



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
€444m

EBITDA
€253m

After Assets
Valuation & Other
adjustments

Net Result
€116m

After Taxes &
Minorities

NAV
€1.6bn

€9.20/share

Malls, Marinas & Other

Operating
Malls¹
EBITDA
€69m

New Record
+5% vs. 9M 2024

Marinas
EBITDA
€17m

New Record
+9% vs. 9M 2024

Malls¹
NAV
€1.2bn

Other²
NAV
€0.1bn

The Ellinikon

EBITDA
€32m

Before Asset
Valuation

Cash
Proceeds³
€1.4bn

cumulative from
project start

NAV
€0.4bn

CAPEX⁴
€849m

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

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

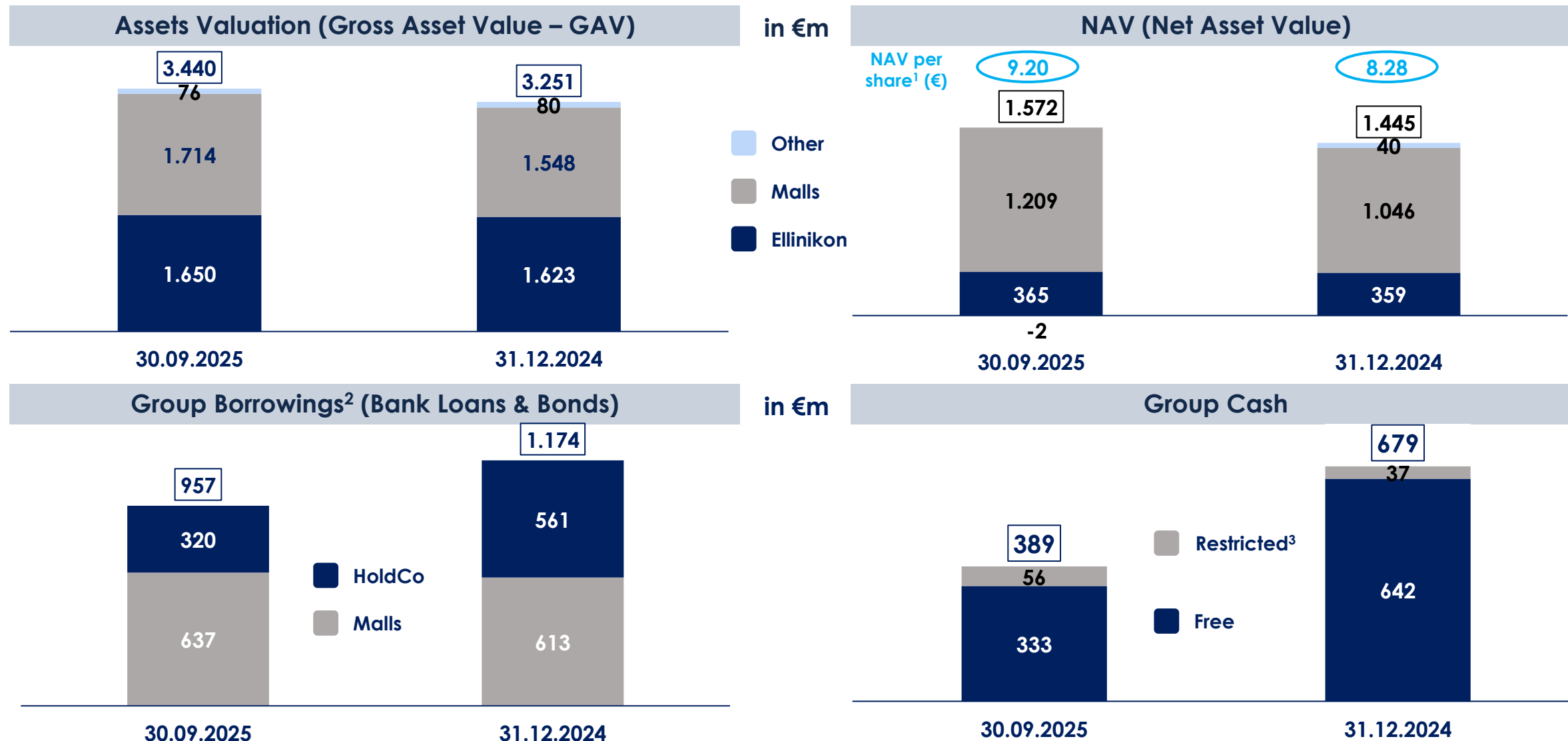
€450 million Strategic Partnership with ION Group for R&D and Innovation Campus

€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

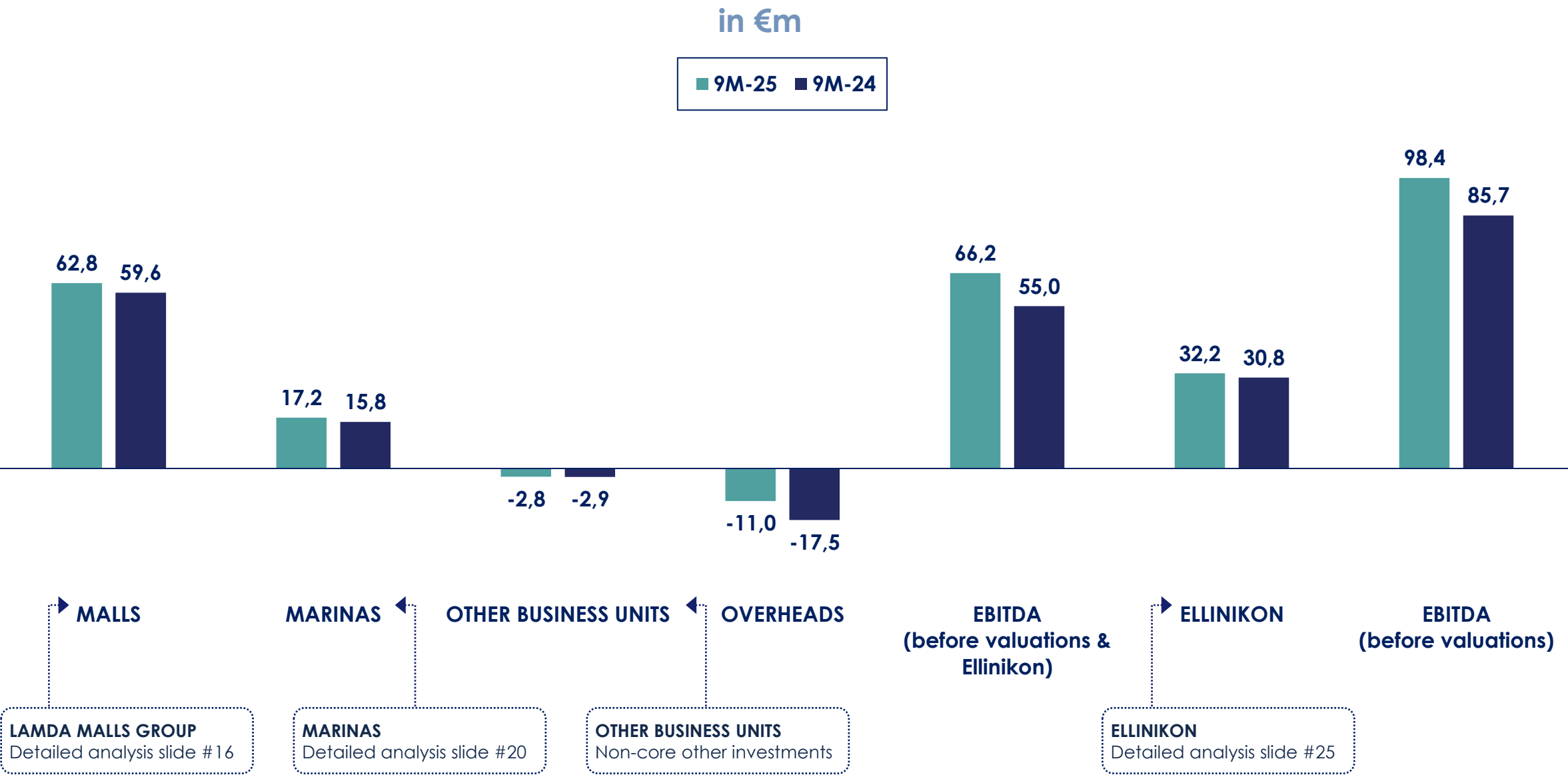


1. NAV per share adjusted for own shares: 5.94m shares as of 30.09.2025 vs. 2.18m shares as of 31.12.2024
 2. (i) Outstanding loan balance plus (+) accrued interest minus (-) capitalized loan expenses, (ii) €500m common bond loan successfully issued in November 2025

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

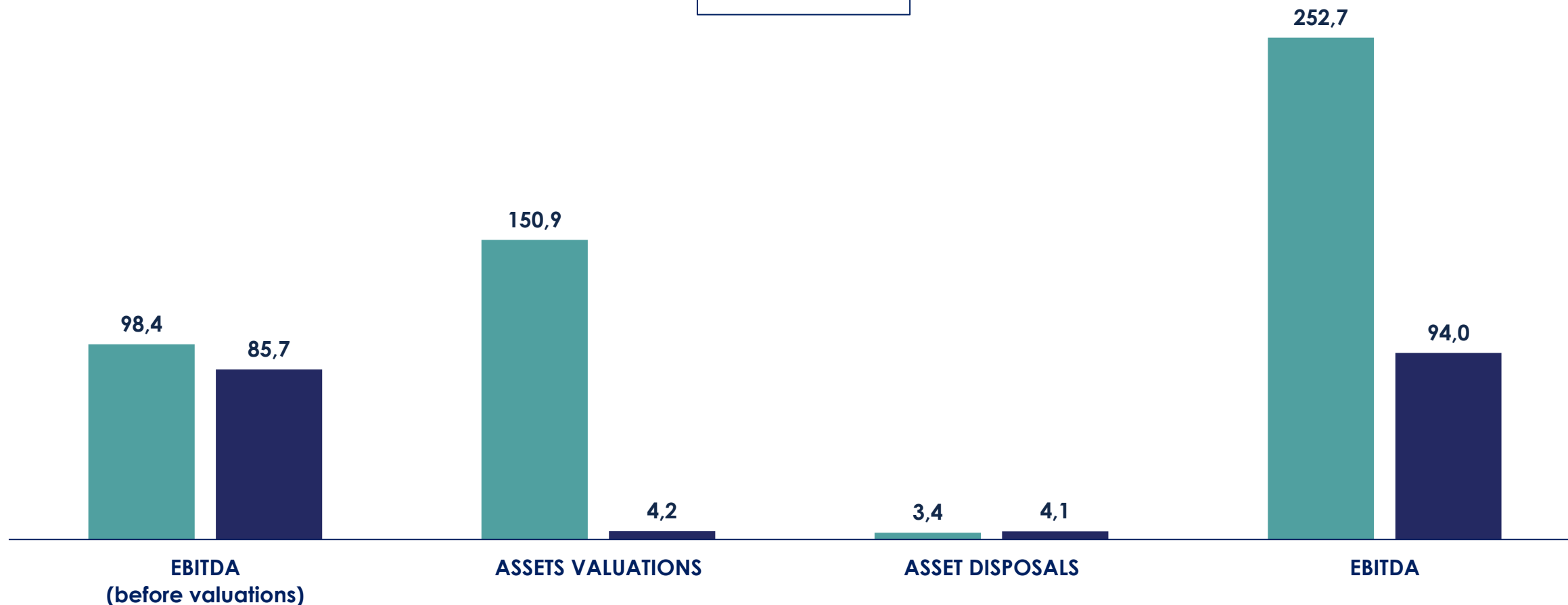


Group EBITDA After Assets Valuation

9M 2025 vs 9M 2024

in €m

■ 9M-25 ■ 9M-24



LAMDA MALLS GROUP, ELLINIKON, OTHER ASSETS

Latest independent valuation as of 30.06.2025

Lamda Malls Group & Other : **9M-25 €137.6** vs. 9M-24 €6.6

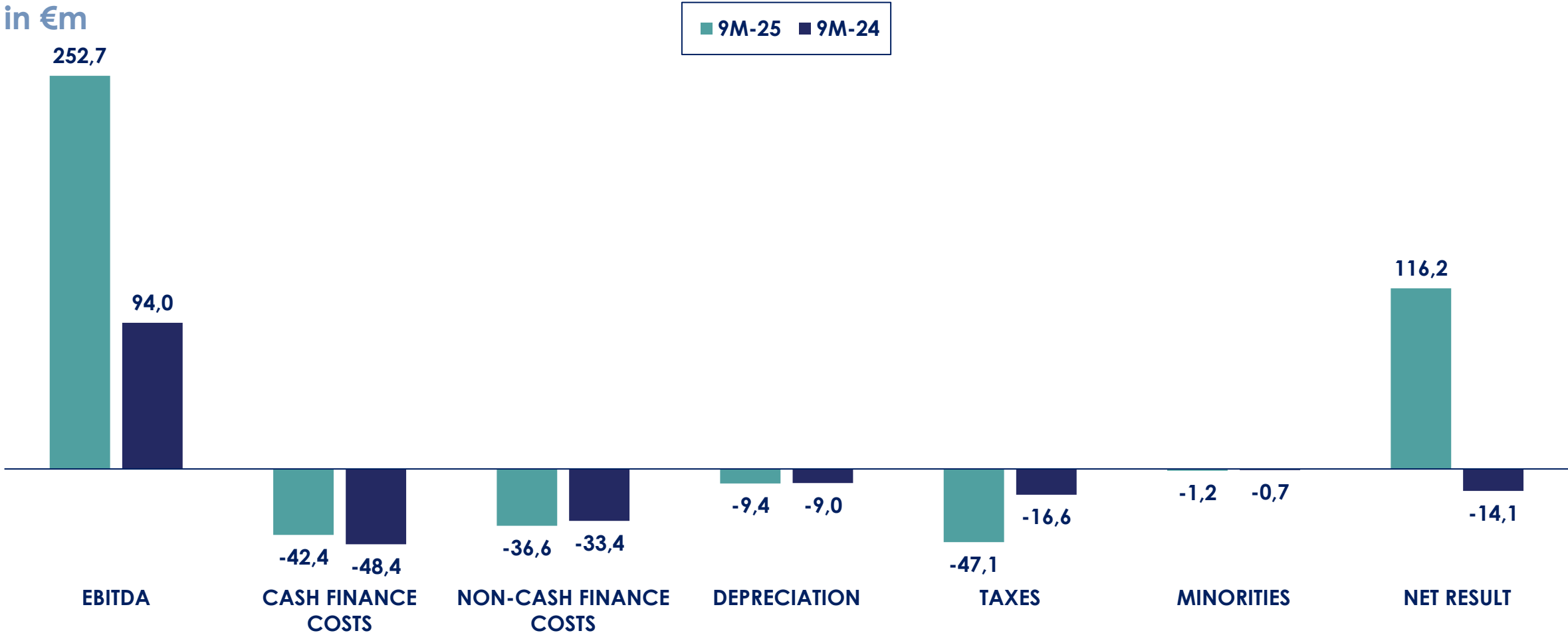
Ellinikon: **9M-25 €13.3m** vs. 9M-24 (€2.4m)

ASSET DISPOSALS

H1-25: Athens Metropolitan Expo (11.7% stake €3.2m)

Group Profitability evolution

9M 2025 vs 9M 2024



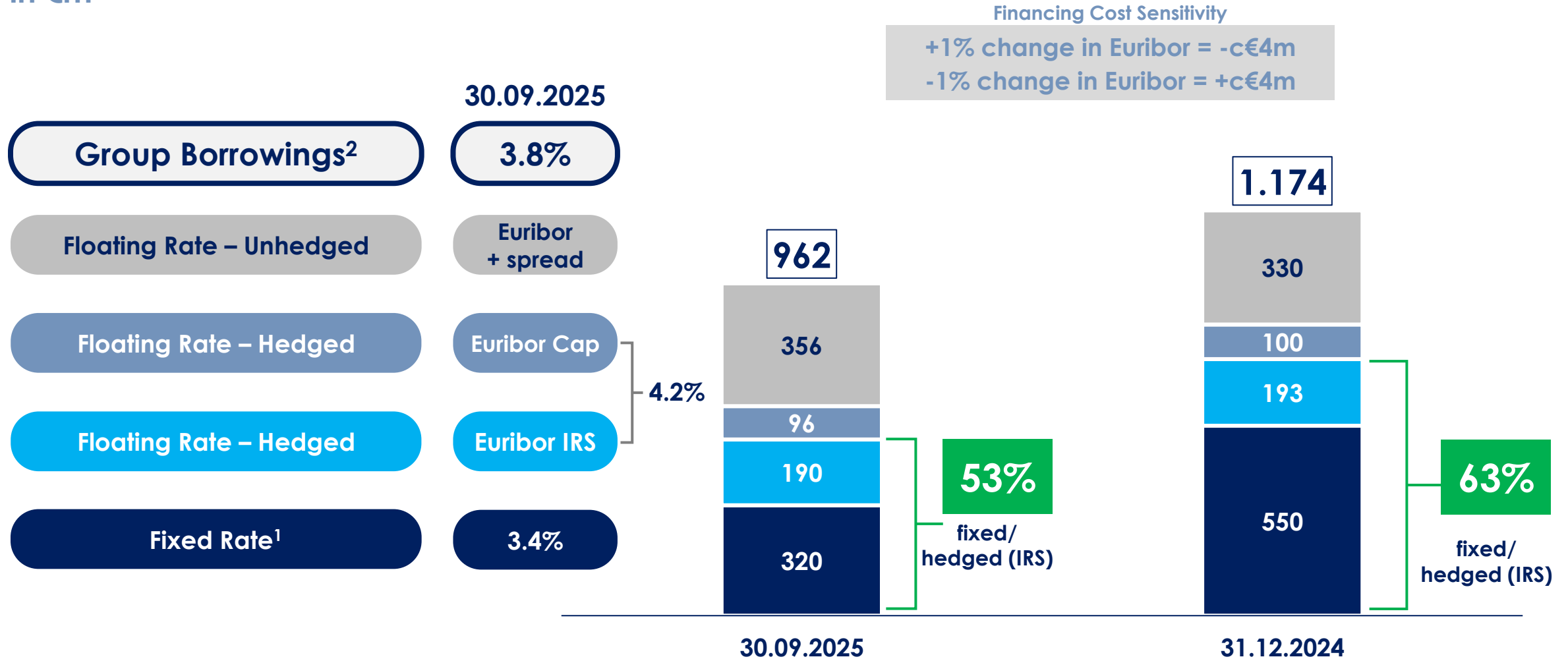
TAXES

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)

in €m



1. 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

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

NAV Pillars

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

	Development Assets		Investment Assets		Other	
	The Ellinikon ¹	LAMDA MALLS Group ²		Other Properties ³	Parent Company Net Debt, Minority, Other ⁴	TOTAL 30.09.2025
		Ellinikon Malls	Operating Malls			
NAV (€m)	365	408	800	68	(70)	= 1,572
NAV per share ⁵ (€)	2.14	2.39	4.69	0.40	(0.41)	= 9.20

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 3rd 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)

2

Highlights for Malls, Marinas & The Ellinikon

4 MALLS

Another record-breaking performance

Tenants Sales



↑ 5% y-o-y

- New Record of **€620m** (9M basis)

Footfall



↑ 2% y-o-y

- 18.6m visitors in Jan-Sep 2025

Net Base Rents



↑ 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



↑ 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 ¹ & 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 / (Cash)		
(in €m)	30.09.2025	31.12.2024
4 Operating Malls	478	488
Ellinikon Malls	(5)	(65)
Malls Property Management ¹ & HoldCo	39	41
LAMDA MALLS Group	512	464
Net LTV²	30%	30%

1. Property Management Companies MMS and Other Recreational Activities

2. Net LTV = Net Debt / GAV

Operating Malls Tenants' Sales Reaching new record high levels

in €m

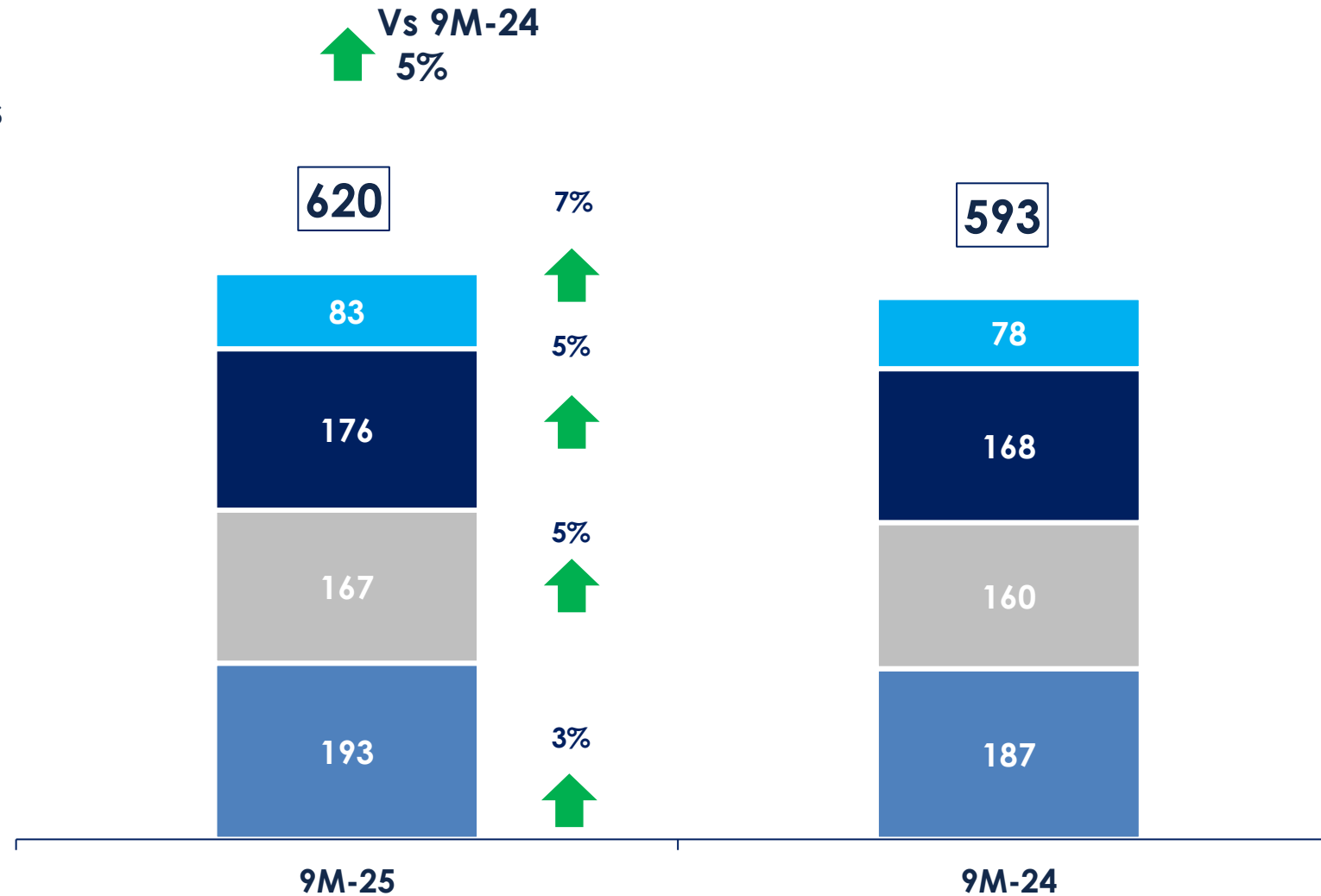
☐ Operating Malls

☐ Designer Outlet

☐ Med. Cosmos

☐ Golden Hall

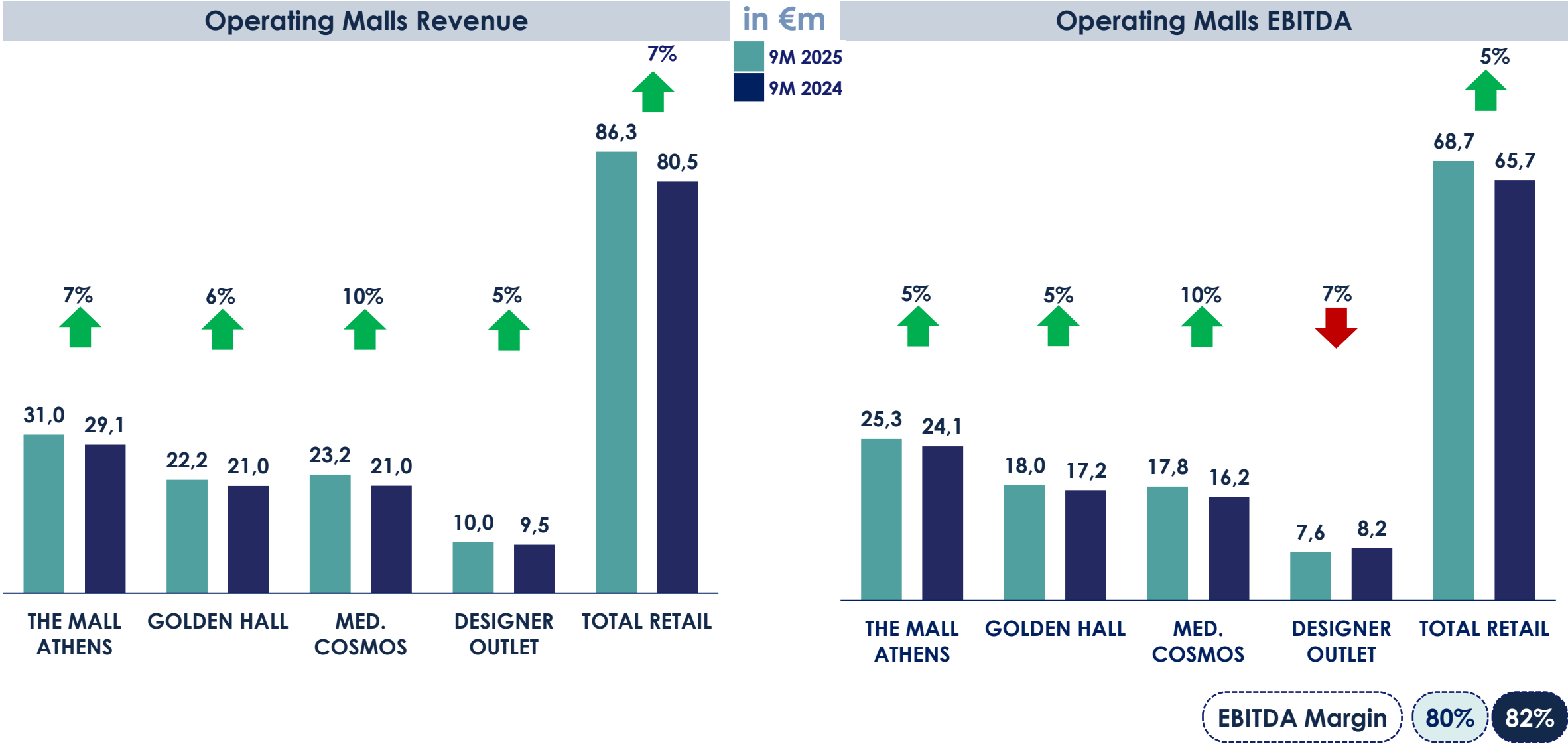
☐ The Mall Athens



Note: all amounts are rounded figures

Operating Malls

Sustained solid growth in 9M 2025 across all assets



LAMDA MALLS Group
Assets Valuation (GAV) – Maintaining solid growth trends

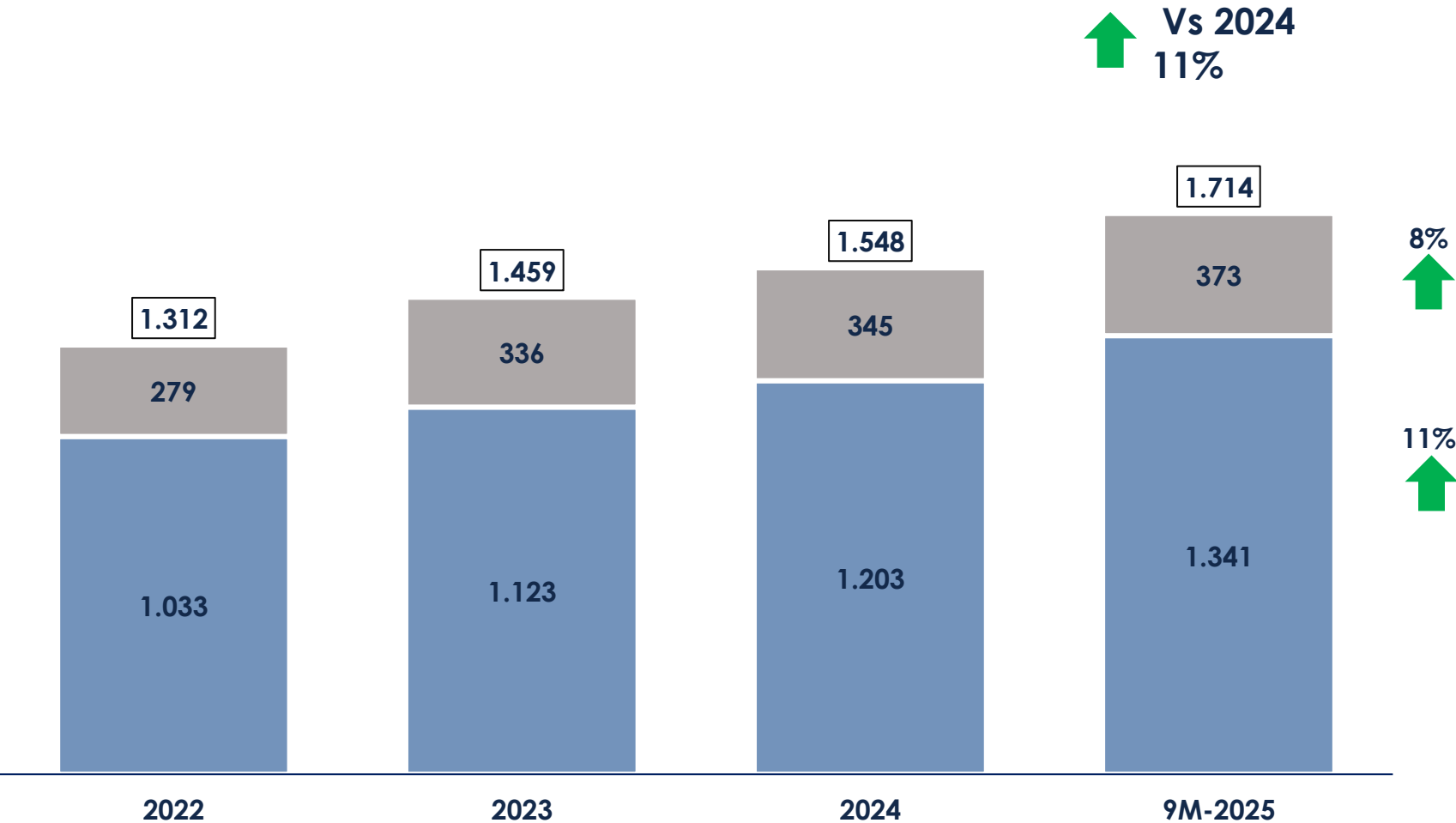


in €m

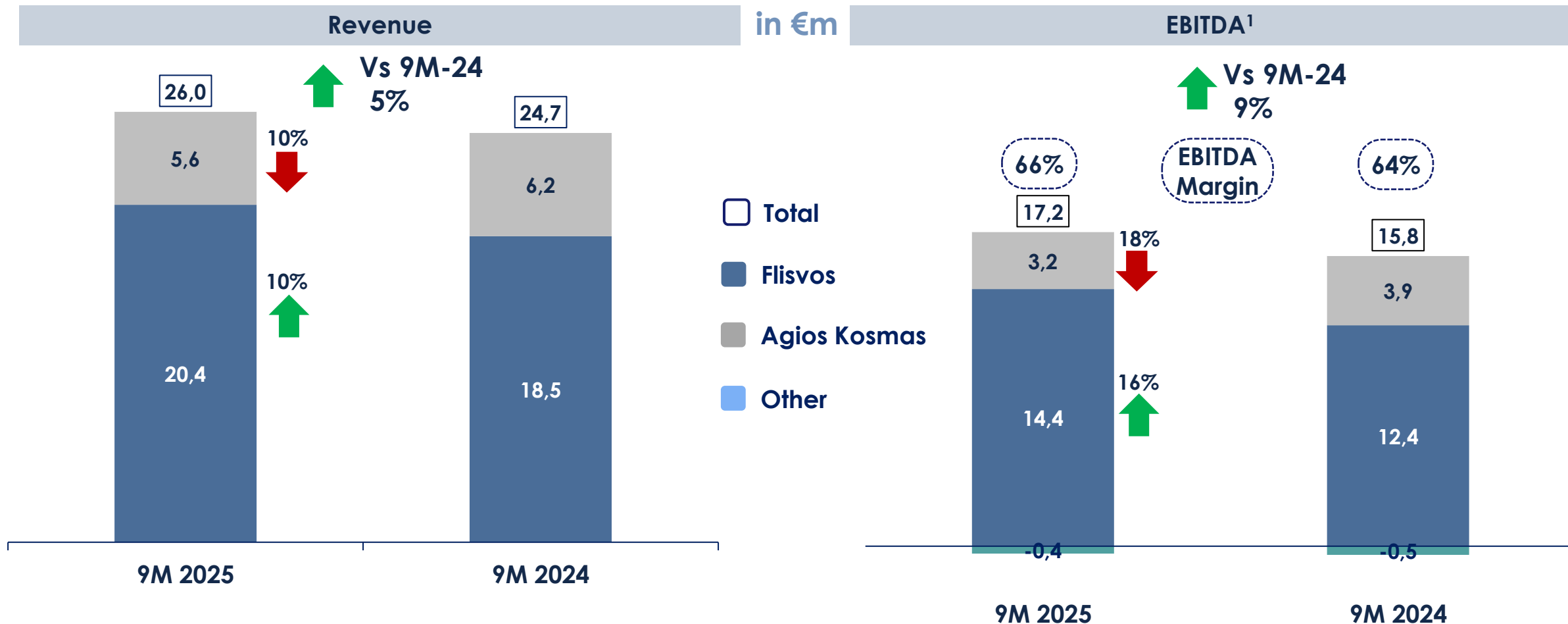
□ Group

■ Ellinikon Malls

■ Operating Malls



Note: all amounts are rounded figures



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)

Ellinikon

Liquidity at healthy levels

Cash Collections to date¹
€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)

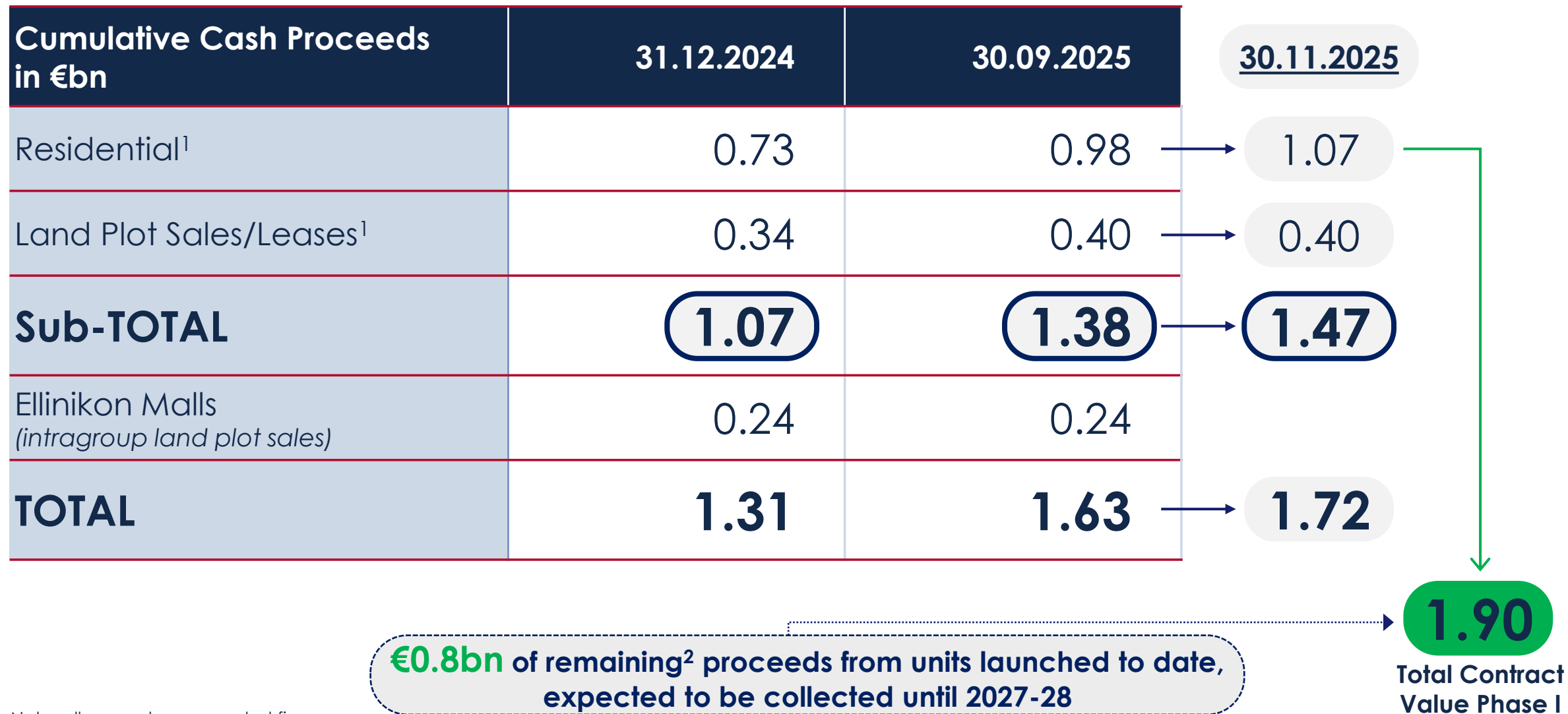
Construction Progress/Challenges

- + **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

Note: all amounts are rounded figures

1. Cumulative total from project start and until 30.11.2025

The Ellinikon Cash Inflows Progress








Note: all amounts are rounded figures

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

2. 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 (50m)	Mainstream Posidonos	Mainstream Alimos			
		Pavilion Terraces	Promenade Heights	Atrium Gardens	Trinity Gardens	Sunset Groves ¹
Renderings						
Project Location						
Architect	<u>Bjarke Ingels Group (BIG)</u>	<u>314 Architecture Studio</u>	<u>314 Architecture Studio</u>	<u>Deda & Architects</u>	<u>Tsolakis Architects</u>	<u>A&M Architects</u>
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 to date
671

SPAs & Reservations
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

=

849

in €m

Project start until
end-2024

9M 2025

Aggregate Total

**Infrastructure
Works**

184

+

39

=

223

Mainly related to:
– demolitions
– enabling works
– construction works (e.g. Posidonos underpass)

Buildings¹

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

Note: all amounts are rounded figures

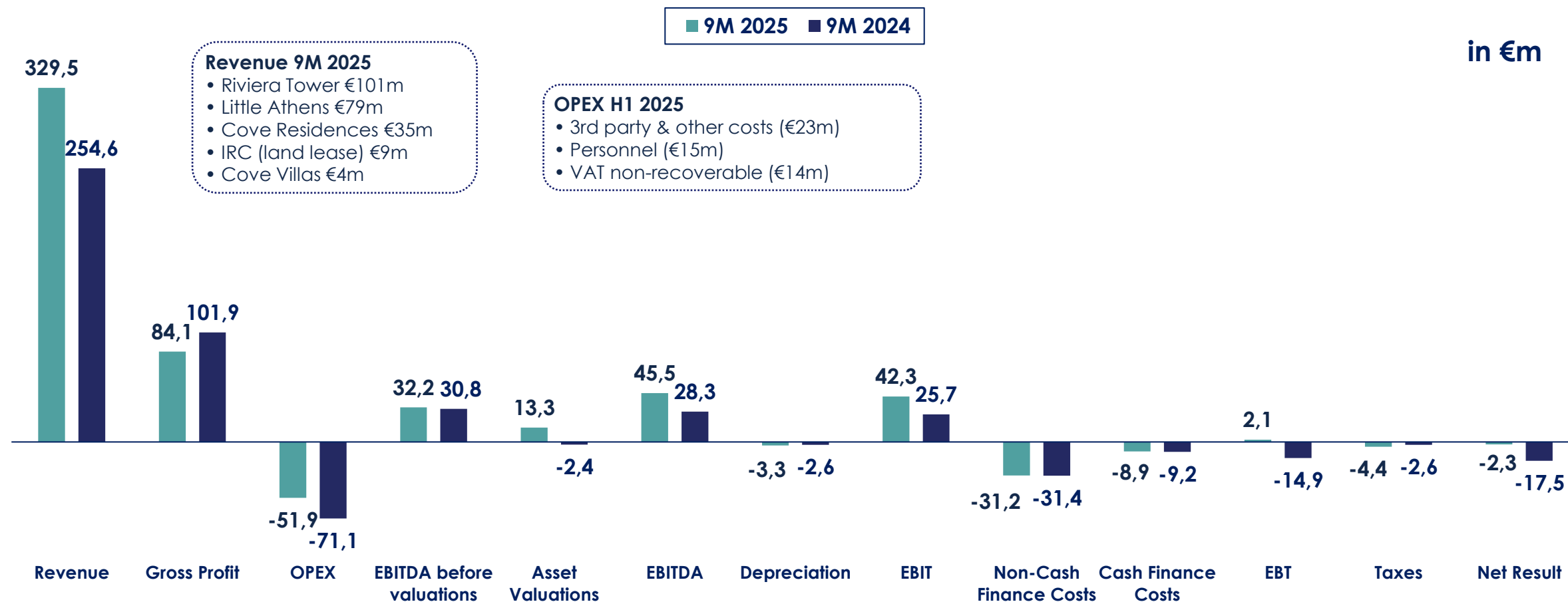
1. including construction costs, design fees, technical & project management fees. Excluding CAPEX for Ellinikon Malls

The Ellinikon Income Statement Snapshot

9M 2025 vs 9M 2024



in €m



Revenue (€m)	9M-25	9M-24	Δ%
Residential	215	119	+80%
Land Plot Sales	105	123	-15%

Little Athens growing contribution in 9M 2025

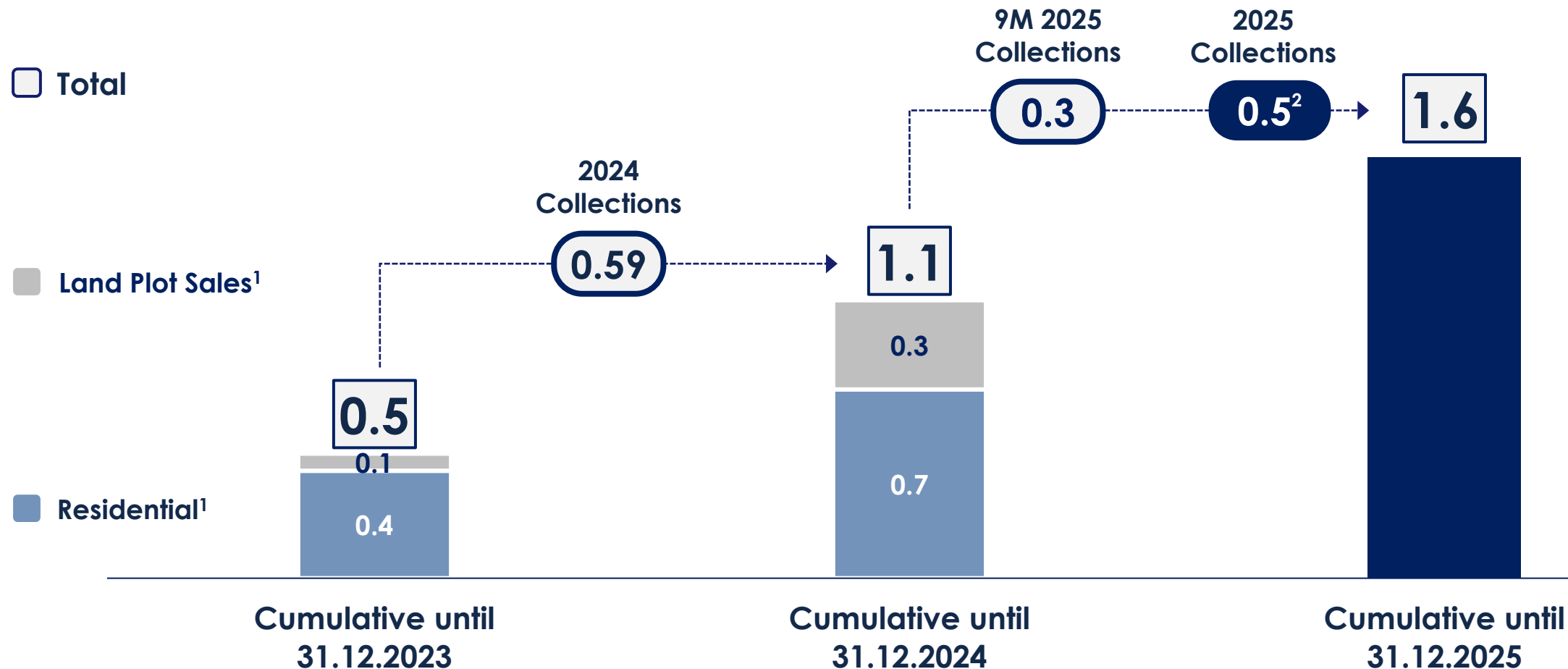
Land Plot sales in 9M-25: Booking of remaining revenue from '24 transactions plus new plot in '25

Note: all amounts are rounded figures

Cash Inflow History & Anticipated Collections in 2025

€0.5bn anticipated cash collections in 2025

in €bn



Note: all amounts are rounded figures

1. 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

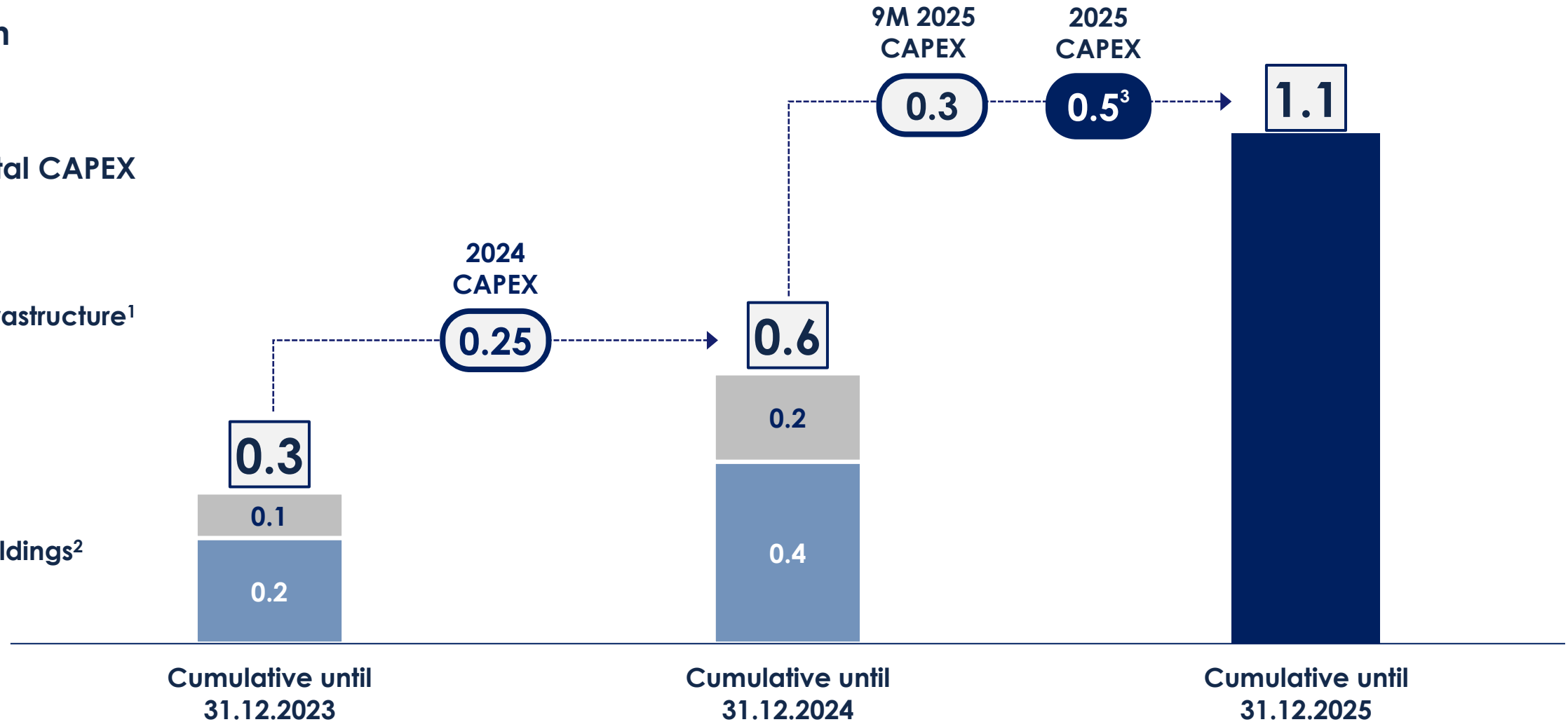
€0.5bn estimated CAPEX in 2025

in €bn

□ Total CAPEX

■ Infrastructure¹

■ Buildings²



Note: all amounts are rounded figures

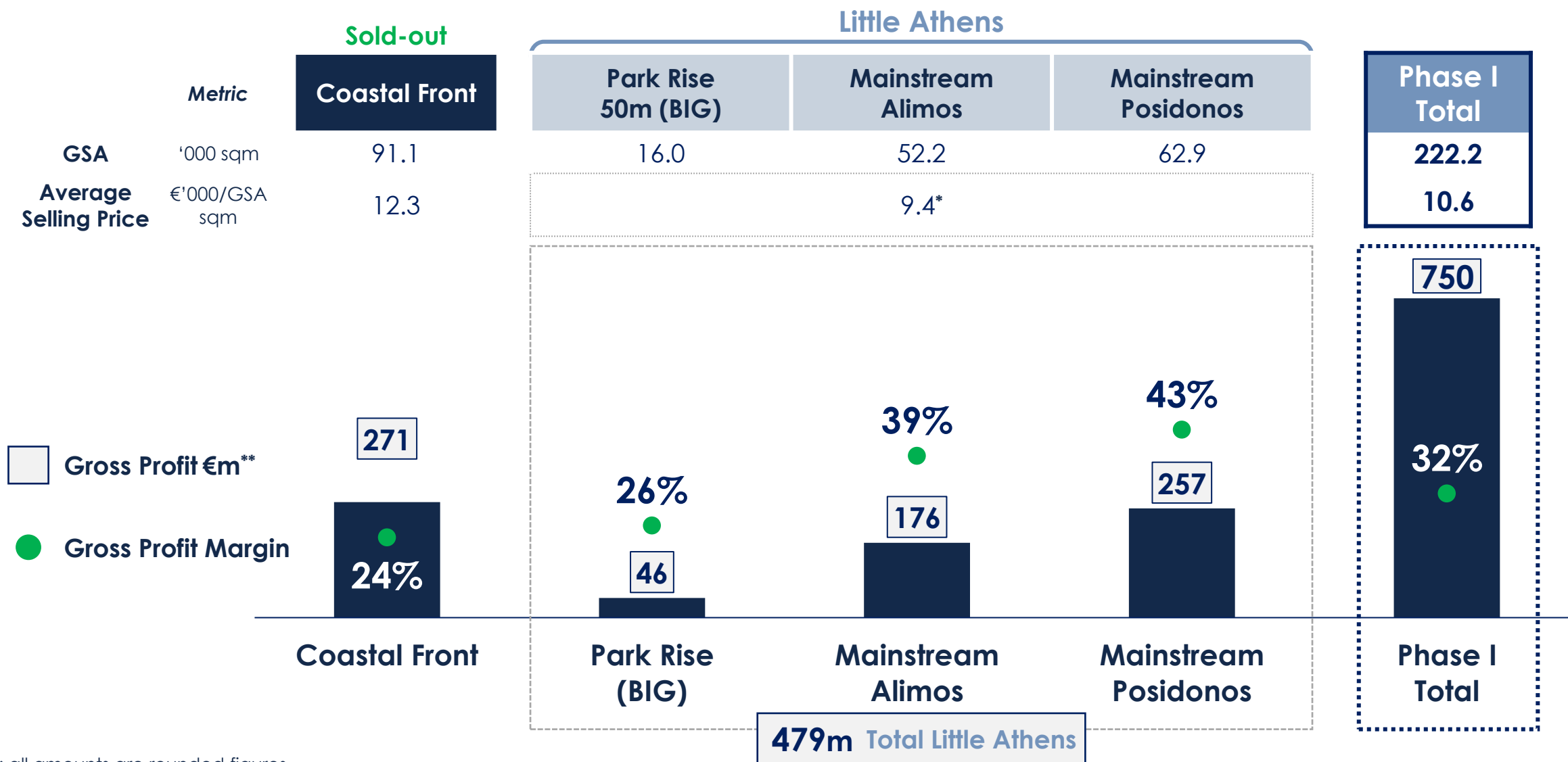
1. Investment Obligations for Infra Works. As of 31.12.2024, the nominal value of the remaining Investment Obligations for Infra Works amounted to €794m

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

3. Including €0.3bn of 9M 2025 CAPEX

Residential Developments

Gross Profit of Phase I developments



Note: all amounts are rounded figures

*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



3.1

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 (Inventory)	916	950	Booked at cost , 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 (PP&E) ¹	49	46	Booked at cost . 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			
The Mall Athens	570	508	Assets measured at Fair Value (independent appraisal by Savills, Cushman & Wakefield)
Golden Hall	356	322	
Med. Cosmos	248	223	
Designer Outlet Athens	167	151	
Ellinikon Malls	373	345	
Total – LAMDA MALLS Group	1,714	1,548	Acquired on 05.08.2022 (transaction GAV: €109m)
Other income generating assets	52	56	Mainly Flisvos Marina
Other (incl. fixed assets)	16	15	
Land	8	10	Mainly Aegina (Alkyonides Hills)
Total² (excluding Ellinikon)	1,790	1,628	
Total	3,440	3,251	

1. Including Intangibles (30.09.2025: €5.3m vs. 31.12.2024: €4.7m)

2. 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	} Total Ellinikon €1,650m (excl. Ellinikon Malls)
Fixed & Intangible Assets	116	110	Ellinikon €916m	
Inventory	923	957	Ellinikon €49m, Flisvos Marina €52m	
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 security for land payment (€19m), (c) Malls' debt service next payment (€5m), (d) Marina Ag. Kosmas RRF LG security (€8m)	
Right-of-use assets	193	190	Represents mainly Med. Cosmos land lease and Flisvos Marina concession 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 shares 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 (accounting)	
Lease Liability	204	201	Represents mainly the Med. Cosmos land lease and Flisvos Marina concession agreement	
Ellinikon Transaction Consideration	389	380	Present Value (PV) of €448m outstanding Transaction Consideration (cost 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 (<i>Short & Long Term</i>)	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

Contractors:

1. ELEMKA
2. JV METKA-INTRAKAT
3. ETHNOKAT
4. TEKAL / LAMDA CBU
5. ERETBO
6. JV BOUYGUES-INTRAKAT
7. REDEX
8. METKA
9. AKTOR (Earthworks)
10. LAMDA CBU
11. TERNA



Riviera Tower



Concreting works: **36th** level Core Structures & **34th** 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)



6-7th 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**

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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