



ORDINARY GENERAL MEETING

Tuesday June 23, 2026, at 14:00 p.m.

The Ellinikon Experience Centre
(in the Hellinikon Metropolitan Park - Ag. Cosmas)

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1. Invitation to the Ordinary General Meeting of the Shareholders

“LAMDA DEVELOPMENT HOLDING

AND REAL ESTATE DEVELOPMENT SOCIETE ANONYME”

S.A. Reg. no. (AR.M.A.E.) 3039/06/B/86/28

General Electronic Commercial Registry (GEMI) No 003379701000

INVITATION

to the ORDINARY GENERAL MEETING OF SHAREHOLDERS

Pursuant to Law 4548/ 2018 «Reform of the law of Sociétés Anonymes» as modified and in force, and under article 16 of the Company’s Articles of Association, the Board of Directors of the Company «**LAMDA Development – Holding and Real Estate Development Société Anonyme**» (the “**Company**”), hereby convenes the Shareholders of the Company to an Ordinary General Meeting on Tuesday, 23rd of June 2026, at 14:00, at The Ellinikon Experience Centre (in the Hellinikon Metropolitan Park, Ag. Kosmas), in order to deliberate, discuss and decide upon the following items on the agenda:

ITEMS ON THE AGENDA

1. Submission and approval of the corporate and consolidated Financial Statements of the Company pertaining to the fiscal year of 2025 (from 01.01.2025 to 31.12.2025), together with the relevant Reports of the Board of Directors and the Statutory Auditors.
2. Approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company’s Statutory Auditors from any liability for compensation for the fiscal year 2025.
3. Election of an audit firm of Statutory Auditors Accountants for the audit of the annual individual and consolidated financial statements, the review of the interim individual and consolidated financial information, the limited assurance engagement in relation to the Sustainability Report (CSRD), the issuance of the annual tax certificate and reports based on agreed upon procedures for the fiscal year of 2026 (from 01.01.2026 to 31.12.2026) and determination of their fees.
4. Determination of the type, the tenure and the composition (number and capacity of the members) of the Audit Committee and election of a third independent to the Company person, who is not a member of the Board of Directors, as member of the Audit Committee.

5. Approval of the revised Remuneration Policy of the Company, in accordance with article 110 par. 2 of Law 4548/2018.
6. Submission for discussion of the Remuneration Report of article 112 of Law 4548/2018 for the fiscal year 2025.
7. Submission of the Annual Audit Committee Management Report to the Shareholders for the fiscal year 2025.
8. Submission of the Report of the Independent Non-Executive Members of the Company's Board of Directors pursuant to article 9 par. 5 of Law 4706/2020.
9. Approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020.
10. Amendment of article 4 par. 1 of the Company's Articles of Association (extension of the Company's duration) and restatement of relevant cross-reference.
11. Granting of authorization pursuant to article 98 par. 1 of Law 4548/ 2018 to the members of the Board of Directors and the Managers to participate to boards of directors or/and the management of other companies.
12. Other items and announcements.

In the event that at the initial (as above) meeting of the Ordinary General Meeting a quorum is not reached to decide on the items of the agenda, an Adjourned Ordinary General Meeting shall convene on Thursday, 02.07.2026 at 10:00, at the Company's registered office in Maroussi, 37^A Kifissias Avenue (Golden Hall).

It is noted that shareholders are entitled to participate, all or some of them, those who wish, in the Ordinary General Meeting of the Company remotely in real time, via teleconference, pursuant to article 19 par. 4 of the Company's Articles of Association and article 125 of Law 4548/2018. Instructions on the procedure for the participation of shareholders in the Ordinary General Meeting via teleconference are provided below.

Right of attendance and voting in the General Meeting

Entitled to participate and vote in the General Meeting of 23rd June 2026, or in any adjourned meeting, is anyone who appears as shareholder of common registered shares of the Company in the records of the Dematerialised Securities System (D.S.S.) managed by the company 'EURONEXT

SECURITIES ATHENS S.A.', formerly known as "Hellenic Central Securities Depository Société Anonyme" (the "Euronext Securities Athens"), on 18th June 2026 (the "Record Date"), i.e. at the beginning of the fifth (5th) day before the date of the General Meeting. The Record Date applies also in case of an adjourned meeting as per the above.

The shareholder status is electronically certified by Euronext Securities Athens via direct electronic connection of the Company with the D.S.S. records. Therefore, in order to participate and vote in the General Meeting, the shareholder is not required to produce a relevant written certificate from Euronext Securities Athens. A shareholder may participate in the General Meeting on the basis of confirmations or notices of Articles 5 and 6 of Regulation (EU) 2018/1212, which are provided by the intermediary, unless the meeting refuses such participation for an important reason justifying its refusal, in compliance with the applicable provisions (art.19 par. 1 of L. 4569/2018, art. 124 par. 5 of L. 4548/2018).

Towards the Company, as shareholder entitled to participate and vote at the General Meeting is considered only persons registered, on the Record Date, in the DSS of the Société Anonyme Euronext Securities Athens or identified as such based on the relevant date through registered intermediaries or other intermediaries, in compliance with the provisions of legislation (L. 4548/2018, L. 4569/2018, L. 4706/2020 and Regulation (EU) 2018/1212, as well as the Rulebook of the Hellenic Central Securities Depository [Government Gazette B/6249/31.10.2023]).

The exercise of such rights does not require the blocking of the beneficiary's shares or any other similar procedure which restricts the ability to sell and transfer them during the period between the Record Date and the General Meeting.

Each common registered share gives the right to one (1) vote.

Participation and Voting procedure at the General Meeting via teleconference

The Company enables shareholders, if they wish so, to participate in the Ordinary General Meeting of June 23rd, 2026, as well as in any adjourned or postponed meeting thereof, via teleconference, pursuant to article 19 par. 4 of the Company's Articles of Association and article 125 of Law 4548/2018.

For shareholders who wish to participate in the Ordinary General Meeting of 23rd June 2026 or any adjourned meeting thereof remotely in real time, via teleconference, without their physical presence, it is required to create and use an electronic account of the shareholder or any proxy thereof in the electronic platform that has been developed by the Euronext Athens (former Athens

Exchange Group S.A.) to provide general meeting services remotely in real-time, via teleconference to listed companies on the website <https://axia.athexgroup.gr/>.

The online platform is provided by Euronext Securities Athens, while the ZOOM Meeting service provided by Zoom Video Communications Inc. is used for the video conference.

In order to access the electronic platform a personal computer, a smartphone or a tablet, with a browser installed, and internet access is required. For the creation of the shareholder or proxy account in the electronic platform above, a valid electronic mail (email) address and a mobile number of the shareholder or proxy are required.

In case that upon entering the electronic platform, the above data entered by the shareholder do not match the data that have been registered in the D.S.S. or the data that have been notified to the Company by Euronext Securities Athens in the context of shareholder identification facilitation services at general meetings remotely provided to issuers in accordance with Part 3 of decision no. 8 of the Board of Directors of Euronext Securities Athens (former "Hellenic Central Securities Depository S.A."), " Technical terms and procedures for the provision of the Registry, Corporate and Other Related Actions Service", the shareholder will have to update the details above in order to create the account.

To this end, shareholders are kindly requested to contact the participant of the Securities Account in the D.S.S. or other intermediary, acting as custodian of the shareholder, through whom their shares are held, in order to notify and / or update their valid electronic mail address (e-mail) and mobile number for their identification.

Further instructions for participation in the General Meeting via teleconference are posted on the Company's website. Shareholders may contact for any questions and information the Investor Relations Department of the Company via email at ir@lamdadev.com or by phone at +30 210 745 0600, daily during working days and hours.

Moreover, from the publication hereof and until the end of the General Meeting, information and support will be provided to shareholders and their proxies on issues related to the conduct of the General Meeting through the AXIA e-SM platform (e.g. login, voting, etc.) at tel. +30 210 3366426 or by email to AXIAeShareholdersMeeting@athexgroup.gr.

On the date of the Ordinary General Meeting, in order to participate in its works via teleconference, shareholders must log in in time through the Online Platform, at least fifteen minutes (15') before the start time of the General Meeting announced in the Invitation and state the number of voting rights with which they will participate and vote in the General Meeting and, if they wish to amend it (to a smaller number).

Shareholders who will participate in the Ordinary General Meeting via teleconference in real time are taken into consideration for the formation of quorum and majority and will be able to effectively exercise their rights during the General Meeting. Therefore, Shareholders will be able:

a) to monitor through electronic or audio-visual means the conduct of the General Meeting,

b) to speak and address the General Meeting orally during the General Meeting,

while at the same time through the online platform they will be able:

c) to vote in real time during the General Meeting on the items of the agenda,

d) to receive information on the registration of their vote.

Procedure for Participation and Voting by Proxy

Shareholders may participate and vote in the General Meeting either in person or by proxy. With the exception of participation in the Ordinary General Meeting by proxy via teleconference, each natural person/shareholder may appoint up to three (3) proxies and legal persons/shareholders may appoint as their proxies up to three (3) natural persons. In case any shareholder owns shares of the Company, which appear in more than one securities account, such shareholder may appoint different proxies for the shares appearing in each securities account. A proxy acting for several shareholders may vote differently for each shareholder.

Especially for shareholders who wish to participate in the General Meeting or any Adjourned Meeting thereof by proxy remotely, in real time, it is noted that each shareholder or the participant of the Securities Account in the D.S.S. or any other intermediary, acting as custodian of the shareholder, through whom his/her shares are held, will be able to appoint up to one (1) proxy, the appointment of whom must be done at least forty eight (48) hours prior to the date of the General Meeting (namely no later than 21.06.2026 at 14:00 for the initial General Meeting and no later than 30.06.2026 at 10:00 for the adjourned).

Proxy forms for the appointment of proxy to participate in the General Meeting, either in person or via teleconference, as the case may be, shall be available to the shareholders: a) in printed form, at the premises of the Company (37A Kifissias Ave., Maroussi 151 23, tel.: +30 210 7450600) and b) in electronic form on the Company's website, as part of the information material for the Ordinary General Meeting of June 23rd, 2026, at the following address <https://www.lamdadev.com/en/investors/general-meetings>.

The above form is either submitted completed and signed at the above address of the Company with a certified signature by a competent authority, or digitally sent signed using a qualified e-signature (qualified certificate), via e-mail to ir@lamdadev.com at least forty-eight (48) hours prior to the date of the General Meeting.

In case of proxy appointment, for his/her participation in the Ordinary General Meeting remotely, in real time via teleconference, upon receipt of the authorization credentials from the Company, and based on the email address and mobile phone of the proxy or representative, as stated in the proxy or representative form, an account in the electronic platform is created by the Company for the proxy or representative, who will be notified via email in order to activate his/her account and be able to exercise the shareholder's rights as per the above.

The proxy must notify the Company, before the start of the General Meeting, of any specific event that may be useful to the shareholders to assess the risk of the proxy serving interests other than those of the shareholder.

A conflict of interests may arise, in particular, when the proxy is:

- a) a shareholder exercising control of the Company, or any other legal person or entity controlled by such shareholder;
- b) a member of the Board of Directors or the management, in general, of the Company or of a shareholder exercising control of the Company, or other legal person or entity controlled by such shareholder exercising control of the Company;
- c) an employee or auditor of the Company or a shareholder exercising control thereof, or any other legal person or entity controlled by such shareholder exercising control of the Company;
- d) a spouse or a first-degree relative of any of the natural persons mentioned under cases a) to c).

The appointment and the revocation or replacement of the proxy or representative shall be made in writing or through electronic means that are submitted to the Company at least forty-eight (48) hours before the date set for the General Meeting. The notification of the appointment and revocation or replacement of a proxy through electronic means shall be made via email to the email address mentioned in the Invitation of the General Meeting or, in case of shareholders being identified through intermediaries, via the confirmations or notices of articles 5 and 6 of Regulation (EU) 2018/1212 provided by the intermediaries.

Minority Rights of Shareholders

1. Shareholders representing one-twentieth (1/20) of the Company's paid-up share capital may request:

a) the inclusion in the agenda of the General Meeting of additional items, upon their request to be notified to the Board of Directors at least fifteen (15) days prior to the General Meeting, accompanied by a justification or a draft decision for approval by the General Meeting.

b) that draft decisions for the items included in the initial or any revised agenda are made available to shareholders at least six (6) days prior to the General Meeting, pursuant to paragraph 3 of article 123 of Law 4548/ 2018, upon their request to be notified to the Board of Directors at least seven (7) days prior to the General Meeting.

2. Any shareholder may request the provision by the Board of Directors to the General Meeting of specific information on the Company's affairs, to the extent it is relevant to the items of the agenda, upon request submitted to the Company at least five (5) full days prior to the General Meeting. Within the same deadline, the shareholders may exercise the right provided for in subparagraph c of paragraph 6 of article 141 Law 4548/2018, provided that the relevant request is submitted by shareholders representing one-twentieth (1/20) of the Company's paid-up share capital.

3. Shareholders representing one-tenth (1/10) of the Company's paid-up share capital may request the provision by the Board of Directors to the General Meeting of information on the course of corporate affairs and the state of the assets of the Company, upon request to be submitted to the Company at least five (5) full days prior to the General Meeting.

Available Documents and Information

The full text of the documents to be submitted to the General Meeting and the draft resolutions on each item on the agenda are available in printed form at the Company's headquarters (37^A Kifissias Ave., Maroussi 151 23, tel.: +30 210 7450600), from where shareholders may obtain copies. All the above documents, as well as this Invitation, the total number of current shares and voting rights, detailed information on minority rights and the terms of their exercise, as well as the forms for proxy voting, are available in electronic form on the Company's website (www.lamdadev.com).

For any information, Shareholders may contact the Company's Investor Relations Department at +30 210 7450600 and electronically at the email ir@lamdadev.com.

Maroussi, 22.05.2026

The Board of Directors

2. Draft resolutions of the Board of Directors

ITEMS ON THE AGENDA

1. Submission and approval of the corporate and consolidated Financial Statements of the Company pertaining to the fiscal year of 2025 (from 01.01.2025 to 31.12.2025), together with the relevant Reports of the Board of Directors and the Statutory Auditors.

The Board of Directors recommends to the General Meeting the approval of the financial statements for the fiscal year starting on 1 January 2025 and ending on 31 December 2025, as well as of the relevant Reports of the Board of Directors and the Statutory Auditors, as the above were approved by the Board of Directors at its meeting on 04.03.2026.

2. Approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.

The Board of Directors recommends to the General Meeting the approval of the overall management by each member of the Company's Board of Directors individually, in their respective capacity, and by all members of the Board of Directors collectively, in accordance with article 108 of Law 4548/2018, as in force, for the fiscal year ended on 31.12.2025, as well as the exemption of the auditing company "ERNST & YOUNG (HELLAS) AUDITORS S.A." from any liability for compensation for the fiscal year 2025.

3. Election of an audit firm of Statutory Auditors Accountants for the audit of the annual individual and consolidated financial statements, the review of the interim individual and consolidated financial information, the limited assurance engagement in relation to the Sustainability Report (CSRD), the issuance of the annual tax certificate and reports based on agreed upon procedures for the fiscal year of 2026 (from 01.01.2026 to 31.12.2026) and determination of their fees.

The Board of Directors unanimously recommends to the General Meeting, following relevant recommendation of the Audit Committee, the election of the auditing company "ERNST & YOUNG (HELLAS) Chartered Auditors Accountants S.A." (SOEL Registry No. 107 – TIN 094316657) with registered seat at 8B, Chimarras str., P.O. 15125, Maroussi for: **a)** the audit of the annual individual and consolidated financial statements for the fiscal year 2026 (01.01.2026 to 31.12.2026); **b)** the review of interim individual and consolidated financial statement for the period of 01.01.2026 to 30.06.2026; **c)** the tax compliance audit for the fiscal year 2026; **d)** the limited assurance engagement on the sustainability report (CSRD) for the fiscal year 2026; as well as, **e)** the execution of audits based on agreed upon procedures. Furthermore, it is proposed to determine the auditors' remuneration in levels similar to the remuneration paid last year, subject to relevant inflationary adjustments.

4. Determination of the type, the tenure and the composition (number and capacity of the members) of the Audit Committee and election of a third independent to the Company person, who is not a member of the Board of Directors, as member of the Audit Committee.

In view of the expiration of the tenure of the Company's Audit Committee, which had been elected pursuant to the resolution of the Annual General Meeting dated 21.06.2023 for a three-year term,

the Board of Directors, based on the recommendation dated 14.05.2026 of the Remuneration and Nomination Committee, recommends to the General Meeting that the Audit Committee remain an independent mixed committee within the meaning of case (ab) of paragraph 1(a) of Article 44 of Law 4449/2017, consisting of four (4) members, of whom three (3) shall be non-executive members of the Board of Directors and one (1) shall be a non-member of the Board of Directors of the Company, namely an Independent Third Party External to the Company.

The tenure of the members of the Audit Committee is proposed to be three years, commencing on the date of the Annual General Meeting of the Company's Shareholders, namely 23.06.2026, and expiring on the date of the Annual General Meeting of 2029.

Regarding the members of the Board of Directors, two of them shall be independent non-executive members of the Board of Directors, while the third shall be selected from among the non-executive members of the Board of Directors. The members of the Audit Committee originating from the members of the Board of Directors, as described above, shall be designated by resolution of the Board of Directors of the Company to be adopted following the Annual General Meeting of the Company, based on the aforementioned recommendation of the Remuneration and Nomination Committee.

With respect to the fourth member of the Audit Committee, such member shall have no professional, organizational, business, shareholding or other relationship with the Company and shall be fully independent therefrom, namely shall constitute an Independent Third Party External to the Company and satisfy the independence criteria of Article 9 of Law 4706/2020, and shall be elected by the Annual General Meeting.

Within the above framework, it is proposed that Mr. Konstantinos Sfakakis be re-elected by the Annual General Meeting as a member of the Audit Committee, as the Third Party independent from the Company and having no relationship therewith.

Mr. Sfakakis has many years of experience in senior financial management positions within business groups, with extensive expertise in Accounting, Corporate Taxation and Auditing. He graduated in 1974 from the Athens University of Economics and Business (A.U.E.B.), Department of Business Administration, and attended extensive postgraduate executive programs (Strategy and Leadership at IMD Business School, Lausanne, and Balanced Scorecard at Harvard Business School). He commenced his professional career abroad with the auditing firm PEAT MARWICK MITCHELL & CO and subsequently held senior financial management positions at BRISTOL MAYERS INT'L CORPORATION and JOHNSON & JOHNSON HELLAS ABEE in Greece from 1976 to 1982. From 1983 to 2009, he was employed by COCA-COLA 3E, where he served as Finance Director of Greek Operations and Corporate Finance & External Relations Director, while also participating in the Group's mergers and acquisitions team. Since 2012, he has served as Management Advisor to the Hellenic Federation of Enterprises (SEV) on tax policy matters and concurrently as a member of the Board of Directors of the Accounting Standardization and Audits Committee (ELTE), representing SEV. Since 2008, he has participated as an independent member in boards of directors and audit committees of business groups in Greece. He is a regular member of the Greek branch of the International Fiscal Association (IFA), the Tax Committee of the American Hellenic Chamber of Commerce, and the Economic Chamber of Greece. He possesses extensive experience and expertise in mergers and acquisitions, corporate taxation, compliance with competition rules and commercial practices, as well as in the design and implementation of corporate re-engineering procedures.

Mr. Sfakakis possesses sufficient knowledge of the sector in which the Company operates, as during his professional career in other companies he dealt with matters relating to acquisitions and investments in real estate and participated in business initiatives involving the development and exploitation of real estate assets.

Mr. Sfakakis is independent from the Company within the meaning of Article 9 of Law 4706/2020, as he has no shareholding, professional or other relationship whatsoever with the Company to date and constitutes a Third Party external thereto. The Company's Remuneration and Nomination Committee examined and confirmed the suitability of Mr. Sfakakis and, in particular, the fulfilment in his person, in addition to the provisions of Article 44 of Law 4449/2017, of the individual suitability criteria under the Company's applicable Suitability Policy.

Furthermore, Mr. Konstantinos Sfakakis is proposed to be the member of the Audit Committee who, pursuant to Law 4449/2017, possesses the required sufficient knowledge in auditing or accounting and who shall mandatorily attend the meetings of the Audit Committee concerning the approval of the financial statements.

5. *Approval of the revised Remuneration Policy of the Company, in accordance with article 110 par. 2 of Law 4548/2018.*

The Board of Directors, taking into account the recommendation dated 14.11.2025 of the Remuneration and Nomination Committee, proposes to the General Meeting the approval of the revised Remuneration Policy of the Company, as such revision was approved by the Board of Directors at its meeting held on 25.11.2025.

6. *Submission for discussion of the Remuneration Report of article 112 of Law 4548/2018 for the fiscal year 2025.*

The Board of Directors recommends to the General Meeting the discussion and voting of the Remuneration Report of article 112 of Law 4548/2018, on which the Remuneration and Nominations Committee of the Company has expressed its assent to the Board of Directors, in accordance with par. c of article 11 of Law 4706/2020 and which is posted on the Company's website at the following address: www.lamdadev.com.

It is clarified that the vote of the shareholders on the Remuneration Report is advisory, in accordance with article 112 par. 3 of Law 4548/2018.

7. *Submission of the Annual Audit Committee Management Report to the Shareholders for the fiscal year 2025.*

The Board of Directors brings to the Shareholders' attention the Audit Committee Management Report for the fiscal year 01.01.2025 – 31.12.2025, which is submitted by the Audit Committee to the Ordinary General Meeting, pursuant to article 44 par. 1(i) of Law 4449/2017, as amended by article 74 par. 4 of Law 4706/2020 and in force. Furthermore, there will be a presentation to the Shareholders of the above report and the Activities of the Audit Committee by the Chairman of the Audit Committee.

It is noted that the Annual Audit Committee Management Report is not subject to voting by the Shareholders and is brought to their attention solely for information purposes in relation to the work of the Audit Committee during the fiscal year 01.01.2025 – 31.12.2025.

8. *Submission of the Report of the Independent Non-Executive Members of the Company's Board of Directors pursuant to article 9 par. 5 of Law 4706/2020.*

The Report of the Independent Non-Executive Members of the Board of Directors is brought to the attention of the Shareholders, pursuant to article 9 par. 5 of Law 4706/2020.

It is noted that the Report of the Independent Non-Executive Members of the Board of Directors is not subject to voting by the Shareholders and is brought to their attention solely for information purposes in relation to the obligations of the Independent Non-Executive Members of the Board of Directors of the Company.

9. Approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020.

The Board of Directors recommends to the General Meeting the approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020, which was approved by the Board of Directors at its meeting held on 22.05.2026.

10. Amendment of article 4 par. 1 of the Company's Articles of Association (extension of the Company's duration) and restatement of relevant cross-reference

The Board of Directors proposes to the General Meeting the amendment of paragraph 1 of Article 4 of the Company's Articles of Association, for the purpose of extending the Company's duration.

According to paragraph 1 of the current Article 4 of the Company's Articles of Association, the Company's duration was set at fifty (50) years, commencing on 15 November 1977, when the original Articles of Association were published in the issue of the Government Gazette on Société Anonyme Companies and Limited Liability Companies (issue no. 3311/15.11.1977), and expiring on 14.11.2027.

In view of the imminent expiry of the Company's duration, the Board of Directors proposes to the General Meeting the extension of the Company's duration for ninety (90) years, i.e. until 14.11.2117, and the corresponding amendment of paragraph 1 of Article 4 of the Company's Articles of Association, as follows:

"1. The duration of the Company is extended until 14.11.2117."

At the same time, and in the above context, the reference of article 27 of the Company's Articles of Association to the above provision is correctly reflected.

The proposed amendments are attached hereto.

11. Granting of authorization pursuant to article 98 par. 1 of Law 4548/ 2018 to the members of the Board of Directors and the Managers to participate to boards of directors or/and the management of other companies

The Board of Directors proposes to the General Meeting the granting of an authorization, pursuant to Article 98(1) of Law 4548/2018, to the members of the Board of Directors and to Directors to participate in the Boards of Directors and/or the management of other companies.

12. Other items and announcements.

3. Documents submitted to the General Meeting

The following documents are available to the shareholders on the Company's website

(www.lamdadev.com):

- Annual Financial Report as at 31.12.2025.
- Revised Remuneration Policy, in markup.
- Remuneration Report for the year 2025.
- Annual Management Report of the Audit Committee for the fiscal year 01.01.2025 – 31.12.2025.
- Report of the Independent Non-Executive Members of the Board of Directors of the Company.
- Revised Suitability Policy for the members of the Company's Board of Directors.
- Company's Articles of Association with the proposed amendment marked.

4. Ballot

LAMDA DEVELOPMENT SOCIETE ANONYME

HOLDING AND REAL ESTATE DEVELOPMENT S.A.

Reg. No. 3039/06/B/86/28 Commercial Registry No. 3379701000

BALLOT FOR THE ORDINARY GENERAL MEETING

DATED JUNE 23, 2026

(and any adjourned or interruption thereof)

		FOR	AGAINS T	ABSTAIN
ITEM 1:	Submission and approval of the corporate and consolidated Financial Statements of the Company pertaining to the fiscal year of 2025(from 01.01.2025 to 31.12.2025), together with the relevant Reports of the Board of Directors and the Statutory Auditors.			
ITEM 2:	Approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.			
ITEM 3:	Election of an audit firm of Statutory Auditors Accountants for the audit of the annual individual and consolidated financial statements, the review of the interim individual and consolidated financial information, the limited assurance engagement in relation to the Sustainability Report (CSRD), the issuance of the annual tax certificate and reports based on agreed upon procedures for the fiscal year of 2026 (from 01.01.2026 to 31.12.2026) and determination of their fees.			

ITEM 4:	Determination of the type, the tenure and the composition (number and capacity of the members) of the Audit Committee and election of a third independent to the Company person, who is not a member of the Board of Directors, as member of the Audit Committee.			
ITEM 5:	Approval of the revised Remuneration Policy of the Company, in accordance with article 110 par. 2 of Law 4548/2018.			
ITEM 6:	Submission for discussion of the Remuneration Report of article 112 of Law 4548/2018 for the fiscal year 2025 ¹ .			
ITEM 7:	Submission of the Annual Audit Committee Management Report to the Shareholders for the fiscal year 2025.		-	
ITEM 8:	Submission of the Report of the Independent Non-Executive Members of the Company's Board of Directors pursuant to article 9 par. 5 of Law 4706/2020.		-	
ITEM 9:	Approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020.			
ITEM 10:	Amendment of article 4 par. 1 of the Company's Articles of Association (extension of the Company's duration) and restatement of relevant cross-reference.			
ITEM 11:	Granting of authorization pursuant to article 98 par. 1 of Law 4548/ 2018 to the members of the Board of Directors and the Managers to participate to boards of directors or/and the management of other companies.			
ITEM 12:	Other items and announcements.		-	

¹ *Advisory vote*

It is noted that Items nos. 7, 8 and 12 of the Agenda are not subject to voting by the Shareholders.

The Shareholder

Athens, 23.06.2026

5. Proxy via physical presence appointment form

PROXY APPOINTMENT FORM FOR THE PARTICIPATION IN THE ORDINARY GENERAL MEETING OF LAMDA DEVELOPMENT S.A. OF JUNE 23, 2026

The undersigned Shareholder of LAMDA DEVELOPMENT S.A. (the “Company”):

Full name / Corporate name	
Address / Registered office	
ID card No. / S.A.Reg.No.	
Phone number	
Number of Shares (if no number is filled out, the representation will be valid for the total of shares registered in the Share on the Record Date, as defined in the Invitation to the General Meeting)	
DSS share No	
Securities Account No	
Participant	
Full Name(s) of the Legal Representative(s) signing this proxy (to be filled out only by legal persons):	

I hereby constitute and appoint ¹

Mr. Stefanos Kotsolis

Mr. Odysseas Athanasiou

or alternatively²

_____, son/daughter of....., resident of....., no....., str., with ID Card/Passport No....., issued by..... with mobile phone number.....

to represent me / to represent the legal entity³ and to vote on my behalf / on behalf of the legal entity³, acting jointly or separately, each of them⁴, in respect of all shares of the Company for which I/the legal entity³ am/is entitled to vote, on the items of the agenda of the Annual General Meeting of the Shareholders of the above Company to be held on Tuesday, 23 June 2026, at 14:00, at The Ellinikon Experience Centre (within the Metropolitan Park of Green and Recreation of the Ellinikon – Ag. Kosmas Metropolitan Pole), as well as at any adjourned or repeat meeting, as follows⁵:

Notes:

¹The above are members of the Board of Directors and/or Managers of the Company whom you may authorize to vote according to your instructions. In case you do not provide specific instructions, they will be deemed to be authorised to vote "For" on all the items on the agenda, including item 2, concerning the approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.

² In case you appoint a third party other than the two mentioned above as your proxy and do not give specific instructions, he/she will vote at his/her discretion.

³Please choose up to three (3) proxies and tick (v) the appropriate box.

⁴A natural or legal person may be appointed as proxy.

⁵Please delete accordingly.

⁶If you choose only one way, please delete accordingly. If more than one proxies is appointed that is authorised to act both ways (jointly and separately), and more than one attends at the General Meeting, the first attendee excludes the others.

Please mark the appropriate box with a tick (v)

	FOR	AGAINST	ABSTAIN
ALL ITEMS ON THE AGENDA <i>Including item 2, concerning the approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.</i>			

or:

		FOR	AGAINST	ABSTAIN
ITEM 1:	Submission and approval of the corporate and consolidated Financial Statements of the Company pertaining to the fiscal year of 2025 (from 01.01.2025 to 31.12.2025), together with the relevant Reports of the Board of Directors and the Statutory Auditors.			
ITEM 2:	Approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.			

ITEM 3:	Election of an audit firm of Statutory Auditors Accountants for the audit of the annual individual and consolidated financial statements, the review of the interim individual and consolidated financial information, the limited assurance engagement in relation to the Sustainability Report (CSRD), the issuance of the annual tax certificate and reports based on agreed upon procedures for the fiscal year of 2026 (from 01.01.2026 to 31.12.2026) and determination of their fees.			
ITEM 4:	Determination of the type, the tenure and the composition (number and capacity of the members) of the Audit Committee and election of a third independent to the Company person, who is not a member of the Board of Directors, as member of the Audit Committee.			
ITEM 5:	Approval of the revised Remuneration Policy of the Company, in accordance with article 110 par. 2 of Law 4548/2018.			
ITEM 6:	Submission for discussion of the Remuneration Report of article 112 of Law 4548/2018 for the fiscal year 2025 ¹ .			
ITEM 7:	Submission of the Annual Audit Committee Management Report to the Shareholders for the fiscal year 2025.	-		
ITEM 8:	Submission of the Report of the Independent Non-Executive Members of the Company's Board of Directors pursuant to article 9 par. 5 of Law 4706/2020.	-		
ITEM 9:	Approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020.			

ITEM 10:	Amendment of article 4 par. 1 of the Company's Articles of Association (extension of the Company's duration) and restatement of relevant cross-reference.			
ITEM 11:	Granting of authorization pursuant to article 98 par. 1 of Law 4548/ 2018 to the members of the Board of Directors and the Managers to participate to boards of directors or/and the management of other companies.			
ITEM 12:	Other items and announcements.	-		

¹ *Advisory vote*

It is noted that Items nos. 7, 8 and 12 of the Agenda are not subject to voting by the Shareholders.

Any revocation hereof will be valid, provided that I notify it either in writing to the Company or electronically, at the email address ir@lamdadev.com at least forty-eight (48) hours before the respective date of the General Meeting.

Athens, _____ (date)

Full name / corporate name

Signature

6. Proxy appointment form for participation in the General Meeting Remotely in Real Time via Teleconference

**PROXY APPOINTMENT FORM FOR THE PARTICIPATION
IN THE ORDINARY GENERAL MEETING
OF LAMDA DEVELOPMENT S.A. OF JUNE 23, 2026
VIA TELECONFERENCE**

The undersigned Shareholder of LAMDA DEVELOPMENT S.A. (the “Company”):

Full name / Corporate name	
Address / Registered office	
ID card No. / Commercial Registry No.	
Phone number	
Number of Shares (if no number is filled out, the representation will be valid for the total of shares registered in the Share on the Record Date, as defined in the Invitation to the General Meeting):	
DSS share No (Investor Share)	
Securities Account No	
Participant	
Full Name(s) of the Legal Representative(s) signing this proxy (to be filled out only by legal persons)	

I hereby authorize ¹

Mr. Stefanos Kotsolis

Mr. Odysseas Athanasiou ²

Or, alternatively:

Mr/Ms _____, son/daughter of....., resident of....., no....., str., with ID Card/Passport No....., issued by..... with mobile phone number³:..... and e-mail address⁴:.....

to represent me / to represent the legal entity¹ and to vote on my behalf / on behalf of the legal entity¹ remotely in real time via videoconference, in respect of all shares of the Company for which I/the legal entity¹ am/is entitled to vote, on the items of the agenda of the Annual General Meeting of the Shareholders of the above Company to be held on Tuesday, 23 June 2026, at 14:00, at The Ellinikon Experience Centre (within the Metropolitan Park of Green and Recreation of the Ellinikon – Ag. Kosmas Metropolitan Pole), as well as at any adjourned or repeat meeting, as follows²

Notes:

1. The above are members of the Board of Directors and/or Managers of the Company whom you may authorize to vote according to your instructions. In case you do not provide specific instructions, they will be deemed to be authorised to vote "For" on all the items on the agenda, including item 2, concerning the approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025..
2. In case you appoint a third party other than the two mentioned above as your proxy and do not give specific instructions, he/she will vote at his/her discretion.

3. Please fill in the mobile phone number and e-mail of the proxy above, so that he/she can participate remotely in real time via teleconference in the Ordinary General Meeting of the Company's shareholders. Otherwise, he/she will not be able to participate in the Ordinary General Meeting.
4. Since in order to participate in the Ordinary General Meeting via teleconference, the Company will create a proxy account on the electronic voting platform and then the proxy will be notified via email to activate his/her account on the website <https://axia.athexgroup.gr> to be able to exercise the rights of the shareholder, each shareholder may appoint only one proxy for his/her remote participation in the Ordinary General Meeting.
In case you do not give specific voting instructions to the appointed by virtue hereof proxy, he/she will vote at his/her discretion.

	FOR	AGAINST	ABSTAIN
ALL ITEMS ON THE AGENDA <i>Including item 2, concerning the approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.</i>			

or:

		FOR	AGAINST	ABSTAIN
ITEM 1:	Submission and approval of the corporate and consolidated Financial Statements of the Company pertaining to the fiscal year of 2025 (from 01.01.2025 to 31.12.2025), together with the relevant Reports of the Board of Directors and the Statutory Auditors.			
ITEM 2:	Approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.			

ITEM 3:	Election of an audit firm of Statutory Auditors Accountants for the audit of the annual individual and consolidated financial statements, the review of the interim individual and consolidated financial information, the limited assurance engagement in relation to the Sustainability Report (CSRD), the issuance of the annual tax certificate and reports based on agreed upon procedures for the fiscal year of 2026 (from 01.01.2026 to 31.12.2026) and determination of their fees.			
ITEM 4:	Determination of the type, the tenure and the composition (number and capacity of the members) of the Audit Committee and election of a third independent to the Company person, who is not a member of the Board of Directors, as member of the Audit Committee.			
ITEM 5:	Approval of the revised Remuneration Policy of the Company, in accordance with article 110 par. 2 of Law 4548/2018.			
ITEM 6:	Submission for discussion of the Remuneration Report of article 112 of Law 4548/2018 for the fiscal year 2025 ¹			
ITEM 7:	Submission of the Annual Audit Committee Management Report to the Shareholders for the fiscal year 2025.		-	
ITEM 8:	Submission of the Report of the Independent Non-Executive Members of the Company's Board of Directors pursuant to article 9 par. 5 of Law 4706/2020.		-	
ITEM 9:	Approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020.			

ITEM 10:	Amendment of article 4 par. 1 of the Company's Articles of Association (extension of the Company's duration) and restatement of relevant cross-reference.			
ITEM 11:	Granting of authorization pursuant to article 98 par. 1 of Law 4548/ 2018 to the members of the Board of Directors and the Managers to participate to boards of directors or/and the management of other companies.			
ITEM 12:	Other items and announcements.	-		

¹ *Advisory vote*

It is noted that Items nos. 7, 8 and 12 of the Agenda are not subject to voting by the Shareholders.

Any revocation hereof will be valid, provided that I notify it either in writing to the Company or electronically, at the email address ir@lamdadev.com at least forty-eight (48) hours before the respective date of the General Meeting.

Athens, _____ (date)

Full name / corporate name

Signature

1 Please delete as appropriate.

2 Please indicate your vote with a v

7. Pre-formulated text of electronic authorisation for the proxy appointment for the participation in the Ordinary General Meeting of the Company

Pre-formulated text to be filled out in Step 1 of 4 of the relevant digital form

"I hereby declare that I am shareholder of the company under the name "LAMDA Development – Holdings and Real Estate Development Société Anonyme (the "Company") with D.S.S. share number (Investor Share) *[please insert your share number]*

I hereby authorize^{1,2}

Mr. Stefanos Kotsolis

Mr. Odysseas Athanasiou

_____, son/daughter of....., resident of....., no....., str., with ID Card/Passport No....., issued by..... with mobile phone number¹:.....and e-mail address²:.....

Notes:

- 1. If you authorize a proxy to participate in the Ordinary General Meeting in person, you may appoint as a proxy one of the proposed members of the Board of Directors and/or Managers of the Company whom you may authorize to vote according to your instructions. In case you do not give specific instructions, they will be deemed to be authorised to vote "For" on all items of the agenda, including item 2, concerning the approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025.*
- 2. In case you appoint a third party other than the two mentioned above as your proxy and do not give specific instructions, he/she will vote at his/her discretion.*

to represent me / the legal entity and to vote in my name and on my behalf / in the name of and on behalf of the legal entity [in person] / [remotely in real time via teleconference]*[Please delete accordingly based on whether the proxy is appointed to participate in the General Meeting in person or via teleconference]*, for the total number of shares of the Company for which I have/the legal entity has the right to vote on the items of the Agenda at the Ordinary General Meeting of the Shareholders of the Company, which will convene on Tuesday, June 23rd, 2026, at 14:00 pm, at The Ellinikon Experience Centre (in the Hellinikon Metropolitan Park, Ag. Kosmas), as well as any adjourned or repeat meeting, as follows:

[please delete below under (1) in case your vote is not the same for all items of the agenda, or under (2), in case your vote is the same for all items of the agenda. If you do not provide specific instructions to the proxy, he/she will vote at his/her discretion]

(1) ON ALL ITEMS OF THE DAILY AGENDA [FOR / AGAINST / ABSTAIN]

[please delete accordingly]

(2) As per below on the items of the agenda:

Item 1. Submission and approval of the corporate and consolidated Financial Statements of the Company pertaining to the fiscal year of 2025 (from 01.01.2025 to 31.12.2025), together with the relevant Reports of the Board of Directors and the Statutory Auditors:

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 2. Approval of the overall management of the Company in accordance with article 108 of Law 4548/2018, as in force, and exemption of the Company's Statutory Auditors from any liability for compensation for the fiscal year 2025:

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 3: Election of an audit firm of Statutory Auditors Accountants for the audit of the annual individual and consolidated financial statements, the review of the interim individual and consolidated financial information, the limited assurance engagement in relation to the Sustainability Report (CSRD), the issuance of the annual tax certificate and reports based on agreed upon procedures for the fiscal year of 2026 (from 01.01.2026 to 31.12.2026) and determination of their fees:

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 4: Determination of the type, the tenure and the composition (number and capacity of the members) of the Audit Committee and election of a third independent to the Company person, who is not a member of the Board of Directors, as member of the Audit Committee.

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 5: Approval of the revised Remuneration Policy of the Company, in accordance with article 110 par. 2 of Law 4548/2018.

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 6: Submission for discussion of the Remuneration Report of article 112 of Law 4548/2018 for the fiscal year 2025¹.

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 7: Submission of the Annual Audit Committee Management Report to the Shareholders for the fiscal year 2025. (for the Shareholders' information)

Item 8: Submission of the Report of the Independent Non-Executive Members of the Company's Board of Directors pursuant to article 9 par. 5 of Law 4706/2020. (for the Shareholders' information).

Item 9: Approval of the revised Suitability Policy for the Members of the Board of Directors in accordance with paragraph 3 of article 3 of Law 4706/2020.

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 10: Amendment of article 4 par. 1 of the Company's Articles of Association (extension of the Company's duration) and restatement of relevant cross-reference.

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 11: Granting of authorization pursuant to article 98 par. 1 of Law 4548/ 2018 to the members of the Board of Directors and the Managers to participate to boards of directors or/and the management of other companies.

[FOR / AGAINST / ABSTAIN] [please delete accordingly]

Item 12: Other items and announcements (for the Shareholders' information).

¹*Advisory vote*

It is noted that Items nos. 7, 8 and 12 of the Agenda are not subject to voting by the Shareholders.

Any revocation hereof will be valid, provided that I notify it either in writing to the Company or electronically, at the email address ir@lamdadev.com at least forty-eight (48) hours before the respective date of the General Meeting.

8. Total number of shares and voting rights

In accordance with article 123 paragraph 3 subparagraph b of Law 4548/2018, the Company announces that on 25.05.2026, i.e. on the date of publication of the Invitation to the Ordinary General Meeting that will take place on 23.06.2026:

a) The total number of shares of the Company amounts to 176,736,715 common registered shares, with a nominal value of 0.30 Euros per share.

b) Excluding the Company's own shares, the total number of voting rights of the Company amounts to 170,309,785.

The Company has not issued any other class of shares other than the above.

Each share incorporates one (1) voting right.