

Agenda

- 1 **Welcome**
- 2 **Management update**
Matthijs Storm & Dennis de Vreede
- 3 **LifeCentral Strategy update**
Joost van der Zee
- 4 **ESG & Sustainability**
Mart van Kuijk

Coffee break 15 min.

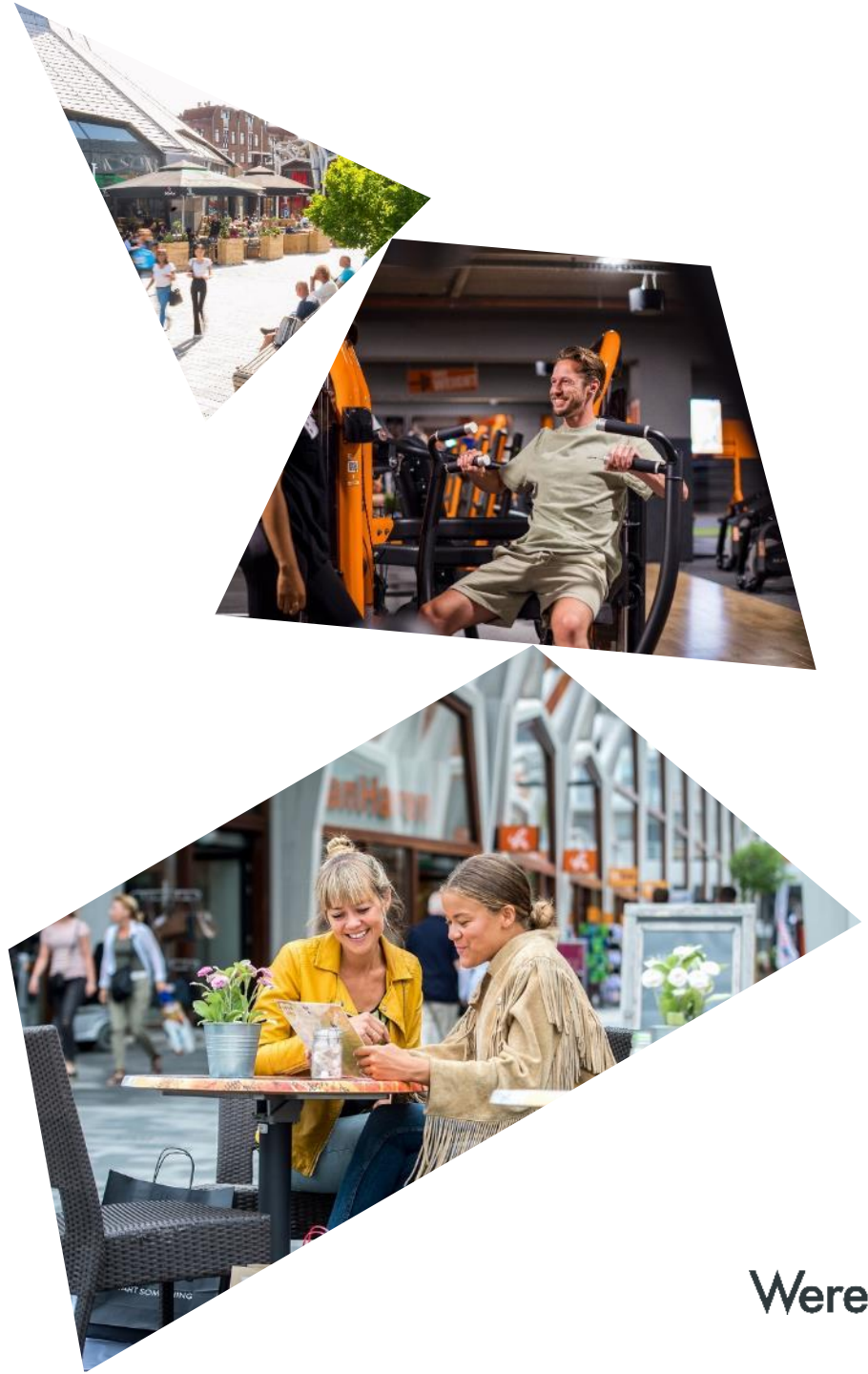
- 5 **Leasing market and commercial update**
Pieter Polman

- 6 **Operations update**
Jean-Philippe Pinteaux

Lunch

- 7 **Full Service Center tours**
Capelle aan den IJssel, Dordrecht

End of program



Introduction: Pieter Polman

Chief Commercial Officer (CCO)

Overseeing commercial developments, country leasing teams and cross-country leasing deals

Joined Wereldhave in 2011

Experience

2016 – 2023	Wereldhave Netherlands Managing Director
2014 – 2016	Wereldhave Netherlands Head of Leasing
2011 – 2014	Wereldhave Netherlands Leasing Manager
2008 – 2011	DTZ Zadelhoff Consultant Retail Services
2007 – 2008	Unibail-Rodamco

Education

- 2022 | New Board Program, Nyenrode Business University, Breukelen, Netherlands
- 2020 | High Performance Leadership, IMD Lausanne, Switzerland
- 2019 | Executive Program, Singularity University, Silicon Valley, USA
- 2017 | Accelerated Development Program, London Business School, London, England
- 2013 | Master of Real estate, Amsterdam School of Real Estate, the Netherlands



Pieter Polman
Chief Commercial Officer

Leasing market and commercial update



Leasing market update



Commercial team structure



Cross-border collaboration



Data-driven operations





Leasing market update

Our markets at a glance

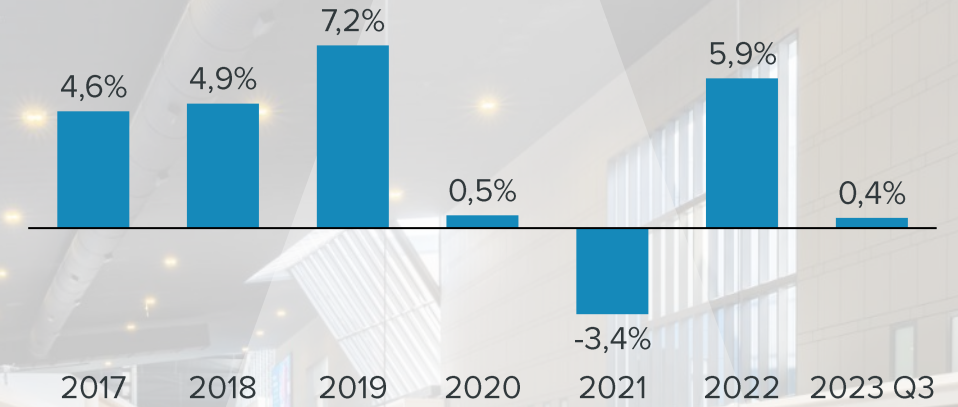
Belgium: very strong demand from tenants, driven by:

- Less oversupply of retail in the market
- Better retailer credit quality
- Limited e-commerce penetration
- Owner of dominant, high-quality, assets
- Belgian market provides growth opportunity for existing key accounts

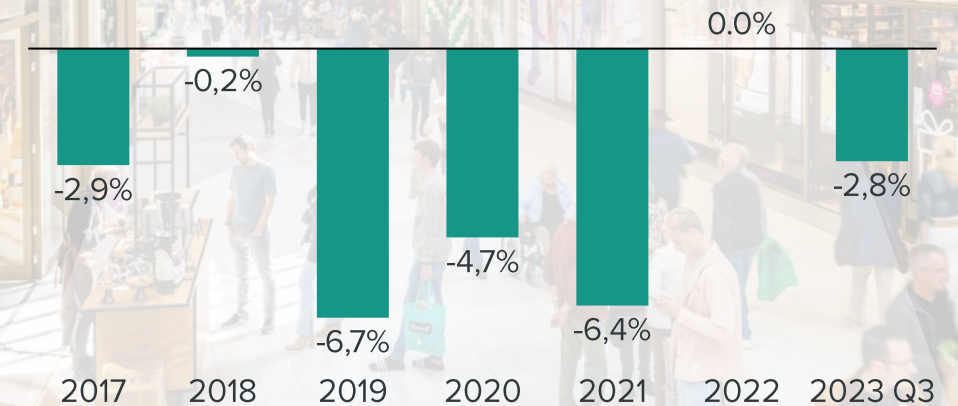
Netherlands: room for growth ahead, since rental revisions for top 25 key accounts are taken:

- Demand for transformed FSC space is solid
- Mixed-use partnerships gaining momentum
- Mixed-use rents are better than expected and continue to increase
- Limited impact of bankruptcies (e.g. Big Bazar)

MGR Uplift Wereldhave BE



MGR Uplift Wereldhave NL





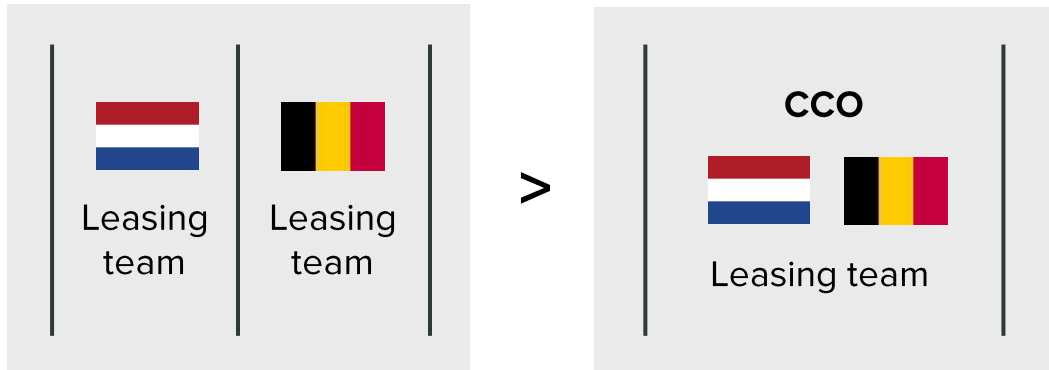
Commercial team structure

Our Strategy

Nurturing business partnerships for our Full Service Centers; leveraging existing relations while developing new (mixed-use) partners

Structure update: one strategy, one team!

From separate country leasing teams (silos) to centralized approach. Now organized to keep delivering on our strategy and grow.



Lessons learned implemented in new structure



From asset to key-account leasing

Optimizing our leasing organization in Belgium

Transformed commercial team from asset-dedicated leasing managers to key-account management

1. Lessons learned in NL (since 2015) implemented in Belgium
2. Top 25 retailers represented 47%¹⁾ of total rental income in Belgium
3. Recurring key account meetings
4. More customer centric
5. Better understanding of our partners' business model leads to better deals
6. Enable (better) deals through a portfolio-wide approach





Benefits of Category Management

Optimizing our leasing organization in the Netherlands

Transformed commercial team from generalist leasing managers to specialist category managers

1. Increase speed of transformations
2. Optimize for specialist knowledge and experience (new categories)
3. Create business opportunities
4. Skilled discussion partner (customer focus)
5. Optimize for a portfolio-wide approach (enable mixed-use package deals)

Leasing Manager



'generalist'

Category Manager



'specialist'



Hawaiian Poké Bowl

Partner case

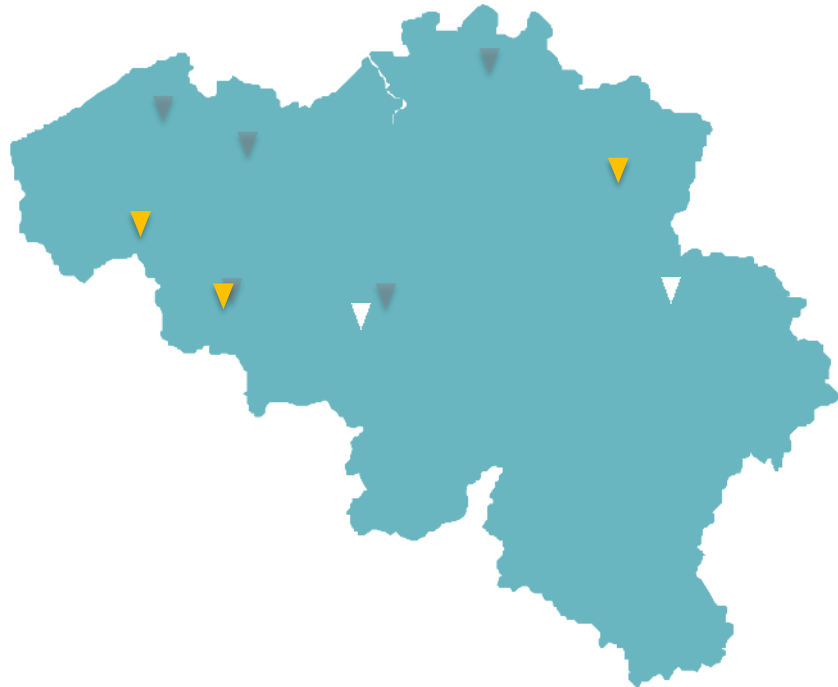


Cross-border partnerships

Hawaiian Poké Bowl



1st Wereldhave deal in 2020, now 4 locations
From 0 to 785 m² GLA



Strong presence in Belgium
3 Wereldhave centers



Market entry in the Netherlands
1 Wereldhave center (Tilburg)
2 new locations in research phase



BASIC-FIT

Basic-Fit & Wereldhave

Partner case



Cross-border partnerships

Basic-Fit

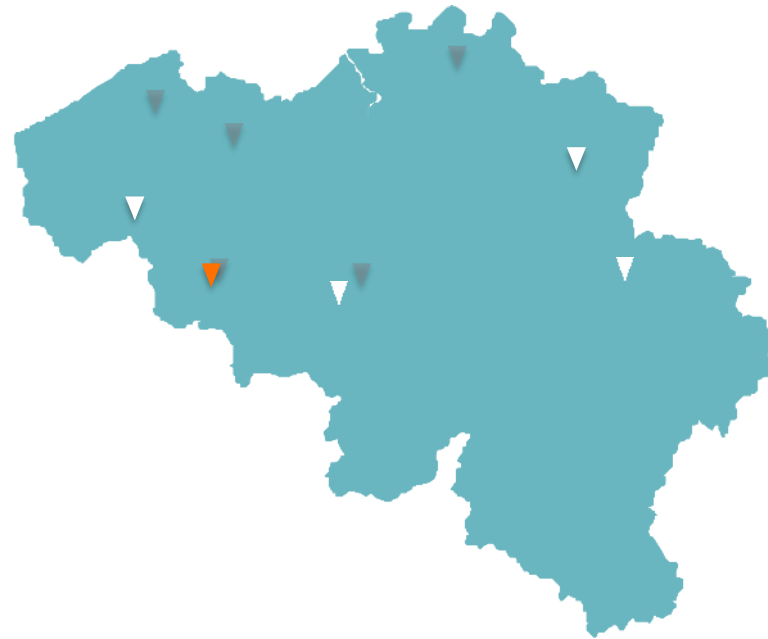
1st Wereldhave deal in 2019, now 7 locations
From 0 to 9,472 m² GLA

BASIC-FIT



**Strong and growing presence
in the Netherlands**

5 Wereldhave centers
2 in research phase



Expansion to Belgium

1 Wereldhave center
2 in research phase



Expansion to France

1 Wereldhave center



Douglas

Partner case



Cross-border partnerships

Leverage our partnerships and network across countries

Example: Douglas (key account in NL) announces further expansion into Belgium. 2 BE locations in negotiation.

FIRST DOUGLAS STORE IN BELGIUM OPENING NEAR ANTWERP

- › Rollout of omnichannel model to the Belgian market
- › First store opening in the Wijnegem shopping center near Antwerp: 450m² premium store offering an extensive beauty assortment including classic, exclusive, premium and corporate brands
- › Great store team being appointed, significant number of job applicants
- › More store openings planned in Belgium
- › Belgian online shop douglas.be active since 2021 with initial focus on Flanders



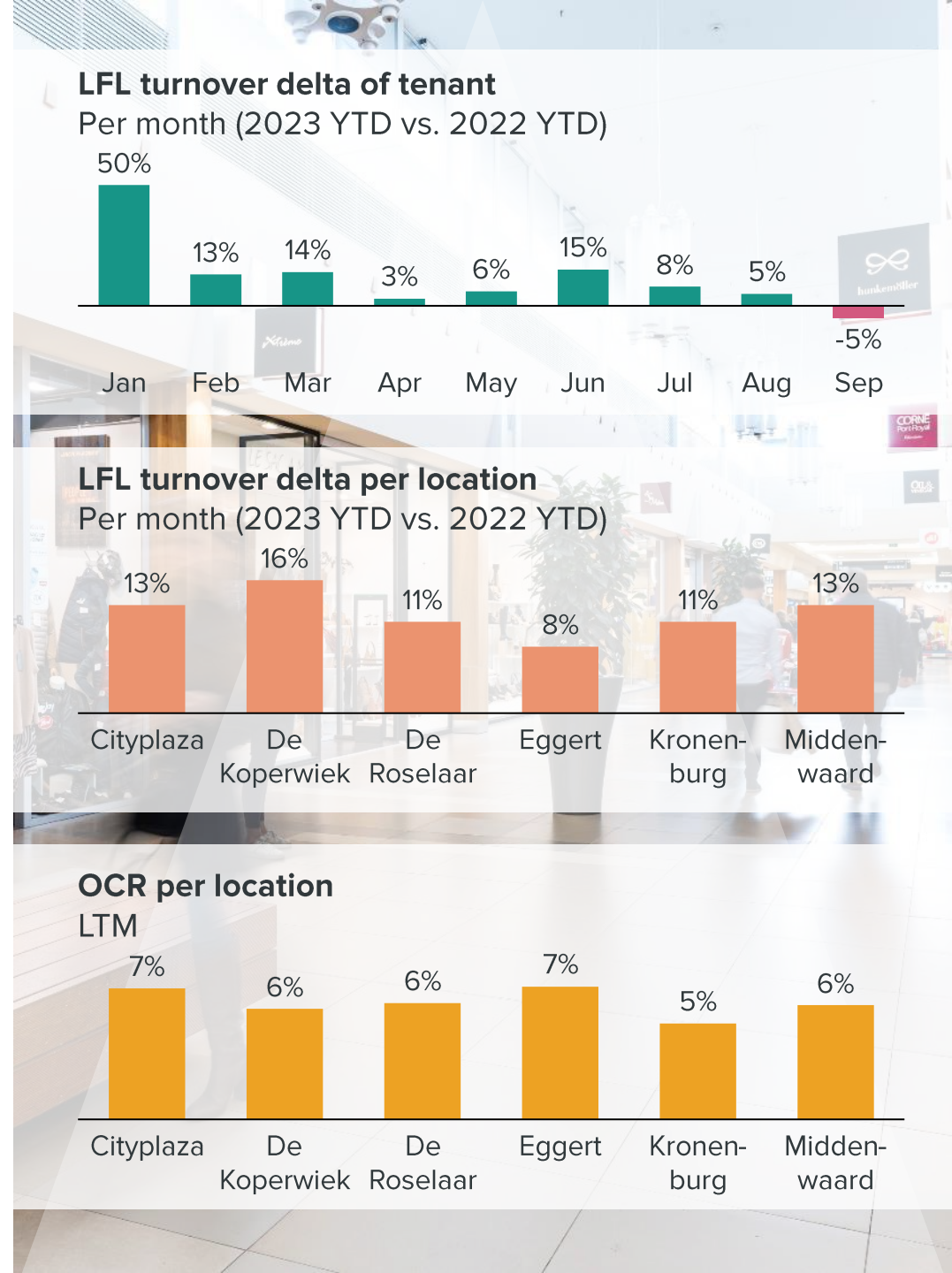


Data-driven operations

Our commercial operations are more data-driven, directly improving commercial negotiations and asset management

- In rental negotiations during Covid-19: seized opportunity for securing more turnover data (in NL) from tenants
- Result: Wereldhave now reporting tenant sales & OCR in Dutch market (unique), based on 62% of NL rent-roll sharing data
- Better insights support proactive asset management (e.g. tenant support, business planning, red-flagging and action planning)
- Better position for data-driven rental negotiations, better deals

Tenant example



Conclusions



Leasing market update

Solid demand in Belgium, Netherlands room for growth



Commercial team structure

Improved commercial team structure in Belgium and the Netherlands, aligned with LifeCentral strategy



Cross-border collaboration

Strengthened cross-border collaboration enables faster rollout of (mixed-use) tenants



Data-driven operations

Secured more turnover data from tenants, enabling more data-driven asset management, reporting and commercial operations





Wereldhave

better everyday life, better business