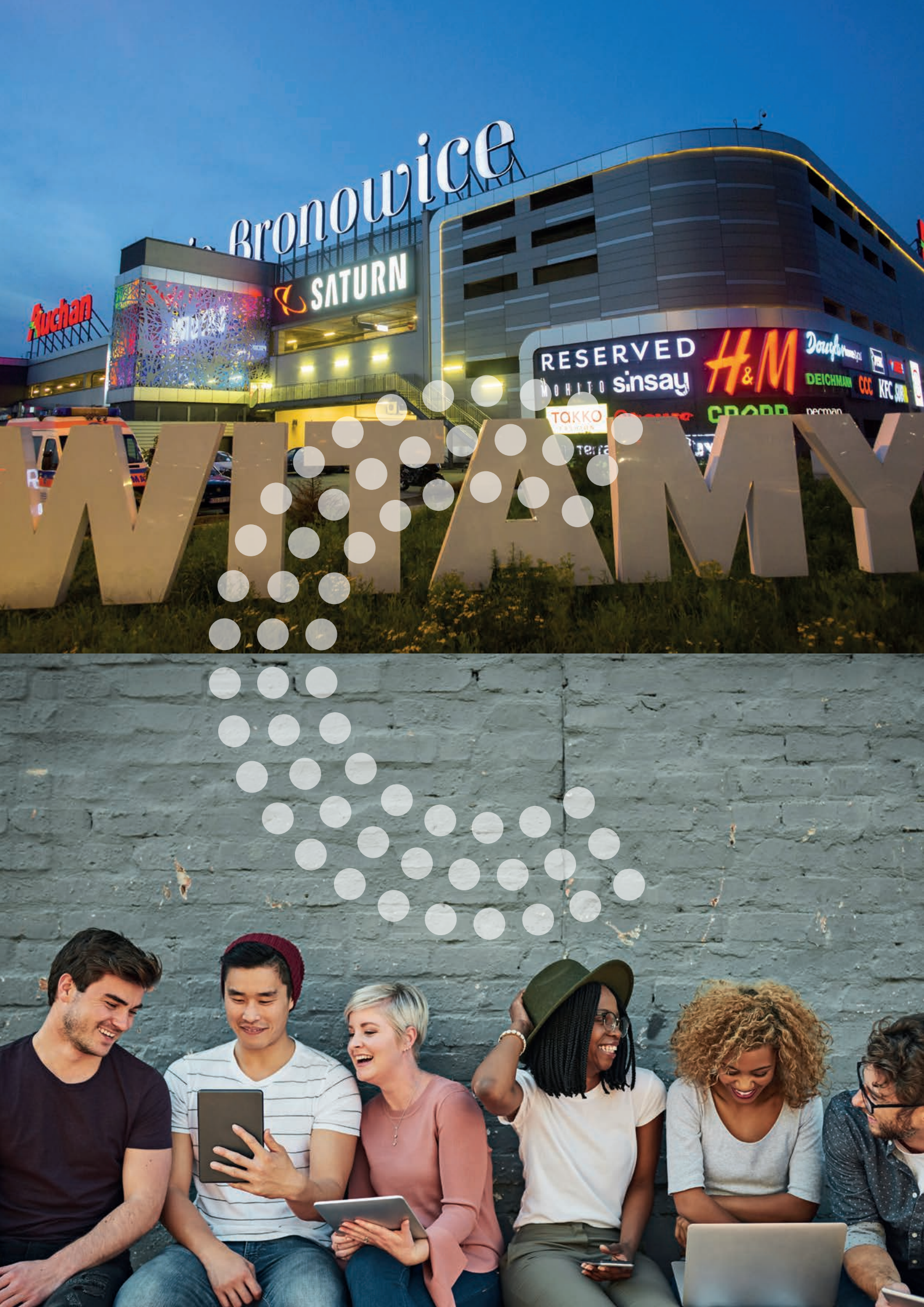


With
Citizens

Annual Report
2018

for
Citizens





Benoît LHEUREUX
Ceetrus Leader



Editorial

As technology revolutionises the way we live and consume, in a world where **we all still need human contact and connections**, Ceetrus is making a change, to meet new urban and societal challenges.

Our objective is threefold: **to dare to create innovative places**, community hubs that bring people together and brighten up everyday life, **to dare to change the way we work**, in a process of dialogue with our territories, and **to dare to aim for a positive impact in the present**, while preparing the future.

To help stimulate local development and vitality, we are working to transform **our sites** through an innovative visitor experience, bespoke services and a quality customer relationship. We are boosting urban diversity, combining businesses, housing, offices, leisure facilities and culture all on the same site. We are developing new urban projects and contributing to **building community hubs for the city of tomorrow**.

2018 was the first step in our transformation, with several projects either launched or confirmed, as shown in this annual report.

I hope you enjoy reading it, and that it introduces you to our unique approach, a translation of our Vision 2030, of our desires, our attitudes, our ways of being and doing: **differently, sustainably, together, with citizens, for citizens**.



The Ceetrus Vision 2030



As a developer of community and shopping hubs, Ceetrus contributes to developing the social ties that will bring life to tomorrow's cities by creating smart, sustainable and vibrant places: shops, housing, offices, major urban infrastructures.

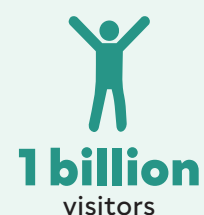
Founded in 1976 to support the development of its longstanding partner Auchan, Ceetrus - which was known as Immochan until June 2018 - is now reinventing its commercial sites as well as embarking on new urban projects.

To design places with a difference, its work is structured around its three roles: "Meeting people and territories needs", "Acting as a global urban player", "Animating places and communities" and its four attitudes: "Co", "Care", "Committed", "Innovative".

These are the pillars of its Vision 2030.



Ceetrus in figures



10,700
retail partners

6.3 billion
in retailer revenues

89,000 sqm
of offices acquired
or built

13,500
events

97%
occupancy rate of the
shopping centres (3% vacant)

39,000 sqm
of housing acquired
or built

135,000 sqm
of shopping centres
acquired or built
in 2018

3.9 million sqm
managed outside
hypermarkets
2.2 million sqm of shopping centres and 1.7 million
sqm retail parks-offices-housing

Shopping centre surface area managed by geographical area (thousands of sq. metres)

	2016	2017	2018
In total	1,991	2,110	2,236
France	665	678	698
Euro zone (excluding FR)	752	813	912
Central and Eastern Europe	574	619	626

Shopping centre surface area managed by method of ownership (thousands of sq. metres)

	2016	2017	2018
In total	1,991	2,110	2,236
Owned	1,477	1,606	1,733
Rented	118	113	118
Mandate	396	391	385

Surface area of shopping centres owned by size (thousands of sq. metres)

	2016	2017	2018
In total	1,477	1,606	1,733
< 5,000 sqm	236	247	239
Between 5,000 and 10,000 sqm	427	432	447
Between 10,000 and 30,000 sqm	595	736	757
> 30,000 sqm	219	191	290

Presentation of Ceetrus

Ceetrus
in Europe

Luxembourg

France

Spain

Portugal

Italy

Russia

Poland

Hungary

Ukraine

Romania

2018 Awards

RUSSIE Aquarelle Togliatti

Voted Best Medium-sized Centre in Russia by the RCSC Award

UKRAINE, Left Bank

The Ukrainian Real Estate Club awarded us the prestigious award for "Best Ukrainian Shopping Centre Concept"

SPAIN, Tamarguillo Shopping Centre

A space dedicated to senior citizens in Seville awarded a prize for best CSR action

ITALY Fano Center

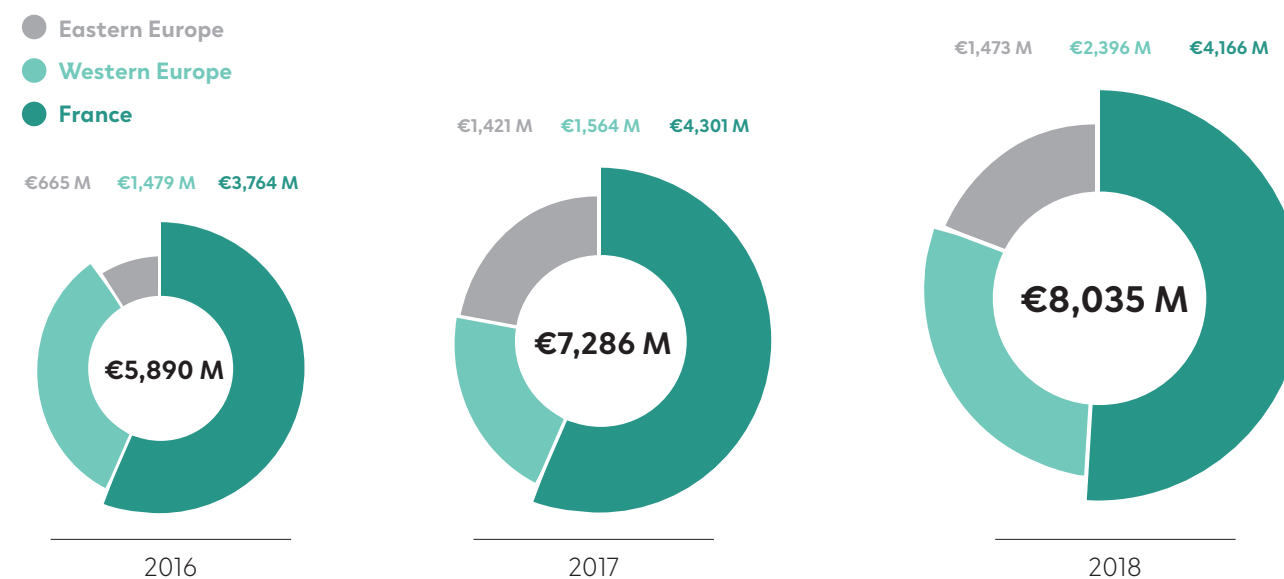
Winner of the "Rénovation" prize awarded by the Italian CNCC Award

PORTUGAL, Alegro

Winner of "Emerging Technology" at the Gold ICSC European Solal Marketing Award 2018

Financial Data

Gross rental income 2018: €523 million (+15.9%)
Fair value of assets: €8.0 billion (+11.3%)

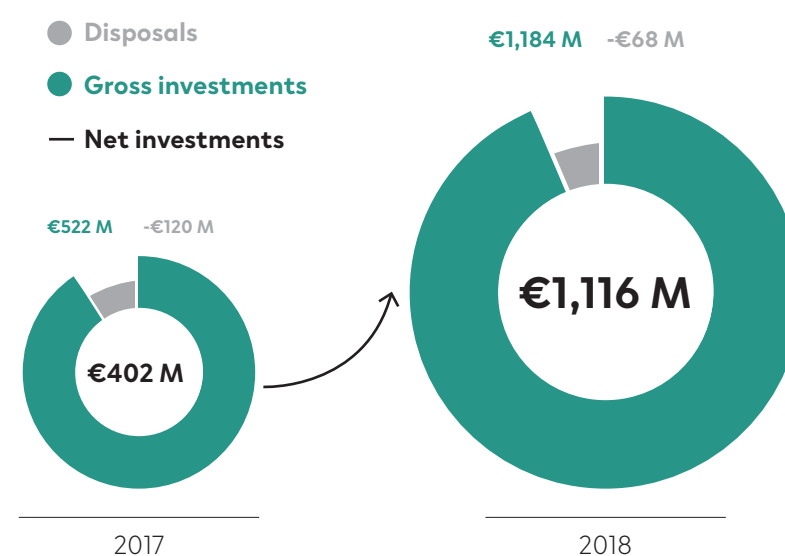


EBITDA GROWTH: + €53.8 Million (+17%)

Investments

In 2018, Ceetrus worked hard to make its Vision 2030 a reality by accelerating its growth through the transformation of its commercial sites, launching mixed-use projects, acquiring resilient assets and promoting partnerships for new activities.

This year, Ceetrus's overall net investment was particularly high, which can be explained by the one-off acquisition of sites in Portugal and Luxembourg.

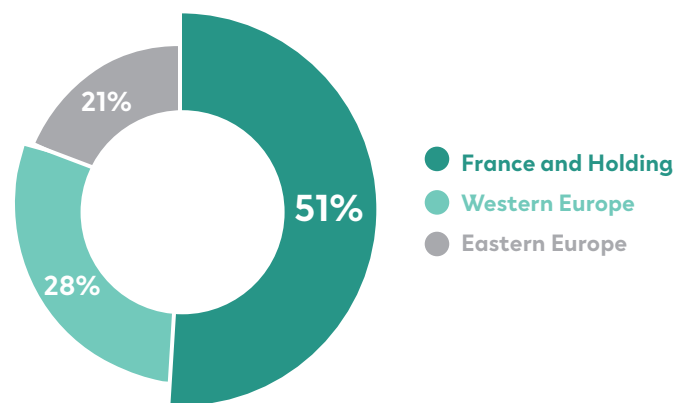


The top 5 projects being created

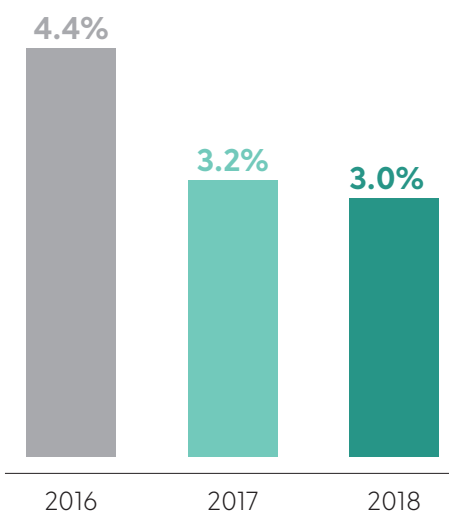
or extended shows the importance of investment in mixed-use projects.

1	La Cloche d'or	Luxembourg	Creation	Shopping Centre+Homes
2	Noyelles-Godault	France	Extension	Shopping Centre
3	Pushkino	Russia	Creation	Shopping Centre
4	Gare du Nord	France	Creation	Shopping Centre+Offices
5	EuropaCity	France	Creation	City neighbourhood

Breakdown of revenues by sector



Changes to the vacancy rate



FRANCE - SAINT-ANDRÉ-LEZ-LILLE



FRANCE - EUROPACITY

Investments by type

9%
maintenance
and remodelling

91%
expansion

Investments by area

14%
France
and Holding

9%
Eastern Europe

77%
Western Europe



Ceetrus, a human adventure.

THE HUMAN PROJECT, CREATING CONNECTIONS.

Co-written with the teams, Ceetrus's "human project" is a powerful commitment to our Vision 2030. Employee are invited to take action on a daily basis and to get on board with Ceetrus's human adventure.

Members

of the Ceetrus Leaders Committee (COLEAD)



Benoît LHEUREUX

Ceetrus leader, in charge of General Management and General Manager of the France Portfolio



Marco BALDUCCI

General Manager of the Italy and Luxembourg Portfolio and Leader of Finance and Information Systems



Tatian Diaconu

General Manager of the Poland, Romania, Russia and Ukraine Portfolio



Assya Guettaf

Positive Impact Leader



Bénédicte LENOIRE

Human Adventure Leader



Valentin Serrano

General Manager of the Spain, Portugal & Hungary Portfolio



Members

of the board of directors



Vianney Mulliez

Chairman of the Ceetrus Board of Directors



Jean DUFOREST

Founder and Chairman of ID Group



Jean-Charles LEFEVRE

Qualified outside party



Perrine VIDALENCHE

Qualified outside party



Alexis GROLIN

GM of Creadev China



Sébastien CLERC

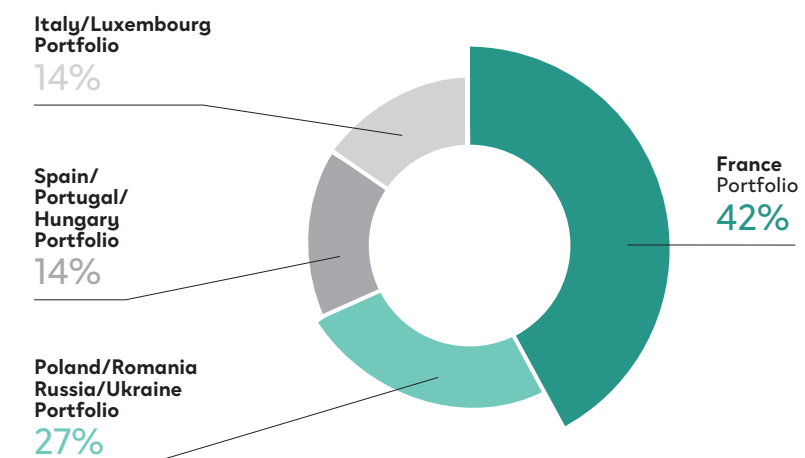
GM of Voltaia

The key figures

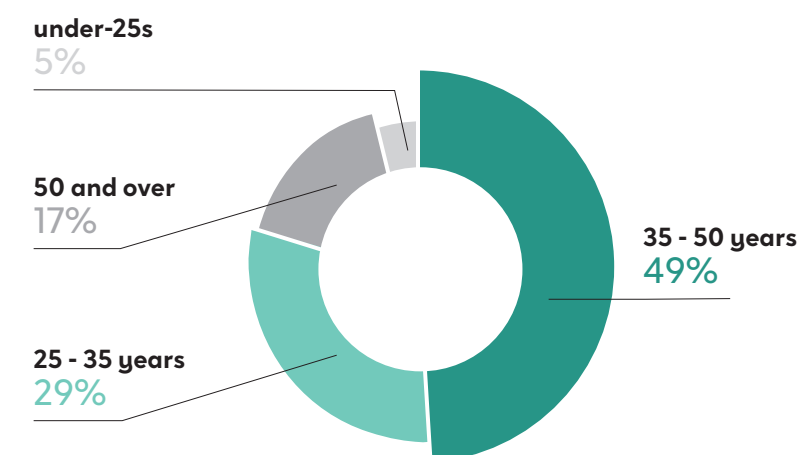
57%
engagement rate
(up 10 points compared to 2016)

over
900
employees

Breakdown of employees in 2018



Age breakdown of the Ceetrus teams



50% of managers are women

148 employees hired on permanent contracts in 2018





People needs: dialogue with citizens

Ceetrus believes that discussion and consultation are the keys to successful urban projects, and engages in a process of dialogue with all of its stakeholders during projects to create and transform sites. As part of its responsible co-construction approach, Ceetrus provides its territories with an anticipated and suitable local response.

Through surveys, public meetings, interviews and participatory think-tanks, customers and residents can take a look at their future community spaces and express their expectations and needs.

The vision in actions

FRANCE - GARE DU NORD: A project well-received by 96% of local residents

As the winner of the 2018 competition launched by SNCF Gares & Connexions to transform the Gare du Nord in Paris, Ceetrus commissioned the Odoxa polling institute to interview more than 3,000 locals and residents about their perception of this renovation project. 96% of people in Île-de-France voted in favour of the project, predicting "a spectacular impact on the station area", in addition to "the positive aspects it will bring them personally. »



FRANCE - EUROPACITY: 4,000 people interviewed on the future of their territory

In December 2018, 4000 people gave their views in an annual barometer conducted by the Odoxa Institute. Analysis of the survey's results showed that nearly 81% of North-East Paris area residents are in favour of this iconic Greater Paris project, which will combine entertainment venues, cultural and sports centres, shops, hotels, restaurants and an urban farm. As a key project for the region's economic development, EuropaCity will be beneficial in terms of businesses and leisure as well as employment. 10,000 jobs will be created in a département where unemployment among 15-24 year olds is over 28%.



FRANCE - NOYELLES GODAULT: Construction and inauguration of the Maison du Projet

As part of the extension of Noyelles Godault shopping centre, in 2018 Ceetrus built a Maison du Projet, a space for interaction with the citizen-ambassadors.



INTERVIEW

Focus on the co-construction of the extension to the Noyelles Godault shopping centre: three questions for Sylvie Houriez, a customer of the centre and project ambassador

United by the slogan "We are Noyelles", at the Maison du Projet, residents, customers and retailers came together to discuss the renovation project for Noyelles Godault. This first extension of 25 stores opened in October 2018 and will be completed by the end of 2019 with 15 additional stores and a food court.



Sylvie, why did you participate in this project?

I've known Auchan since I was a child. I went there with my parents, and now I go with my own children. I have observed the various renovations so far and I wanted to participate in it. Ceetrus asked me to become an ambassador for the project and I seized the opportunity. I was curious to know what "surprises" they had in store, and keen to be able to express what I felt worked well or not, from my point of view as a customer.

How was the consultation organised?

There were just over fifty of us able to attend meetings and site visits as ambassadors. We took part in selecting new retailers, in choosing the decoration of the palisades and even the name of the new entry doors. Everything took place at the Maison du Projet. The space was specially created for the occasion and featured all the information on the works progress, job vacancies, the history of the site, and more.

In your opinion, what makes a successful shopping centre?

Auchan Noyelles Godault! Since its creation when I was a child, until now, it's like a mini-town, "it's in the fields and the city". I appreciate the centre because it has a lot of different shops, a good range of food outlets, and as someone with reduced mobility, I can park easily or come by bus. This centre is important for us, without it there would be nothing here...



Sylvie Houriez



Noyelles Godault Shopping Centre

Territories needs: solutions co-developed with local elected officials

As our cities change, Ceetrus is supporting the territories to meet the need for community spaces and commerce. Working in communities of all sizes, and aware that each territory is unique, for each site Ceetrus comes up with a unique Vision, co-developed with local elected officials.

The vision in actions



SPAIN - VIGO VIALA: Building begins on a national train station project

Opening in the first half of 2021 will be an intermodal TGV station, a 43,000 sqm shopping centre, 1,600 parking spaces, 135 shops and a 23,000 sqm public park



FRANCE SAINT-ANDRÉ-LEZ-LILLE : Turning derelict land into a new, vibrant neighbourhood

In this brownfield development project, Portes de l'Abbaye will become a new and vibrant 25-acre

district combining housing, serviced residences, shops, offices and an urban park. It is being co-developed with the municipality of Saint-André-lez-Lille, the Métropole Européenne de Lille, SEM Ville Renouvelée and LinkCity. Delivery: 2021.

FRANCE - TOURCOING: Diversity of life in the heart of the city

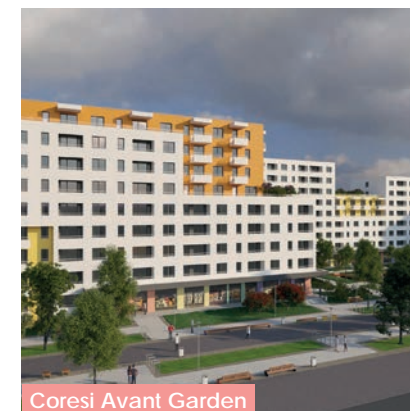
As a key player in developing urban diversity, in the third quarter of 2018 Ceetrus filed the building permit for the project "Quadrilatère des Piscines" in Tourcoing (52 housing units, 2100 sqm of offices, 1400 sqm of shops, activities, restaurants, services). Built as a co-development with Eiffage Immobilier, the "Quadrilatère des Piscines" was awarded "HQE" level by NF Habitat and "Very Good" level by BREEAM.



INTERVIEW

Focus on the Coresi shopping centre:
three questions for George Scripcaru, Mayor of Brasov

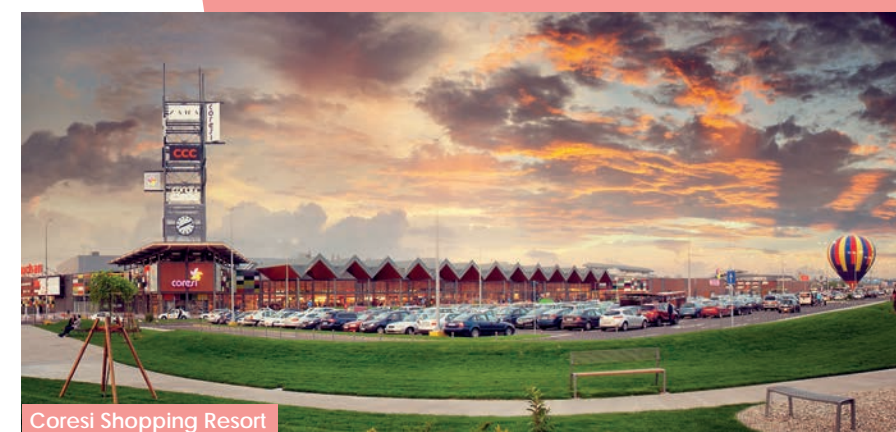
In Brasov, Romania, on the site of a decommissioned tractor factory, Ceetrus is joining forces with local stakeholders to build a new and vibrant neighbourhood. The first step in the urban regeneration of this district, which covers 8% of the city, Coresi will combine shops (Coresi Shopping Resort - 59,000 sqm), housing (AvantGarden - 3,000 apartments eventually including 585 built in 2018) and offices (Business Park - 40,000 sqm at the end of 2018).



Coresi Avant Garden



George Scripcaru, Mayor of Brasov



Coresi Shopping Resort

What is so different about the partnership between Ceetrus and the city of Brasov? Why this partnership?

For us, this collaboration with Ceetrus has allowed us to demonstrate that urban regeneration is not a theoretical concept, but a reality that can also work in Romania. The Coresi project represents a model of good practice at city and national level. The solution developed by Ceetrus is the result of a long process of discussions and consultations with the entire municipal team. The end result will contribute to the development of our city.

How has this partnership contributed to the development of the city of Brasov?

Coresi is a comprehensive project that includes a shopping centre, housing and offices that meet local needs, but also add value to the city's economy. At the same time, Coresi contributes to increasing the city's appeal and boosts the development of new business activities.

Why did you build the future of a Coresi neighbourhood on a shopping centre?

I can see that with retail so frequently under fire, this might be a surprising idea. But retail brings with it the potential for interaction with local people, by promoting dialogue and exchange. Commerce provides a sense of proximity, a place where people come together, a community hub. The shopping centre, positioned in the middle of a housing and office area, was key to the future of this disused land, breathing new life into it through development.

Earth needs: protecting environmental capital

Fully aware of its social and environmental responsibility, Ceetrus is determined to lead projects with a positive impact for everyone, from local residents to the planet as a whole. From its way of working to the development project itself, Ceetrus is committed to preserving human and environmental capital through respectful and innovative working methods.

In 2018, eager to do better, Ceetrus launched began to co-develop its CSR strategy. With more than 700 people questioned and over thirty interviews with employees, shareholders and partners, this process of consultation and listening laid the foundation for the CSR strategy defined in 2019. It builds on the efforts already made through the consideration of biodiversity on sites, the development of green energy, the construction of eco-responsible buildings and the work done in terms of their accessibility.

In France, 2018 saw the signing of a partnership agreement with the League for the Protection of Birds (LPO) and an energy performance contract with Helexia to reduce the energy consumption of shopping centres and car parks across nine sites. In Poland, the company became the main partner of the Eco-City project, a national project to promote the idea of sustainable urban development. Already a partner of Greenpeace in Russia, Ceetrus also participated in the Web Summit organised in Lisbon.

75%

of our sites have
public transport within
200m of the entrance

A reduction
of 5%

in the energy consumption of sites
between 2017 and 2018

40%

of energy
consumed comes from
a renewable energy source

POLAND

Breeam In-Use certification
with an Excellent rating **for the
Bronowice centre in Krakow**
BREEAM In-Use certification
with Very Good rating **for the
Hetmańska and Gdańsk centres**



The vision in actions



FRANCE - LYON CALUIRE:

**A rooftop garden spanning
3,500 sqm**

In 2018, in collaboration with Sous les Fraises, Ceetrus and Auchan optimised the shopping centre's overground car park by developing an educational farm on the roof. Spanning an area of 1,000 sqm, Lyon's first urban farm produces organic local fruit and vegetables (herbs, tomatoes, raspberries, and more). It also includes food outlets and co-working spaces.



FRANCE - SEMÉCOURT:

**BREEAM level "Excellent"
certification for the
Auchan Retail Park**

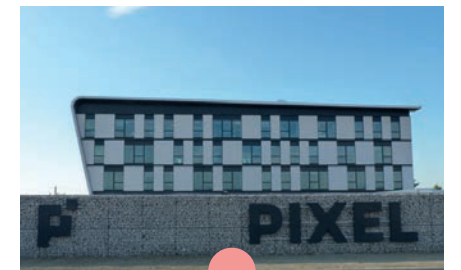
The Croisée des Chemins site was rewarded at the end of 2018 for its bioclimatic design, the installation of a 1,740 sqm photovoltaic power station on the roof of the building, better consideration of biodiversity on site and improved comfort of use.



SPAIN - VALENCIA:

**Development of a pomegranate
farm on a development area**

In Valencia, Spain, Ceetrus has made 25 acres of unused land reserves available to a local agricultural company. This partnership, representing a total investment of €435K, helped to create a pomegranate production farm (objective: 400 tons of production per year for a profit of €300K). 11 people with disabilities have been recruited to work there.



FRANCE - SORGUES:

**Pixel, winner of the Vaucluse 2018
Sustainable Building Grand Prix,
category "Industrial Innovation,
Technical Audacity"**

PIXEL, an office building, won this prestigious prize for its car park under photovoltaic shading, its electric charging stations and its optimised water management (drainage paving, landscaped valleys, urinals without water). It is certified BREEAM level "Very Good".

Updating and transforming commercial sites

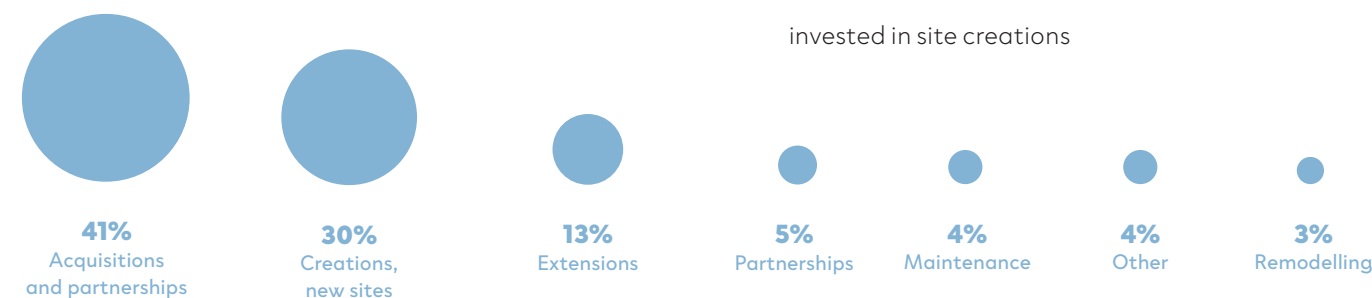
With a mission to develop the appeal of its commercial sites, in 2018 Ceetrus invested €1,116 million to transform and expand its assets.

In 2018, Ceetrus opened several new shopping centres and renovated 48 sites with the aim of updating the customer experience, developing the sites and services, transforming these transitory retail areas into community hubs, and optimising the positioning of commerce.

In addition to these internal transformations, work also focused on accessibility and the development of urban diversity. Now, on a single site, Ceetrus combines businesses, housing, offices and urban infrastructures.

In 2018, Ceetrus also strengthened its competitive position in certain territories through a dynamic policy of site acquisition and openings (Portugal, Luxembourg, Ukraine).

Breakdown of investments in 2018:



The vision  in actions



FRANCE - LA LÉZARDE - MONTIVILLIERS:

40,000 sqm of renovated businesses (including the Auchan hypermarket) + 28 shops, 250 jobs created.



FRANCE - SEMÉCOURT:

Inauguration of the 6,200 sqm Retail Park in November 2018.



FRANCE, AUSHOPPING - NOYELLES GODAULT:

Opening of an extension in October 2018: +25 stores.

+ **over 100**

Auchan sites equipped by Imedia Center, specialist in on-site media campaigns, and the first advertising agency fully integrated into the retail world

4 priorities

for improving the customer experience: atmosphere, retail, events and services

€37 M

in investment for renovations

€154 M

in investment for extensions

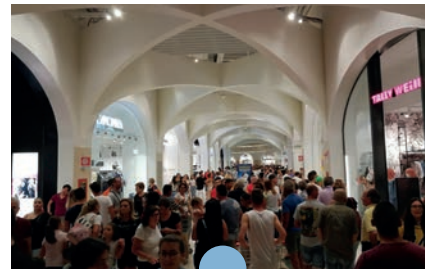
€191 million

invested in site creations



FRANCE - BRÉTIGNY SUR ORGE:

Launch of the first phase of construction of the Retail Park, offering 9 restaurants and a cinema.



ITALY - TARANTO:

Opening of Porto dello Jonio in September 2018. +5000 sqm, 26 new shops.



ROMANIA - DRUMUL TABERELOR:

Metamorphosis of the site thanks to remodelling across 12,800 sqm. Opening in May 2018.



PORTUGAL - LISBON REGION:

Acquisition of three shopping centres in March 2018 to strengthen Ceetrus's competitive position in Portugal: Forum Sintra, Sintra Retail Park and Forum Montijo (130,000 sqm in total)



POLAND - BYDGOSZCZ CENTRE:

The third certified O'Shopping centre in Poland through remodelling of the shopping mall and services.



ROMANIA - SATU MARE:

Launch of the second phase of the extension project. +11,000 sqm; 20 stores.



UKRAINE - KIEV - PETROVKA:

Inauguration of Petrovka in March 2018, a first Retail Park of more than 11,000 sqm combining shops and leisure.



UKRAINE - KIEV - LEFT BANK:

Inauguration of the first phase of the Rive Gauche project in March 2018 for a total area of 30,000 sqm GLA and a 15,000 sqm hypermarket.



LUXEMBOURG - JBBK AND KUBIK:

Acquisition of two assets with plans to turn them into a mix of offices, housing, shops and leisure to strengthen our Kirchberg site.

INTERVIEW

Focus on the Yellow Pulse project: three questions for Jean-Louis Cintas, Director of the Auchan store in Saint Priest and Laurence Merien, Ceetrus Property Director

A key site in the East Lyon area, anchored in the territory and habits of its inhabitants for 37 years, the "Porte des Alpes" centre located in Saint Priest has been transformed over several years to become "Yellow Pulse". With a mission to update the existing site, Ceetrus and Auchan have been working together on this ambitious and innovative project.



Laurence Merien



Jean-Louis Cintas

Why this project? What is the history of the site?

JEAN-LOUIS: Saint Priest is a benchmark site for Auchan and the Lyonnais territory. With 8 million visitors a year, it enjoys an excellent reputation. That said, it has been affected by the ongoing changes in our society and our patterns of consumption: the shopping centres of the 80s no longer meet the expectations of the territory or its users! In 2009, when Leroy Merlin and Ikea left for a bigger property, we wanted to seize the opportunity.

LAURENCE: Yes, the newly vacated land meant we had the opportunity to invent a new take on urban life by transforming the retail side while creating spaces for leisure, services, culture, offices and even an urban farm!

What are the main strengths of this new project?

LAURENCE: what makes us stand out is our ability to co-develop with all of our stakeholders: public partners, retailers, Auchan and local inhabitants! This process of co-construction at local level helped us to create a mixed-use project, connecting and connected. We are offering a comprehensive solution to the convergence of ambitions from local authorities and the towns and cities in question.

So what's next?

JEAN-LOUIS: With Ceetrus we created a "tandem" approach from the outset and it's a real strength. We shared the structure of ambitions in a process of co-construction. The hypermarket will be consolidated by the strengthening of the shopping centre and the densification of the site thanks to the addition of new concepts as well as a multitude of services and events that will help guarantee success. We are also working on optimising entry points (5 vs. 2 currently), redesigning the car park and saving time looking for a space...



Yellow Pulse



Yellow Pulse

Creating and recreating new urban spaces

Based on its extensive commercial property experience alongside its partner Auchan, Ceetrus is now harnessing its expertise in managing retail traffic and developing community spaces to help build the city of tomorrow.

As well as diversifying the different uses of its sites, by combining businesses, housing, offices, leisure and urban infrastructure, Ceetrus is also involved in developing new urban programmes.

The vision in actions



FRANCE - MAUREPAS: Building a cinema

Alongside its partner Ciné Movidia, Ceetrus has laid the first foundation for the future multiplex cinema in the Village des Loisirs in Maurepas. Spanning 5,000 sqm and with 8 screening rooms, the new cinema will be able to accommodate up to 1,700 people. It is part of an eco-responsible approach of High Environmental Quality (HQE)



ROMANIA - BRASOV: Building begins on a 4-star hotel

Working in partnership with the city of Brasov, Ceetrus is developing a new neighbourhood and community around the Coresi Shopping Centre. After equipping the site with a 3500 sqm fitness room in 2016, Ceetrus joined forces with a local partner in 2018 to start the construction of a 133-room hotel. Its delivery is scheduled for the end of 2020.



HUNGARY - BOROKA PARK: Transformation of Kecs-kemét commercial site into a neighbourhood and community

59 apartments delivered by the end of 2018



LUXEMBOURG - CLOCHE D'OR: Continuation of building work on a high-end mixed-use project

Delivery expected mid-2019 (shops, housing)

FRANCE

Signing of a partnership with ESSEC:

As a new observer of the city, and keen to study foreseeable developments upstream, Ceetrus joined forces with ESSEC in 2018 to create a new "ESSEC-CEETRUS" Research Chair for Urban Planning and Commercial Real Estate. Named after its two founding companies, its purpose is to train professionals specialised in the issues and challenges of regional and urban policies.



INTERVIEW

Focus on the Strasbourg Chartreuse operation: three questions for Pauline Herre, Development Manager at Habitation Moderne and Hugo Couval, Project Manager at Bouygues Immobilier

On the site of the Auchan Group's former regional offices, in a region with few land reserves, Ceetrus is developing a project to build 429 homes in partnership with Habitation Moderne and Bouygues Immobilier.



Pauline Herre



Hugo Couval



Redevelopment of the Chartreuse/Koenigshoffen site

Can you tell us about this operation and its objectives?

PAULINE: More than a real estate project, we are working with Ceetrus on an urban development project. Beyond its architectural accuracy, the project puts the spotlight on the environment with green spaces, a public garden and a soft mobility connection with a future bike path. With 170 social or affordable housing units, it will promote diversity.

HUGO: Bouygues Immobilier is building the 259 homes for free. It is a major project, at the heart of Bouygues Immobilier's expertise.

Why this partnership with Ceetrus?

PAULINE: Updating the urban fabric through the joint responsibility of private and public players is both interesting and effective. Basically, Ceetrus owns the land and we will operate the social housing and temporary housing part. However, this partnership is driven by a group of people who appreciate each other because they share a goal and beliefs.

HUGO: Bouygues builds 12,000 homes a year and it is for projects of this scale and significance that the strength of our group is, of course, an asset. It is also our expertise in terms of constructability, quality and processes that is required in this project.

How do you work together?

PAULINE: Over the past several years, we have built a direct and completely transparent relationship with our contact Marc Miltenberger at Ceetrus; this has been key to everything we've achieved so far and enabled us to overcome any conflicting points of view in a positive, constructive way. This trust and solidarity is the sign of a very good collaboration.

HUGO: We are now in the phase of filing building permits and we talk to Marc every day - sometimes several times a day - as well as the architect and all our partners. So, yes, you have to trust each other! Today, the challenge is to mount a beautiful project with Ceetrus, because a successful project opens the possibility to other perspectives.

Places and communities: creating community hubs

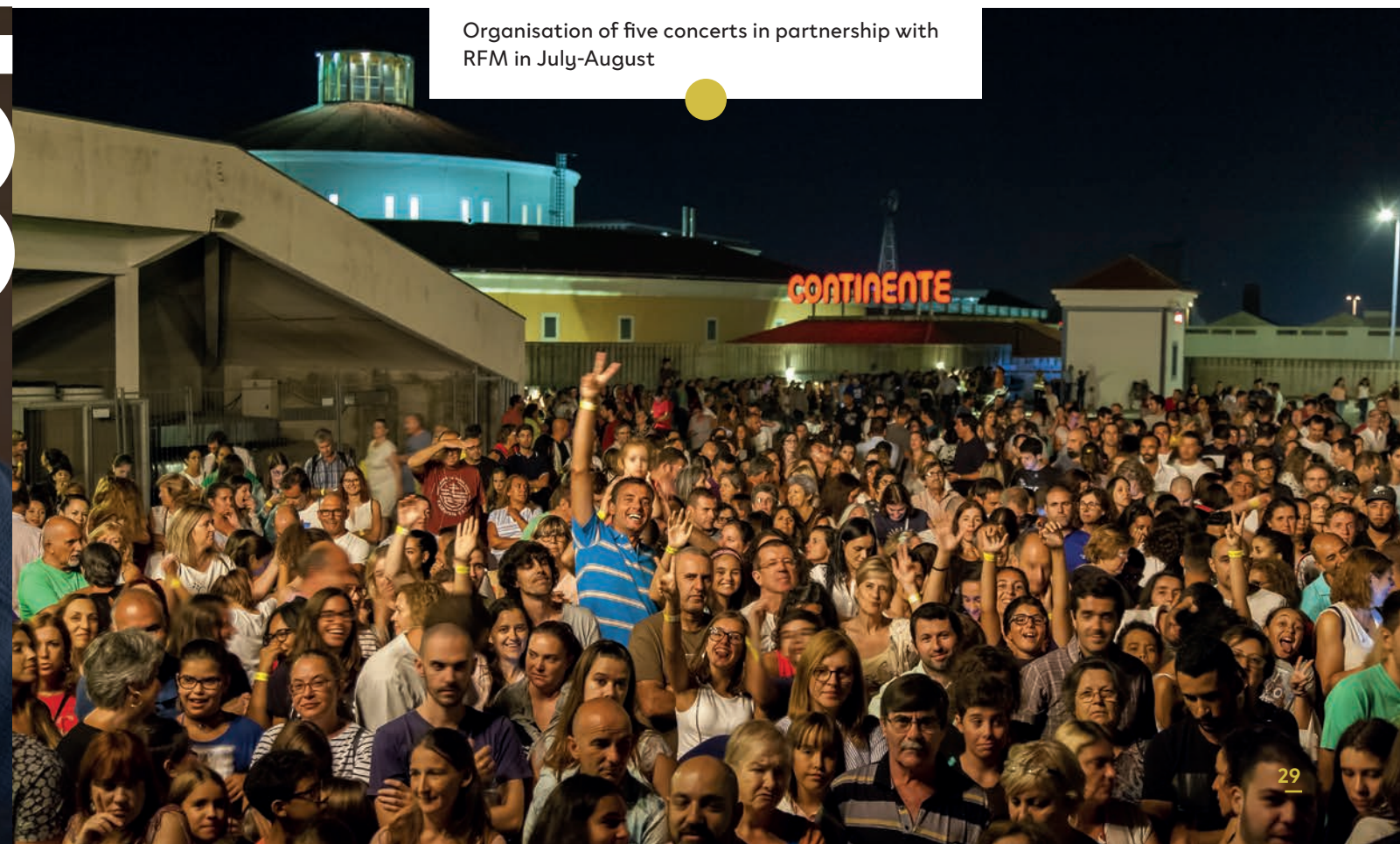
In the era of e-commerce, with our cities breaking up and connections breaking down, Ceetrus has put relations with others at the heart of its work. By striving to contribute to creating and/or developing social ties, it is opening its sites up to events and local communities.

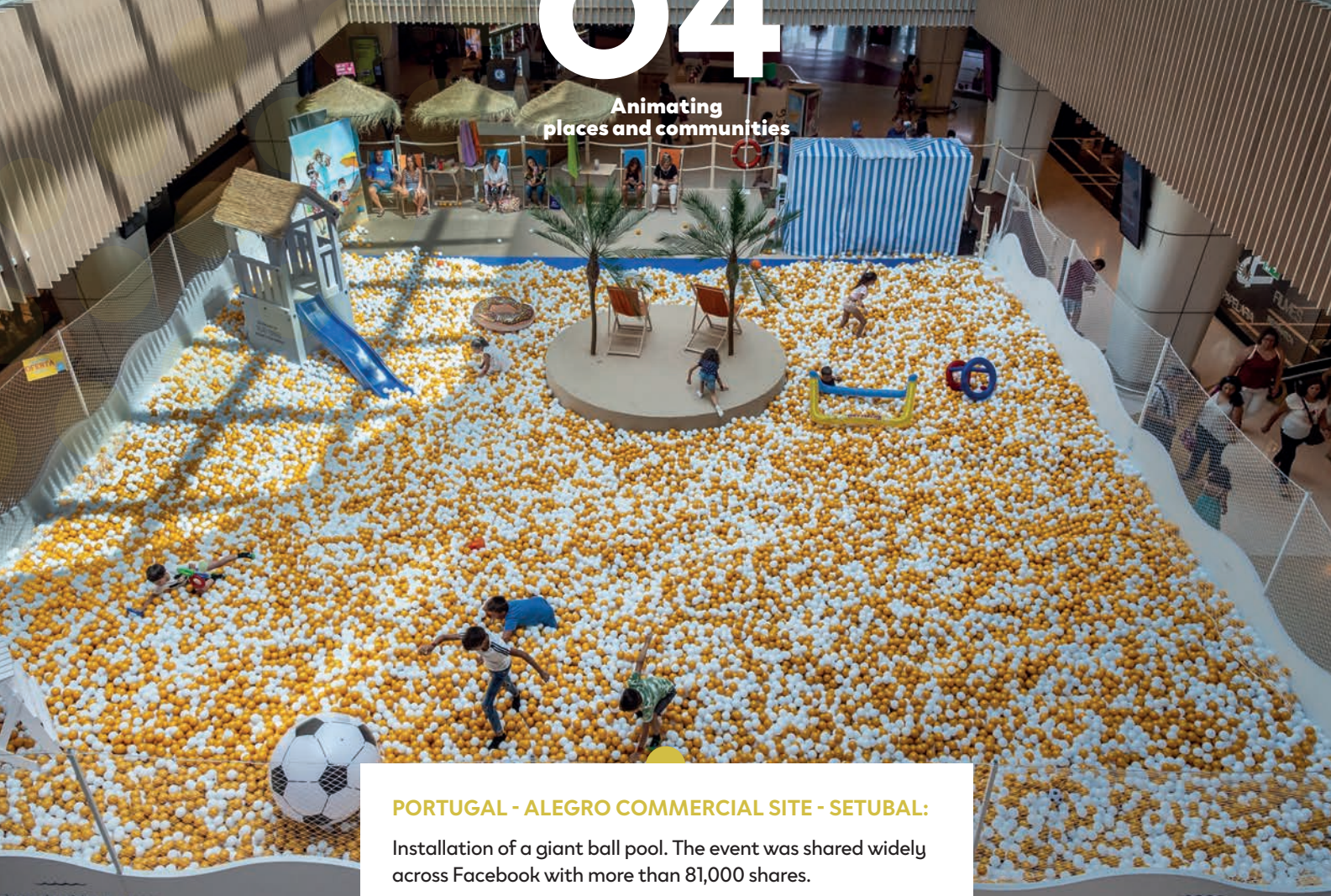
In 2018, more than 13,500 events were organised at Ceetrus sites. Several community halls have also been opened in Romania and Spain in particular.

The vision in actions

PORTUGAL FORUM SINTRA AND FORUM MONTIJO, LISBON REGION:

Organisation of five concerts in partnership with RFM in July-August




PORTUGAL - ALEGRO COMMERCIAL SITE - SETUBAL:

Installation of a giant ball pool. The event was shared widely across Facebook with more than 81,000 shares.


ROMANIA - TABERELOR COMMERCIAL SITE - DRUMUL:

Organisation of two Neighbourhood meals


SPAIN - ZENIA BOULEVARD COMMERCIAL SITE:

Organisation of the third annual Fiestas del Pueblo with over 60,000 spectators.


SPAIN - ZENIA BOULEVARD COMMERCIAL SITE:

A magical show and meeting with Gisela, the famous voice of Disney

INTERVIEW

Focus on the event at the Zenia shopping centre in Spain: three questions for Pedro Box Castejon, owner of Castejon Joyeros jewellery



Pedro Box Castejon



the zenia shopping night

SPAIN - ALCAMPO TAMARGUILLO COMMERCIAL SITE - SEVILLE:
Opening of a Senior Citizens Area

During the renovation of its Alcampo Tamarguillo centre in Seville, Ceetrus has created a space for Senior Citizens who can come and take part in all kinds of activities, accompanied or independently. The first initiative of its kind in Spain to be held in a shopping centre, it was awarded the prize for best CSR action by the AECC (Spanish Association of Shopping Centres and Retail Parks)


Why did you open a shop in the Zenia? What is special about this shopping centre?

There are two main reasons: first of all, we were aware of the region's potential because we are local operators. And then, it's the centre's design that makes it special: it puts the customer first. For me, this customer care is essential; it gives the centre its heart. I would also add that the Zenia offers an interesting commercial mix, because there's a very wide range on offer, with something for everyone.

What activities are offered in the centres?

There are all kinds of things to do: concerts, demos, workshops, shows, mariachis, parades, and so much more.

What do they bring?

Having a centre that is lively and vibrant every single day is an added value for us, as retailers. The events attract visitors who will plan their visit and whether or not they intended to buy, ultimately they will still end up shopping.

Places and communities: offering services that make life easier

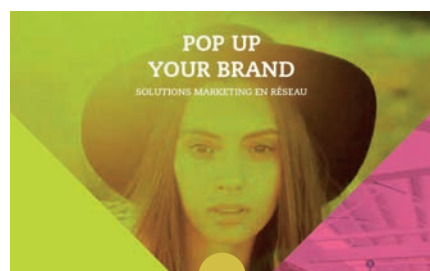
Connecting customers and their favourite stores, facilitating the act of purchase, and offering useful services to citizens are all part of Ceetrus's objectives. Its commitment to turning the shopping centre into an essential platform offering everyday services to all means Ceetrus must innovate and develop new digital solutions.

The vision in actions

THE AUSHOPPING APP IS CHANGING TO ENHANCE THE CUSTOMER EXPERIENCE

In just one click, you can connect to the shopping centre's website where you can see all the latest news and information from the centre and local organisations,

view job ads or the new restaurant menus, add an event to your diary, sign up for a workshop, and share great deals (competitions, exclusive promotions, etc.) with the community or on social media.



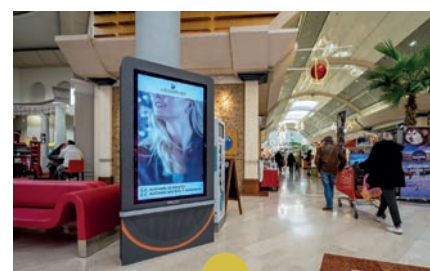
FRANCE - LAUNCH OF THE POP UP YOUR BRAND WEBSITE:

Marketing solutions to improve the visibility of stores in the centres. There are four solutions on offer to retailers: partnership events, pop-up shops, presence on digital screens via IMediacenter and a digital presence via Aushopping.



HUNGARY - KORZO:

Launch of a chatbot for visitors in June 2018. The chatbot will provide information on the country's 18 Ceetrus shopping centres, the latest news, opening hours, games, and more.



FRANCE - IMEDIACENTER:

A 360° advertising network to help retailers better communicate with customers: completion of the deployment of more than 500 digital screens across Ceetrus centres in 2018.



PORTUGAL - ALEGRO ALFRAGIDE COMMERCIAL SITE -CARNAXIDE:

Introduction of self-service food kiosks and the associated app: customers can order on a terminal (or on their mobile) from various restaurants in the food court and then find all their meals on the same receipt. 20% increase in restaurant sales. This service has received a Golden Award from the ICSC.



PORTUGAL - LAUNCH OF MY CEETRUS:

A communications management platform with retail centre tenants in September 2018

INTERVIEW

Focus on Beyond Retail with Marion Nathan,
Co-founder of Merito, one of the competition's five
winning startups

Making innovation one of the driving forces behind the transformation of commercial sites, in 2018 Ceetrus launched an international competition entitled "Beyond Retail Challenge". 258 startups from 12 countries worldwide entered the contest to present their "innovative project that will change the business of the future".



Beyond Retail Challenge



Marion Nathan

Marion, why did you take part in this challenge?

I learnt about the launch of the Beyond Retail Challenge in February 2018. To my knowledge, this type of initiative is rare for a real estate company. So, I appreciated the "innovation" aspect of the approach, which I felt showed a desire for change and a positive, proactive mindset. I also saw it as an opportunity to present the recruitment platform developed by Merito.

What was the innovation project presented by Merito?

The project is our startup! Merito is a recruitment platform that connects stores, employees who want to supplement their income, and candidates looking for a job (internships, fixed-term, permanent or part-time contracts). In short, we connect and create links! Like Ceetrus.

What was your experience of this challenge?

We were fortunate enough to go before the Ceetrus Board in Shanghai and meet teams in the different countries of the Group. Being exposed to their responsible outlook and extensive expertise was a rewarding and motivating experience. As one of the competition's five winning startups, we were also awarded the sum of €50,000 to develop our project in Ceetrus centres. We are now moving forward together.

Places and communities: daring to commit, with citizens, for citizens

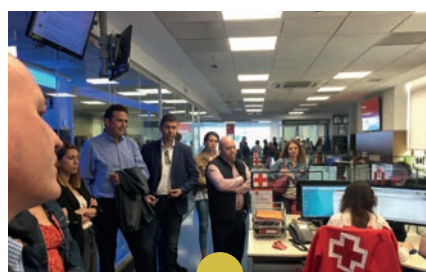
Ceetrus is invested in local communities and participates in various charitable initiatives throughout the year.

The vision in actions



ROMANIA - CORESI:

Cinema and meeting with Santa Claus, and gifts for Comana children accompanied by Ceetrus teams in December 2018.



SPAIN - RED CROSS:

Visit to the Red Cross headquarters and a 3,000 euro donation to support the charity's work.



FRANCE - FFACH:

Team Race to raise money for the FFACH Hospital Clowns charity: more than 1,800 euros collected in September 2018.



SPAIN - ALCAMPO TAMARGUILLO COMMERCIAL SITE:

Organisation of a contest to make a customer's dreams come true: the winner gets to take their daughter to Disney as part of the prize. The second part of the prize goes to the Joseph Carreras Foundation, which helps families with sick children.



HUNGARY - SOROKSÁR COMMERCIAL SITE:

Contribution to community well-being with the opening of a recreational park including a 34-acre playground for children with disabilities - in September 2018.



FRANCE - CEETRUS FOUNDATION FOR SOCIAL ENTREPRENEURSHIP:

Ceetrus supports the development of local projects through its foundation for Social Entrepreneurship. Since its creation in 2010, it has supported 129 projects through skills sponsorship (35% of employees invested) and financial support granted to project sponsors (€1.77 million).



POLAND - I HAVE A DREAM:

Cooperation throughout August with the foundation "I have a dream", which helps to realise the dreams of children with serious diseases. Thanks to this campaign, a 17-year-old girl was able to have a photo shoot and get her greatest wish.

INTERVIEW

Focus on the Ceetrus Social Team Building with Ramona Grozavescu, Communications and CSR Manager at Ceetrus Romania, member of the Team.

In mid-2018, in Comana near Brasov in Romania, 65 Ceetrus employees worked for a week to build, with their own hands, a house for Ion, Rozalia and their 8 children. With citizens, for citizens, our Ceetrus staff wanted to offer a living space to improve the daily life of this low-income family, previously stuck in a house with just one room and a small kitchen.

Why did you take part in this challenge?

I am a great believer in the power of working together. Collectively, we can do great things and have a positive impact. This is our mission at Ceetrus. So giving our time and energy to this family is completely in tune with our Vision and attitudes: #co, #care and #committed.

What did you take away from this week?

Contributing to the building of this home, helping the children of the community, and giving courage and positive outlook to a family in need has been extremely rewarding and enriching to me personally; bringing personal fulfilment in a professional capacity. By supporting and energising others, I was energised myself, and our team is now even closer and ready to work better together.

What next?

The house's inauguration is scheduled for late April 2019. It will be a moment of great joy and the beginning of a new life for Ion, Rozalia and their 8 children. At the same time, we want to continue to contribute to the life of this village, especially by supporting educational and recreational activities for children.



Comana near Brasov in Romania



Ramona Grozavescu



Vianney MULLIEZ

Chairman of the Ceetrus Board of Directors

Final word

Being able to support the changes to our society is the key to success for the companies of the future. This means taking into account new needs, adapting with agility, and believing in one's choices and ambitions.

We believe in physical places. They are the foundation for building social ties. They meet people's need to interact, meet, and come together.

Led by our Vision 2030, we want to create communities, sustainable, smart and vibrant places co-developed with partners and people in the territory, sites that incorporate all the aspects of what truly makes a city beyond retail commerce: housing, culture, leisure, offices, hotels.

Our approach has therefore shifted from a focus on transitory areas to an ambition to create places of community and connections, which is how we will make a difference: listening to residents and stakeholders, embodying the attitudes of our Vision, respecting partners, embracing complementary expertise, building real neighbourhoods, and upholding our strong CSR approach.

Creating places with citizens, for citizens.



