

Capital markets day

France

4 October 2017

PARFOIS



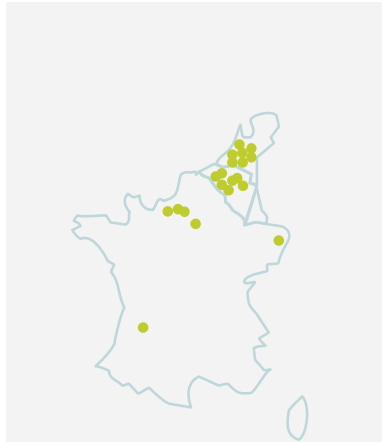
WERELDHAVE

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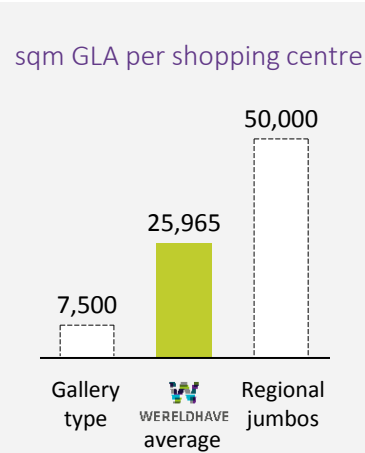
FULLY FOCUSED ON CONVENIENCE SHOPPING CENTRES

PRIME LOCATIONS IN REGIONAL CITIES



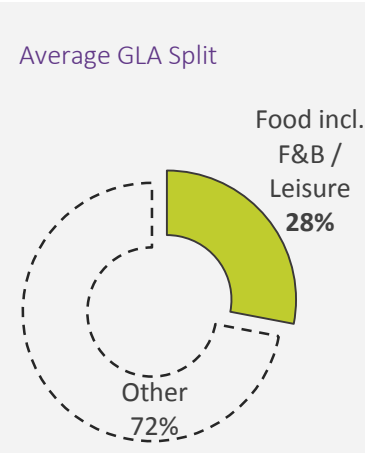
Located in cities with strong underlying demographic and economic fundamentals

BETWEEN 20,000 AND 50,000 SQM



Offering all daily shopping needs and social experience

FOOD ANCHORED



Containing 1 hyper or 2-3 supermarkets (31 out of 32 shopping centres)

DOMINANT IN THEIR CATCHMENT AREAS



Visitor number growth above market

OUR PORTFOLIO IN FRANCE



Saint Sever - Rouen
43,000 sqm, **9.2m visitors**



Mériadeck - Bordeaux
45,700 sqm (39,500 sqm owned by Wereldhave), **10.3m visitors**



Côté Seine - Argenteuil (Paris)
28,900 sqm, **5.4m visitors**



Rivetoile - Strasbourg
28,400 sqm, **6m visitors**



Docks Vauban - Le Havre
53,500 sqm, **5.6m visitors**



Docks 76 - Rouen
35,750 sqm, **4.1m visitors**

THE MANAGEMENT TEAM

TOTAL OF 53 PEOPLE, PROVIDING FULL INTEGRATION OF ALL FUNCTIONS

OLIVIER MOURRAIN - MANAGING DIRECTOR

Experience

Jan. 2015 Wereldhave France
2013 - 2014 Unibail Rodamco, Mfi AG,
Financial integration
2011 - 2013 Unibail Rodamco, CFO Nordics
2003 - 2011 Unibail Rodamco, Group Deputy Operations
Director
1999 - 2003 L'Oréal, Operations Director



Education

MSc in Business Management, Dauphine, 1999

OLIVIER MOURRAIN - DIRECTOR OF OPERATIONS

Experience

Jan. 2015 Wereldhave France
2013 - 2014 Unibail Rodamco, Mfi AG,
Financial integration
2011 - 2013 Unibail Rodamco, CFO Nordics
2003 - 2011 Unibail Rodamco, Group Deputy Operations
Director
1999 - 2003 L'Oréal, Operations Director



Education

MSc in Business Management, Dauphine, 1999

ESTELLE BRIAND - COMMERCIAL DIRECTOR

Experience

Oct. 2015 Wereldhave France
2011 - 2015 Hammerson France,
Senior Leasing Manager
2010 - 2011 IFP Groupe, Maison de la Literie, Bus. Associate
2006 - 2010 Cushman & Wakefield, Senior Manager
2004 - 2006 Photomaton, Development Manager
2001 - 2004 Legal positions at Klepierre and Claire's Accessories



Education

Masters in Litigation and Arbitration, University of Reims,
France, 2000

STEPHANIE NAJI - FINANCE DIRECTOR

Experience

April 2017 Wereldhave France
2014 - 2017 Mercialys, Deputy CFO
2011 - 2014 Groupe Casino, Senior Group Management
Controller
2008 - 2011 LBO France, Real Estate Financial Controller
1995 - 2008 Valéo, Group Treasury Controller, Brand Management
Controller



Education

Business School, ISG, 1994

THE LEASING TEAM

ESTELLE BRIAND - LEASING DIRECTOR / EMILIE QUIZY - LEASING ASSISTANT

3 SENIOR LEASING MANAGERS (+ 3 JUNIOR LEASING MANAGERS)

ANABELA BENROS SENIOR LEASING MANAGER



Experience

May 2016: Wereldhave France
2014 - 2016: Corio/Klépierre : Senior Leasing manager
2011 - 2014: Hammerson, Senior Leasing manager
2010 - 2011: Klépierre, Leasing manager
2006 - 2010: Klépierre, Legal consultant

Education Masters in Business Law

VIRGINIE LAINÉ SENIOR LEASING MANAGER



Experience

March 2017 : Wereldhave France
2007-2017 : Altarea, Senior Leasing Manager
1998-2007 : Klépierre-Ségécé, Senior Leasing Manager
1995-1998 : BHV, Department Manager/Purchaser
1995 : Episode, Store manager

Education Ecole Supérieure de Commerce de Normandie

MARLYSE MEGELAS SENIOR LEASING MANAGER



Experience

Sept 2017 : Wereldhave France
2012-2017 : Altarea, senior leasing manager
2007-2012 : Uniqlo then L'Occitane, developer
2003-2007 : France Telecom, developer
1997-2003 : Klépierre than

Education Masters in Japanese (Canadian)

OUR APPROACH

FROM INPUT TO OUTPUT



OUR GOAL

Get the strongest and the most creative involvement towards value creation for a sustainable performance.

PRIORITIES 2017 & 2018

MAKE IT HAPPEN

LEASING

- Set KPIs for each and every leasing managers,
- Make consistent signatures plan,
- Set clear targets to leasing managers for prospecting new brands,
- Get close to our main brands,

DEVELOPMENT

- One centre - one project,
- Keep strong connection with local partners

SPECIALTY LEASING

- Build a new business model to increase other incomes by 50% over 2 years,

PRIORITIES 2017 & 2018

MAKE IT EFFICIENT

LEASING

- Secure top 4 fashion retailers despite their increased demands,
- E-business activity is growing. We have to stay or to be the location #1,
- Be proactive and innovative with new international brands,
- Be more cross-structured with key accounts and key activities managers,

MARKETING / COMMUNICATION & PEOPLE

- Communication shall go beyond shopping centre limits. Strategy to get connected to local network and give role to consumers shown full efficiency. To be reinforced in 2018,
- Keep people motivated around ambitious but realistic objectives,

DEVELOPMENT

- Be connected to our catchment area and work our ambition as from it,
- Respect timeline, fulfil feasibility before moving ahead

PRIORITIES 2017 & 2018

MAKE IT PROFITABLE

LEASING

- Work with Group deal,
- Assess the benefit of “low performing” deals with key tenants (solving vacancy, get better rent around...)
- Make it fast when time is playing against us,
- Deal making capabilities

DEVELOPMENT

- Demonstrate our capacity to deliver and to exceed expectations,
- Give trust to tenants for further developments and then further pre letting,

2017 & 2018 STRATEGIC ACTION PLAN

DOCKS VAUBAN



- Full sealing done in 2016 increase footfall by 7% in 2017,
- 9 kiosks and Nyx have been signed and Bershka is under signature,
- Next steps are
 - Primark opening early 2018,
 - to sign last vacant units with positioning brands, services and extend some fashion anchors,
- Footfall target => 6M as of 2017 vs. 5.6M in 2016

SAINT SEVER



- Launch of restructuring project in oct-17 for a delivery in Q3-18,
- Project is at 60% prelet with an objective of 90% at year-end,
- Vapiano (exclusivity) on ca. 900 m² has signed,
- Next steps are:
 - Add a dominant fashion anchor (discussion on going),
 - Complete leasing partly on hold to capitalise the F&B project and new anchor
 - Prepare the refurbishment and the extension,

2017 & 2018 STRATEGIC ACTION PLAN

DOCKS 76



- Signatures of exclusives brands like Rituals or Levis or new concepts,
- Next steps are:
 - Bring a food anchor and sport offer,
 - Sign new exclusivities and develop kiosks activity and services,
 - Secure main renewals 2018 (end of leases)
 - Look for land plot opportunities around
- Keep both centres in Rouen (St Sever & Docks 76) complement one another

RIVETOILE



- Rivetoile goes above 6M visitors in 2016 and still up 5% in 2017,
- We Signed exclusivities like Only, Jack and Jones, Franchi. Rituals on going,
- Next steps are
 - Complete tenants turnover following the first end of lease of Rivetoile,
 - Extension project (1200 m²) under discussion with the municipality,

2017 & 2018 STRATEGIC ACTION PLAN

CÔTÉ SEINE



- Signature of Pittarosso transfer from first floor to ground floor to host Action playing an anchor role with Tati, Kiabi and Casino,
- Next steps are:
 - 1st floor to be fully let thanks to extra footfall from Action,
 - Light refurbishment should be realised, waiting for Casino agreement,

MÉRIADECK



- Mériadeck remains our main challenge.** Leasing strategy has started with some successes, however, the tough competition, the various departures occurred in 2015 keep the centre fragile despite its 10.3 M visitors. Next steps are:
- Pursue re letting and improve F&B activity by widening the offer,
 - Restructuring and refurbishment project under study,
 - Revisit Les Passages lay out for 1, 2 or 3 large units (DIY, home equipment,...)

CONCLUSION

I'm fully confident with the assets we have. We have interesting challenges ahead but fruits from our strategy will come 2017/2018. I will make sure the 53 people will work that way.

Let me tell you I'm very happy with this new job.

Thank you for your attention



WERELDHAVE