Equora Capital

Transforming market sentiment
into long-term value.

INVESTOR PRESENTATION · LUXEMBOURG · 2026

ABOUT

Company Overview

Luxembourg-based investment firm focused on commercial and residential real estate opportunities across Europe and selected international markets.

DOMICILE

Luxembourg

FOCUS

Commercial & residential real estate

GEOGRAPHY

Europe and selected markets

OUR APPROACH

Transforming market sentiment into long-term value.

We identify opportunities where dislocation creates value and deploy capital alongside trusted operating partners.

Investment Model

01

Strategic partner

in high-quality real estate developments

02

Active involvement

across the full project lifecycle with own capital at risk

03

Co-investment

opportunities for a network of selected clients

04

Tailored junior financing

private placements of project-specific bonds

05

Institutional focus

EU and Swiss private banks, asset managers and real estate funds

Leadership

25+ years

in real estate, plus 18+ years in investment banking and structured finance

BACKGROUND

Senior roles. Previously at Bank Julius Baer.

Achievements. Built and led the CART platform.

Expertise. Bespoke cross-asset structured products.

Reach. Europe, the Middle East and Asia.

RECENT INVESTMENT

CHF 70m project. 2024 Paradeplatz, Zurich – office-to-retail conversion.

Markets. Switzerland, Germany, UAE, Turkey, UK.

Dr Murat Ay

Senior Leadership & Finance Expert

THE TEAM

Leadership

15 years

of integrated financial services across multiple jurisdictions

CAREER PATH

Background. Economist and chartered accountant.

Experience. Both in-house and consulting expertise.

Specialization. Serving Real Estate firms and funds.

CREDENTIALS

Education. MSc, Business Management & Economics, U. Extremadura.

Memberships. Luxembourg OEC; Spanish-Lux Chamber of Commerce.

Certification. Chartered Accountant.

Jose Lopez

Economist & Chartered Accountant

Profit-Participating Notes

Limited-recourse profit-participating notes (PPNs) issued on 8 December 2025.

AGGREGATE NOMINAL

up to €10 million

Privately offered to professional investors.

MATURITY

10 December 2035

10-year tenor with limited-recourse structure.

TARGET PERFORMANCE

~8% p.a.

Anticipated average rate, before tax. Not guaranteed.

SETTLEMENT & CUSTODY

Swiss ISIN issued through SIX SIS – the national Central Securities Depository of the Swiss financial market, providing settlement and custody for national and international securities.

Investment Strategy

GEOGRAPHY

Residential and commercial real estate development across Europe.

ASSET LIFECYCLE

Acquisition, development, redevelopment, construction and renovation.

PROJECT SCOPE

Feasibility, due diligence, planning and concept – through sale or leasing.

European real estate

Profit Structure

PPN returns are derived from the net proceeds of underlying property development projects, less related costs.

Revenue & inflows

PLUS

- Dividends and profit distributions
- Capital gains
- Redemption and liquidation proceeds
- Interest and coupons on loans or other debt financing

Deductions & costs

LESS

All related costs, expenses, disbursements, charges, duties and liabilities of Equora Capital in connection with the relevant property development projects.

WHAT'S DEDUCTED

Costs

Related costs and disbursements may include (but are not limited to):

01

Administration

Creation, existence, administration, management, maintenance in good standing and regulatory compliance.

02

Investment structuring

Structuring, implementation, preservation and protection of investments into the property development project or SPV.

03

Security & enforcement

Creation and enforcement of security, guarantees, indemnities; structuring exits and collection of sums payable.

04

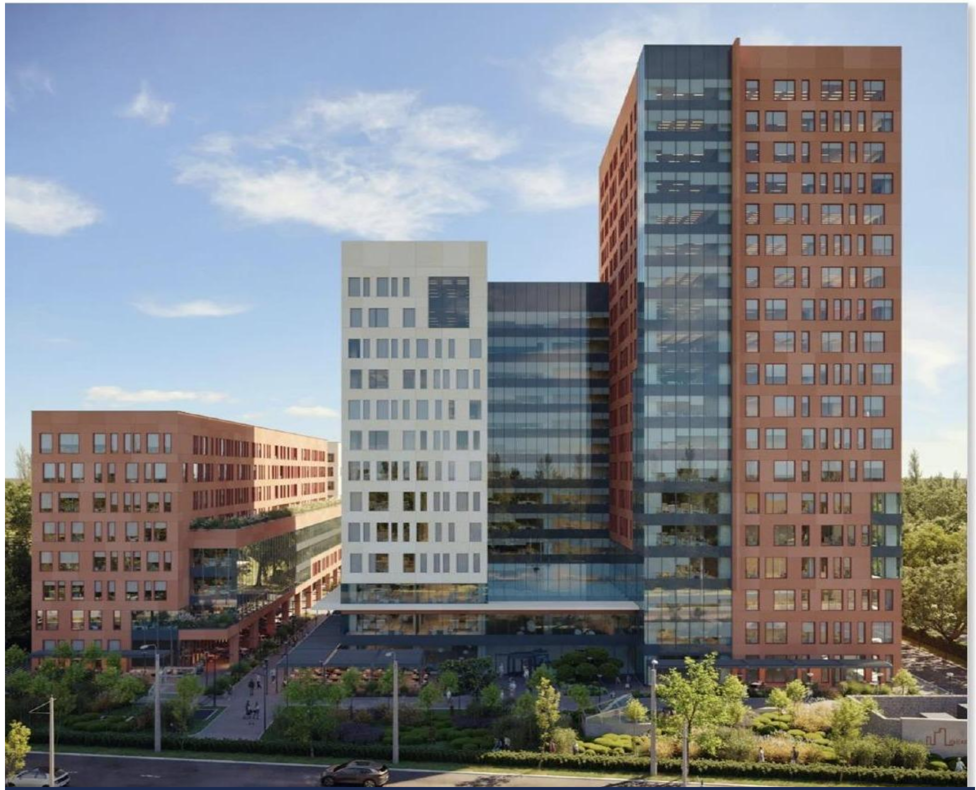
Notes & liquidation

Issuance, sale, redemption or cancellation of the PPNs; any liquidation of the relevant compartment.

@Expo

TOTAL GLA	ACQ. PRICE	TARGET EXIT	PROJECTED IRR
~48,700 m²	**~€52.5m**	**~€104m (2031)**	**~17.4%**

Address	1C Expozitiei Blvd – near Piața Presei Libere, light metro 41
Type	Class A office campus, 3 buildings (A, B1, B2)
Completion	B1 & B2: Q3 2021 · Building A (tower): Q3 2023
Parking	737 underground spaces (ratio 1:64 m²)
Certifications	BREEAM Outstanding + WELL (both phases)
HVAC	Energy-efficient radiant ceiling for reduced utilities cost
Key tenants	Telekom Romania, Gameloft, Caterpillar, Securitas
Plan horizon	6-year business plan 2026 – 2031; lease-up in progress

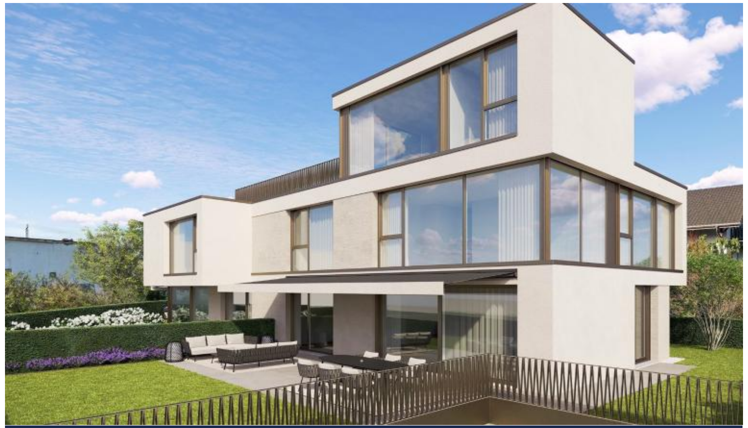


Bucharest, Romania

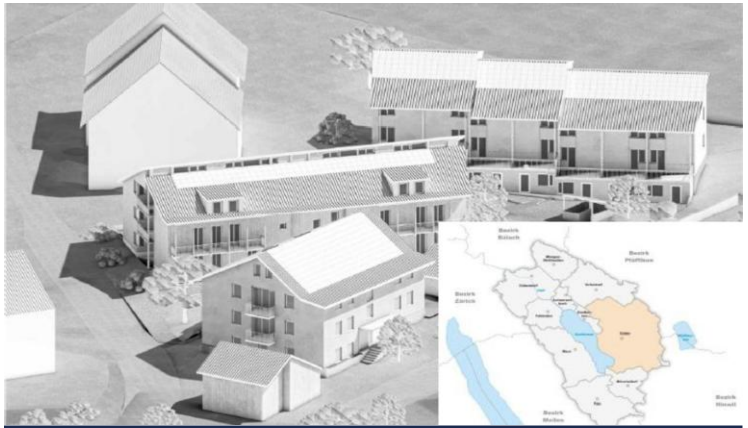
Upcoming Expozitiei subway station across the street, completion scheduled 2027.

Prior Top Manager's Experience

Düsseldorf, Germany



Gossau, Switzerland



Uster, Switzerland

Vive Bismarck

Type	Residential + retail
Units	24 apartments + 2 retail
Total area	2,047 m²
Sales price	€14.4m
Completion	Spring 2026

Gossau

Type	Premium residential
Region	Hinwil, Züricher Oberland
Layout	3 bedrooms + flexible lower level
Parking	2 underground + 1 visitor
Status	In delivery

Uster

Type	Residential development
Region	Wermatswil, Züricher Oberland
Revenues - Costs	CHF 29.2m - CHF 21.6m
Profit pre-tax	CHF 7.6m
Completion	2028 (36-month build)

Joint Venture Partners

HUNGARY & EUROPE · DEVELOPMENT + CO-INVESTMENT

Synergy

SYNERGY

COMPANY PROFILE

Experience. 25 years, 100+ projects in industrial, infrastructure and commercial development.

Annual turnover. EUR 500m.

Competences. Developer and general contractor — ENR Top 250 International Contractors.

FRAMEWORK

Emerging partner for Equora Capital in Hungary, Romania and across Europe — providing early-stage project opportunities and the basis for a stronger development alliance.

SWITZERLAND & GERMANY · CONSTRUCTION + CO-INVESTMENT

staudtcarrera ag

staudtcarrera
ag

COMPANY PROFILE

Founded. 2012, Zwingen (Basel region), Switzerland.

Competences. High-end finishing — natural stone façades, flooring, building envelope.

Track record. Roche, Novartis, Kunsthaus Zürich, Mandarin Oriental.

FRAMEWORK

Specialist construction execution in Switzerland and Germany, with on-the-ground capability across projects in Grüt, Düsseldorf and Uster.

PARTNERSHIPS

Expert Solutions Partners

GERMANY · STRATEGIC DEVELOPMENT PARTNER

DCD Services

COMPANY PROFILE

Projects volume. EUR 1.7bn+.

Track record. 18 years on the German market.

Gross investment. EUR 30 – 300m per project.

FRAMEWORK

Strategic partnership established in 2025 for joint search and development of projects in Germany — Equora Capital provides vision and investor reach; DCD Services brings development expertise. Pathway toward a potential JV.

EUROPE · ASSET MANAGEMENT

Mondo Development

COMPANY PROFILE

Pipeline. 5 ongoing projects in Germany, Switzerland, Hungary, Romania and Serbia.

Background. 30+ years of shareholder experience in global development projects.

FRAMEWORK

Mondo's asset management stack is in active use across the current Equora portfolio. As a current milestone, both companies are upgrading the management concept of a 3-building office complex in Bucharest.

GET IN TOUCH

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