



READY TO SHAPE THE  
FUTURE OF REAL ESTATE?

Let's create value together

nh00d  
NEW LIVING  
MOOD

**You have the goals,  
we have the solutions to get you there.  
Ready to start generating value together?**

**Let's create  
value together**





1. HELLO, WE ARE NHOOD

2. GLOBAL APPROACH,  
LOCAL EXPERTISE

3. (GLOBAL) CLIENTS

4. OUR SOLUTIONS

5. (Y)OUR PEOPLE

ASSET MANAGEMENT

ESG

PROPERTY MANAGEMENT

- RENTAL MANAGEMENT
- MANAGEMENT TOOLS
- E-PROCUREMENT
- DIGITAL TWIN
- LEASING STRATEGY & EXECUTION
- OPERATIONAL MARKETING

DEVELOPMENT

CAPITAL MARKETS



# HELLO, WE ARE NHOOD



## COMMERCIAL REAL ESTATE

Nhood Services Italy is an international real estate solutions company specialising in commercial real estate and urban regeneration.



## OVER 1,000 COLLABORATORS

We are present in 11 countries, with over 1,300 experts.



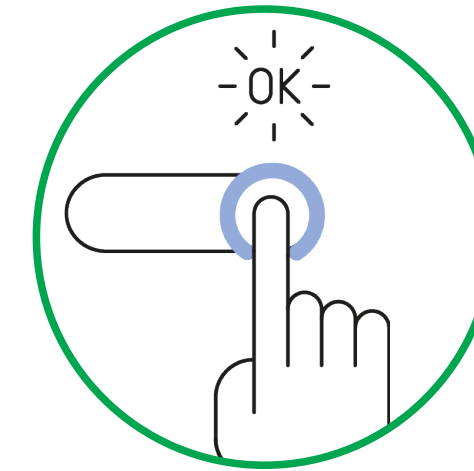
## AFM HOLDING

We are part of the family holding AFM (Association Familiale Mulliez), which has a network of more than 200 companies present throughout Europe.



## OUR CUSTOMERS

Our customers are land and property owners, asset funds, government authorities and retailers.



## OUR OBJECTIVE

To create value for assets under development and maximise the the potential of those under management.

1976

IMMOCHAN

1997

Important partnership with LA RINASCENTE

2003

GALLERIE COMMERCIALI ITALIA

2018

CEETRUS with citizens for citizens

2021

The following were established:

NHOOD SERVICES ITALY

NHOOD AGENCY ITALY

CEETRUS PROPERTIES

ASSET SERVICES

DEVELOPMENT SERVICES

AFM  
HOLDING

nh0od  
NEW LIVING  
MOOD

Ceetrus

MIDAS

DECATHLON

BRICO  
CENTER

TECNOMAT

flunch

JULES

pimkie®

LEROY MERLIN

Norauto

KIABI  
la mode à petits prix

## WORLD

**+1.300**

EXPERTS

**4.7 MLN**

M<sup>2</sup> MANAGED

**11**

COUNTRIES

**1.060**

ASSETS UNDER  
MANAGEMENT

**14 BLN**

€ FAIR VALUE

## ITALY

**40**

ASSETS UNDER  
MANAGEMENT

**960.000**

M<sup>2</sup> MANAGED

**155 MLN**

€ RENTAL REVENUES  
OF MANAGED SPACES

**2.3 BLN**

€ REVENUE  
RETAIL OPERATORS

**2 BLN**

€ FAIR VALUE

**130 MLN**

VISITORS



# OUR CUSTOMERS

We collaborate with companies operating in all industries which rely on us to achieve their investment goals.

Responding to their requests, we provide targeted real estate solutions, regardless of business, geographical boundaries or asset class.



## PROPERTIES

Ceetrus

PRADERA

CASTELLO SGR

GENERALI REAL ESTATE

## TENANTS & RETAILERS

INDITEX

H&M Group

Miroglio Group

LPP

GRUPPO CREMONINI

ONIVERSE

TEDDY GROUP

PERCASSI

SEPHORA

DOUGLAS

PRIMARK

OVS

coin

HUGO BOSS

COLMAR

Foot Locker

adidas

DECATHLON

LEROYMERLIN

MediaWorld

ESSELUNGA S

McDonald's

NESPRESSO

+5,000 BRANDS IN THE NHOD GROUP

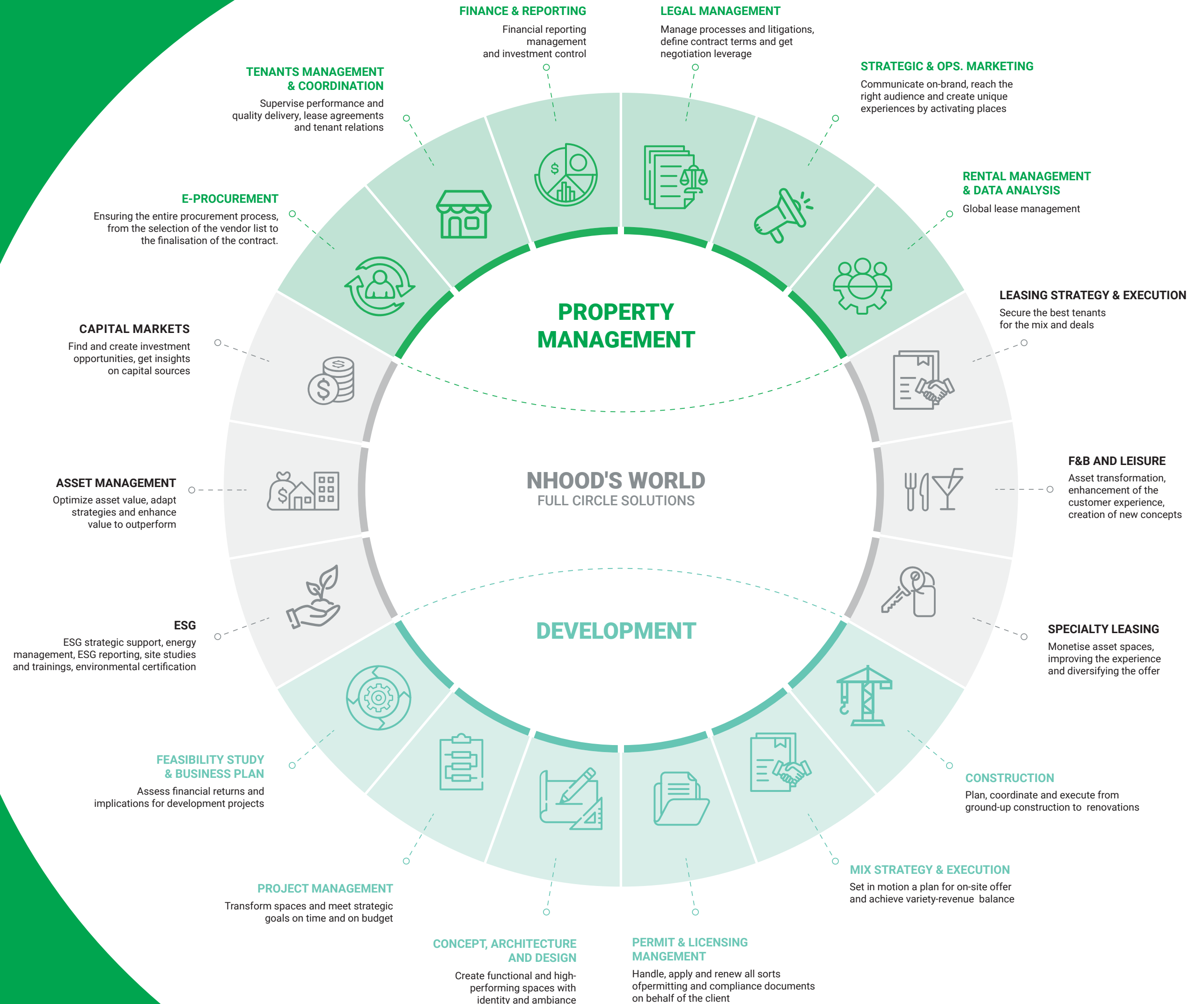
AND MORE...

# OUR SOLUTION

Each phase of the asset lifecycle represents a different challenge, and we have the solution for all of them!

With a global network of experts and a consolidated know-how, we accompany our clients in the development of their real estate strategies by offering targeted solutions for all asset classes.

Ours is an all-round offer that embraces every dimension of real estate, with no geographical limits.



# ASSET MANAGEMENT

We manage assets to maximise their real estate value with a comprehensive approach.

We govern value creation at every stage of the life cycle

We design strategies in line with the client goals

We orient real estate management to ESG pillars

We implement action plans that enhance the operational performance of the property

We provide ongoing evidence on the management of the real estate portfolio



## 2 BLN €

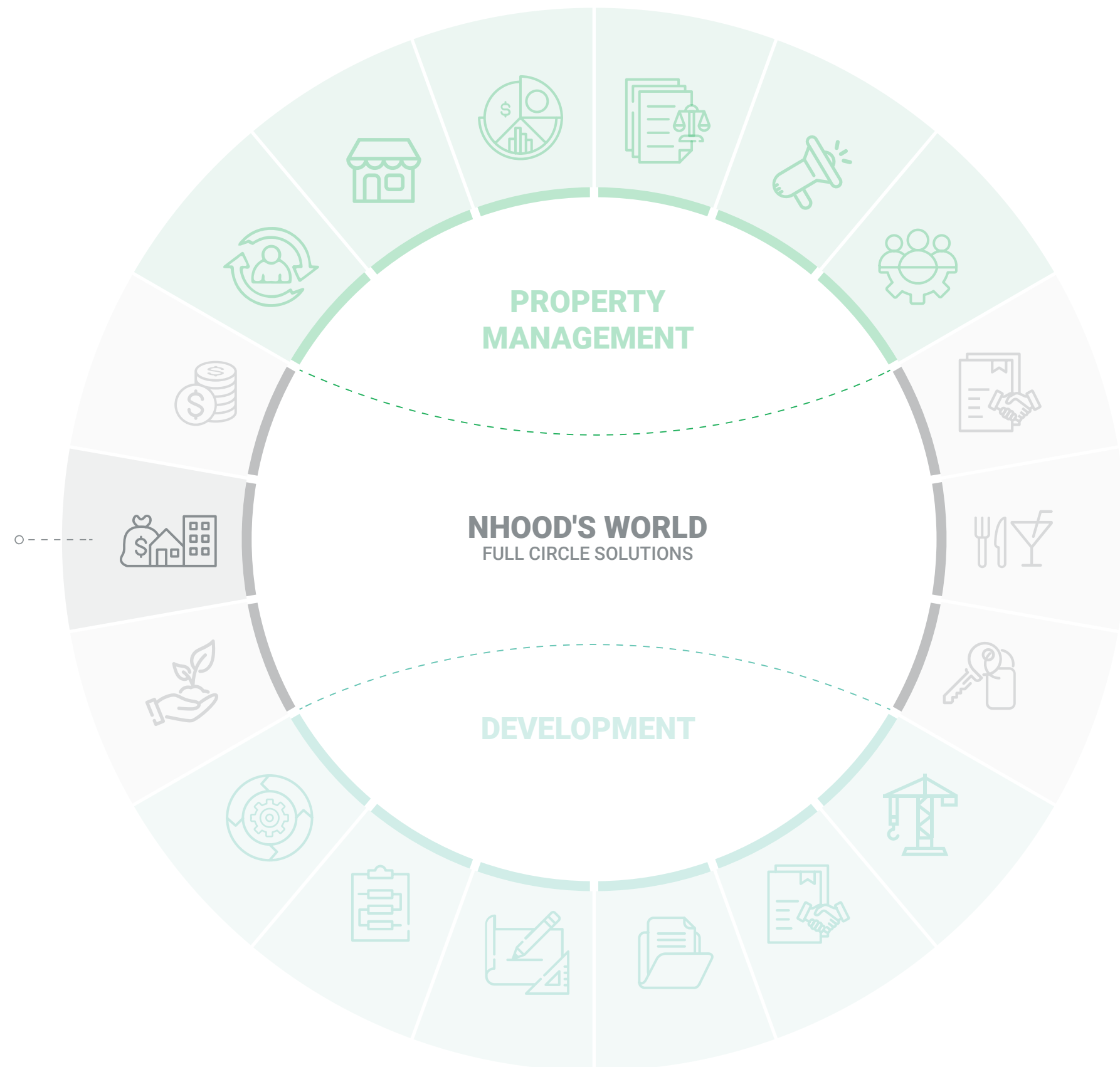
EUROS BLN/FAIR VALUE  
UNDER MANAGEMENT  
IN ITALY



ASSET CATEGORY UNDER  
MANAGEMENT:

- CORE
- CORE+
- VALUE ADDED
- OPPORTUNISTIC

**ASSET MANAGEMENT**  
Optimize asset value, adapt  
strategies and enhance  
value to outperform



## OUR SOLUTION

# ASSET MANAGEMENT

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We enhance, regenerate and create value for our clients' real estate portfolios with a results-oriented approach to asset management, where economic and financial performance meet ESG standards. Our solutions include **strategy, decision-making advice and data analysis**, in order to ensure sustainable results for each asset throughout its lifecycle.



## VALUE CREATION STRATEGY

- Potential analysis for value enhancement
- Budget optimisation
- Strategies for increasing short- and long-term revenues from leasing
- Remodelling, extensions & restructuring
- Repositioning & transformation of asset use



## ASSET DIAGNOSIS & STRATEGY

- Portfolio audit & diagnosis
- Performance benchmarking and market analysis
- Capital planning
- Business plan & budgeting



## REPORTING & FORECASTING

- Profitability analysis and preparation of financial models
- Performance updates and analyses
- Monthly and annual reports



## PERFORMANCE & CASH FLOW

- Identification of teams and monitoring of services
- KPI & goal tracking
- Supervision and validation of management, leasing and marketing strategies
- Capital expenditure (OPEX savings)
- Tenant-mix optimisation
- Identification of extra sources of income

## OUR SOLUTION

# ASSET MANAGEMENT

## PORTE DELLO JONIO - RESTYLING

Taranto, Italy

32,808 m<sup>2</sup>

Core activity: Retail

### THE CHALLENGE

Regeneration of an asset in its 25th year to position it in regional leadership.

### THE SOLUTION

**An ESG-oriented investment plan and strategy.**

The centre underwent a major restyling and extension of over 10,000 m<sup>2</sup>, which defined new vocations for the gallery spaces.

The repositioning plan included the inclusion of new Retail, F&B and Leisure proposals, and the creation of new areas ready to accommodate the rich schedule of entertainment and events, developed in collaboration with the community. These are all solutions that have attracted the attention of unprecedented local brands.

To date, Porte dello Jonio represents the reference site in the development pipeline of new retailers in Apulia: the commercial offer is on high-street.

The outdoor areas have been designed with soft mobility in mind: a new public service terminal, more than 30 electric charging stations, vehicle sharing services.

An action plan that, in addition, led to a reduction in the property operating expenses.

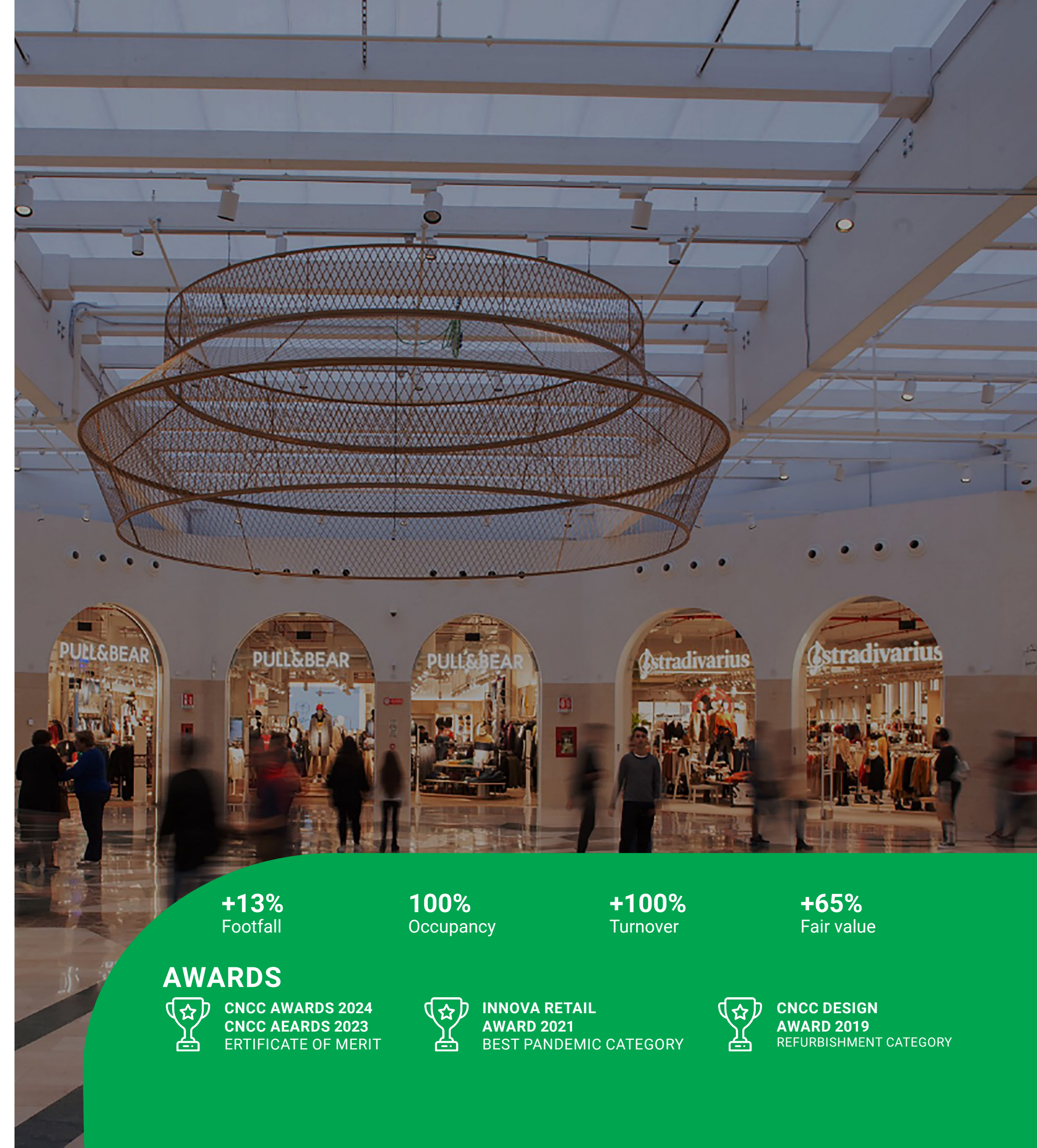
### OUR ESG GOALS

**(E) Reducing the carbon footprint:**

- in the construction phase (through the selection of sustainable materials)
- in the operational life of the property:
  - on-site green energy production and monitoring of energy performance
  - 8 new urban and suburban public transport lines

**(S) & (G) Catalyst for new community services in collaboration with PA**

- 43,000 administrations of Covid-19 vaccine doses at the 14 “drive through” stations
- First opening of a local Asl Infopoint inside a shopping centre



**+13%**  
Footfall

**100%**  
Occupancy

**+100%**  
Turnover

**+65%**  
Fair value

### AWARDS



**CNCC AWARDS 2024**  
**CNCC AWARDS 2023**  
CERTIFICATE OF MERIT



**INNOVA RETAIL**  
**AWARD 2021**  
BEST PANDEMIC CATEGORY



**CNCC DESIGN**  
**AWARD 2019**  
REFURBISHMENT CATEGORY

## OUR SOLUTION

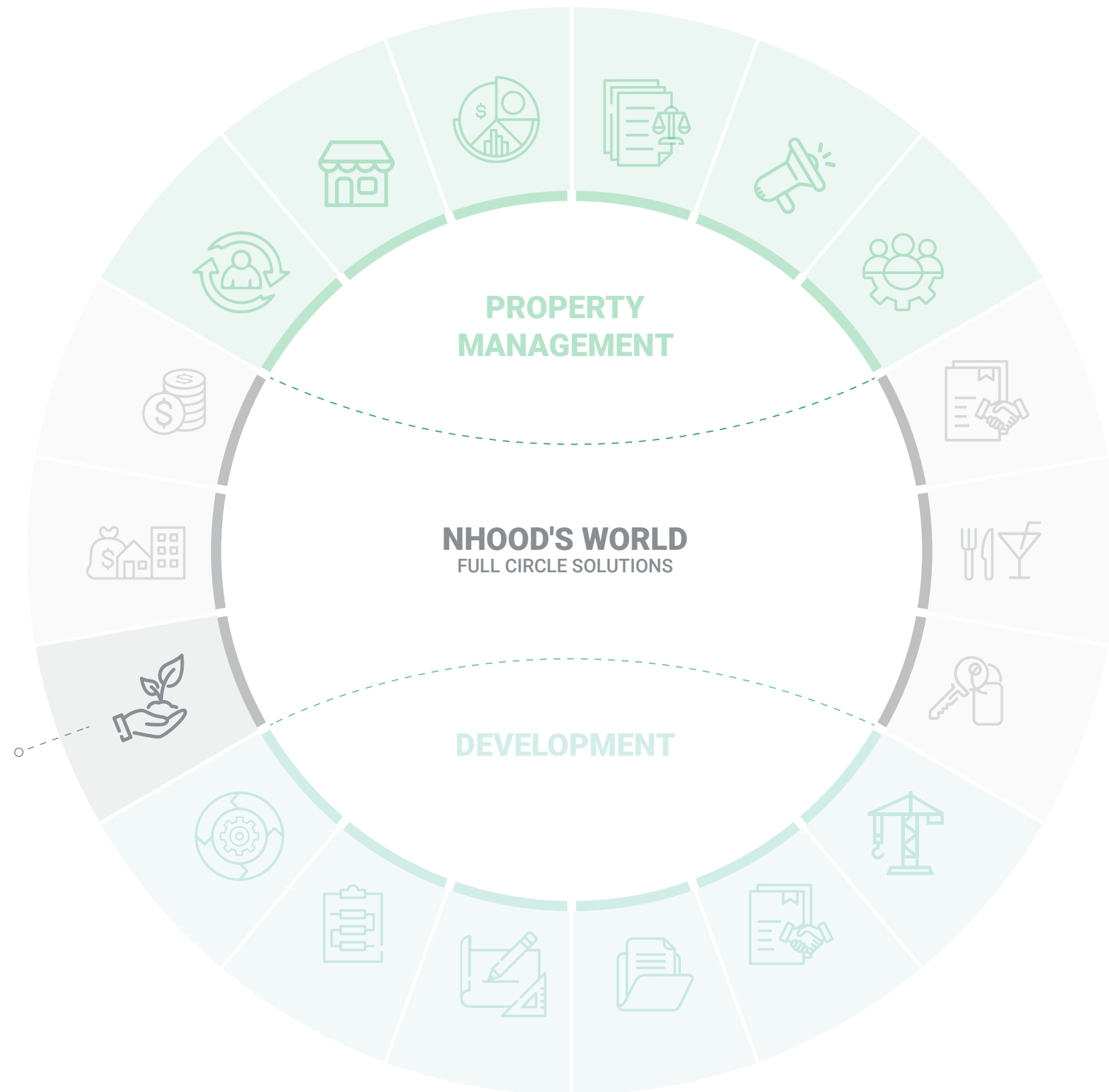
# ESG-ORIENTED MANAGEMENT

## PRIORITIZING RESPONSIBLE SOLUTIONS TO CREATE NATURE VALUE

We integrate ESG principles into asset management and the design and construction of new developments through structured governance within Nhood. Recognizing the environmental and social risks impacting the real estate sector, we support our clients in **setting sustainability goals, identifying key performance indicators (KPIs) to monitor progress, and developing actionable plans.**

Our goal is to **protect and enhance asset value over time**, while also creating opportunities to **generate social and environmental value in the communities** where we operate. We apply innovative strategies with a focus on elevating the 'Sustainability Experience' in regeneration projects and the development of new spaces.

**ESG**  
ESG strategic support, energy  
management, ESG reporting, site studies  
and trainings, environmental certification



## OUR SOLUTION

# ESG-ORIENTED MANAGEMENT

We provide a regenerative approach to boost the positive impact of your assets with a skilled and innovative ESG team. Our holistic service addresses all strategic aspects of your business, integrating sustainability to enhance both environmental and social performance.



152

Assets CERTIFIED or under certification  
**BREEAM In-Use**



75%

Of the portfolio value with  
**CARBON FOOTPRINT** assessment



75%

Of the **CRESB**-assessed portfolio value with environmental data monitored through a dedicated platform



100+

On-site **RENEWABLE ENERGY PLANT** projects



203

Assets with vulnerability assessment and exposure to **CLIMATE RISK**



75%

Of portfolio value with ecological value calculation and **BIODIVERSITY ANALYSIS**

### ESG REPORTING:

- Development of Reporting Protocol and GAP Analysis
- GRI – CRSD – Taxonomy–GRESB
- Design and Communication Strategy

### ESG/ISR STRATEGY:

- Real Estate ESG and ISR Development Strategy
- Green Subvention Strategy
- Sustainable procurement

### SOCIAL VALUE:

- Social Assessment and Measurement
- Social Design and Strategy
- Social Management and Operation

### ENVIRONMENTAL VALUE:

- Biodiversity Performance Assessment and certification
- Land Management; risks and Opportunity Assessment

### ENERGY, UTILITIES AND CARBON MANAGEMENT:

- Energy management, Strategy and Analysis
- Energy Modelling and Audit
- Water and Waste Management
- Air Quality Management
- Carbon Footprint and Decarbonization trajectory
- Climate Risk Assessment and Adaptation Plan

### GREEN BUILDING:

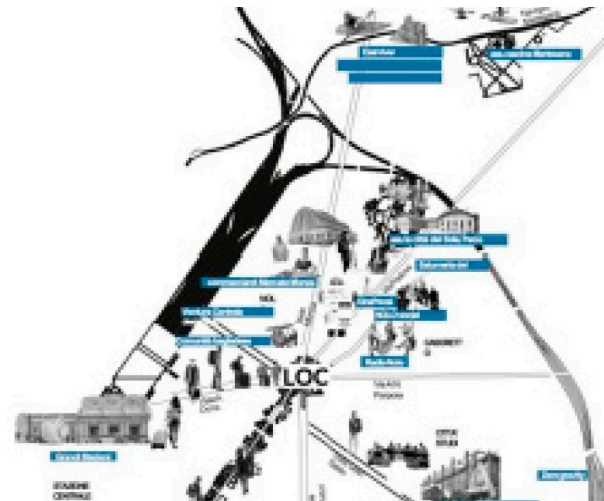
- Sustainability Project Management
- Sustainable Construction and LCA
- Green certification (BREEAM, LEED and WELL)

## OUR SOLUTION

# LISTENING TO THE LOCAL COMMUNITY

## PIAZZALE LORETO: THE PATH OF COMMUNITY INVOLVEMENT

### COMPETITION Dec 19 – Mar 21



- Local data collection
- Digital ethnography
- Pop-up interviews

**+100**

randomly  
interviewed residents  
and city users

### FINAL DESIGN Apr 21 – Jan 23



- In-depth interviews: associations, local experts and informal groups
- Contextual interviews with residents and city users
- Poster campaign site specific

**50**

representatives of local  
committees, associations  
and interest groups

### PRE-SITE Jan 23 – Dec 23

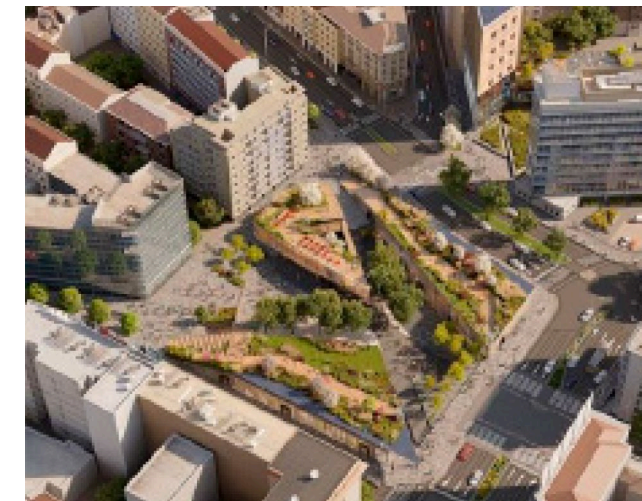


- LOC 2026 info desk
- Public presentation and Q&A meetings
- Masterclass
- Cultural and artistic events

**20**

citizens  
and citizen experts

### SITE From 2024



- Continuation of the public programme
- Activation of the site: Open Site

**+7,500**

visitors  
HUB2026

### SQUARE OPENING From 2026



- Inauguration of the Square
- Schedule of public initiatives with local players
- Community management

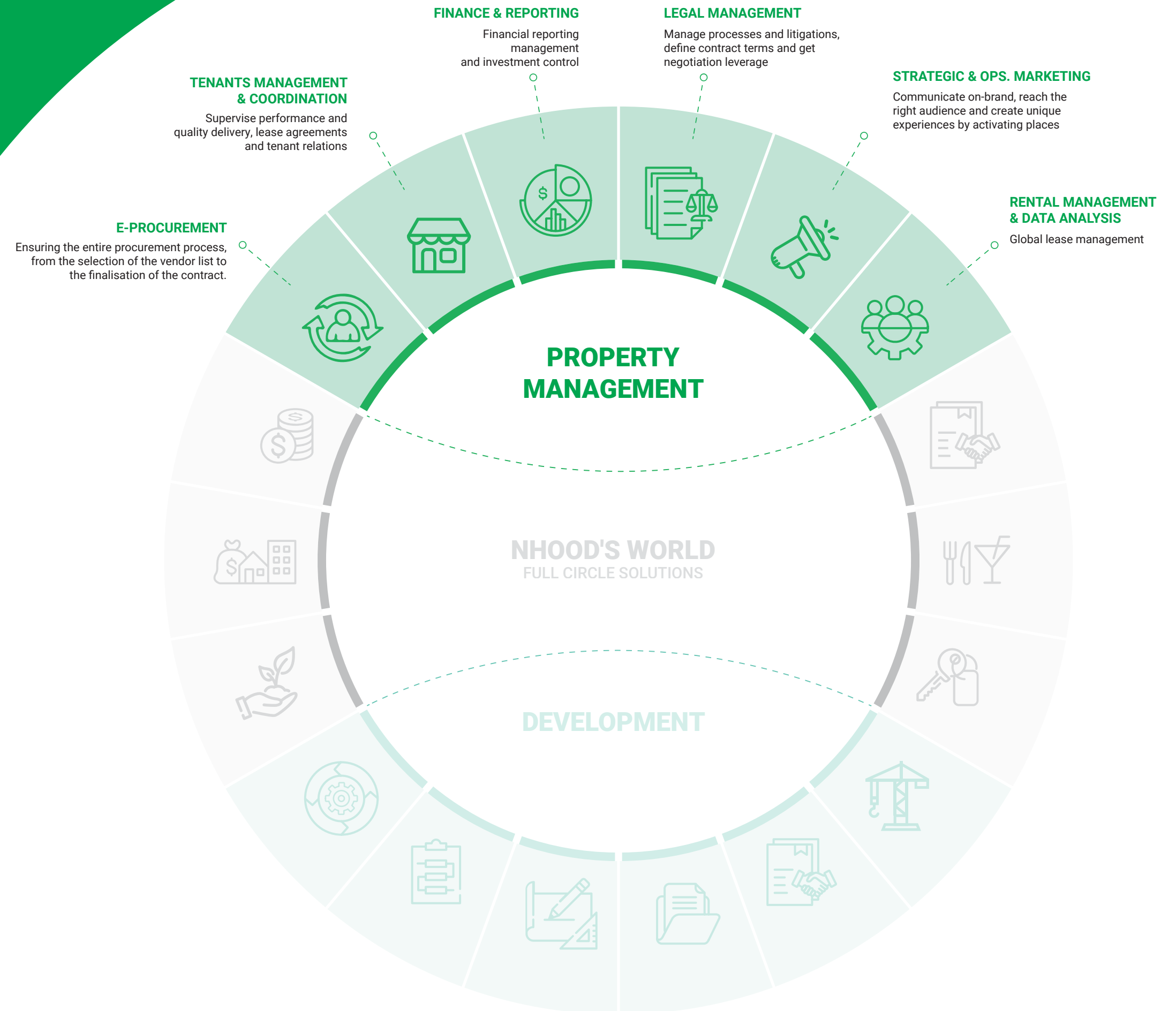
**+280**

participants at events  
and public meetings

## OUR SOLUTION

# PROPERTY MANAGEMENT

For more than 40 years we have been providing tailor-made real estate solutions to help clients achieve their portfolio investment goals and improve performance and experience, in order to transform assets into places to live.



## OUR SOLUTION

# PROPERTY MANAGEMENT

A tailor-made strategy is decisive when it comes to creating an **optimal customer experience, reducing operating costs and increasing asset value: we supervise, manage and coordinate the day-to-day activities of the asset**, from maintenance to marketing and from administration to finance.



### RENTAL MANAGEMENT & DATA ANALYSIS

- Rental management\*, service charge management\* and credit management\*
- Data Analysis, studies and research



### FINANCE & REPORTING

- Financial planning and business plan drafting for real estate investment
- Management of relations with banks and compliance of financing contracts
- Accounting and financial reporting for the client (financial statements, tax returns, etc.)
- Management of real estate investment taxation
- Supporting the structuring of acquisition and sale of assets



### E-PROCUREMENT\*

- Selection and qualification of suppliers
- Tender management and offer negotiation
- Preparation and formalisation of the contract
- Management of payments to suppliers
- Periodic analysis of the economic, financial and reputational status of suppliers
- Analysis of spending of interest with benchmark proposals for new opportunities and savings



### LEGAL MANAGEMENT

- Updating of real estate contracts (leases, branch leases, temporary rentals)
- Assistance in negotiation and debt collection activities
- Analysis and support in the definition of guarantees in real estate contracts



### TENANT MANAGEMENT & COORDINATION\*

- Supervision of tenant leases and performance
- Management of sublets and leases
- Tenant fit-out and refurbishment monitoring



### BUILDING MANAGEMENT

- Supervision and maintenance of assets
- Selection and supervision of external suppliers
- Waste management
- Cost optimisation and budgeting
- Support in obtaining certifications



### PROJECT MANAGEMENT (CAPEX)\*

- Drafting the CAPEX plan
- CAPEX resource planning and coordination
- Analysis and implementation of legal provisions



### STRATEGIC & MARKETING OPERATIONS

- Marketing and communication plan and strategy
- Budgeting
- Brand and image management
- Events and brand activation
- Social media and loyalty programmes

**\*UNI EN ISO 9001 QUALITY CERTIFICATION**



## OUR SOLUTION

# RENTAL MANAGEMENT & DATA ANALYSIS

## RENTAL MANAGEMENT\*

- Lease Contract
- Active invoicing
- Checking tenants' compliance with contractual agreements
- Control and management of registration tax payments
- ISTAT adjustment control
- Recording and mapping receipts

## SERVICE CHARGE MANAGEMENT

- Constructing floor plans and allocating the budget
- Settlement of condominium charges and analysis of deviations

\*UNI EN ISO 9001 QUALITY CERTIFICATION



## CREDIT MANAGEMENT\*

- Economic / Reputational risk assessment of tenants
- Checking that surety guarantees have been delivered by tenants
- Collection and fee management
- Client reporting and KPIs

## DATA ANALYSIS

- Rent roll
- KPI Reports (footfall, turnover, etc.)

## STUDY AND RESEARCH

- Market and competition analysis
- Tenant performance analysis vs. market benchmark
- Surveys

**+57 MLN €**  
of services charges  
managed each year

**+1,950**  
contracts  
managed

**+240 MLN**  
turnover managed  
each year

# MANAGEMENT TOOLS

Here are some of the tools we use to facilitate process integration.

## RENTAL AND TENANTS MANAGEMENT



## REPORTING, FINANCIAL AND OPERATIONAL PERFORMANCE



## DOCUMENTATION CONTRACTING AND ARCHIVING



## CONSUMPTION MANAGEMENT



## MALL DATA MANAGEMENT



## DEDICATED TENANT PORTAL TO FACILITATE CLIENT OPERATIONS



## INTEGRATED ASSET MANAGEMENT



## E-PROCUREMENT



## OUR SOLUTION

# E-PROCUREMENT

## WHY



### CUSTOMER SATISFACTION ★★★★★

Source: survey client 2024 - ISO 9001

\*UNI EN ISO 9001 QUALITY CERTIFICATION



### 1. OPTIMISING EXPENDITURE

Our solution enables the achievement of the best result, both in terms of savings and performance.



### 2. CERTIFIED AND SUSTAINABLE PROCUREMENT AND SUSTAINABLE PROCUREMENT (ESG FOR THE SUPPLY CHAIN)

Nhood offers a UNI EN ISO 9001 certified Procurement, a distinguishing feature among real estate service companies, which guarantees lean, traceable and transparent processes, confirming the high quality of its offer.

The company can count on a diversified, responsible and controlled supply chain, the result of a global ESG-oriented ecosystem.



### 3. COMPLIANCE, RISK MANAGEMENT AND BUSINESS CONTINUITY

Our Procurement solution aims to mitigate economic, reputational and AML risk, both during supplier selection and throughout the life of the contract, anticipating potential critical issues in the supply chain and implementing risk management strategies to safeguard the continuity of the customer's business.

## OUR SOLUTION

# E-PROCUREMENT

## HOW

### FACILITY MANAGEMENT EXPERTISE (OPEX/CAPEX)

Our E-Procurement services provide properties with transparent tenders aimed at selecting the most qualified suppliers, with the objective of **renewing assets and maximising their value during each phase of their life cycle.**

\*UNI EN ISO 9001 QUALITY CERTIFICATION



- **END-TO-END MANAGEMENT OF THE ENTIRE PURCHASING PROCESS VIA SYNERTRADE'S ACCELERATE INTERNATIONAL PLATFORM**

Access to a global database of suppliers through the Nhood Group's 11-country network and local procurement teams, following the Global Approach, Local Expertise approach.



- **SPECIALISED RESOURCES WITH VERTICAL EXPERIENCE IN PROCUREMENT TO PAY PROCESSES**

Professionals are constantly trained through masters and refresher courses to maintain a high level of competence.



- **ISO 9001 CERTIFICATION FOR THE PROCUREMENT PROCESS**

The globally recognised Quality Management System (QMS) focuses on continuous process improvement and related risk management.



- **RISK MANAGEMENT**

The integration of Business Information Provider and AML tools within the Supplier Portal ensures continuous economic, financial and reputational monitoring of the suppliers involved, with the aim of mitigating any risk.

## TRACK RECORD

# E-PROCUREMENT

## THE CHALLENGE

Ensuring the best tariff and planning stability for landlords' expenditure on energy needs.

## THE SOLUTION

Energy tariffs locked into bills until the end of 2023. Energy prices do not affect shopping enters run by Nhood Italy. Well before the international energy crisis, Nhood Italy reached advantageous agreements with its energy partners and applied a sustainable pricing policy, locking in the price of the energy component at an average value of € 56.60 / MWh from 2021 to 2023 (compared to average values for 2021 and 2022 of € 125.46 / MWh and € 316.77 MWh respectively), generating overall savings for 2021 of over € 2.2 millions and of over € 5.2 millions for the first seven months of 2023.

**+7,4 MLN**  
saved euros (aggregated)

**7**  
Properties that benefited of better economic conditions for the purchase of the energy component



**“The agreement for the agreed energy proposal is open to new members and guarantees the possibility to benefit from better conditions for new customers.”**

## OUR SOLUTION

# STRATEGIC & OPS. MARKETING



### WE MAXIMISE THE VALUE OF THE ASSET OVER TIME

studying for our landlords the best strategy to differentiate the asset in the market, strengthen its positioning and enhance its attractiveness through the most coherent and effective marketing mix to achieve short, medium and long-term goals



### WE CREATE COMMERCIAL AND SOCIAL VALUE

through projects and initiatives that actively involve tenants, institutions and local associations to offer visitors unique and memorable shopping and entertainment experiences that engage communities, encourage clients to stay at the asset, attract new audiences and boost commercial performance.



### WE MAKE THE ASSETS WE MANAGE SMART AND INTELLIGENT PLACES

able to reinvent themselves over time and to keep up with the most advanced retail solutions in the market. From proposing services designed exclusively for our landlords and tenants to adopting new consumer-oriented channels and tools, our mission is to place innovation at the forefront of value creation.



### STRATEGIC MARKETING

- Market analysis & research
- Marketing strategy (strategic Marketing plan & Budgeting)
- Communication strategy
- Media planning (on & offline)
- Mapping and involvement of stakeholders (community and local associations)
- Needs analysis and study of special projects



### DIGITAL COMMUNICATION & INNOVATION

- Defining goals and digital strategy
- Content Strategy
- Managing and animating social channels
- CRM and digital communities management
- Developing, updating and maintaining websites and web applications (UX,UI)
- Needs analysis and study of digital innovation projects



### EVENT & BRAND ACTIVATION

- Event schedule creation, from concept to production
- Creating formats to engage and retain visitors
- Devising mechanics aimed at involving associations and local entities
- Turnkey Activation with tenants and brands
- Venue Management & Sponsor Search

**4 AWARDS**  
in 2023 (CNCC)

**+50**  
Associations  
involved

**+400**  
Events managed  
every year

**+35**  
Assets



IT'S  
TIME!

BUBBLE  
ON CIRCUS

*"Transforming assets  
into living places is our mission".*

## NEW TOOLS

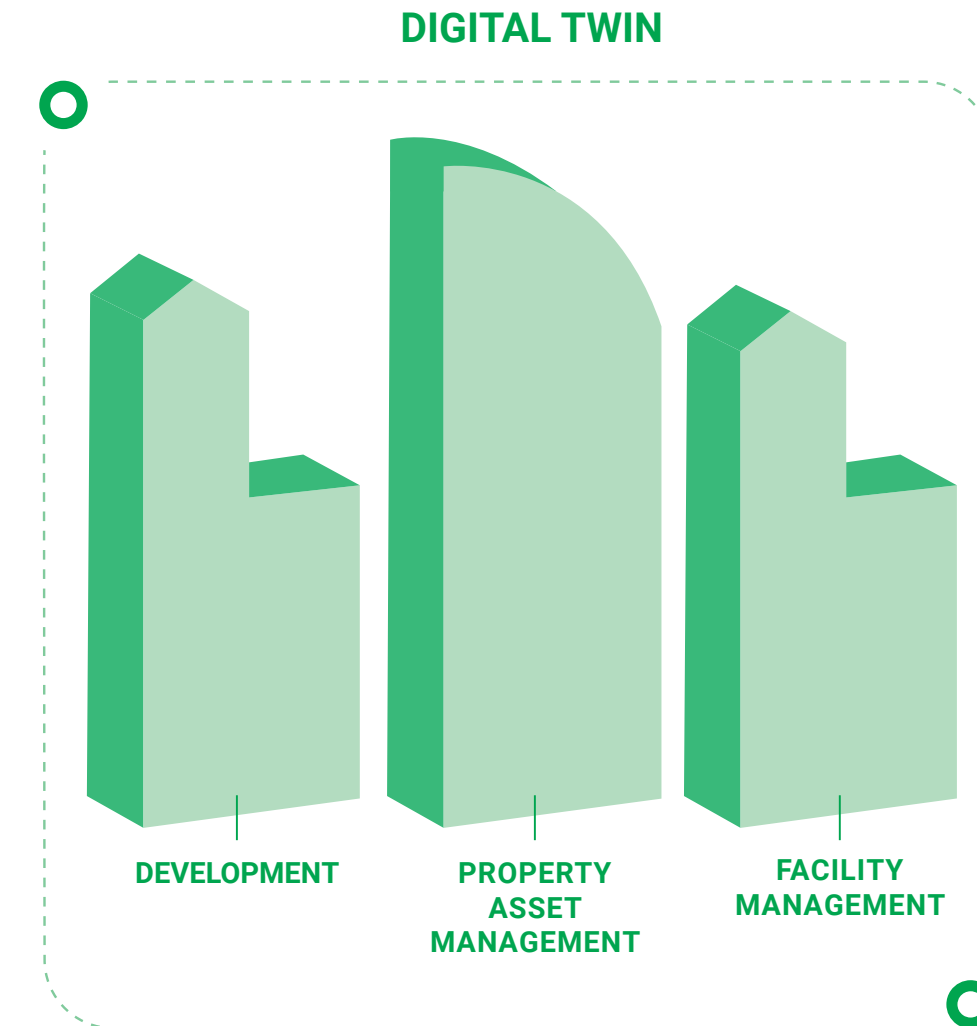
# DIGITAL TWIN

We enhance the entire life cycle of real estate assets with the TEIA tool, which combines the power of digital assets with our real estate expertise.

We propose tailor-made strategies through the creation of a digital twin, to make it a strategic driver of asset value amplification.

We guarantee: Operational Excellence, Financial Assessment of the Asset, its Sustainability.

We support our clients in the development of the digital twin, providing training and consulting in maintaining the digital asset over time.



### Partners



We have already been chosen by:



OUR SOLUTION

# LEASING STRATEGY & EXECUTION

The best matching  
of brands and spaces

2,000

RETAIL SPACES  
FOR RENT IN ITALY

5,000

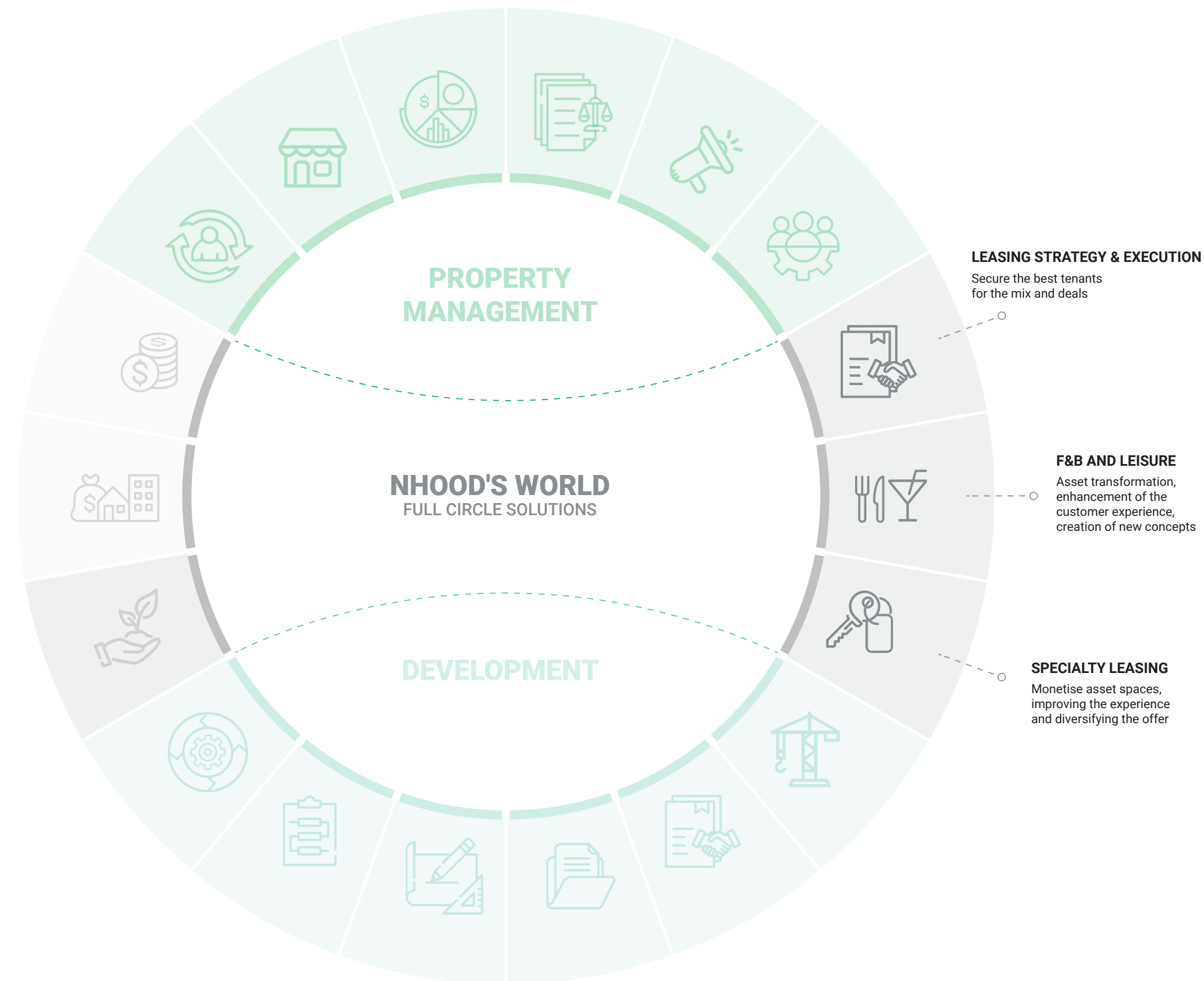
BRANDS IN THE NHOOD ECOSYSTEM

400

LEASING OPERATIONS  
IN ITALY IN 2023

160 MLN €

RENT MANAGED



## OUR SOLUTION

# LEASING STRATEGY & EXECUTION

The right **leasing strategy** can strengthen the positioning of the asset, attract and retain distinctive tenants with international reach and offer visitors the best brand-mix. We provide landlords with our expertise in developing **innovative** retail, leisure and food **concepts** in all sales segments and across all industries in order to do what we do best: **find the optimal combination of brand, space and people**.



### DIAGNOSIS AND STRATEGY

- Tenant mix and retention advice
- Tenant performance monitoring
- Drafting of an annual lease strategy
- Development of lease scenarios and projections
- Market trend analysis and studies
- Proactive advice on optimising lease spaces



### BUDGET AND SUPPORT\*

- Rent roll and balance sheet
- Legal assistance for lease documentation
- Enhancing of economic performances



### TENANT SCOUTING AND ASSET PROMOTION

- Tenant scouting
- Tracking parameters, calendar of expiry dates
- Managing lease offers
- Active promotion of assets and presence at industry events



### NEGOTIATIONS AND AGREEMENTS\*

- Negotiations and visits with potential tenants
- Coordination of documentation and drafting of the lease
- Lease renewal and re-marketing management
- Legal and negotiation management
- Updating of commercial layouts



### REPORTING AND MONITORING

- Periodic reports (list of tenants, lease status, vacancy rate, calendar of expiry dates, income balance)
- Assistance in collecting guarantees



### SPECIALTY LEASING\*

- Activation of pop-up stores, kiosks, adv, domination and digital signage
- Lease negotiation and drafting
- Scouting for new tenants
- Improving the digital experience



### FOOD AND BEVERAGE FOCUS

- Short and long term F&B expansion strategies
- Design of new catering areas
- Transformation and refurbishment of existing area
- Identification of franchisees
- Development of new F&B formats

\*UNI EN ISO 9001 QUALITY CERTIFICATION



## OUR SOLUTION

# SPECIALTY LEASING

With a customised and site vision oriented Specialty Leasing strategy, all assets have the potential to be converted into media spaces.

Pop-ups, kiosks, adv collection, domination, digital signage, events: there are plenty of opportunities to expand the mix, increase revenue and thus improve asset assessment.

Our **Specialty Leasing strategies** are capable of generating extra value for owners and **improving customer experience** thanks to proximity marketing, digital service infrastructures and devices that make **communication** with visitors more **interactive and engaging**.

# 1,100

SPECIALTY LEASING  
TRANSACTIONS IN  
2023 IN ITALY

# +20%

TOTAL REVENUES  
ACHIEVES YOY

## 7 LEVERS

1. Retail merchandising units
2. Displays
3. Events
4. Temporary Rental of regular premises
5. Infrastructure
6. Advertising
7. Other point of sale (lockers, ATM)



### SCOUTING & NEGOTIATION

- Scouting for new brands
- Lease negotiation



### SUPERVISION & COORDINATION

- Monitoring the performance of tenants and active contracts
- Advice on contract termination



### STRATEGY & ADMINISTRATION

- Definition of specialty leasing strategy and budget
- Space mapping
- Assistance with lease contracts

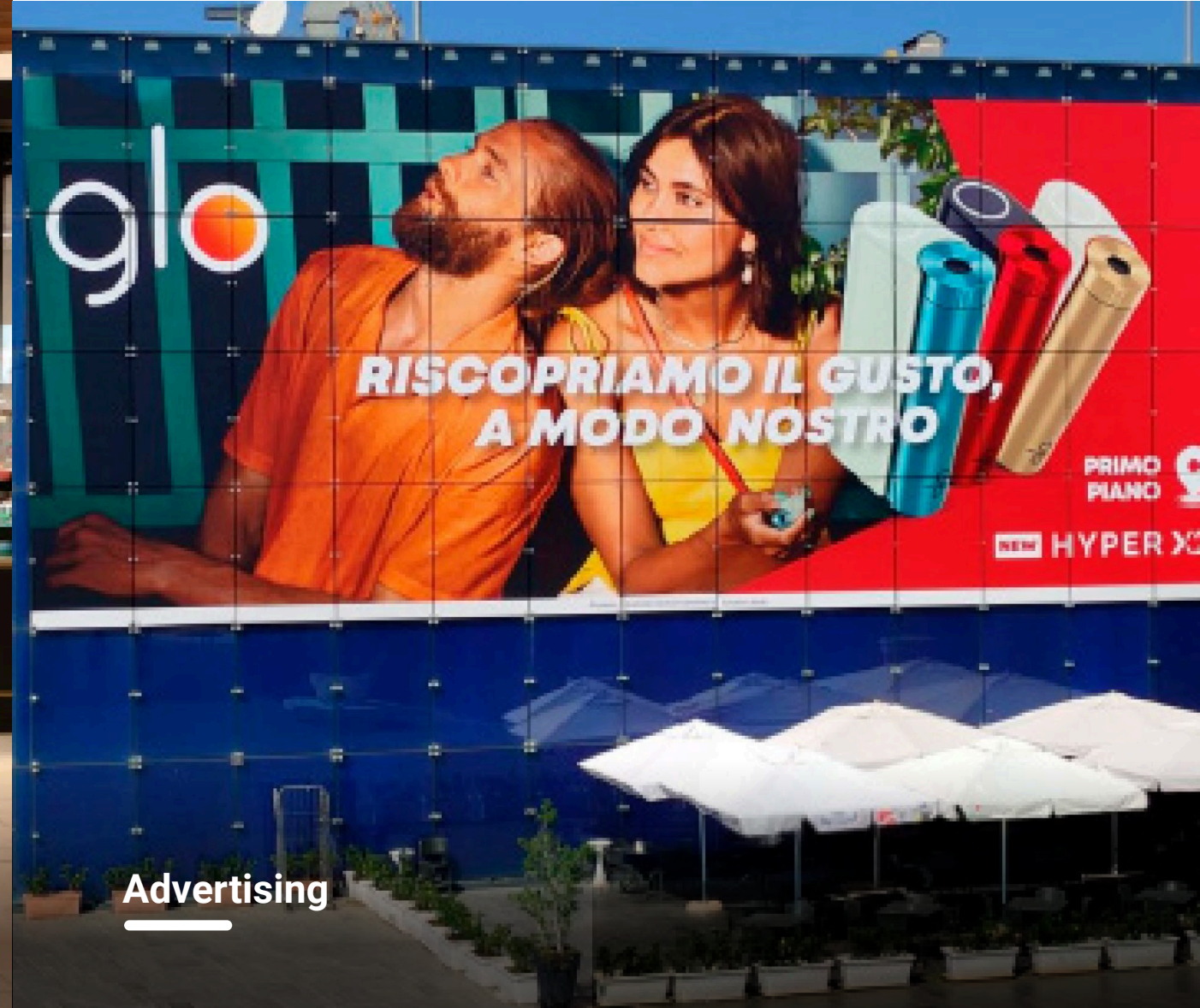


### INCOME & BUDGET

- Coordination of adv spaces and other extraordinary revenue sources
- Budgeting and credit control



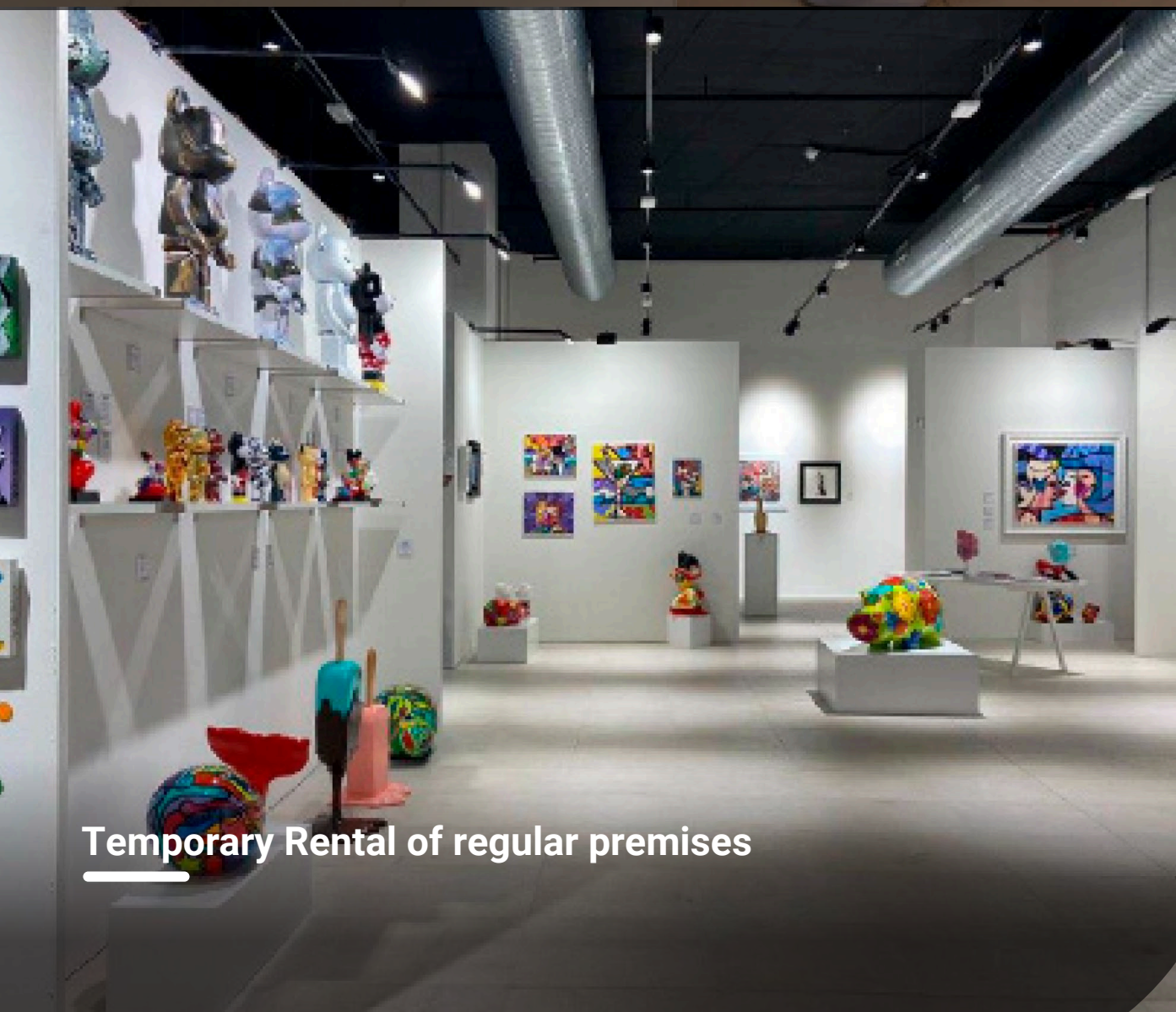
Retail Merchandising Units



Advertising



Displays



Temporary Rental of regular premises



Events



Infrastructure

# FOOD & BEVERAGE AND LEISURE

We offer our clients Food & Beverage consulting services based on a “tailor-made” approach to meet site, property or operator needs.



## SERVICES FOR PROPERTIES

### ENHANCEMENT AND TRANSFORMATION OF SPACES:

- Feasibility studies and market analyses
- Study and benchmarking for properties
- Short- and long-term F&B expansion strategies
- Design of new catering areas or conversion of existing areas
- Refurbishment interventions
- Commercial fee assessment and negotiation
- Contractual assistance and re-negotiation of expiring contracts



## SERVICES FOR BRANDS

### FRANCHISEE NETWORK:

- Analysis of possible industry partners for development:
- Scouting and implementation of ancillary services

### CREATION AND DEVELOPMENT OF RESTAURANT FORMAT:

- Brand design and positioning
- Market studies
- Economic feasibility analysis
- Location Search
- Short- and long-term F&B expansion strategies
- Commercial fee assessment and negotiation
- Contractual assistance and re-negotiation of expiring contracts

## OUR SOLUTION

# LEASING, FOOD & BEVERAGE, SPECIALTY LEASING MANAGEMENT

## MERLATA BLOOM MILANO

Milan, Italy

70,000 m<sup>2</sup> GLA

Core activity: Retail, Food & Beverage and Entertainment

## THE CHALLENGE

Create an innovative tenant mix that responds to the site vision and that ensures an all-round commercial proposal: from shopping to dining to entertainment, for a customer journey rich in stimuli and experiences.

## THE SOLUTION

Quality, taste, sociability:

- **LEASING MANAGEMENT:** a unique and premium commercial offer with a mix of international brands, innovative concepts and unprecedented brands in the Italian market. It is the result of the Nhood commercial strategy to identify the most interesting brands and trends of the moment.
- **FOOD & BEVERAGE SERVICE:** the innovative “De Gustibloom” food court is able to satisfy the expectations and tastes of all visitors with 43 food concepts. The icing on the cake: the “Bloomtasty” web app that allows to order by choosing from the different restaurants in Merlata Bloom Milano.
- **SPECIALTY LEASING:** an attractive and engaging experience thanks to a circuit of digital out-of-home, kiosks and pop-up stores, which make the most of the lifestyle centre communal spaces.



**210**  
Stores,  
restaurants and  
kiosks

**1 Supermarket**  
Esselunga

**8,000 m<sup>2</sup>**  
Entertainment

**22**  
Brands entering for the first time in  
Italy or in a mall

**1 Cinema**  
NOTORIOUS Multiplex Premium

**100m<sup>2</sup>**  
of ledwall adv

**26% (43 Food concept)**  
GLA dedicated to the F&B offer  
vs. a national average of 12%

**1 Decathlon**  
Store & Headquarter

**24**  
Digital Screens

# WE HAVE WORKED WITH...

Our international presence means we can rely on a network of partners that transcends geographical boundaries.

**INDITEX**

H&M Group

**Miroglio**  
Group

**LPP**

  
GRUPPO CREMONINI

ONIVERSE

**TEDDY**  
GROUP

**PERCASSI**

SEPHORA

DOUGLAS

PRIMARK®

**OVS**

**coin**

**HUGO  
BOSS**

**COLMAR**

  
**Foot Locker**

  
**adidas**

**DECATHLON**

**LEROYMERLIN**

**MediaWorld**

**ESSELUNGA**  




**NESPRESSO**



 **laFeltrinelli**

**PANDORA**

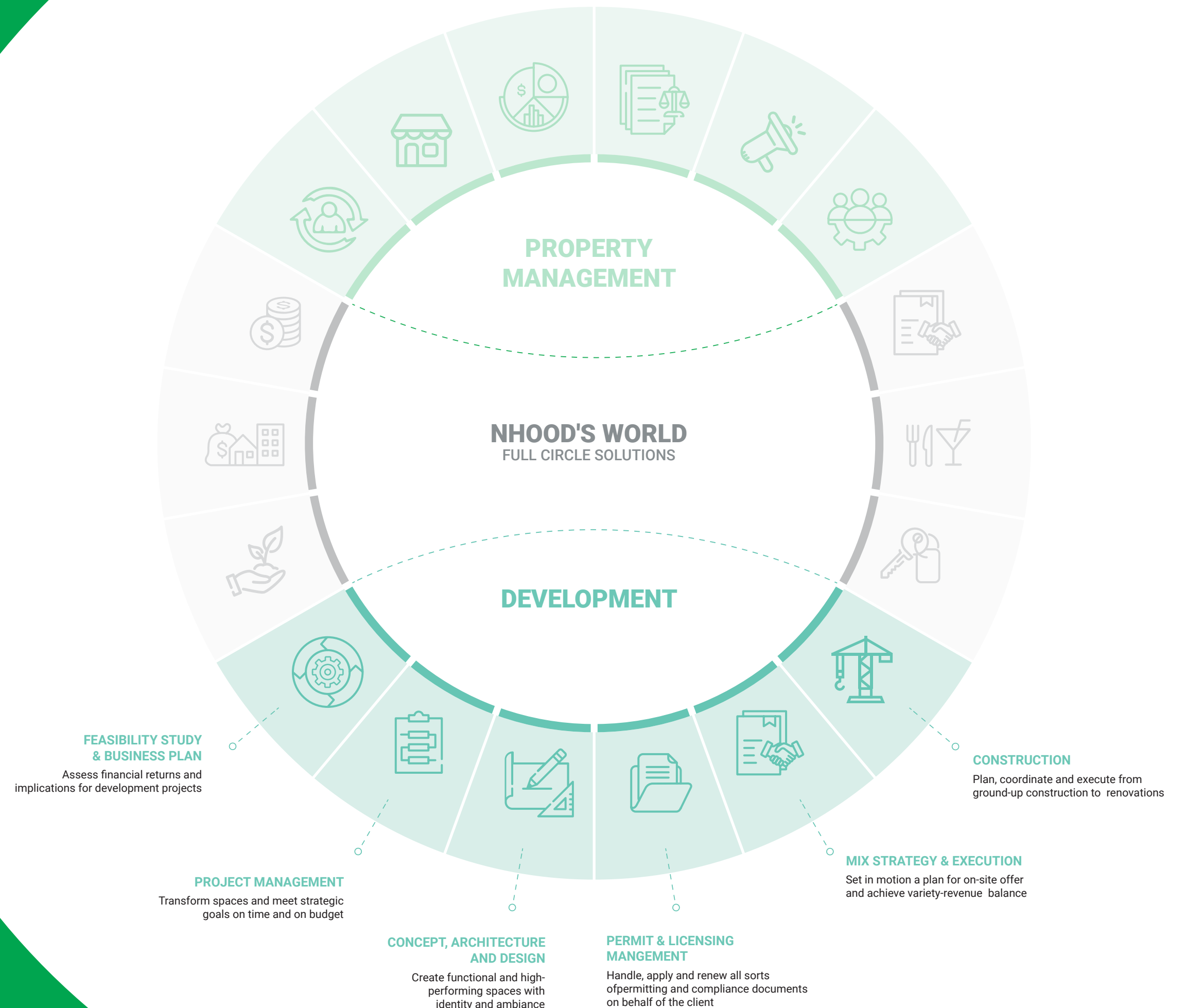
  
العربية للعود  
Arabian Oud

## OUR SOLUTION

# DEVELOPMENT

We contribute to the transformation of cities by activating new living spaces.

We take care of all activities related to the development of a real estate asset, from finding investment opportunities, how to acquire or participate in the development of a project, finding co-investors, defining the concept, obtaining permits, designing, placemaking, finding contractors for the construction of the building, to engaging tenants and completing the real estate project.



## OUR SOLUTION

# DEVELOPMENT

We initiate urban regeneration initiatives that generate value for investors and increase the quality of life for the community. **Our projects** are always characterised by a **strong synergy** between public institutions and private entities, by a **continuous attention to the evolution** of best practices from an ESG perspective, and by constant listening to the local community. We like to start with urban regeneration projects and then focus on all the asset classes that comprise them.



### FEASIBILITY STUDY AND BUSINESS PLAN

- Scouting opportunities
- Listening to the local community
- Creation of a concept plan
- Due diligence
- Administrative process strategy
- Budget and costs
- Architectural concept and preliminary project
- Business plan
- Presenting opportunities to investors



### ADMINISTRATIVE PROCESS DESIGN AND MANAGEMENT

- Masterplan
- Identification of the most suitable urban planning tools
- Creation and periodical updating of the GANTT project, from vision to implementation
- Administrative/tax management
- Obtaining a building permit



### COMMENCEMENT OF DEVELOPMENT

- Acquisition agreement
- Definition of legal form and related fulfilments (fund, vehicle)
- Raising financial resources in coordination with the international Capital Markets department
- Refinement of detailed budget



### CONSTRUCTION

- Review and negotiation of all the associated contracts and agreements
- Contractor monitoring
- Drawdown management
- Budget monitoring



### PROJECT TEAM SELECTION

- Project manager
- Design professionals and consultants
- Legal and administrative consultants
- On-site consultants
- Selection of the construction company in synergy with the Procurement Department



### EXIT

- Putting the asset to work
- Sale of the asset

## OUR SOLUTION

# DEVELOPMENT

## PIAZZA LORETO

Milan, Italy

10,000 m<sup>2</sup>

Core activity: Public Space, Retail, Services, Offices

## THE CHALLENGE

Giving back to the citizens a place, today a congested traffic hub, to make it a new destination to live in the heart of Milan.

## THE SOLUTION

Winner of the C40 Reinventing Cities tender, the Piazza Loreto project will transform the current Piazzale - Milan historic and central traffic junction - into a welcoming, inclusive, smart and sustainable public place, rich in services, retail and F&B, where events and temporary activities can also be found.

Designed with an integrated approach involving local communities, it responds to the issue of Climate Resilience and Adaptation in line with the goals of the UN 2030 Agenda.

**Piazza Loreto is the first example of the regeneration of an existing square in the heart of a city, realised by a partnership between public and private players.**

It will be a hub with tall trees and green areas to mitigate the heat island effect and absorb CO<sub>2</sub>.

Designed in BIM, it will be LEED and GBC certified.



## OUR SOLUTION

# CAPITAL MARKETS

We work internationally with a cross-functional team.

We are present in: Paris, Milan, Luxembourg, Madrid, Lisbon, Warsaw, Bucharest

We seek investors and capital in the form of equity or debt to support the development of real estate transactions for our clients

We support our clients in structuring **real estate transactions** and M&A processes in order to optimise them and create value

We support our clients in real estate transactions, from strategy definition to finalisation of purchase and/or sale transactions

We manage debt restructuring and refinancing projects

We structure JV transactions, club deals and the creation of real estate funds



**+500 MLN €**

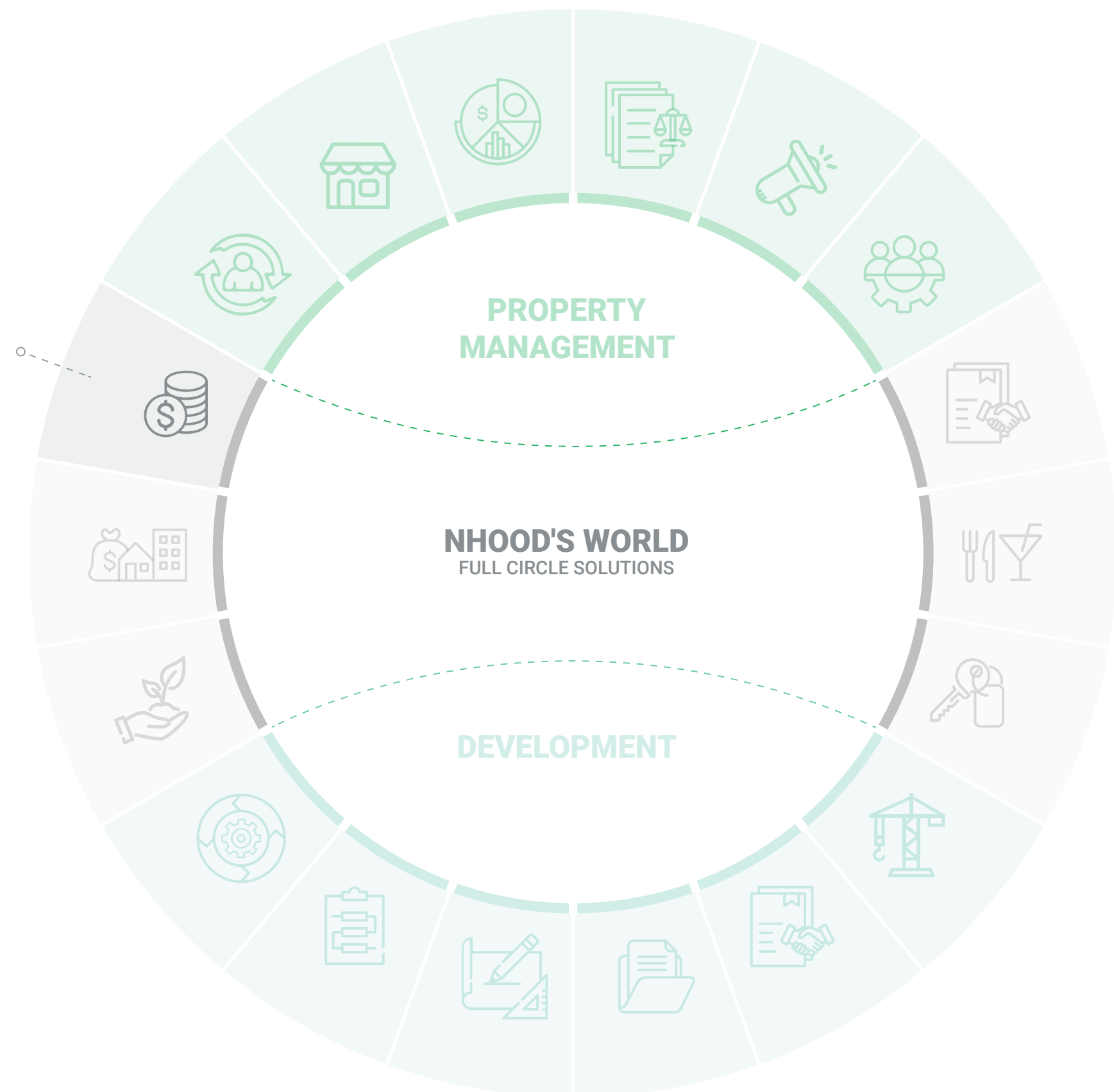
Total value of transacted assets



**+600 MLN €**

Value of JV and financing managed

**CAPITAL MARKETS**  
Find and create investment opportunities, get insights on capital sources



## OUR SOLUTION

# CAPITAL MARKETS

We accompany our clients in defining the right strategic lines for their investments, including by supporting the acquisition/disposal of their assets, the structuring of financial transactions concerning both a portfolio and individual investments, and the raising of the financial means necessary to achieve their strategic goals, be they equity investments or debt instruments.



### TRANSACTION STRATEGY - SELL SIDE/BUY SIDE

- Building transaction strategy
- Defining structure and transaction schedule
- Review of portfolio and recommendations - Sell side
- Advise on market value, deal structuring



### PRE-TRANSACTIONAL PROCESS

- Preparation of investment teaser and investment memorandum
- Financial models elaboration
- VDR preparation
- Coordination of vendor due diligence
- Selection of targeted investors



### LEADING TRANSACTION CLOSING

- Negotiating the sale commercial conditions with selected investors
- Q&A monitoring with the Seller
- Coordination of due diligence process
- Monitoring and coordinating fulfilment of other conditions precedent



### ACQUISITION & DISPOSAL ADVISE

- Sell/hold recommendation
- Leading evaluation process
- Feasibility studies
- Support for financing transactions
- Joint ventures partnerships
- Tax consultancy



### MARKET ANALYSIS

- Market analysis per geographic sector
- Market analysis per asset typology
- Investors strategy watch



### DEBT RISING AND STRUCTURING

- Advisory on available different type of financing
- Financial modelling
- Debt advisory and debt origination - connecting with lending sources to secure the best pricing and deal
- Obtaining and negotiating ITS (Initial Term Sheet)
- Obtaining binding term sheet
- Finance documents negotiation with support of tax and legal counsel
- Senior loan terms onboarding roadmap



### EQUITY FUNDING E STRUCTURING

- Raising funds for real estate vehicles (new fun existing funds) on all types of strategies
- Set up strategic partnerships : separate, Vs or deals
- Strategy review
- Selection of the most relevant investors
- Preparation of marketing documents and final forms (BP)
- Marketing to selected investors
- Due diligence support
- Coordination and SPA negotiation

# (Y)OUR PEOPLE

We combine expertise for a shared vision on the future of real estate.



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