



Our business model

We own property across the Netherlands, Belgium and France. We rent out space in our centers to tenants; rent is paid either as a fixed amount or, in some cases, it varies according to the tenant's revenue. We also offer additional services to tenants, including access to market data. From our income, we pay costs – including maintenance and upkeep, salaries and energy bills. We also reinvest in our business to maintain standards, and add, remove, transform or upgrade floor space, where needed. We report both profits from our operations (our direct result) and an indirect result, mainly reflecting fluctuations in the value of our properties.





We report both **direct and indirect earnings** – and work to provide attractive returns to shareholders.



We expect our centers to generate **minimum rates of return** – we will divest centers that fail to meet this minimum.



We invest in **retail centers in large regional cities** in the Netherlands, Belgium and France. We also own offices in Belgium.



We use our **knowledge and insight** to ensure these centers are in the right locations to attract tenants and have the right mix of shops and services to bring in visitors.



We **rent out space to tenants, offer additional services** and invest continuously to maintain and modernize our centers.