Results Presentation

Q2 2024





Q2 2024 Highlights

Q2 Highlights & Outlook

Moderate demand recovery continues; slight growth acceleration in H2 expected



- Sales: Retail Demand above previous year's level; institutional investors remain reluctant but expect to close at least one deal in H2
- Construction costs: largely stable
- Acquisitions: first two bargain deals signed in attractive A-cities; focus reshifting to future growth
- Financing: Smoothing of the maturity profile through partial extension of the promissory loan (€100m) previously due in 2025

H1 results: very solid profitability maintained in tough environment



• Revenues: €255.4m (-8.6% yoy)

• Gross profit margin: 25.7% (H1-2023: 25.8%)

• EAT: €20.5m (-14.2% yoy)

• Sales: €121.9m (+71.4% yoy)

Outlook for 2024 reiterated



• Revenues: €500-600m

• Gross profit margin: ~22%

EAT: €30-40m
 Sales: >€300m

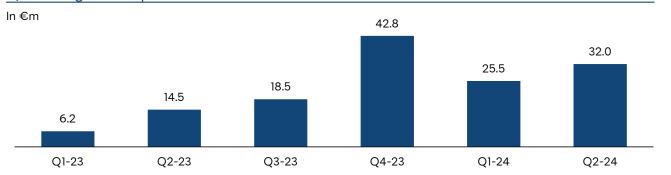
Sales ratio: year on year recovery continues

Sales ratio1

© Instone Group



Quarterly development of retail sales

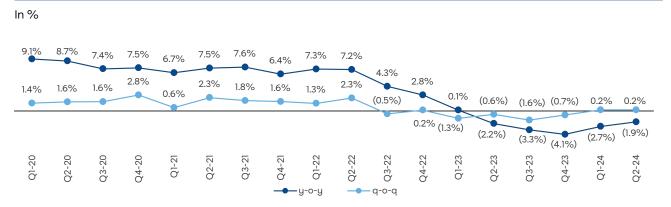


- Continued moderate recovery from previous year's lows (private sales up from €20.7m to €57.5m in H1)
- **Growth Opportunities Act supports** demand with certain time lag due to complexity & increasing relevant supply in H2
- New sales starts as growth driver in H2
- Institutional investors largely in wait-and-see mode but at least one more deal expected in H2-2024
- Sales ratio 0.6% (30 CW): 3.0 avg. weekly number of units sold / 464 avg. number of units on offer

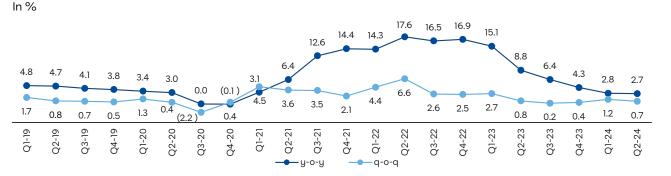
1 Retail sales ratio = weekly number of units sold/total number of units on offer (four week moving average)

New builds prices have bottomed out; CPI growth receding

House price inflation¹



Construction price inflation²

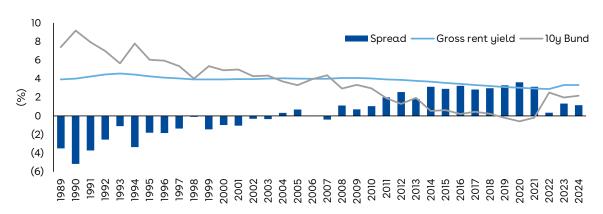


- Q2 figures once again confirm that the negative price trend for new-build properties has come to an end
- Only moderate peak-to-trough price decline
- Construction price inflation is levelling off
- CPI for larger projects is even lower - costs largely stable for INS

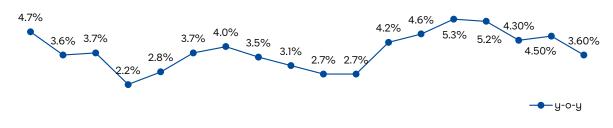
1 Bulwiengesa data; for house price index, quarterly data condo prices in top 7 cities (new build)
2 Statistisches Bundesamt

<u>Price development: yield expansion partly offset by continued</u> <u>dynamic rent growth</u>

Price discovery - yields approaching mean levels¹



New-build rent development - Strong momentum persists²



- The impact of yield expansion due to higher rates is mitigated by accelerating rent growth¹
- Historically stable yields for good quality residential assets
- Beginning of price stabilisation implies that yields may rise somewhat further, driven by rental growth, towards the long-term mean of 4%
- Subsidy schemes for affordable housing support stabilisation at comparatively low yields



New-build rents rise faster than existing rents...In a year-on-year comparison, average asking rents in the metropolitan areas increased by 10.6 per cent

Source: immoscout Wohnbarometer

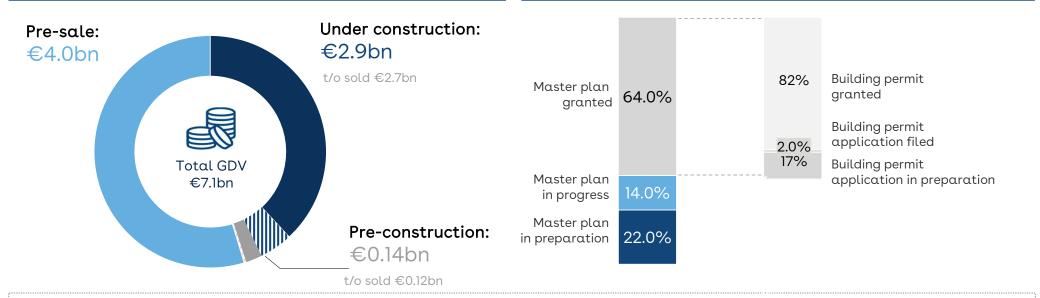


 $Q1-20\ Q2-20\ Q3-20\ Q4-20\ Q1-21\ Q2-21\ Q3-21\ Q4-21\ Q1-22\ Q2-22\ Q3-22\ Q4-22\ Q1-23\ Q2-23\ Q3-23\ Q4-23\ Q1-24\ Q2-24\ Q2-24\$

Under construction projects de-risked as nearly 90% sold

Project portfolio as of 30/06/2024 by development (GDV)

Project portfolio as of 30/06/2024 by building right status (GDV)



- Projects with GDV of c.€2.9bn are "under construction" of which 90% already sold
- Of the c.€2.8bn sold volume as of the reporting date c.€2.25bn has been recognised in revenues
- Some €1.5bn of land bank with zoning rights obtained (GDV)
- Land value c.€450m + outstanding land payment c.€150m (c.15% of pre-sales GDV)

Q2 2024 Financial Performance & Outlook

Adjusted Results of Operations: Solid profitability maintained

€m	Q2 2024	Q2 2023	Change	H1-2024	H1-2023	Change		
Revenues	135.9	156.0	(12.9%) 1	255.4	279.5	(8.6%)	O	Lower construction output, in line with expectations – bulk of
Project cost	(103.0)	(117.6)	(12.5%)	(189.8)	(207.3)	(8.4%)		revenues is based on pre-sold units
Gross profit	32.9	38.4	(14.3%)	65.6	72.2	(9.1%)		
Gross Margin	24.2%	24.6%	2	25.7%	25.8%		2	High gross margin reflects quality of projects and cost control with inhouse construction management; expected lower gross
Platform cost	(19.2)	(13.7)	40.1% 3	(36.9)	(33.0)	11.8%		margin for FY-2024e based on project mix
Share of results of JVs	3.8	2.8	4	4.7	4.1			
EBIT	17.6	27.5	(36.0%)	33.4	43.3	(22.9%)	3	Platform costs are largely in line with annualised target of
EBIT Margin	13.0%	17.6%		13.1%	15.5%			around €70m (some higher costs for one-time LTIP provisions due
Financial & other results	(2.5)	(6.6)	5	(5.7)	(10.0)			to higher share price)
EBT	15.2	20.9	(27.3%)	27.8	33.3	(14.2%)		
EBT Margin	11.2%	13.4%		10.9%	11.9%		4	JV result reflects positive contribution of Berlin JV
Taxes	(4.2)	(5.5)		(7.3)	(9.4)			
Tax rate	27.6%	26.3%		26.3%	28.3%		5	Improved financial result mainly due to lower net debt
EAT	10.9	15.4	(29.2%)	20.5	23.9	(15.6%)		
EAT Margin	8.0%	9.9%		8.0%	8.6%		6	Lower tax rate of c.24% in FY-2024 expected mainly due to
EAT post minorities	11.0	15.4	(28.7%)	20.4	24.2	(15.5%)		higher expected share of earnings from JV leading to stable EAT margins of 8%, in line with expectations
EPS ¹	0.25	0.36	(30.1%) 6	0.47	0.56	(16.1%)		margins of 070, in time with expectations

Strong balance sheet

€m	30/06/2024	31/12/2023
Corporate debt	181.1	
Project debt ¹	277.8	
Financial debt ¹	458.8	454.5
Cash and cash equivalents and term deposits ¹	(254.6)	
Net financial debt ¹	204.2	186.8
Inventories and contract asset / liabilities	1,295.4	
LTC ^{1,2}	15.8%	15.1%
Adjusted EBIT (LTM) ³	76.2	
Adjusted EBITDA (LTM) ³	81.4	
Net financial debt ¹ / adjusted EBITDA	2.5x	2.1x

- Maintaining very moderate LTC of 15.8%
- ... and also very solid net debt/adjusted
 EBITDA of 2.5x at trough of earnings cycle
- Balance sheet offers ample headroom for growth

Financially strong position

Cash Flow (€m)	Q2 2024	Q2 2023	H1 2024	H1 2023
EBITDA adj.	19.0	28.8	36.1	45.8
Other non-cash items	2.2	(5.5)	(3.7)	(6.8)
Taxes paid	(4.3)	(2.0)	(7.7)	(3.3)
Change in working capital	30.1	13.0	(5.4)	(76.1)
Operating cash flow	47.0	34.3	19.3	(40.4)
Land plot acquisition payments (incl. RETT) ¹	1.1	4.1	1.8	9.7
Operating cash flow excl. investments	48.1	38.4	21.1	(30.7)

•	Sound cash generation from high share of pre-sold projects; significant positive
	operating cash flow expected also for FY-2024 (prior to land plot acquisitions)

- EUR 1.8m new land payments relating to prior year commitments
- Only limited impact of recent acquisitions on short term liquidity (total purchase price c.€30m); new land plots expected to be partially financed with debt (c.50%)

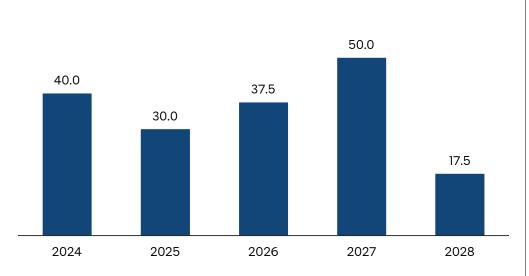
Liquidity (€m)	Total	t/o drawn	t/o available
Corporate debt			
Promissory notes	175.0	175.0	-
Revolving Credit Facilities	151.6	-	151.6
Cash and cash equivalents and term deposits ²			254.6
Total corporate funds available			406.2
Project debt ²			
Project finance ^{2,3}	464.7	271.7	193.0

- Net cash position on corporate level
- Clear intention to seize growth opportunities in the land market from a position of strength

² Q2/24 Excl. €160million restricted cash and €111.1 million financial debt in connection with Project Westville client related subsidized KFW loan 3 Net available project financing

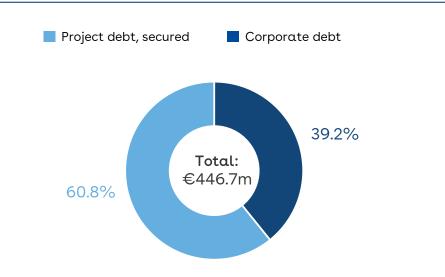
Financing: Successful smoothing of maturity profile

Maturity profile (corporate debt) as of 30/06/2024



Weighted average corporate debt maturity	2.0 years
Weighted average corporate interest costs	4.4%
Share of corporate debt with floating interest	0%

Secured/unsecured as of 30/06/2024



- Successful smoothing of maturity profile through partial extension of the €100m promissory note - €35m extended to 2026 & 2028¹
- Majority of financial debt is project related
- Net cash position on corporate level

Outlook: On track for FY 2024 targets

€m	Forecast 2024
Revenues (adjusted)	500-600
Gross profit margin (adjusted)	~22%
EAT (adjusted)	30-40
Volume of concluded sales contracts	>300

<u>Appendix</u>

Project portfolio key figures

€m	Q2 2024	Q1 2024	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022
Volume of sales contracts	34.0	88.0	120.1	20.2	18.4	52.7	42.0	104.6	58.0
Project Portfolio	7,124.9	6,885.8	6,972.0	7,015.5	7,182.6	7,600.4	7,668.8	7,827.4	7,727.4
thereof already sold	2,784.8	2,781.1	2,693.4	2,822.7	2,868.8	2,958.7	2,987.3	2,945.4	2,891.4
thereof already realized revenues	2,246.3	2,140.7	2,022.5	2,089.4	2,002.2	1,944.7	1,902.7	1,721.0	1,597.1

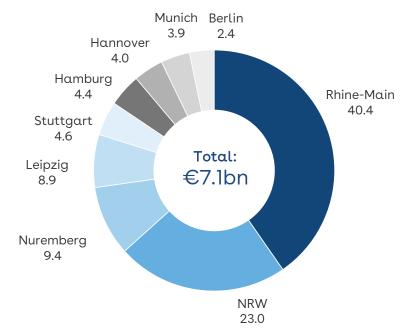
Units	Q2 2024	Q1 2023	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022
Volume of sales contracts	68	213	195	37	28	110	44	199	96
Project Portfolio	14,760	14,252.0	14,252.0	14,269.0	15,148.0	16,107.0	16,209.0	16,580.0	16,644.0
thereof already sold	6,448	6,430.0	6,217.0	6,588.0	7,017.0	7,198.0	7,309.0	7,265.0	7,179.0

(Unless otherwise stated, the figures are quarterly values)

<u>Diversified project portfolio across most attractive</u> <u>German regions</u>

Project portfolio as of 30/06/2024 by region (GDV)

In %

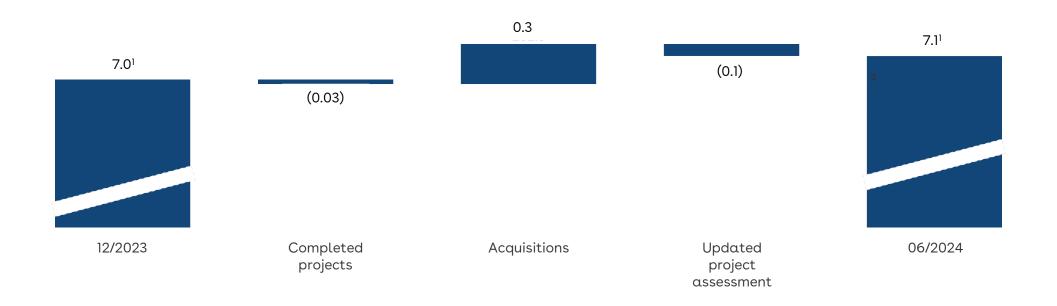


- 46 projects / 14,760 units / ~1,304m sqm of saleable space
- 96% in metropolitan regions
- ~78 average sqm / unit
- ~€5,683 ASP / sqm
- Additional four JV projects (INS share of GDV: ~€630m)

Significant pipeline; well prepared to seize market opportunities

Project portfolio development (GDV)

In €bn



Expected future cash flows suggest significant upside¹

Fundamental Instone value rests on three distinct pillars



- c.€2.9bn currently under construction
 - t/o **c.€2.7bn** pre-sold (90%)
- In addition c.€180m pre-construction already pre-sold
- → Tangible and substantially de-risked cash-flow profile

2 Land bank

- Residual unsold and paid land bank recognised at cost² of ~€450m
- → Substantial incremental value

3 Future potential

- Ability to source new projects
- Highly attractive opportunities likely to materialise within 12-24 months
- Additional income streams from various strategic initiatives

(As of 30 June 2024; in EUR million)	
De-risked free cash flow from projects under construction ¹	~330m
Unsold land bank at cost ²	~450m
Notional gross asset value ²	~780m
Net debt	-204.1
Notional value to shareholders³	>570m

¹ Free cash flow post platform cost and taxes; Incl. proportionate share of at-equity JVs

² Note: "unsold land bank at cost" excluding unsold portion of projects under construction

³ Note: 43.32m shares issued and outstanding (excluding Treasury shares)

<u>Growth Opportunities Act with attractive tax incentives for newbuild properties (scenario analysis)</u>

Model assumptions	
Price /sqm	5,700 €
Lettable space	85 sqm
Purchase price	484,500 €
Ancillary costs	38,760 €
Land (18% of total purchase price)	94,187 €
Buidling costs	429,073 €
Buidling costs per sqm	5,048 €
Rental yield	4%
Rental growth p.a.	2.5%
Equity ratio (30%)	156,978 €
Debt interest rate	3.5%
Income tax	44%

Tax incentives allow for fast payback of capital and highly
attracitve inflation protected post tax returns for
buy-to-let investors

 Tax free diposal 	gains	after	10 u	ears
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Payback of capital from tax incentives		
	4 years	10 years
Total depreciation	142,658 €	218,532 €
Depreciation as % of total purchase price	27.3%	41.8%
Tax incentive	63,212 €	96,831 €
Tax incentive as % of total purchase price	12.1%	18.5%
Tax incentive as % of equity	40.3%	62%

Attractive post tax returns		
Average RoE (cash returns)	12.8%	9.5%
Tax free disposal gains after 10 years		

• Growth Opportunities Act:

- 5% degressive on new build properties
- plus additional 5% linear depreciation over 4 years (according to § 7) if tax relevant building costs are
 <5,200 €/sqm and energy standard of QNG 40 certitification is met

Project portfolio as of 30/06/2024

(projects > €30m sales volume, representing total: ~ €7.1bn)

Project	Location	Sales volume (expected)	Lettable space (sqm)	Land plot acquired	Planning right obtained	Sales start	Construction started
Hamburg							
Kösliner Weg	Norderstedt	93m €	24,589			2025	
Sportplatz Bult	Hanover	117m €	24,007			2029	
RBO	Hamburg	218m €	29,876				
Büntekamp	Hanover	165m €	25,044		•	2025	
Berlin							
Nauen	Nauen	167m €	29,051			2025	
Fontane Gärten	Potsdam	66m €	9,563				
NRW							
Unterbach	Düsseldorf	199m €	38,537				•
Literaturquartier	Essen	N/A	17,981				
REME	Mönchengladbach	128m €	28,315		•	2025	
west.side	Bonn	203m €	63,603				
Gartenstadtquartier	Dortmund	93m €	25,514		•	2025	
Bickendorf	Cologne	625m €	145,492			2028	
6-Seen Wedau	Dulsburg	78m €	16,605			2024	
Kempen	Kempen	50m €	11,103			2025	
Grafental	NRW	186m €	29,693			2024	

Note: Semi-filled circle means that the milestone has already been achieved for sections of the project (land plot acquisition, start of sales or construction). Concerning the building rights the semi-filled circle means that the zoning process has been initiated. No circle for "land plot acquired" means that the land has not yet been purchased but secured by contract

Project portfolio as of 30/06/2024

(projects > €30m sales volume, representing total: ~ €7.1bn)

Project	Location	Sales volume (expected)	Lettable space (sqm)	Land plot acquired	Planning right obtained	Sales start	Construction started
Rhine-Main							
Delkenheim	Wiesbaden	113m €	51,304				
Schönhof-Viertel	Frankfurt	615m €	90,449				
Friedberger Landstr.	Frankfurt	298m €	38,241			2027	
Elisbethenareal	Frankfurt	84m €	9,989			2025	
Steinbacher Hohl	Frankfurt	N/A	13,746				
Gallus	Frankfurt	46m €	5,791			2027	
Westville	Frankfurt	N/A	101,224				
Heusenstamm	Heusenstamm	191m €	33,432			2025	
Kesselstädter	Maintal	229m €	38,315			2025	
Polaris	Hofheim	64m €	10,250			2024	
Rheinblick	Wiesbaden	303m €	51,751			2026	
Eichenheege	Maintal	115m €	18,055			2027	
Lahnstraße	Frankfurt	76m€	10,205			2025	
Leipzig							
Parkresidenz	Leipzig	273m €	64,962				
Rosa-Luxemburg	Leipzig	161m €	25,966			2025	
Heide Süd	Halle	56m €	10,388			2025	

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(projects > €30m sales volume, representing total: ~ €7.1bn)

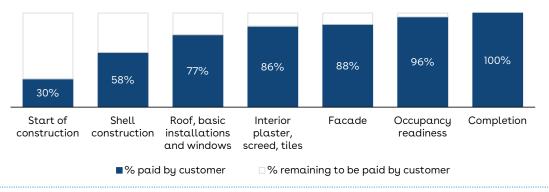
Project	Location	Sales volume (expected)	Lettable space (sqm)	Land plot acquired	Planning right obtained	Sales start	Construction started
Baden-Wurttemberg							
Rottenburg	Rottenburg	170m €	33,912				
Hemenberg III, Schäferlinde	Herrenberg	78m €	14,238			2026	
Hemenberg II, Zeppelinstraße	Herrenberg	80m €	13,586			2025	
Bavaria South							
Ottobrunner	Munich	107m €	10,869			2025	
Beethovenpark	Augsburg	N/A	19,109				
Bavaria North							
Eslarner Straße	Nuremberg	62m €	12,570				
Lagarde	Bamberg	91m €	17,779				
Schopenhauer	Nuremberg	64m €	11,206				
Seetor	Nuremberg	112m €	16,134				
Boxdorf	Nuremberg	65m €	10,099				
Thumenberger	Nuremberg	120m €	16,291			2025	
Worzeldorf	Nuremberg	70m €	11,660			2026	
Lichtenreuth	Nuremberg	84m €	11,653			2026	

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Favourable regulatory framework leading to attractive cash

flow profile

Private Customer's Payment Profile for German residential development projects



German regulatory framework for customer payments compared to other European markets

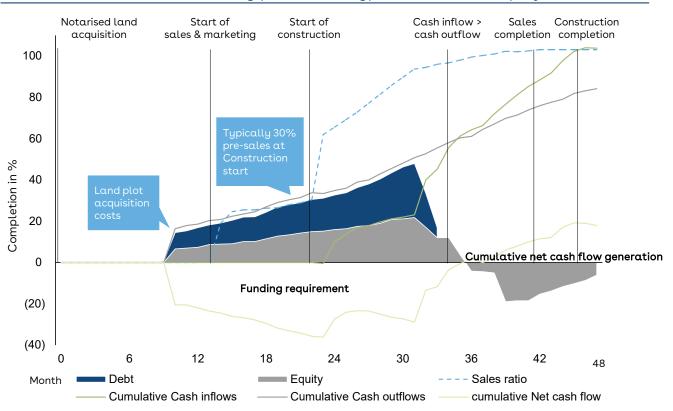


- De risked: B2C development process per se low-risk via regulatory framework ("MaBV")¹
- Certainty: No cancellation possibilities
- Capital-light: Predefined payment schedule limiting equity requirement from Instone
- Very favourable payment schedules vs. other European countries, particularly UK, Ireland and Spain

Significant amount of construction costs covered by customers' regular payments

Funding requirements minimized due to high pre-sales levels

Illustrative cumulative financing profile of a typical B2C Instone project



- Debt financing land c.50% (with zoning c.75%)
- Debt financing construction up to c.80%
- Revenue recognition: GDV x Sales Progress (%) x Construction Progress (%)

Supportive German subsidy schemes

Key positives from new subsidy scheme

The German government increases tax depreciation and invest >1bn p.a. to support owner-occupiers (help-to-buy) and new build of rental apartments

Programme details	Name: Social housing subsidies Budget: 3.15bn in 2012 (18.5bn total volume until 2027) 40% of investment born by the federal states	 Name: Degressive Depreciation (Growth Opportunities Act) Volume: 5% depreciation p.a.; can be combined with 5% special depreciation (§ 7 EstG) if tax relevant selling pric excl. land is below 5,200 / sqm (QNG criteria must be met) 	e • Start: Oct. 16, 2023	 Name: "Klimafreundlicher Neubau" = climate friendly new-build Volume: EUR 0.76 billion (KFN)² Start: 2023 Renewal, February 2024
Recipient	Beneficiary: Housing companies, institutional and private investors Eligibility New construction, extension or conversion of new living space; Modernisation of existing space Social rental apartments or owner-occupied residential properties	Buy-to-let investors For newly built residential properties	 Families with at least 1 child <18 years living in their household Household income of max. €90,000 (up from €60,000 previously) plus €10,000 per child Required to own at least 50% of the building (as only home in Germany) 	Resi landlords, other institutional or private investors
Objective	Support the construction and modernisation of social housing	Expected to have a l positive impact on the return expectations Increased willingness to pay from private buy-to-let investors (due to full tax deductibility from personal income) Boost construction of rental apartments	Help-to-buy: Build or buy new home/condominium for own use for the first time (for at least 10 years) Energy efficiency: at least energy standard KfW40 (plus additional requirements regarding GHG emissions defined in regulation "Qualitätssiegel Nachhaltiges Gebäude") Higher subsidies possible with the additional certificate for sustainable buildings "QNG"	
Subsidies	Loan per apartment = 200k Amortisation discount = 30-35% Interest rate : 0-0.5% Required minimum energy standard of 55	 Increase of depreciation on newly built residential properties from (currently) 3% linear to 5% degressive p.a.; threshold for special depreciation from 4,800 to 5,200 / sqm 	No direct grant; max. one housing unit Subsidized mortgages, reduced interest costs (0.01%-0.8%') by federal KfW Bank 90,000 EUR-270,000 EUR loan volume (with QNG certificate) Will be accepted as equity substitute	No direct grant Subsidized mortgages (2.52%- 3.02%) by federal KfW Bank (volumes per unit) Max. 100,000 EUR loan volume Up to 150,000 EUR with QNG certificate

<u>Driving sustainable success: how value creation is linked to</u> sustainability

Major ESG-KPIs achievements



- EU Taxonomy-compliant revenues: c.90% in FY2023 (up from 86.7% in FY2022)
- Improved share of projects/objects with energy requirements at least NZEB -10%¹: 100% in FY2023 (up from 97.4% in FY2022)
- GHG emissions scope 1 and 2 reduced by 46.1% from the base year 2020, in line with SBTi
- Implementation of 5 working groups with focus on ESG topics (predominantly reduction Scope 3 emissions) comprising 30 employees
- Social impact scoring model which is applied to each project
- Successfully implementation of the diversity target by increasing female representation on the supervisory board to >30%
- On track with implementation of CSRD/ESRS reporting

Key objectives





Predominantly **EU taxonomy-compliant**



100% of project/object portfolio with energy requirements of NEZB-10% by 2030



GHG emissions **scope 1 and 2** reduction **target of 42% reached.** Review of new targets.



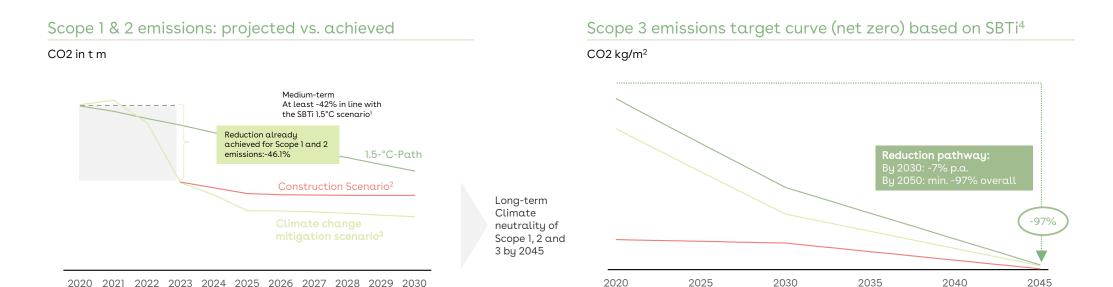
Net Zero climate neutrality by 2045



>50% of revenues from **affordable housing** by 2030

Continuous expansion of ESG governance

Clear pathway to reduce GHG emissions scope 1 to 3



- Scope 1 and 2 emissions reduced by 46.2% in 2023 vs. base year 2020 (in line with SBTI requirements) through gradual conversion from construction sites to green
 electricity and replacement of company vehicles with electric vehicles
- For scope 3 emissions (~99% of total emissions), an average reduction of energy intensity (GHG scope 3 emissions) by 5.9% in 2023 compared to the previous year

—Total ——Upstream —

Downstream

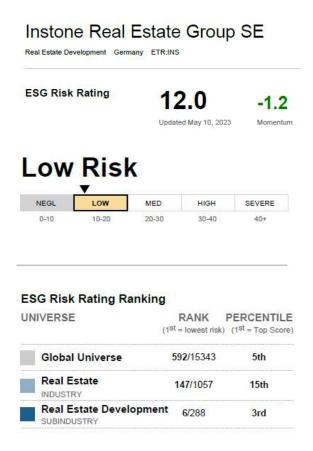
¹ Baseline 2020 has changed vs. prev. report, further explanation can be found in the Annual Report

² BAU scenario: based on the assumption that decarbonizing the energy sector is only progressing moderately

³ Climate protection scenario: based on the assumption that decarbonizing the energy sector achieves climate neutrality in 2045

⁴ Upstream emissions: cover erection of the building (incl. manufacturing of materials) / downstream emissions: largely consist of the use phase (95%) and of the demolition/disposal (5%)

ESG: Top rating underscores commitment to industry leadership





- INS among the top 3% of the 288 global real estate development companies
- Top 5% across all sectors

<u>Major ESG-KPIs - achievements</u>

	Major KPIs	2023	2022	
	Taxonomy-compliant revenues (in %)	90.0	86.7	
	GHG emissions / scope 1 and 2 abs.	1,437 t CO ₂ e	2,390 t CO ₂ e	
F	GHG emissions in relation to net project space	1,447 kg CO ₂ e/sqm	1,537 kg CO ₂ e/sqm	
	Water consumption in relation to reveneues ²	0.000056 ccm/€	0.000056 ccm/€	
	Charging stations for EVs	1,855	1,433	
	Brownfield developments (land plot size)	423,793sqm	~532,000sqm	
	Shares of affordable housing: social / subsidized / nyoo/ privately financed	16% / 1%/ 6% / 78%	18% / 1% /7% % / 78%	
S	Share of female employees in management positions (below C-level)	20% (1st) / 28% (2nd)/	20% (1st)/ 28% (2nd)/)	
	Number of daycare places / playgrounds	1,759/ 118	1,713/ 109	
	Code of Conduct for employees and contractors (UN Charter)	100%	100%	
	Employee compliance and data protection training	100%	100%	
G	Compliance cases (suspected)	0	0	
	Diversity Supervisory Board (female share)	33%	20%	
	Client Satisfaction (range 1-5; 1 best)	1.3	1.7	

¹ Value determined based on the number of properties 2 Consideration of 24 construction sites

Instone share

Basic data

• ISIN: DE000A2NBX80

• Ticker symbol: INS

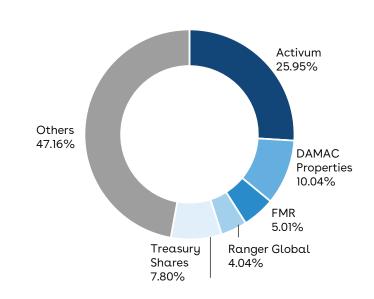
• No of shares: 46,988,336

Market cap: €445.4m

• Average daily trading volume: €0.2m

• Market segment: Prime Standard, Frankfurt

Shareholder structure (August 2024)



Financial calendar

2024

August	80	Group Interim Report for the first half of 2024
September	tbd	Roadshows London & Paris
September	23	Berenberg & Goldman Sachs German Corporate Conference, Munich
September	24	Baader Investment Conference, Munich
October	17	Warburg Small and Midcap Conference, Munich
November	07	Quarterly Statement for the first nine months of 2024

The Instone Management Board

Kruno Crepulja



- CEO since 2008 (of Instone's predecessor formart)
- Comprehensive experience as an engineer, site manager and project developer
- 17-year career on the management boards of large development companies
- Appointed until 31 December 2025

David Dreyfus



- CFO, effective September 1, 2023
- >28 years of experience in corporate finance and capital markets, including as Director with Lazard and Senior Partner of Lilja & Co.
- Dreyfus already advised Instone in preparation and execution of its IPO in 2017 and 2018
- Appointed until 31 December 2027

Andreas Gräf



- COO since 2008 (of Instone's predecessor formart)
- Established the residential development as a standalone business model at HOCHTIEF
- Working in the construction and real estate sector for 30 years
- Appointed until 31 December 2025

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Thank you

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