## **INVESTOR DAY PRESENTATION**

#### A jewel of hidden value The Ellinikon: beginning of a new era for Greece





15 JULY 2021

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## **1. INTRODUCTION**

## LAMDA at a Glance



#### High Quality Real Estate Portfolio

#### Shopping Malls - Marinas - Office space & Land plots



The Mall Athens 58.5k sqm GLA **Golden Hall** 52.5k sqm GLA

Mediterranean Cosmos 46k sqm GLA Flisvos Marina 303 berths

Development Experience:

3 Shopping Malls - 8 Office buildings - 4 Residential complexes in Greece and abroad Marinas



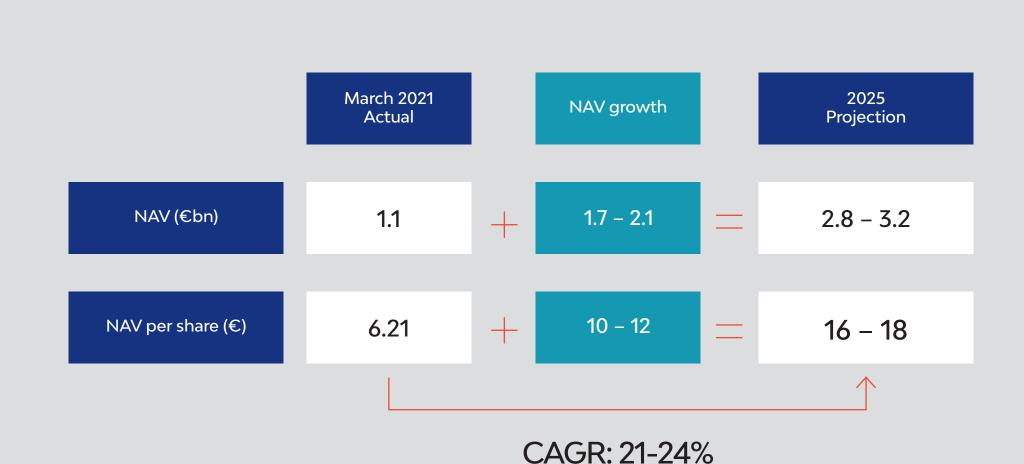
### THE ELLINIKON 2021 SHORT VIDEO



## 2. ENVISAGED NAV IN 2025

#### Potential NAV Growth CAGR: 21-24% (2021 – 2025)





7

## Key Drivers of NAV Growth

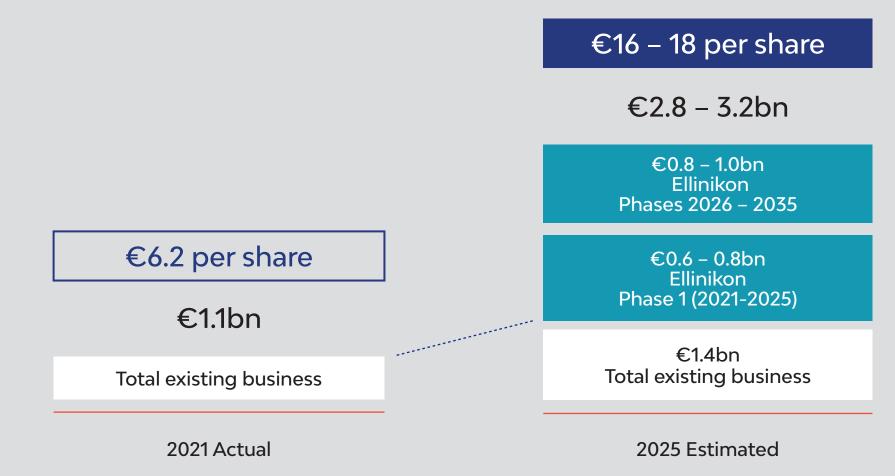
The Ellinikon & Existing Malls (2021 – 2025)



	NAV (€bn)	NAV per share (€)
Existing Malls	0.3	1.5
The Ellinikon	1.4 – 1.8	8.2 – 10.5
Total NAV Creation	1.7 – 2.1	10 – 12

#### Key Drivers of NAV Growth Total Project: €1.7 - €2.1bn potential upside







## THE ELLINIKON NAV GROWTH DRIVERS

#### The Ellinikon The Master Plan





25. YACHT CLUB

27. BEACH CLUB

**28.** GLYFADA BEACH

**29.** EXPERIENCE CENTRE

**30.** POSEIDONOS AVENUE **31.** VOULIAGMENIS AVENUE

26. MARINA

- 8. RESIDENTIAL BY THE PARK
- 9. SPORTS
- **10.** METROPOLITAN PARK
- 11. MULTIFUNCTION ARENA & OBSERVATION TOWER
- 12. HEALTHCARE / MEDICAL & PRIVATE SCHOOL
- 13. IRC
- 14. MIXED-USE TOWER BY THE PROMENADE
- 15. VILLAS (1ST ROW)
- 16. VILLAS (2ND ROW)



## The Ellinikon Development Strategy



Strategy	<ul> <li>Develop Coastal Front &amp; Commercial District to:</li> <li>Boost tourism</li> <li>Attract investors</li> <li>Create momentum for subsequent Residential absorption</li> <li>Create Strategic Alliances with best-in-class partners</li> <li>Mitigate Execution Risk</li> </ul>
Residential Malls & Marinas	To be undertaken by LAMDA
Hospitality, Office and Other	Explore the potential to form JVs with best-in-class partners • Hospitality JV with TEMES • Retail Park land plot sale to FOURLIS • Office space sale & development

## Phase 1 (2021-2025) Key Developments





#### The Ellinikon – NAV Growth Drivers Phase 1 (2021 – 2025)



Project	Estimated NAV Creation (€m) <sup>⑴</sup>	NAV per share (€)	
Villas	160 - 195	0.9 – 1.1	
Marina Residential Tower	175 – 210	1.0 - 1.2	
Condos	65 - 80	0.4 - 0.5	
Park-front and Mainstream Residential	405 - 455	2.3 - 2.6	
Vouliagmenis Mall	285 - 350	1.6 – 2.0	
Marina Galleria	90 - 110	0.5 – 0.6	
Offices (Tower, other)	95 - 115	0.5 - 0.7	
JVs (Hospitality, MUT)	75 – 95	0.4 - 0.5	
Other	110 - 175	0.6 - 1.0	
Land & infrastructure costs (c.50% of total)	(860) – (950)	(4.9) – (5.4)	
Phase 1 (2021-2025)	110 - 175	0.6 - 1.0	

#### Mainstream Residential Brought forward the development of approx. 1,200 units



Capitalizing on buoyant demand for Residential units in the Athenian Riviera, LAMDA plans to bring forward the development of approx. 1,200 Mainstream Residential units

Selling Price			
(€ per ŇSA sqm)	5,500 – 6,500	CAPEX (€ per GFA sqm)	2,200 – 2,800
Gross Revenue (€m)	595 – 700	CAPEX (€m)	265 – 335
Estimated N	NAV creation (€m)	330 – 365	
Similar apartmen	ts in the Athenian Riviera a	are sold in the range of <b>€6,00</b>	0 per sqm

#### The Ellinikon – NAV Growth Drivers Phases 2026 – 2035



Project		Estimated NAV Creation Nominal Value (€bn) <sup>(1)</sup>	
Residential	1.7 – 2.1		
Retail	0.3 - 0.4		
Hospitality	0.3		
Other (Office, Sports etc)	0.2 - 0.3		
Land & Infrastructure costs	(0.8) – (1.0)		
Phases 2026 – 2035	1.7 – 2.1		
Phases 2026 – 2035 Present Value 2025 discounted at 8% rate (€bn)	0.8 – 1.0	<	

#### The Ellinikon – Residential Developments Phases 2026 – 2035





## The Ellinikon – NAV Growth Drivers



	Estimated NAV Creation (€bn) <sup>(1)</sup>	NAV per share (€)
Phase 1 (2021-2025)	0.6 – 0.8	3.4 – 4.7
Phases 2026-2035 Present Value in 2025 at 8% discount rate	0.8 – 1.0	4.8 – 5.8
Estimated NAV Creation at year end-2025	1.4 – 1.8	8.2 – 10.5

# Phase 1 funding is secured



Outflows				Sources of Capital		
	€bn				€bn	
Shares Acquisition	0.5	$\leftarrow$	51% of total consideration	Share Capital Increase (SCI)	0.6 🗸	Dec. 2019
Infrastructure CAPEX	0.4	$\leftarrow$	48% of total budget	Public Bond issue	0.2 🗸	Jul. 2020
Buildings CAPEX <sup>(1)</sup>	1.2			Bank Debt <sup>(2)</sup>	1.0 🗸	Mar. 2021
OPEX & Financial Expenses	0.4			Project Proceeds	0.8	
Total	2.5			Total 2.5		

>80% already secured

Notes:

Includes CAPEX related to Buildings as well as required investments in joint ventures (e.g. Hospitality, MUT)
 Syndicated bank financing excluding €205m bank loans to cover VAT expenses



## SECURED PROJECT PROCEEDS OF PHASE 1 (2021 – 2025)

## Phase 1 Secured Project Proceeds amount to €0.7bn 2021-2025



Project	Contracted Proceeds as of 15.07.2021 (€m) <sup>(1)</sup>	Total Contracted Proceeds by end-2021
Beach Villas	283	300 - 360
Marina Residential Tower	118	300 - 350
Luxury Hotels & Branded Residences	91	91
Retail Park & Offices (Tower, other)	177	300 - 330
Beach Condos		30 - 40
Mixed Use Tower		38 – 40
Total (€bn)	0.7	1.1 – 1.2

Notes:

(1) Villas & MRT: contracted proceeds correspond to units for which deposits have been received respectively. Commercial agreements: contracted proceeds correspond to signed MoUs.

(2) Amounts refer to net proceeds

## Contracted Proceeds as of 15.07.2021 - Cash Inflows (€m)



Almost 50% received by 2022

	Total	2021	2022	2023	2024	2025
Beach Villas	283	91	113	50	28	
Marina Residential Tower	118	12	12	30	41	24
Luxury Hotels & Branded Residences	91	30	18	43		
Retail Park & Offices (Tower, other)	177	5	26	55	37	54

Total	€0.7bn	138	169	178	106	78
Cumulative		138	307	485	591	669

Note:

(1) Villas & MRT: contracted proceeds correspond to units for which deposits have been received respectively. Commercial agreements: contracted proceeds correspond to signed MoUs.

#### Beach Villas 80% of NSA has already been sold



Contracted Proceeds

 $\checkmark$ 

					2021 €283m
	Initial Plan	Initial Plan for end-2021		Sold as of 15.07.2021	Estimated sales end-2021
Units	27	5		21	27
NSA ('000 sqm)	20.9	4.3	$\rightarrow$	16.3	20.9
Average Selling Price <sup>(1)</sup> (€ per NSA sqm)	12,500 – 15,200	12,800 - 15,700		17,500	14,500 - 17,000
Gross Revenue (€m)	260 - 320	55 – 70		283	300 - 360

Estimated Contracted Proceeds	2021	2022	2023	2024
Cumulative Installments (%)	31%	71%	90%	100%
Cumulative Proceeds (€m)	95 – 115	215 – 255	270 – 325	300 - 360

(1) Selling price range calculated per NSA sqm. Input based on current feasibility studies. Selling price does not include sales & agency fees as well as transaction costs.

#### Beach Villas Concept designs from world-class architects





#### Marina Residential Tower €118m contracted proceeds secured until today



#### Contracted Proceeds as of 15.07.2021 €118m

	Initial Plan	Initial Plan for end-2021		Sold as of 15.07.2021	Estimated sales end-2021
NSA ('000 sqm)	38.5	0	$\rightarrow$	10.7	25.0
Average Selling Price <sup>(1)</sup> (€ per NSA sqm)	10,500 – 12,900	n/a		11,000	12,00 – 14,000
Gross Revenue (€m)	400 - 500	n/a		118	300 - 350

Estimated Contracted Proceeds	2021	2022	2023	2024	2025
Cumulative Installments (%)	10%	20%	45%	80%	100%
Cumulative Installments (%)	30 – 35	60 – 70	135 – 160	240 - 280	300 - 350

Note:

(1) Selling price range calculated per NSA sqm. Input based on current feasibility studies. Selling price does not include sales & agency fees as well as transaction costs.

# Marina Residential Tower (MRT) Concept design from world-class architect





## Land Plot Sale to Hospitality JV (TEMES/LAMDA)



#### Strategic cooperation with TEMES



## Sale of Office Space & Retail Park Land Plot







## PROJECT COSTS

#### The Ellinikon – Infrastructure & Metropolitan Park Phase 1 (2021 – 2025)



Project	Cost per Project (€m)
Poseidonos Flyover & Underpass	70 – 85
Metropolitan Park	50 - 60
Road Networks & Mall Underpass	45 – 57
Utilities Networks	44 - 54
Tram	40 - 50
Enabling works (demolitions, site surveys, security and environmental issues)	35 - 42
Common Areas	32 - 40
Earthworks	32 - 40
Sewage Treatment Plant & Water storm Network	22 – 27
Marine Works	20 – 25
Phase 1 (2021-2025)	390 – 480

#### The Ellinikon – Buildings CAPEX Phase 1 (2021 – 2025)



Drojact	GFA	Project	Cost <sup>(1)</sup>
Project	('000 sqm)	(€ '000 per GFA sqm)	(€bn)
Villas	20.9	6.6 - 8.1	0.1 – 0.2
Marina Residential Tower	44.9	6.0 - 7.4	0.3
Condos	22.5	4.0 - 4.8	0.1
Park-front Residential	38.5	3.0 - 3.6	0.1 – 0.2
Vouliagmenis Mall	130	2.6 - 3.1	0.3 - 0.4
Marina Galleria	22	4.5 – 5.7	0.1
Offices (Tower, other)	80	2.1 – 2.6	0.1 – 0.2
JVs Equity Injection (Hospitality, MUT)	-	-	0.1
Other	-	-	0.1 – 0.2
Phase 1 (2021-2025)			1.4 – 1.8

Note:

(1) Including financial expenses, overheads, non-recoverable VAT & other costs. Excludes allocated land & infra cost.

## Addressing potential cost overruns in project development



 $\checkmark$  Focus on good designs in collaboration with experienced advisors

- Ongoing assessment of cost estimates with best-in-class advisors and strict internal cost control procedures
- Accommodate pre-determined range of cost in construction contracts – risk balanced agreements
- ✓ ECI contracts safeguard against cost variation in complex development projects
- ✓ Contingencies included in Project Budget



## **PROJECT CONSTRUCTION TIMELINE**

#### Addressing Permitting Issues



- Council of State has cleared all pending issues related to Master Plan permitting
- ✓ Ellinikon Bureau: new law approved by Parliament in June 2021 establishing one-stop shop for Ellinikon construction and operational permits
- All construction permits for landmark buildings to be issued before the 2nd anniversary of the Transaction Consideration payment
- Specific legislation in place for the independent engineer to approve the infrastructure works

## Most of the preparatory Infrastructure Works have been completed



- $\checkmark$  Completed 30% demolitions of specific buildings (2020)
- $\checkmark$  Remaining required demolitions to be completed in H2 2021
- Already commenced other preparatory works (e.g. geotechnical, security, utilities networks, decontamination, archaeological). Expected to be completed in Q1 2022
- ✓ Infra Project Manager already in place (Hill International)
- ✓ Independent Engineer already in place (SETEC)
- $\checkmark$  Project Manager for Buildings to appointed in August 2021
- Completed 80% of relevant studies for Infrastructure works. Expect to complete 100% by end-2021
- √ First tenders for Infrastructure works in July 2021 (tenders of €250m)

#### Infrastructure Works Phase 1 Construction Timeline (2021 - 2025)



Project	Construction Period		
Tiojeet	Start	End	
Coastal Front & Airport Site Main Road & Utilities Networks including: • Poseidonos Flyover & Underpass • Mall underpass • Coastal Front Area Road & Utilities Networks	H1 2022	H2 2025	
Stream Airport and Stream Trachones	H1 2022	H2 2023	
Tram works (including Utilities Networks)	H2 2022	H2 2023	
Marine Works			
Mainstream - High Rise Apartments Road & Utilities Networks	H2 2023	H1 2025	

## Key Real Estate Developments Phase 1 Construction Timeline (2021 - 2025)



Project	Project	Project Project	Construction Period	
FIOJECL	FIOJECL	Fioject	Start	End
Marina Residential Tower	$\checkmark$	$\checkmark$	H2 2022	H2 2025
Vouliagmenis Mall	$\checkmark$	$\checkmark$	H2 2022	H2 2025
Offices (Tower, other)	$\checkmark$	$\checkmark$	H2 2022	H2 2025
JVs (Hospitality, MUT)	$\checkmark$	$\checkmark$		
Park-front and Mainstream Residential	H2 2021		H1 2023	H2 2025
Marina Galleria	$\checkmark$	$\checkmark$	H1 2023	H2 2025
Villas	/	/	H2 2023 H2 2025	H2 2025
Condos	$\vee$			



## THE ELLINIKON MALLS

## The Ellinikon Malls Key Projections



Performance KPIs (2026)	Unit	Vouliagmenis Mall	Marina Galleria
GLA	'000 sqm	85.5	19.0
Average Effective Rent	€ per sqm	46 – 56 <sup>(1)</sup>	65 – 75 <sup>(2)</sup>
EBITDA	€m	41 – 50	13 – 16
Estimated Exit Yield	%	6.50%	6.75%
Exit Value	€m	620 – 760	190 – 235
CAPEX	€m	335 – 410	100 – 125
Estimated NAV creation	€m	285 – 350	90 – 110

Notes:

(1) Excluding large format, L&E, hardware and Services stores.(2) Excluding L&E, hardware and Services stores.

## The Ellinikon Malls Benchmarking vs. Existing Malls



	Vouliagmenis Mall	The Mall Athens	Marina Galleria	Golden Hall
GLA (sqm)	85.5	58.5	19.0	52.5
Average Effective Rent (€/sqm)	46 – 56 <sup>(1)</sup> (2026)	41 (2020)	65 – 75 <sup>(2)</sup> (2026)	47 <sup>(3)</sup> (2020)
Average Ticket (€) <sup>(4)</sup>	25 (2026)	21 (2019)	41 (2026)	40 (2019)

Notes:

(1) Excluding large format, L&E, hardware and Services stores.

(2) Excluding L&E, hardware and Services stores.

(3) Excluding non-comparable uses (tenant type).

(4) Does not include relevant VAT

### Vouliagmenis Mall Market Sounding with Potential Tenants

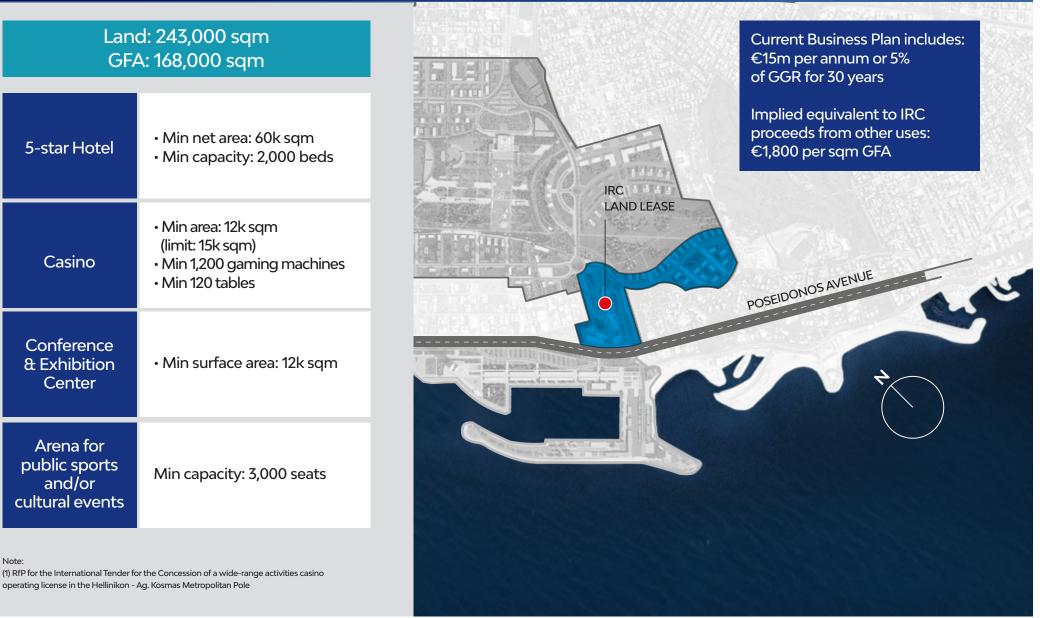


# Expression of Interest on 60% of GLA



## OTHER PROJECTS PHASE 1 (2021 – 2025)

## Integrated Resort Casino (IRC) Project Specifications<sup>(1)</sup>





## THE ELLINIKON PREPARATION FOR PROJECT EXECUTION



## Our Human Capital has rapidly expanded since Q3 2019

PERSONNEL	SEPTEMBER 2019	MAY 2021	218
	205	423	NEW HIRES

New	hires	high	liahts
		·	

40% of LAMDA C-1 level

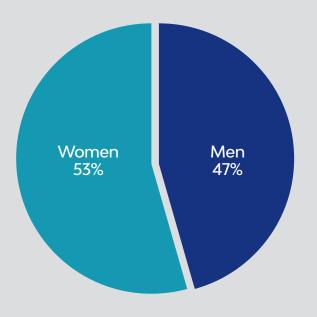
70% of Ellinikon Project C-2 level

70% with studies at MSc or PhD level

Significant development and project management experience in similar scope projects in Qatar, UAE, Kuwait, USA, UK

25% repatriated talent (brain-gain)





## **Best Practices in Procurement**



## Reinforce transparency

## Cost minimization and quality optimization

- Clear segregation between Technical and Financial Evaluation Committees
- Multiple levels of Approval
- Award of procurement contracts with transparent and competitive bidding procedures – RfP
- IT systems upgrade full traceability

## Upgraded / New Systems



## SAP • System upgrade increase efficiency ensure transparency maximise internal coordination improve reporting

#### **PROJECT MANAGEMENT**

- Aconex (Project Document Control)
- Oracle EPM Primavera (Project Scheduling)
- Archer (enterprise Risk Management)
- Arc GIS (Geographical Information Systems)
- Autodesk (Building Information Modeling)

#### CRM

Sales Force

## **Best Practices**



#### INTERNAL PROCESSES

• Enhanced internal procedures and policies related to:

Insurance

Risk Management

HR

#### ESG & SUSTAINABILITY

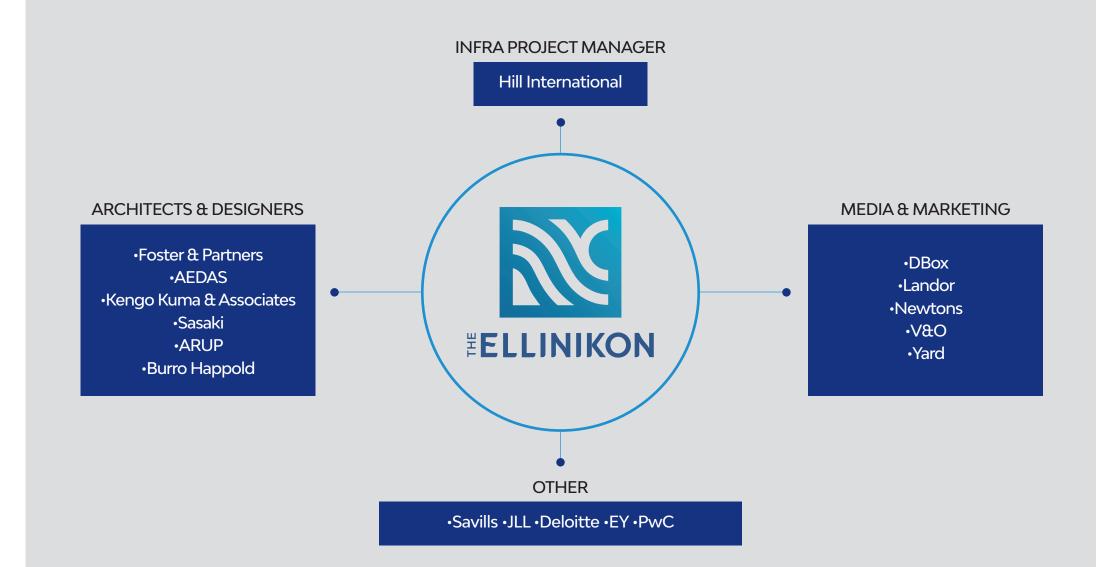
• Hired external Advisor (EY) to assist in:

Corporate Strategy for ESG

Master Plan for ESG



## Supported by best-in-class external Advisors & Consultants





## **3. EXISTING MALLS**



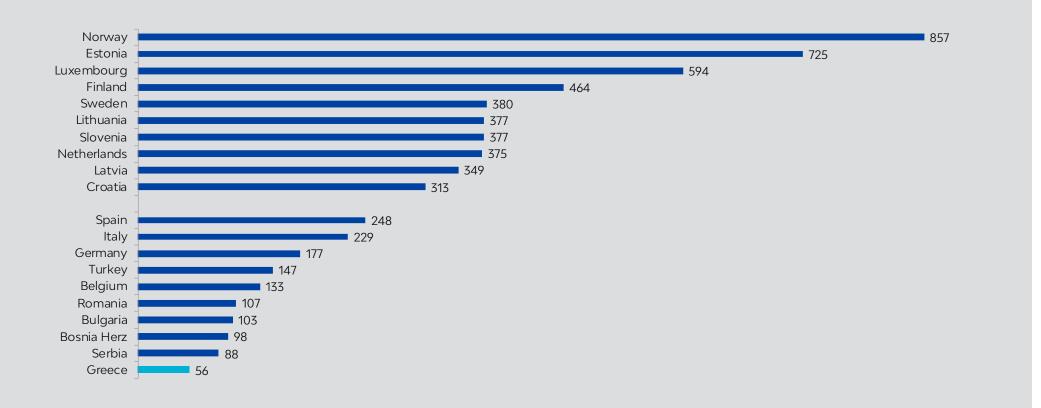
## EXISTING MALLS PROVEN TRACK RECORD

## Malls in Greece are still a fraction of retail consumption



Any growth in online consumption will reduce market fragmentation

Shopping Centers' density (GLA sqm per 1,000 people)



Source: Cushman & Wakefield

#### Existing Malls Proven track record of solid Occupancy rates

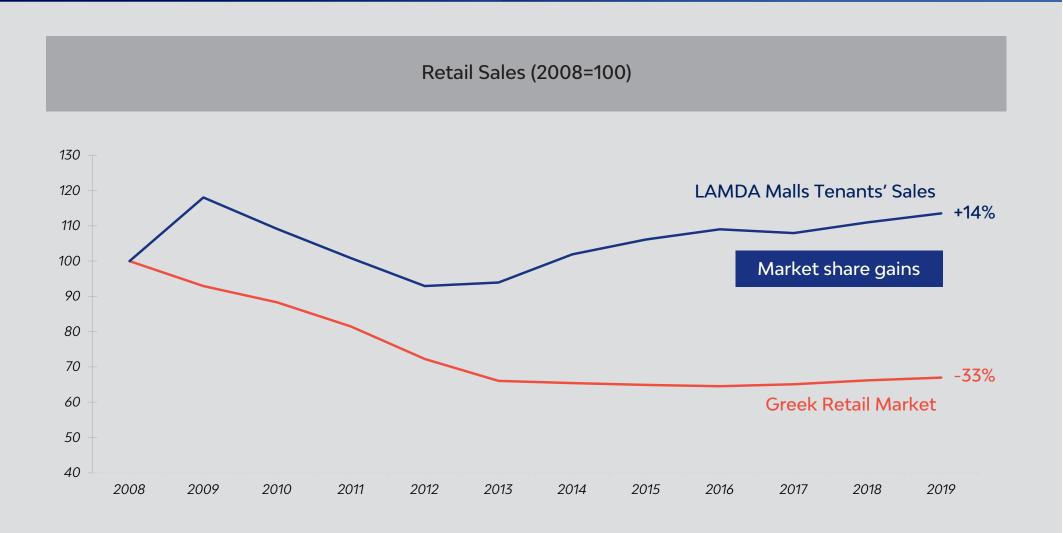


#### LAMDA Malls occupancy almost unchanged during the Greek economic crisis



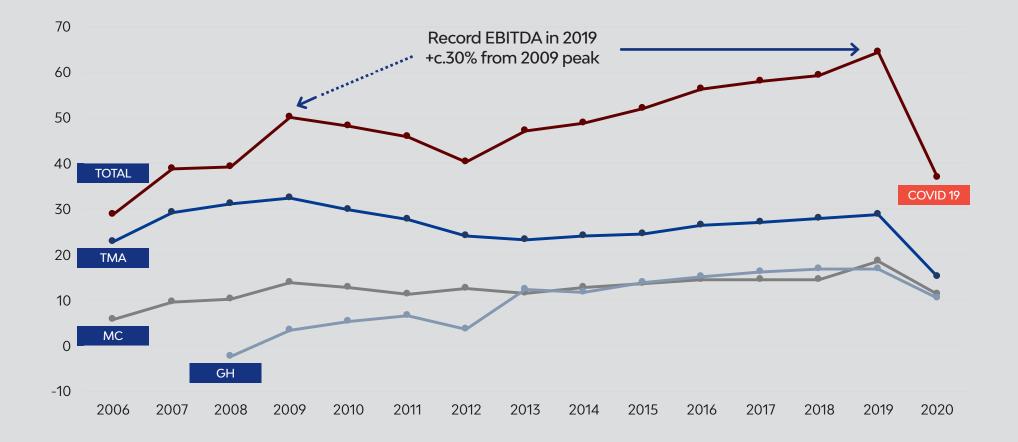
### Existing Malls Proven track record of above market growth in Tenants' Sales







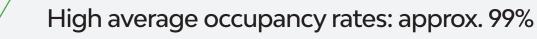
## Existing Malls Proven Track Record of EBITDA Growth



Notes: TMA = The Mall Athens MC = Mediterranean Cosmos GH = Golden Hall

#### Existing Malls Resilience during the pandemic crisis







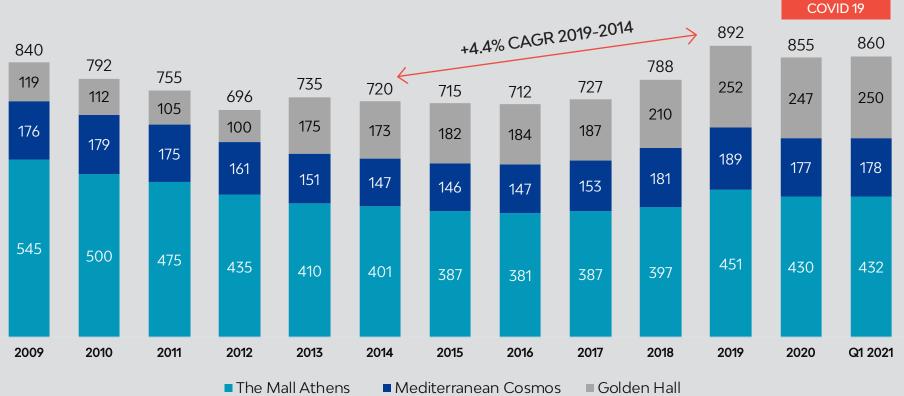
High rent collection rates: 96%

New leases and contract renewals at pre-COVID period rent levels

## Existing Malls

Solid Valuation<sup>(1)</sup> despite headwinds due to the pandemic crisis

#### Amounts in €m



#### Existing Malls Strong recovery trends since re-opening in May 2021



Shopping Malls remain the preferred shopping destination

Retailers remain committed to the "Malls' day-after"

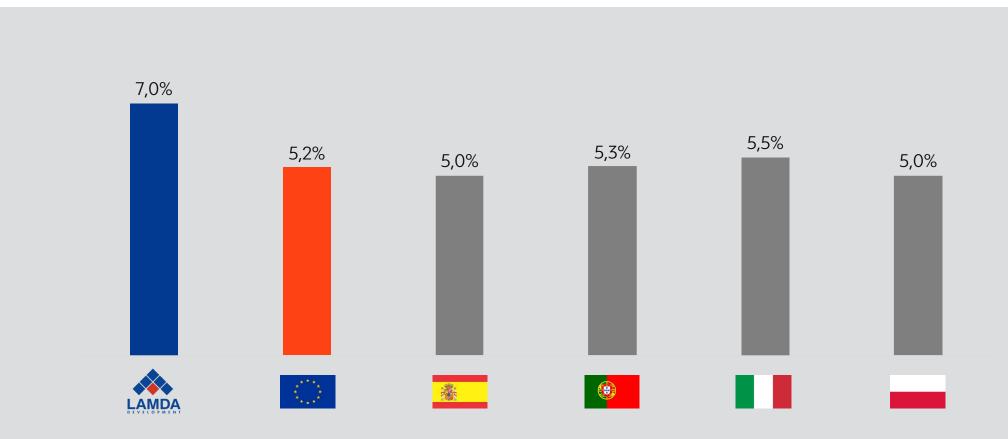
- New tenants are joining
- Existing ones renew leases at pre-COVID financial terms as well as invest in renovation

May and June 2021 Tenants' Sales data on a clear recovery path towards 2019 levels • For 25% of Malls' tenants, sales increased vs. 2019 pre-COVID levels

#### Existing Malls Up to 200bps unjustified yield differential

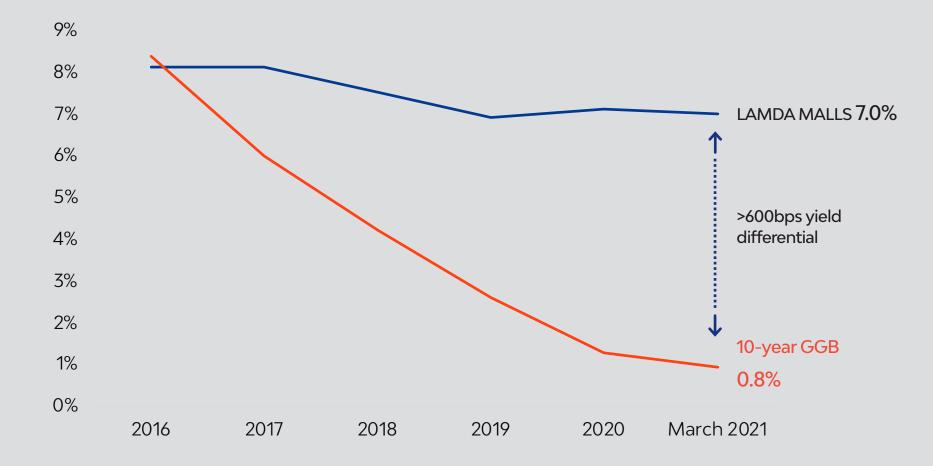


#### Shopping Center Yields across selected European countries



#### Existing Malls Yield differential vs. Greek Sovereign Risk





Source: Bank of Greece (Average 10YR GGB yield for the respective period)

LAMDA Malls Yield denotes: Independent valuation divided by reported EBITDA for the respective period. FY2020 and Q12021 yields based on 2019 reported EBITDA.



## EXISTING MALLS NAV GROWTH DRIVERS

#### Existing Malls NAV Growth Drivers in 2025



	2019 Actual	2025 Projected		NAV (€m) LD share <sup>(1)</sup>	NAV per share (€) LD share <sup>(1)</sup>
Yield Compre	ession				
Yield	7% <sup>(2)</sup>	6%		120	0.7
Organic Growth – Valuation effect					
EBITDA (€m)	61 <sup>(3)</sup>	63		25	0.1
Organic Growth - Cash effect					
Cash (€M)				120	0.7
	Total			265	1.5

Notes:

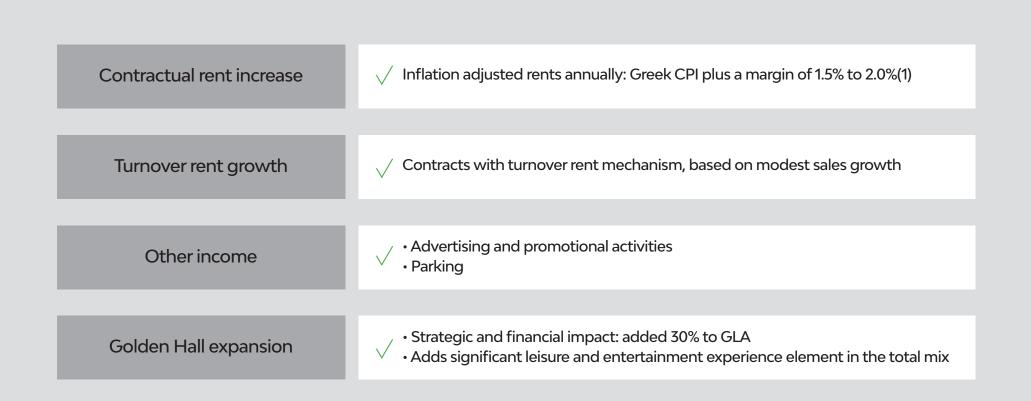
(1) LAMDA share: 68% in LAMDA MALLS and 100% in The Mall Athens

(2) Implied yield as of 31.03.2021 based on (i) independent valuation as of 31.03.2021 and (ii) EBITDA of FY2019

(3) Retail Assets 2019 EBITDA adjusted for IFRS-16 (applies only to Med. Cosmos). LD share €51m

#### Existing Malls Rental Income Growth Drivers





## Unlock value from "Malls Co" IPO



#### STRATEGY

/ LAMDA's target participation in the Malls Portfolio to drop to 35%

- current stake: 85% (blended)
- 100% in The Mall Athens, 68% in each of Golden Hall and Med. Cosmos
- Include Ellinikon Malls in the perimeter of the Malls Portfolio
- Take advantage of listed REICs cap rates e.g. Prodea REIC 5.3% (FY2020), Grivalia 4.8% (pre-delisting)
- Differentiation of investment assets from development assets to target different investor groups
- / Target listing: 2022
- / Generate liquidity (estimated range: €340m €370m)
- / Target capital return to shareholders by 2024



## SHARE PRICE PERFORMANCE

#### LAMDA Share Price Performance 2015 - 2021\*: 87% return





Source: Athens Exchange (ATHEX) Daily Bulletin

Note:

\* Period from 31.12.2015 until 09.07.2021 (Rebased to 100 = 31.12.2015)

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