



Transformative Real Estate

Introducing Redevco

March 2025



Hamburg | Germany
Elisen Palais, Mönckebergstrasse

Redevco is part of the COFRA family

A strong and diversified group of businesses with a 180+ years heritage united by a common ethos to be a Force for Good



Values-based asset management

- Assets under Management in high single digit billions of euros
- Clients include family offices, foundations and faith-based organisations
- Investments based on the values sustainability, human dignity and good corporate citizenship
- B Corp certified since 2024

Responsible capital

Excellence in private equity

- > €19 bn assets under management
- 6 strategies in US, UK and Europe - focused on investing in mid-market companies in a variety of sectors and geographies
- 85+ portfolio companies
- 250+ professionals across the investment teams, finance, ESG, investor relations, tax and legal
- UN PRI signatory since 2017

Affordable, feel-good fashion for the family

- Founding business of COFRA, established 1841
- Over 1,300 stores in 17 European countries and c. 25,000 employees
- Present in Europe, Brazil, Mexico and China
- 1st brand to produce Cradle-to-Cradle Platinum-Certified™ denim

More sustainable fashion

A Force For Good in the built environment

- A real estate management firm established in 1999 managing >310 assets with a combined portfolio value of ~€10b
- Strategies targeting opportunities to repurpose retail to mixed-use assets, retail warehouse parks, living, special situations opportunities, and real estate debt
- To become Net Zero Carbon by 2040 and create positive impact in the built, social, natural and economic environment

Liveable cities

Supporting Europe's clean energy transition

- A pan-European developer of commercial rooftop solar projects
- Active in Germany, France, the Netherlands and Belgium, often partnering with logistics real estate owners/ managers
- Grown from 50MWp of operational capacity in 2020 to 500MWp at end of 2024
- B Corp certified since 2024

Clean energy

Driving sustainable growing

- One of North America's leading suppliers of high-quality, productive young plants to greenhouse growers
- Delivers more than 60 million young plants to greenhouse growers each year, from two high-tech greenhouses facilities in Ontario, Canada

Sustainable food

Driving sustainable growing

- Developer of high-tech greenhouses projects worldwide
- Active in 52 countries with more than 2,800 hectares of optimal growing conditions for vegetables, flowers, or pot plants in any climate



VISION

A world where our legacy creates flourishing urban communities

MISSION

Transformative real estate, building value for investors and enriching communities

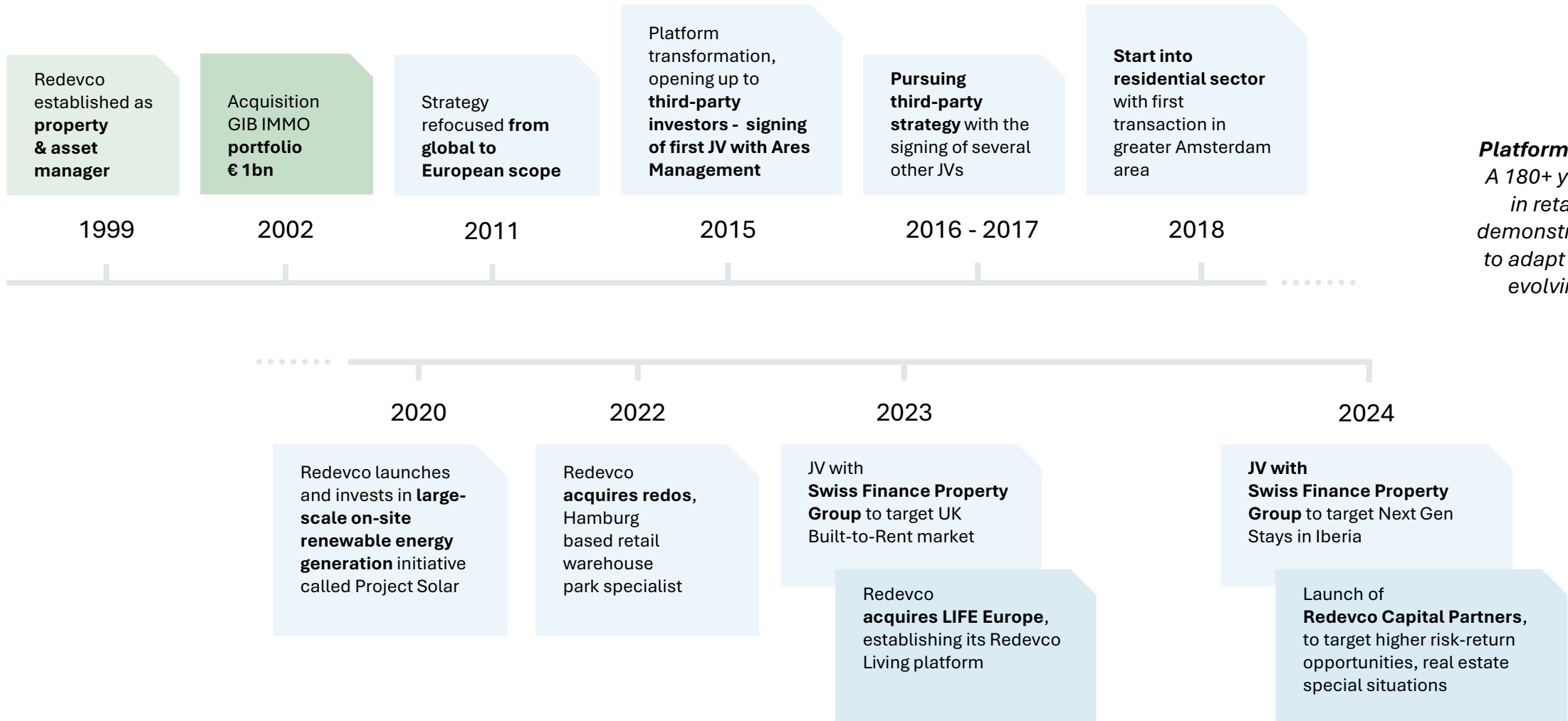
VALUES

Trust - passion - performance



Evolution of Redevco's platform

From property to investment management



Platform evolution:
A 180+ year history in retail with a demonstrated ability to adapt to an ever-evolving world

Why Redevco?

Reasons to believe

Trusted partner

Long-term entrepreneurial mindset, financial strength and scale (~€ 10bn AuM) offering co-investment and alignment of interest

European platform

7 European offices, local expertise and full-service solutions to investor clients and strong retail tenant network

Track record

25+ years track-record managing and redeveloping mixed-use schemes across Europe, including retail and residential

Asset management

Strong asset and redevelopment capabilities across investment segments and ability to manage assets across value chain

Transactions

Local deal sourcing and transaction management expertise

ESG

Market leading retail ESG track record. Deliver energy efficient assets & economic value for investors

Proprietary research

Redevco uses its Asset Performance and Climate Risk Assessment Tools – both developed inhouse- to guide investment decisions and monitor and steer future-proofing the assets.

Redevco's Competitive Edge

A broad scope of services

Pan European Platform

Think Global, Act Local

Client Management

Trusted Partner

- Global top Tier institutional clients
- In house Research & Strategy team
- Bespoke Investment Strategies

Transaction Management

Execution

- Significant transaction volume
- Local deal sourcing and transaction management expertise

Asset & Development Management

One stop shop

- Local asset and development expertise
- Proprietary city & asset attractiveness models

Investment Management

Strong track record

- Consistently producing above INREV benchmark returns
- Attractive risk adjusted returns

Finance & Risk Management

Long term focus
financial resilience

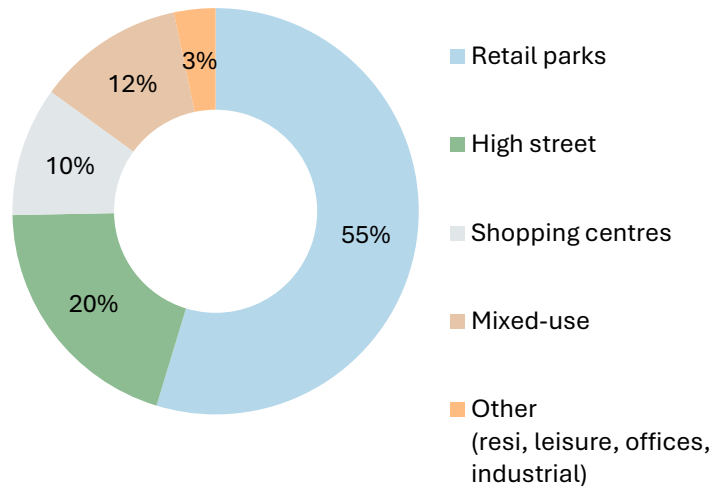
- In-house corporate finance team
- Geographical, asset and risk diversification
- Proprietary Climate Risk Assessment tool

Redevco platform highlights

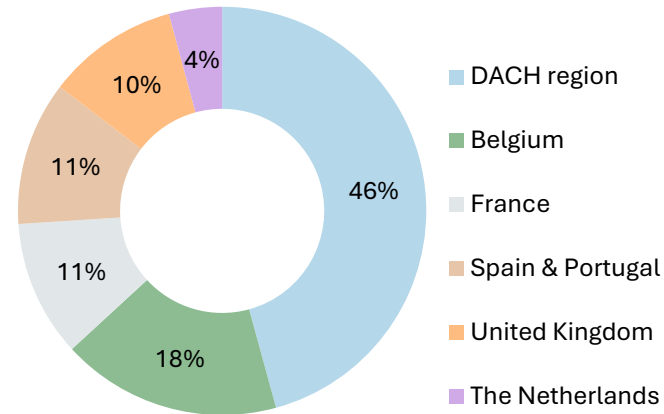
Redevco introduction



AuM breakdown by asset class



AuM breakdown by asset geography



Redevco has a strong European footprint with local expert teams

Redevco investment themes

Investing across multiple sectors

Retail Parks & logistics



- Multi-let retail parks, anchored by **essential retail**, such as supermarkets and DIY
- **Dominant centres** in strong catchment areas
- **ESG improvement** potential
- **Core+** risk profile generating **stable income** cash flows

Debt



- **Responsible lending** focusing on lending to **assets transitioning to green**
- Collateralised by **best-in-market sustainable** real estate providing embedded **downside risk protections**

Residential, Living & leisure



- Creating **student accommodation** and urban homes to help resolve the **demand-supply imbalance**
- Redevelop to **sustainable buildings** with wellbeing
- **Rental duration** flexibility
- **Proprietary** urban living developments



- Turning outdated buildings in centric urban locations into **sustainable, innovative and affordable** tourist accommodation
- Playing to **travel and consumer trends**

Repurposing



- **Proprietary strategy**
- Portfolio management expertise
- Single use assets redeveloped into **mixed-use**
- Making existing assets **sustainable**
- Bringing together **different types of users**

Special Situations



- Targeting **special situations real estate opportunities** across Europe
- Focused on **higher risk-return** opportunities
- **Sector** and **geography agnostic** across Europe

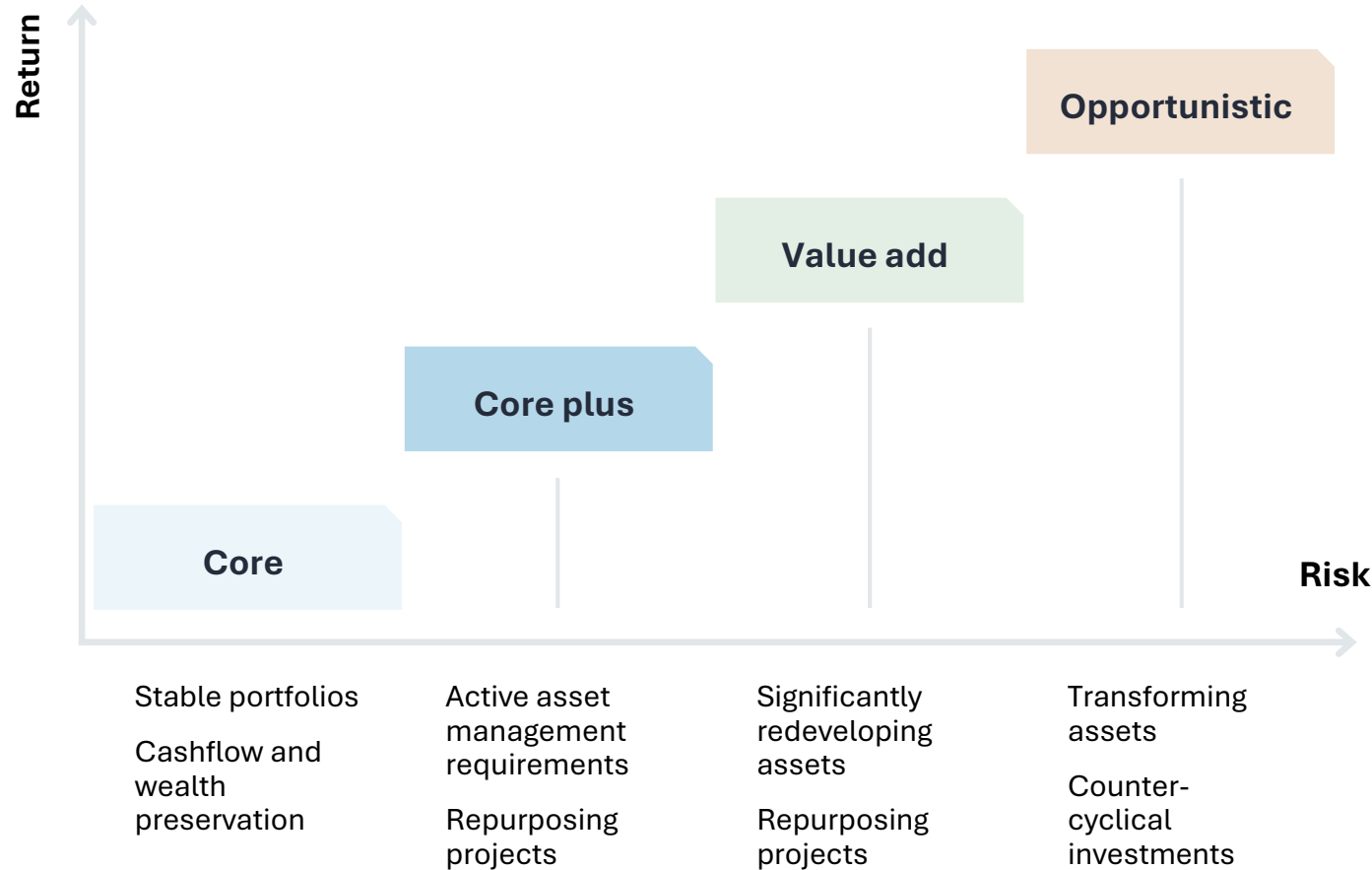
Open to capital

Proprietary strategy

Deal-by-deal

Redevco client strategies across the risk/return spectrum

Offering various real estate strategies



Strategies

- A transition strategy (repurposing retail assets to mixed-use or best in class destinations)
- A living strategy (including urban living, B-t-R, multifamily and purpose-built student accommodation)
- A Retail warehouse park & distribution strategy
- Special situation opportunities
- Real Estate Debt

Clients

- COFRA
- Union
- Morgan Stanley
- Madison
- Ares
- Federated Hermes
- SFP

Sustainability ambition

Being a Force for Good in the built environment;
 Creating positive impact in four areas

Built Environment

- Reduce whole life carbon: Net Zero by 2040
- Increase onsite renewable energy generation
- Implement climate adaptation measures

Natural Environment

- Aim for biodiversity net gain
- Responsible water management
- Responsible waste management

Social Value

- Provides spaces that meet local needs
- Contribute to placemaking
- Build strong relationships with stakeholders

Economic Value

- Optimise capital value development
- Optimise rental growth development
- Minimise structural vacancy

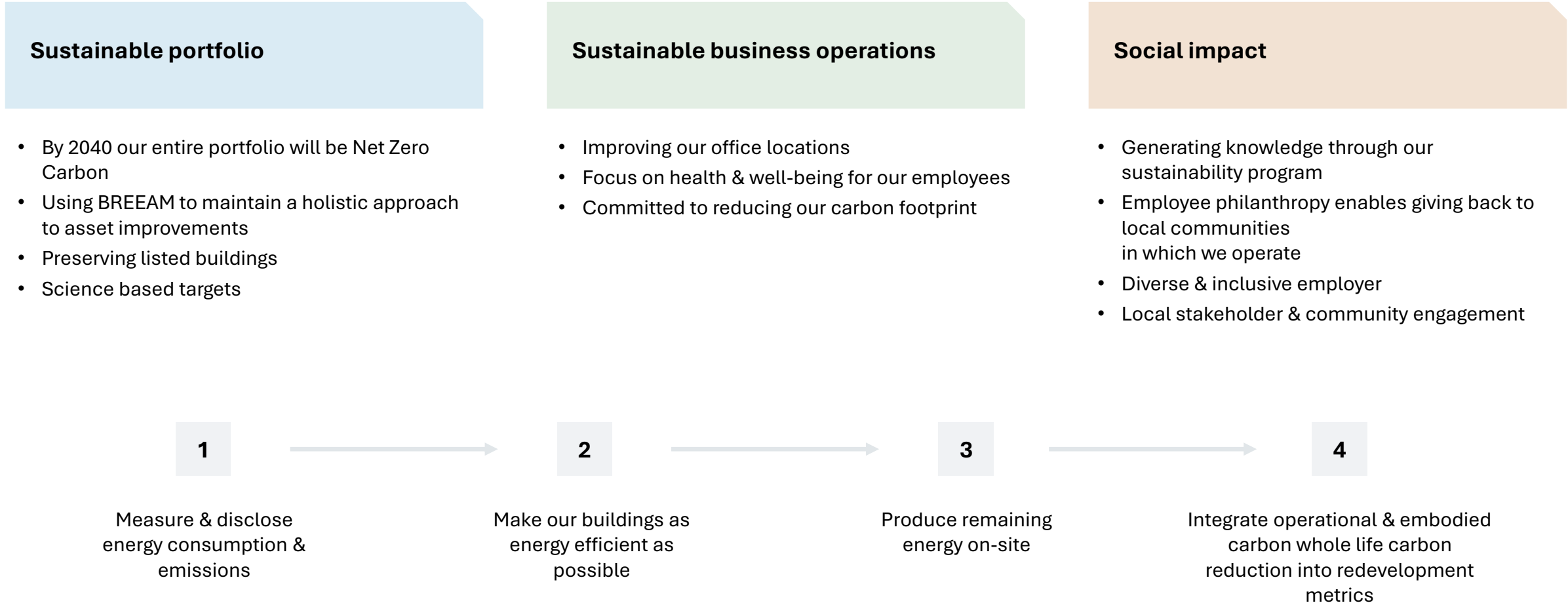
Underpinned commitments:

- 1) highest standards of health, well being and safety, and
- 2) human rights and labour practices



Helping our clients build sustainable & future-proof portfolios

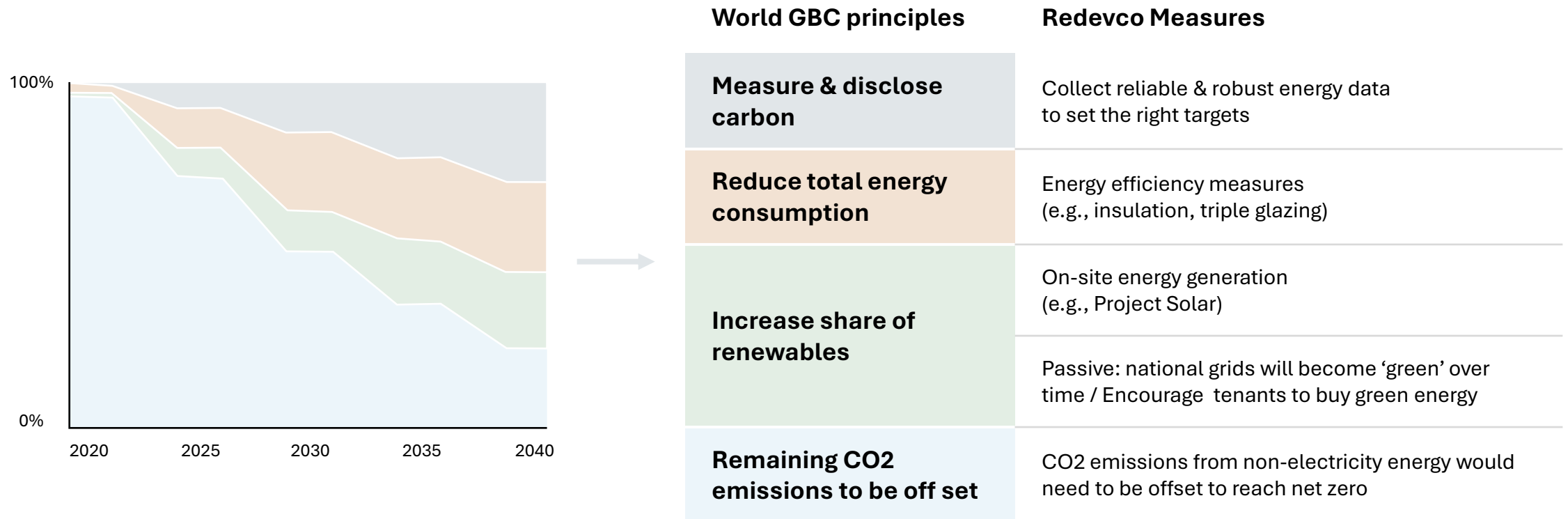
Being a Force for Good in the built environment



The glidepath to Net Zero Carbon by 2040

Being a Force for Good in the built environment

- Sequential and complementary measures will drive the portfolio (AuM) towards NZC by 2040.
- By increasing energy efficiency measures in our assets and growing the share of purchased or self-generated renewable energy, the share of requisite offsets to reach NZC will decrease.



Redevco Leadership Team and Investment Committee (IC)

Leadership team

~20 yrs



Neil Slater
CEO

~20 yrs



Manlito van Ardenne
CFO

~25 yrs



Sasha Silver
Head of Global Client Group

~25 yrs



Thierry Cahierre
COO Real Estate

~25 yrs



Veronica Gallo-Alvarez
Head of Investment Management

~25 yrs



Ton van de Grampel
CPO

Additional IC members

~25 yrs



Israel Casanova
Investment Director/
Head of Transactions

~25 yrs



Clemens Brenninkmeijer
Head of Sustainability

- Joined Redevco as CEO in 2023
- Previously Global Head of Real Assets & Real Estate at abrnn
- Also led abrnn's Japanese business
- Previously fund managed multi-sector real estate debt strategy and ran multi-billion USD debt book at Man Group
- IC Member

- Appointed CFO in 2019
- Responsible for Finance, IT & Information Management, Governance Risk & Compliance, Legal and Tax
- Appointed Managing Director Fund Management in 2014
- Joined Redevco in 2006
- IC Member

- Joined Redevco as Head of Global Client Group in 2024
- Previously Senior Partner with Tristan Capital and Head of Client Development since 2015
- Prior 15 years with Credit Suisse in Investment Banking and Private Fund placement, leading European real estate mandates
- Advisor to the IC*

- Appointed COO Real Estate in 2024
- as Managing Director of France
- Previous experience includes Bouygues S.A, Caisse des Dépôts, APSYS France and FNAC Group
- Joined Redevco in 2011
- IC Member

- Joined Redevco as Head of Investment Management in 2024
- Previously Head of Core Europe Funds and Fund Manager at abrnn since 2012
- Previous experience includes Invista and Harbert Management Corporation
- IC Member

- Appointed Chief People Officer in 2015
- Joined the COFRA group in 2008 and held various HR positions in C&A
- Previously various management and HR positions at ABN Amro Bank and ING
- Joined Redevco in 2014
- (Not an IC Member)

- Responsible for Redevco's European Retail Park Strategies
- 10+ years developing and executing fund strategies for Redevco's third party investors
- Managing Director of Spain & Portugal since 2012
- Joined Redevco in 2005
- IC Member

- Appointed Head of Sustainability in October 2019
- Previously Managing Director and led Redevco Netherlands portfolio since 2010
- Prior managed asset portfolios for Redevco in Belgium, UK and Turkey.
- Joined Redevco in 2001
- Advisor to the IC*

*~190 years of combined real estate experience:
Balancing value creation and prudent risk management*

* Standing invitation to the IC, no voting rights

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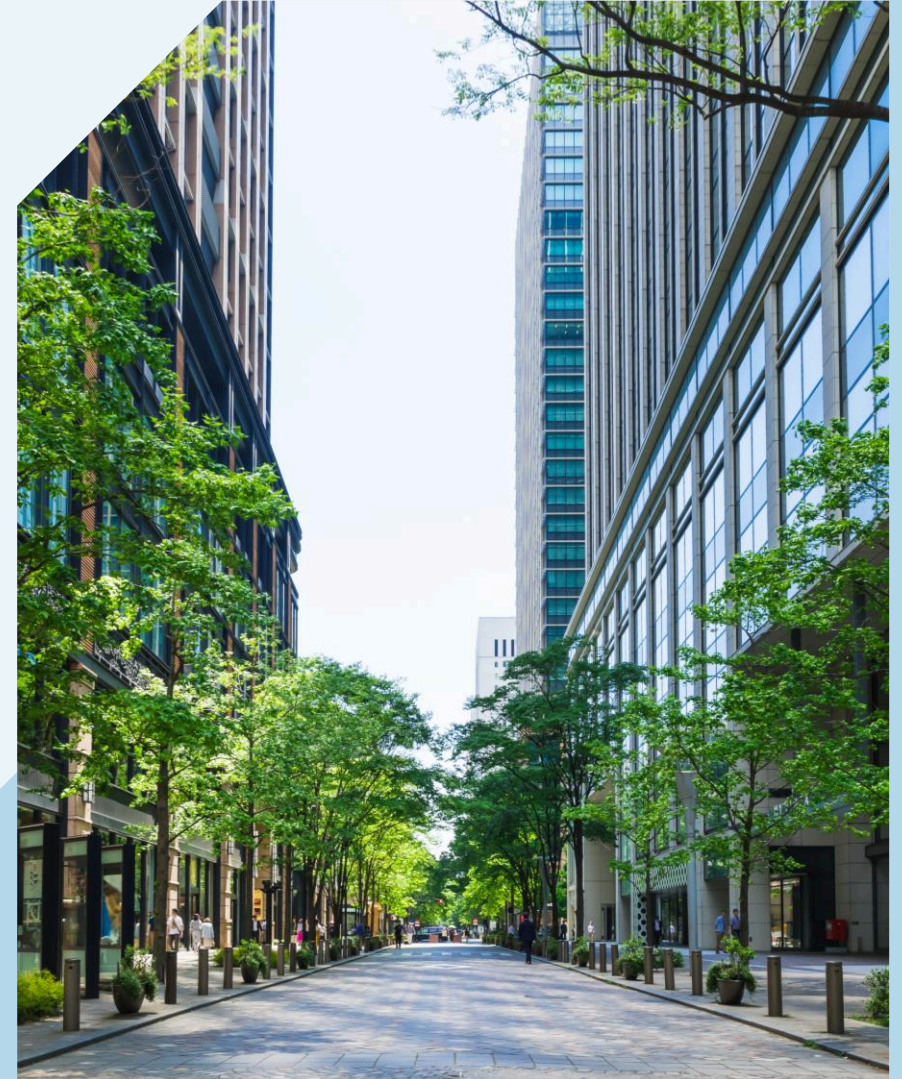
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