: **€0.4bn** (excluding Ellinikon Malls intragroup sale of **€0.24bn**)

# Strong Absorption Rate of Residential units

Coastal Front: Sold out

• Little Athens: 84% sold or reserved (of the 671 units launched to date)\*

\* Includes 112 additional units at Sunset Groves launched in November 2025

# Total Cash balance €0.2bn

• €371m of deferred revenue not yet recognized as P&L Revenue (as of 30.09.2025)

# + Accelerated construction progress for Little Athens developments expected to contribute positively to profitability going forward

- o CBU residential projects ahead of schedule and on budget
- + Riviera Galleria progressing on schedule and budget
- + **Significant progress in Sports Park construction.** Sports facilities opening to public scheduled for Summer 2026.
- Weak construction market and overall labor shortages continue to be the main obstacles.
- Riviera Tower reached new agreement on the main terms and schedule revision with BBI (completion at Q2 2027).
- Infrastructure remains challenging but working on resolution of outstanding issues towards acceleration going forward

# Construction Progress/Challenges

#### Note: all amounts are rounded figures

### The Ellinikon Cash Inflows Progress



Cumulative Cash Proceeds in €bn	31.12.2024	30.09.2025	30.11.2025
Residential <sup>1</sup>	0.73	0.98 -	1.07
Land Plot Sales/Leases <sup>1</sup>	0.34	0.40 -	0.40
Sub-TOTAL	1.07	1.38	<b>→1.47</b>
Ellinikon Malls (intragroup land plot sales)	0.24	0.24	
TOTAL	1.31	1.63 -	<b>→ 1.72</b>

**€0.8bn** of remaining² proceeds from units launched to date, expected to be collected until 2027-28

Note: all amounts are rounded figures

**Total Contract** 

Value Phase I

<sup>1.</sup> Cash proceeds from (i) signed SPAs and (ii) pre-agreement customer deposits & MoUs

<sup>2.</sup> Total Value of the 986 units that have been placed in the market for sale to date, of which €0.6bn relate to SPAs and €0.2bn relate to reservations including the latest launch of 112 units at Sunset Groves as of 30.11.2025

# Little Athens Sales Progress (6 projects) 84% of the units placed in the market have been sold or reserved



	Park Rise	Mainstream Posidonos	Mainstream Alimos				
	(50m)	Pavilion Terraces	Promenade Heights	Atrium Gardens	Trinity Gardens	Sunset Groves <sup>1</sup>	
Renderings							
Project Location	LITTLE ATHENS  LITTLE ATHENS  4- PARK RISE	LITTLE ATHENS  LITTLE ATHENS  A-PAVILION TERRACES	PROMENADE - LITTLE ATHENS	LITTLE ATHENS  LITTLE ATHENS  ATRIUM. GARDENS	LITTLE ATHENS  LITTLE ATHENS  TRINLITY GARDENS	← SUNSET GROVES  ATTLE ATTHENS	
Architect	Bjarke Ingels Group (BIG)	314 Architecture Studio	314 Architecture Studio	Deda & Architects	Tsolakis Architects	A&M Architects	
Buildings	1 (12 floors)	7 (6 floors)	9 (4-5 floors)	4 (5 floors)	3 (5 floors)	10 (5 floors)	
Project Units	89	156	79	56	80	211	
Units	Launched t	o date	SPAs & Reservation 566	84			

absorption rate

1. Includes the launch of an additional 112 units at Sunset Groves

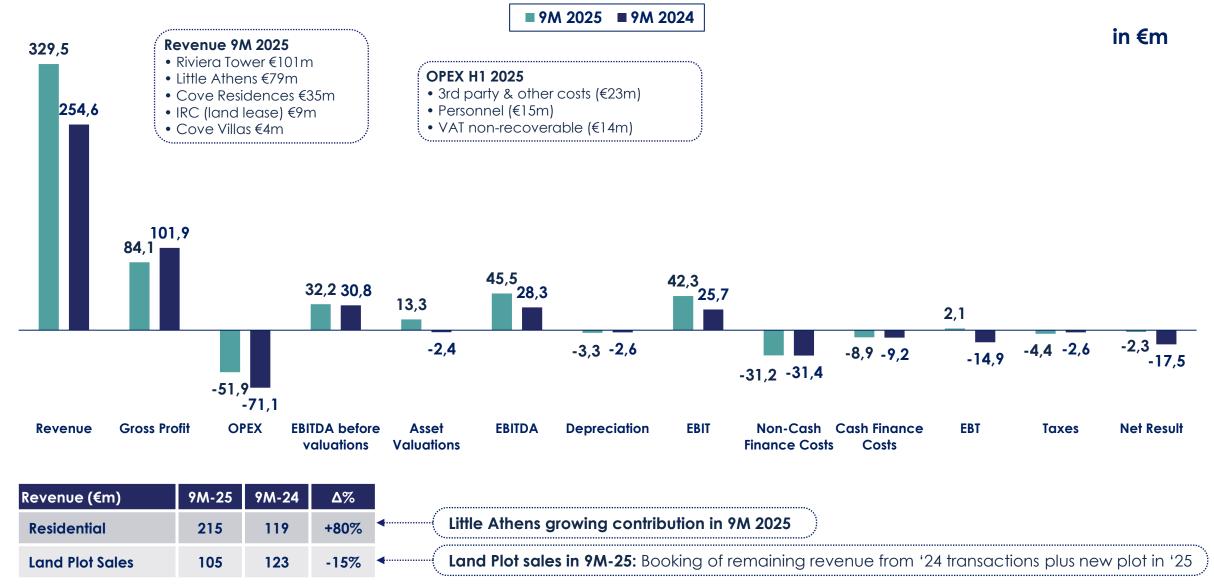
# The Ellinikon Infrastructure Works & Buildings CAPEX



Total CAPEX	564	+	285	<b>:</b>	<b>849</b>	
in €m	Project start until end-2024	l	<u>9M 2025</u>		Aggregate Total	
Infrastructure Works	184	+	39	=	(223)	Mainly related to:  - demolitions  - enabling works  - construction works (e.g. Posidonos underpass)
Buildings <sup>1</sup>	379	+	246	=	625	Completed projects:  - The Experience Park  - The Experience Center (Hangar C)  - AMEA Building Complex  Main projects in progress:  - Riviera Tower  - The Cove Residences  - Little Athens  - Sports Complex  - Metropolitan Park

# The Ellinikon Income Statement Snapshot 9M 2025 vs 9M 2024

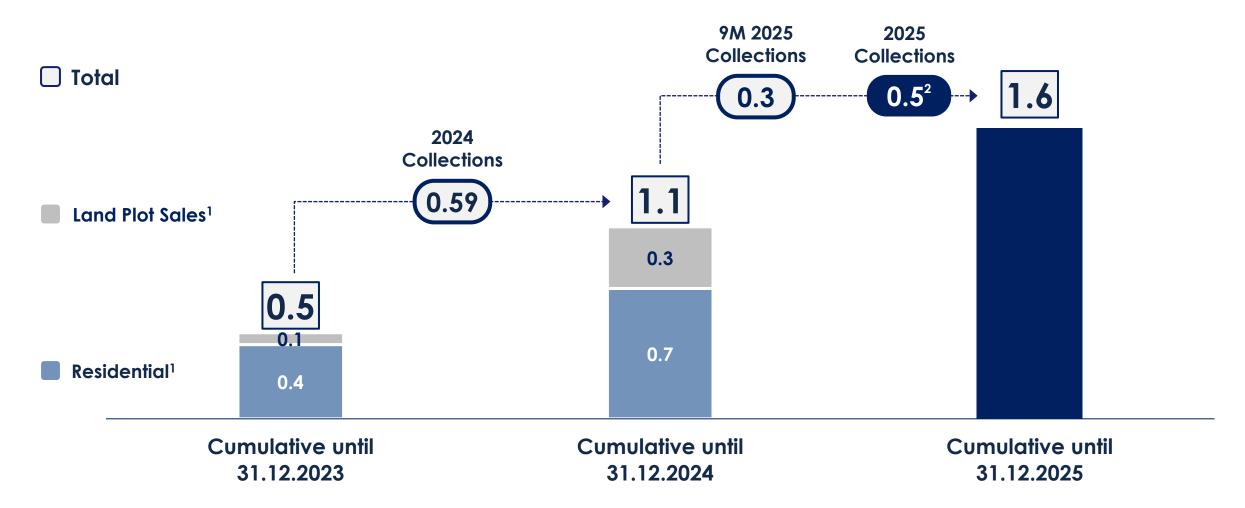




# Cash Inflow History & Anticipated Collections in 2025 €0.5bn anticipated cash collections in 2025



#### in €bn

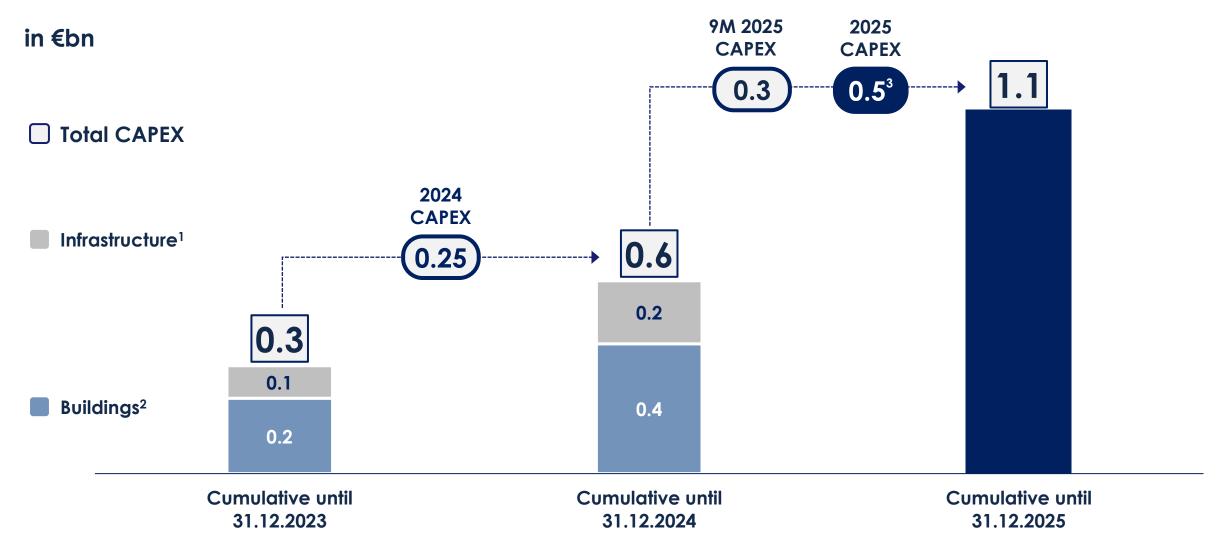


<sup>1.</sup> Cumulative Total Cash proceeds from (i) signed SPAs and (ii) pre-agreement customer deposits & MoUs 2. Including €0.3bn of 9M 2025 Collections

# Buildings & Infrastructure CAPEX History & Anticipated CAPEX for 2025 €0.5bn estimated CAPEX in 2025







#### Note: all amounts are rounded figures

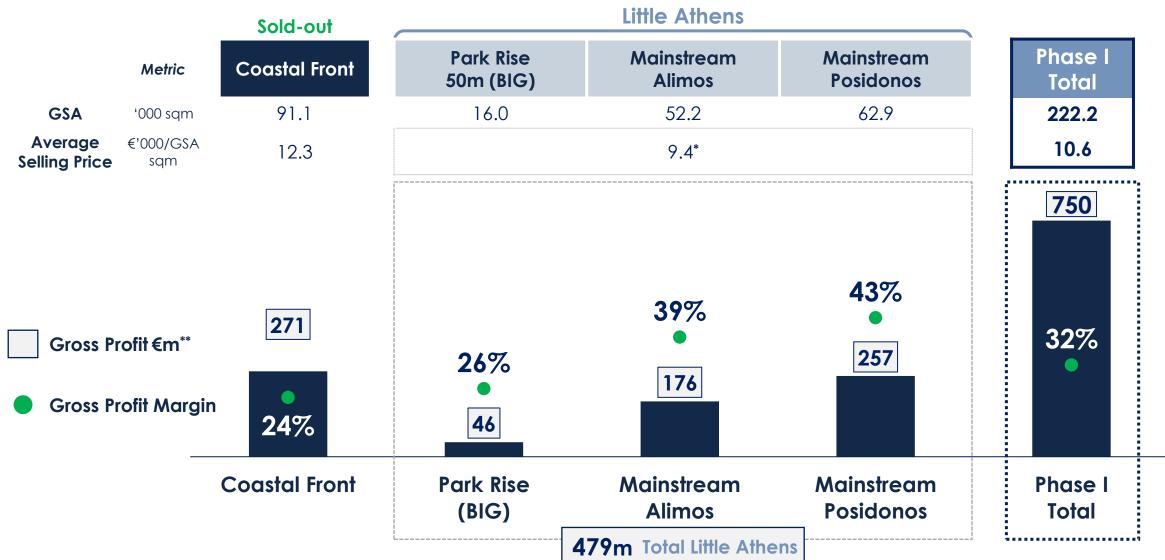
<sup>1.</sup> Investment Obligations for Infra Works. As of 31.12.2024, the nominal value of the remaining Investment Obligations for Infra Works amounted to €794m

<sup>2.</sup> Including construction costs, design fees, technical & project management fees. Excluding CAPEX for Ellinikon Malls

<sup>3.</sup> Including €0.3bn of 9M 2025 CAPEX

# Residential Developments Gross Profit of Phase I developments





Note: all amounts are rounded figures

<sup>\*</sup>Estimated average price of all Little Athens Developments including 73.4K GSA already launched and 57.7K GSA to be launched for Phase I
\*\*Gross Profit before allocated Land and Infrastructure cost per project. Total Phase I Residential projects allocated Land and Infrastructure: €237m

# The Ellinikon Phase I Projects







Appendix

Group Balance Sheet & Key Ratios

### Portfolio of Assets

### Key growth drivers: Malls and Ellinikon revaluation



in €m	30.09.2025	31.12.2024	Notes
The Ellinikon			
IRC, Retail, Sports & Leisure (Investment Property)	684	627	Measured at Fair Value (independent appraisal by Savills)
Residential & Other ( <u>Inventory</u> )	916	950	<b>Booked at cost</b> , incl. land, infrastructure and construction costs, as incurred. Reduction vs. 31.12.2024 due to the transfer of Inventory to COGS (Sales acceleration)
Properties for own use ( <u>PP&amp;E</u> ) <sup>1</sup>	49	46	<b>Booked at cost</b> . Assets for own-use; purchased for long-term use, owner-occupied and not likely to be converted quickly into cash (e.g. land, buildings and equipment)
Total – The Ellinikon	1,650	1,623	
LAMDA MALLS Group			Assets measured at Fair Value (independent appraisal by Savills, Cushman & Wakefield)
The Mall Athens	570	508	
Golden Hall	356	322	
Med. Cosmos	248	223	
Designer Outlet Athens	167	151	Acquired on 05.08.2022 (transaction GAV: €109m)
Ellinikon Malls	373	345	
Total – LAMDA MALLS Group	1,714	1,548	
Other income generating assets	52	56	Mainly Flisvos Marina
Other (incl. fixed assets)	16	15	
Land	8	10	Mainly Aegina (Alkyonides Hills)
<b>Total</b> <sup>2</sup> (excluding Ellinikon)	1,790	1,628	
Total	3,440	3,251	

<sup>1.</sup> Including Intangibles (30.09.2025: €5.3m vs. 31.12.2024: €4.7m)

<sup>2.</sup> Represents 100% of each investment/asset. Under IFRS, assets consolidated under the equity method are presented on the Balance Sheet under "Investments in Associates"

# Consolidated Balance Sheet Summary



in €m	30.09.2025	31.12.2024	Notes: 30.09.2025	
Investment Property	2,400	2,179	Ellinikon €684m, Mall (incl. Ellinikon Malls) & other properties €1,057m	)
Fixed & Intangible Assets	116		Ellinikon €916m	> Total Ellinikon €1,650m
Inventory	923	957	Ellinikon €49m, Flisvos Marina €52m	(excl. Ellinikon Malls)
Investments in associates	43	45	Ellinikon JVs: €43m (Hospitality, MUT, AURA Residential)	
Investment Portfolio	3,482	3,291		
Cash	333	642	Excludes restricted cash (see below)	
Restricted Cash	56	37	(a) ATHEX Bonds next coupon payment (€6m), (b) HRADF-related debt (c)Malls' debt service next payment (€5m), (d) Marina Ag. Kosmas RRF	
Right-of-use assets	193	190	Represents mainly Med. Cosmos land lease and Flisvos Marina concess	sion agreement
Other Receivables & accruals	377	275	Includes mainly Ellinikon supplier prepayments and VAT receivables	
Assets classified as held for sale	1		Lamda Prime Properties (apartments)	
Total Assets	4,442	4,435		
Share Capital & Share Premium	1,025	1,025		
Reserves	5	17	General reserve €47m minus treasury shares cost c€41m (5.94m own sha	ares as of 30.09.2025)
Retained earnings	297	191		
Minority Interests	15	14		
Total Equity	1,343	1,246		
Borrowings	957	1,174	LD Parent: €320m (accounting); LAMDA MALLS Group €637m (account	ring)
Lease Liability	204	201	Represents mainly the Med. Cosmos land lease and Flisvos Marina con	cession agreement
Ellinikon Transaction Consideration	389	380	Present Value (PV) of €448m outstanding Transaction Consideration (co	ost of debt discount factor: 3.4%)
Ellinikon Infrastructure liability	660	678	Present Value (PV) of €755m remaining Investment Obligations for Infra	Works (cost of debt discount factor: 4.7%)
Deferred Tax Liability	248	219	LAMDA MALLS Group €174m; Ellinikon €37m	
Payables	641	538	Includes €371m deferred revenue not yet recognized as P&L revenue (	cash proceeds from SPAs) (The Ellinikon)
Liabilities classified as held for sale				
Total Liabilities	3,099	3,189		
Total Equity & Liabilities	4,442	4,435		

# Key Financial Metrics (Group)



in €m	30.09.2025	31.12.2024	Alternative Performance Measures (APM) definitions
Free Cash	333	642	
Restricted Cash (Short & Long Term)	56	37	
Total Cash	389	679	
Total Debt	1,550	1,754	= Borrowings + Lease Liability + PV Transaction Consideration
Adj. Total Debt	2,211	2,432	= Total Debt + PV Infrastructure liability
Total Investment Portfolio	3,675	3,481	= Investment Portfolio + Right-of-use assets
Total Equity (incl. minorities)	1,343	1,246	
Net Asset Value (incl. minorities)	1,588	1,460	= Total Equity + Net Deferred Tax Liabilities
Adj. Net Debt / Total Investment Portfolio	49.6%	50.4%	Adj. Net Debt = Adj. Total Debt - Total Cash
Gearing Ratio	53.6%	58.5%	Gearing Ratio = Total Debt / (Total Debt + Total Equity)
Average borrowing cost (end-of-period)	3.8%	4.3%	



3.2

The Ellinikon
Progress of Works Visuals

# Ellinikon Masterplan – Active Buildings Construction Sites





# Residential Projects – Coastal Front



#### **Riviera Tower**





Concreting works: **36<sup>th</sup>** level Core Structures & **34<sup>th</sup>** level Slabs

#### **Cove Residences**



**Plots 5-6:** Early works completed and main works in progress



**Plots 7-8:** Early works and main works in progress

### Residential Projects – Little Athens



#### **Promenade Heights**



**Plots 6.9-6.10:** Early works completed and main works in progress

#### **Atrium & Trinity Gardens**



Superstructure concreting works in progress: 90% completed

### Park Rise (BIG)



**6-7**th floor concreting works in progress

#### Sunset Groves (1 of 2 plots)



Concreting works in progress in **Plot 6.7**. Excavations started at **Plot 6.8** 36

### Other Projects



#### Riviera Galleria



90% of concreting works for all buildings completed to date

#### **Posidonos Underpass**



94% of excavations & 91% of concrete casting completed to date

### The Ellinikon Sports Park

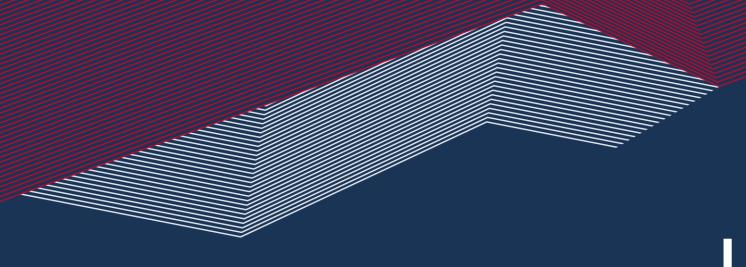


Track and field facility to be handed over within September

### The Ellinikon Mall Underpass



100% of excavations and 90% of concreting completed to date







# Thank you

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