

# 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.

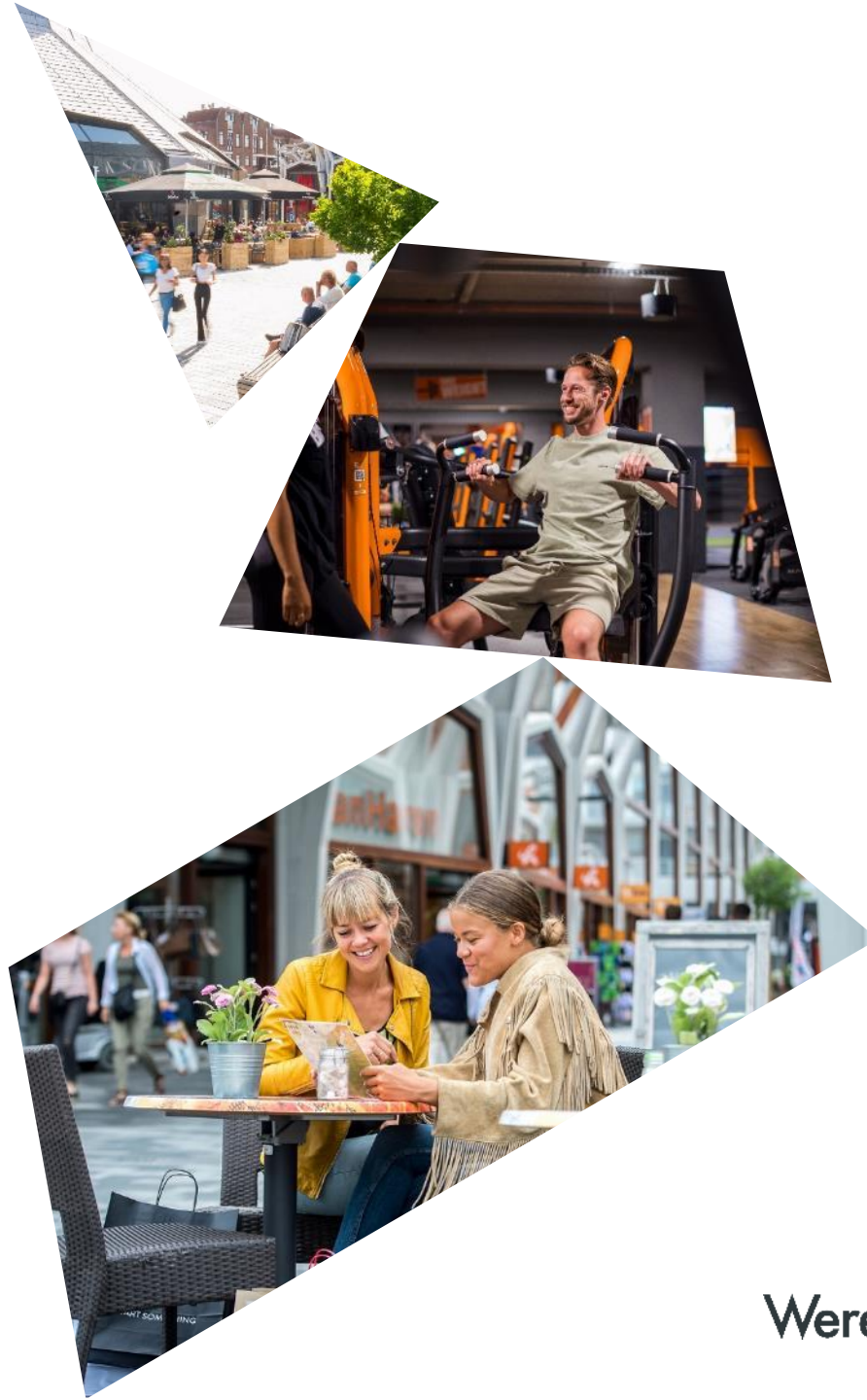
- 5 **Leasing market and commercial update**  
Pieter Polman

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

Lunch

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

End of program



# Introduction: Jean-Philippe Pinteaux

## Chief Operations Officer (COO)

Overseeing all operational activities in our 3 countries to foster best & market practices while optimizing our service charges, improving our hospitality standards & ensuring the roll out of our Better Tomorrow 2030 roadmap

Joined Wereldhave in 2015

## Experience

2023	Wereldhave   COO
2022 - 2023	Wereldhave France   Managing Director
2018 - 2021	Wereldhave France   Head of Asset Management
2015 - 2018	Wereldhave France   Retail Operations Manager
2013 - 2015	Unibail-Rodamco-Westfield   Shopping Center Manager

## Education

- 2023 | Strategy for Listed Real Estate, INSEAD, Fontainebleau, France
- 2013 | MSc in Entrepreneurship, ESCP-EAP, Paris, France
- 2011 | MSc in Management, IESEG school of Management, Lille, France



**Jean-Philippe Pinteaux**

Chief Operations Officer

# Operations update



Market update



Operations team structure



Cross-border expertise & processes harmonization



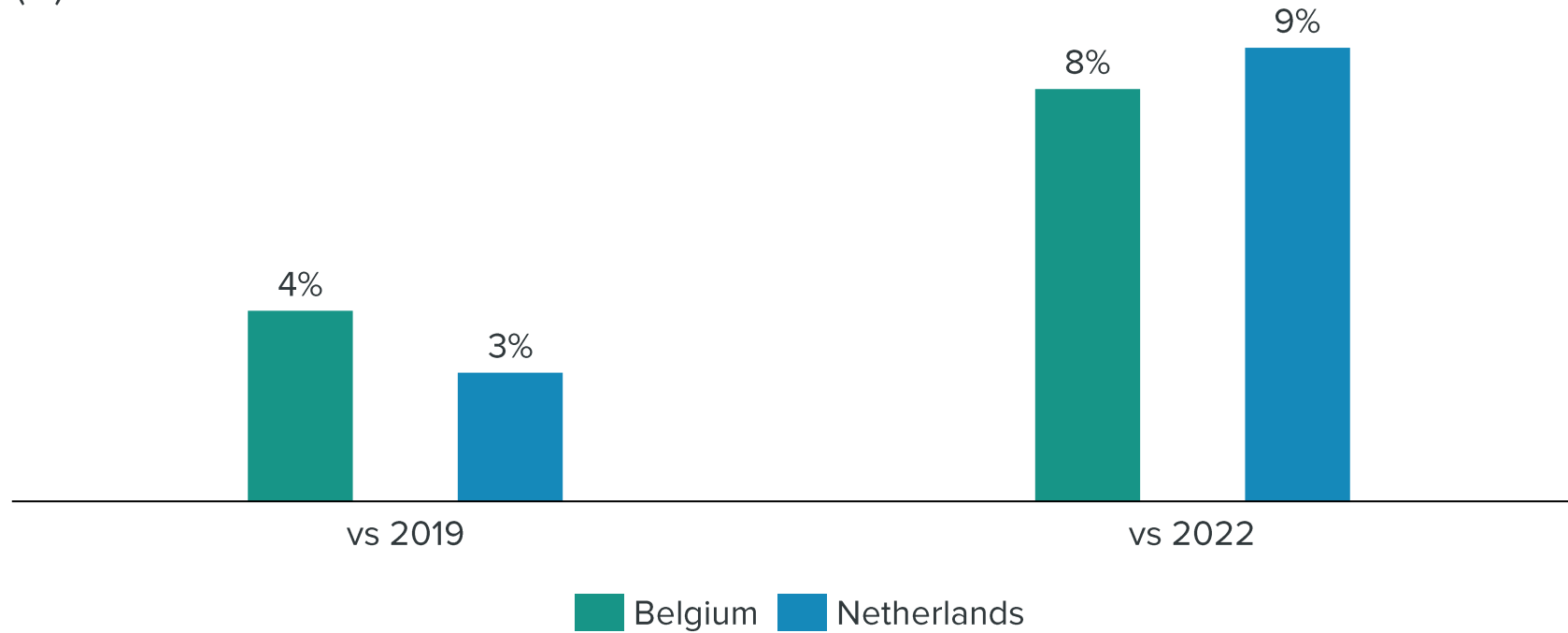
Hospitality approach & learnings from outsourcing





# Footfall Belgium and Netherlands is outperforming both 2019 and 2022

Change in visitors versus 2019 YTD and 2022 YTD (%)





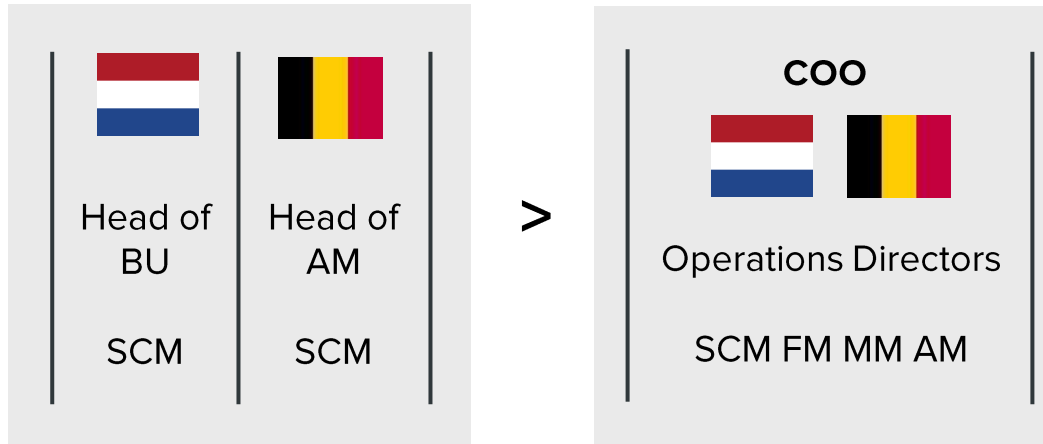
# Operations team structure

## Our Strategy

Spread best & market practice knowledge around our portfolio simultaneously and in the most efficient way to foster footfall and sales for our tenants

## Structure update: one strategy, one team!

From separate operational teams per country (silos) to centralized approach. We are now organized to keep delivering on our strategy and grow.



**Alignment between countries in decision-making is ensured**





# Cross-border expertise & processes harmonization



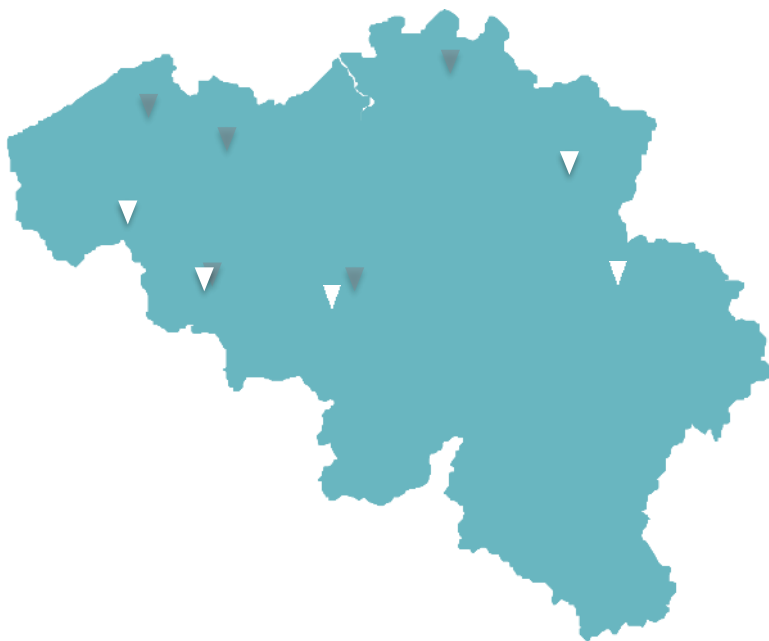
Development expertise  
ESG initiatives



11 locations (all FSC/shopping)  
329,000 m<sup>2</sup>  
2022: 55m visitors



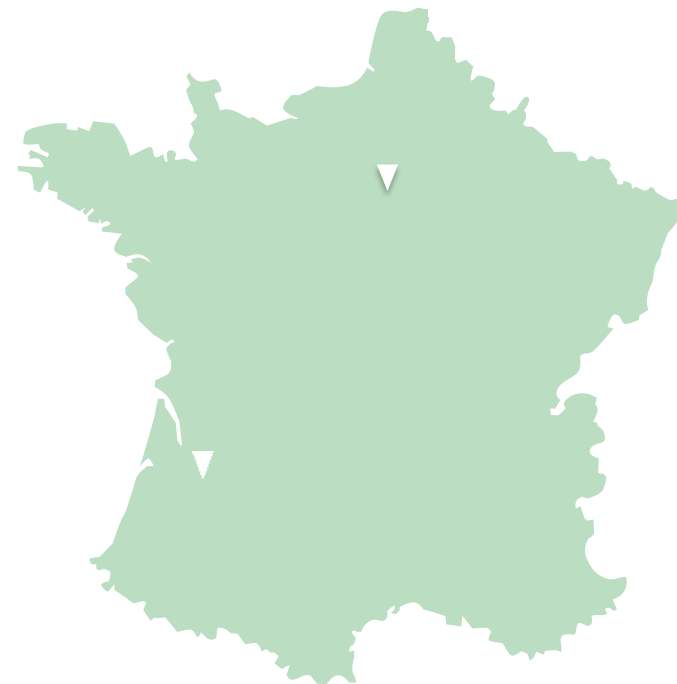
Daily exploration  
Marketing & Specialty leasing



11 locations (5 FSC/shopping)  
221,500 m<sup>2</sup>  
2022: 19m visitors



Energy Performance Contract  
National tenders



2 locations (all shopping)  
45,000 m<sup>2</sup>  
2022: 11m visitors



# Hospitality approach



## Hotel sector as a reference

For recruitment, for training, for works, for SLA's, etc.



## Always on the watch – listen to our customers

Implement a monitoring tool for our social medias regarding our assets & tenants



## Doing more with less

Reducing service charges to allow more room for rent growth



## Set higher standards results with team & suppliers

International tenders, contracts with penalties, key items for STIs, General Purchase Conditions, etc.





# Wereldhave

better everyday life, better business