



DESIGNING OUR NEIGHBOURHOODS TOGETHER

**Nhood is a new mixed real estate operator
created to help property asset owners
animate, regenerate and transform sites into new living places
for living better together.**

Antoine Grolin, a family partner and member of Gérance AFM (Association Familiale Mulliez), Chairman of Ceetrus and Chairman-Founder of Nodi, announced the creation in January 2021 of a new company: Nhood, owned by AFM.

This officialises the separation of assets between Foncière Ceetrus and Nodi on the one hand and closer ties between the Ceetrus and Nodi teams and a new company, Nhood, on the other. Their complementary teams will act on behalf of the AFM's federation of autonomous companies and other partners.

A service organization as close as possible to sites and projects

Etienne Dupuy has been appointed Managing Director of Nhood. He is responsible for coordinating and implementing the management and investment strategy with a triple positive impact. He will rely on local teams in 10 countries that will contribute their expertise in regenerating existing sites. Hervé Croq will be head of Nhood France. The local teams will be responsible for animating, co-creating, transforming and regenerating sites into new living places resilient to climate change and the health crisis.

An identity that asserts its commitment to creating “better places”

The new company is called Nhood, underscored by its signature motto “better places”. The new corporate brand's name—a contraction of neighbourhood—has been coined to sound international: it will be borne by the 10 country subsidiaries. It expresses the desire to create useful, sustainable market value for and with the residents and the planet.

Its mission; to regenerate and transform sites with a triple positive impact

Nhood will firstly assess the sites for the triple Planet, People, Profit dimension based on a rigorous methodology that takes account of the environmental, climate, social and economic impact in its sites' operation, animation, management and regeneration strategy.

- Mixed uses, classes and generations on site,
- Social connection, nearby services, third places, neighbourhood captaincies,
- Co-construction with the stakeholders,
- Contribution to local and regional economic dynamism (jobs, circuits courts, animation).
- Reintegration of biodiversity on site, soil decontamination, resilience
- Connection to public transport, sites and soft mobility
- Certifications, notably Breeam in Use.

The sites demonstrating that goal in 2021 include the former 3 Suisses brownfield, La Maillerie, in Villeneuve d'Ascq run by Nhood France; the railway station neighbourhood in Vigo, Spain; and the Coresi quarter in Brasov, Romania.

Long-term mandates and a driver of growth

Nhood acts on behalf of the sites' property owners, such as the property company Ceetrus and Nodi, AFM companies and brands (Leroy Merlin, Décathlon, Auchan, etc.) and partners (Morgan Stanley-Italy, Pharos Real Estate Fund SCA-Luxembourg, Primonial et CNP-France, etc.).

The development potential is estimated at over 4 million square meters, including nearly 1/3 in housing units, while putting nature back at the heart of neighbourhoods.

This growth involves all our areas of expertise: animation, operation, commercialization (real estate management on a daily basis), resilience, upgrading, portfolio structuring and strategy, promotion, development, conception and urban design.

"Together, we're going to create mixed-used places that revolutionize the city and retail. We design these places to have a triple positive impact on the inspiration of the quarter-hour city. Setting up as a real estate services company is a sizeable advantage. We're more agile. As entrepreneurs and partners of landowners, we use our know-how horizontally, as close as possible to the grassroots level, with authenticity and responsibility,"
says Nhood Chairman Antoine Grolin.

"We act to sustainably, responsibly regenerate each site by improving the residents' living environment. We start at the grassroots level to design lively, connected neighbourhoods for those who live, work and go there. We also create new services; resource management, neighbourhood captaincies, etc. The three positive impacts result in a synergy benefitting as many people as possible. We're convinced that this investment and management strategy is the best in the medium and long term. We're committed at the grassroots level to listening, being inclusive and consulting,"
says Nhood Managing Director Etienne Dupuy.

About us

Nhood is a player in the regeneration of urban real estate with a triple positive impact: societal, environmental and economic (People, Planet, Profit). Its expertise covers the animation, operation and commercialization of mixed-use sites, asset management, development and promotion at the service of a vision of more resilient, ecological cities with a wide mix of neighbourhood functions and uses (local shops, short circuits, housing, offices, transition urban planning and third places). Nhood brings together the real estate skills and know-how of 1,029 experts in 10 European countries to enduringly regenerate and transform a managed initial portfolio of nearly 300 commercial sites in Europe, including 76 in France, with a potential 30,000 housing units at 40 projects. The property Nhood is mandated for is valued at over €8 billion.

[Nhood.com](https://www.nhood.com)

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INTRODUCTION

The unprecedented crisis faced by the world in 2020 underlines more than ever the need for organisations to transform and meet the challenges posed by changes in our environment, cities, businesses and the community life of our citizens. Well before the crisis, the federation of autonomous companies of the Association Familiale Mulliez (AFM), faithful to its values and entrepreneurial DNA, agreed on the need to transform retail and the urgency to change the face of neighbourhoods, while having the resolve to accompany these accelerating changes, to serve both their competitiveness and leadership.

As a new mixed-use real estate operator, Nhood assumes its role and responsibilities to support its partners, local authorities and residents in the regeneration and renaturation of existing sites into living places in line with a more resilient city, with stimulated biodiversity and factors of well-being.

2020,
an intense
year of transformation

... and creation!



1. Teams with a wider range of skills for more services

From the very start, Nhood has been made up of 1,029 experts to animate, co-create, transform and regenerate sites into new living places that have a positive impact.

Nhood enjoys a short, medium and long-term overview of the sector. Its presence in 10 countries across Europe, and the feedback this generates, enables Nhood to verify market trends, risks and opportunities for the future.

This global vision provides support at local level and means that Nhood is able to draw on the strength of its impact as a pan-European company while benefiting from experience in the field. This is how Nhood wishes to co-construct living places that bring together and resemble those who live there.

The strength of this new group of experts is also illustrated by its ability to operate the core activities of real estate services in an integrated manner.

OPERATION & COMMERCIALISATION

Animation, real estate and rental management on a day-to-day basis, commercialisation and operation

ASSET MANAGEMENT

Medium and long-term management of the portfolio strategy, structuring and protection, optimisation and property value enhancement

DEVELOPMENT & PROMOTION

Management of transformation projects, Consultation and co-creation, Urban design and conception



Operation & commercialisation

Nhood manages all phases of **real estate operation and commercialisation** on behalf of its customers, continuously improving the energy performance and optimising the operating costs of the sites under its responsibility. To bring to life the places it animates and commercialises, Nhood regularly meets with those who live, work or go there. Through discussion with retailers, residents, elected representatives and associations, together we develop a tailor-made commercial and cultural offer with services that are useful to as many people as possible.

Asset management

By enhancing and regenerating its customers' assets through sustainable and meaningful projects for users, Nhood ensures **management of its real estate assets** from a perspective of the quality of their impact. And as economic and financial performance is nothing without a positive impact on the community, its residents and the planet, Nhood takes an integrated approach to optimising asset value enhancement, by including environmental, societal and governance criteria.

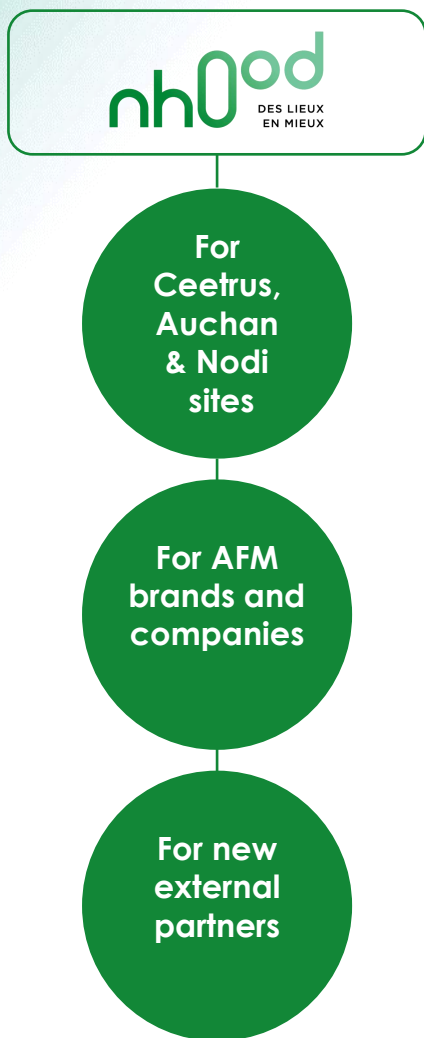


Development & promotion

Nhood designs its **development and promotion** activities in their entirety and over the long term, in conjunction with residents, institutional partners and economic and social stakeholders to bring to life useful, sustainable projects that enhance the value of specific local and regional features. And because they are mixed-use environments, the places in which Nhood operates are equipped with an offering of offices, housing, shops and services on a neighbourhood scale, designed to enhance the attractiveness of the area.

2. A bigger potential of new internal and external customers

Nhood is also making way for new professions in real estate services and is taking the opportunity to provide support to a wider range of new customers. This is the first milestone in making the new company an innovative and benchmark leader in real estate and urban regeneration that has a positive impact, both for its existing sites and for new internal and external customers.



In addition, incorporating new professions in real estate services will enable Nhood to develop its service mandates, with particularly strong potential in the development and promotion of Ceetrus and Nodi sites, representing:

- More than 200 development & promotion projects, almost 4 million m² of developed space,
- 2 million m² of housing, almost 30,000 housing units.

Nhood's three-year operational trajectory for customer portfolio development has set targets to acquire new customers within the AFM and establish new external partnerships.



3. Projects demonstrating urban regeneration

By bringing functional diversity to its sites, Nhood as an operator has considerable potential for urban transformation.

These projects under management in France and across Europe will enable Nhood to regenerate sites into new livingplaces and to evaluate their progress on the triple positive impact. Nhood can evaluate its customers' sites on the three aspects of positive impact: *People, Planet and Profit*.

Projects across Europe demonstrate and illustrate this vision.



PLACES WITH A TRIPLE POSITIVE IMPACT ON THE INSPIRATION OF THE 15-MINUTE CITY.



Nhood seeks to ensure that the three pillars “People-Planet-Profit” will work in synergy and not in compromise, that they provide support to Nhood’s mission in line with its strategy. In order to fulfil its promise based on a rigorous methodology, Nhood will assess sites from the “People-Planet-Profit” perspective.



SOCIETAL

- Social diversity on site;
- Creating bonds;
- Third places for associations Neighbourhood captaincies;
- Transition urban planning & resilience;
- Consultation & co-construction.



ENVIRONMENTAL

- Carbon neutrality, resilience;
- Systematic reintegration of biodiversity;
- All sites connected to public transport;
- Breeam in Use certifications: 100% of properties by 2023.

ECONOMIC

- Economic dynamism of local and regional areas;
- Direct and indirect jobs;
- Value enhancement of short circuits.

“LA MAILLERIE” AT VILLENEUVE-D'ASCQ, BROWNFIELD LAND TRANSFORMED INTO A MIXED, LIVELY, INCLUSIVE AND SUSTAINABLE NEIGHBOURHOOD

In the heart of the city of Lille, the former "Les 3 suisses" logistics warehouses have been transformed into a lively, green and welcoming neighbourhood. The new La Maillerie neighbourhood, jointly promoted by Linkcity and Nhood, was co-created and transformed with and for those who live there. Resolutely geared towards its future residents, the place keeps its past within its memory.

A MIXED-USE PROJECT WITH A TRIPLE POSITIVE IMPACT

PEOPLE

- Conclusion of an Urban Partnership Project (UPP) to financially support the transfer, expansion and modernisation of the neighbourhood's primary schools in order to absorb the population growth generated by the project;
- Testing of a shared governance structure called "Société Coopérative d'intérêt collectif" in which neighbourhood stakeholders shall be represented;
- Plentiful car parks, shared vegetable gardens, inclusive and supportive spaces for all generations, spaces for associations and tradesmen...



PLANET

- Biodiversity label extended to the whole neighbourhood;
- Improvement of the site's ecological and environmental qualities, namely by restoring the water level of a river that is now bypassed underground;
- Inclusion of urban wind turbines;
- The neighbourhood is connected to the loop district heating network for a responsible supply of energy and a lower energy bill for residents;
- Smart deconstruction with recycling of building materials, creation of a micro-farm and an urban vegetable garden

PROFIT

- Installation of a dedicated "Food Hall" made up of 27 independent retailers from the region;
- Innovative shops and spaces reserved for local producers.

IN VIGO, SPAIN, THE FORMER TRAIN STATION TRANSFORMED INTO A NEIGHBOURHOOD LOOKING OUT ONTO THE CITY WITH A NEW INTERMODAL STATION DESIGNED AS AN URBAN PLACE FOR MEETING AND LIVING.

By ensuring the overall management of the project and bringing together the city's residents and local stakeholders around a shared vision, Nhood illustrates its ability to position itself as a player in the city of tomorrow. From a railway station with an integrated shopping centre, Nhood has succeeded in evolving the initial project into an urban meeting and living place in the heart of the city, thus contributing to the region's economic development and the city's appeal, while respecting the needs of those who live there. The commercial and cultural offering and the skate park, which are an integral part of the project, were drawn up in consultation with residents and users.



A MIXED-USE PROJECT WITH A TRIPLE POSITIVE IMPACT

PEOPLE

- A social and solidarity grocery store ;
- A space for senior residents.

PLANET

- BREEAM Very Good certification in the design stage.

PROFIT

- Jobs created: 900 during construction, 2,000 upon opening ;
- 50+ local brands

IN BRASOV, ROMANIA, REGENERATION OF A COMMERCIAL AREA INTO A LIVELY NEIGHBOURHOOD

The Coresi neighbourhood in Brasov is developed responsibly around a shopping centre to combine living places, business parks, housing and leisure activities. An illustration of when a regenerated commercial area can create a link with a region, give a sense of proximity and can introduce spaces for living and socialising.

A MIXED-USE PROJECT WITH A TRIPLE POSITIVE IMPACT

PEOPLE

- A social and solidarity grocery store,
- More than 2,500 leisure and cultural events organised since 2015.

PLANET

- BREEAM Excellent certification.

PROFIT

- 9 fully occupied office buildings.



4. A new meaningful identity embodying values

Nhood is a new real estate operator that animates, manages and transforms mixed-use living places that are revolutionising the city, the neighbourhood and trade.

The new company's name expresses the added value it wants to bring to the market as well as sustainable value creation for the residents and the planet.

THIS NAME IS UNDERSCORED BY A CLEAR SIGNATURE
"BETTER PLACES".



nhood
DES LIEUX
EN MIEUX

This new meaningful identity

was built around Nhood's conviction that real estate must not stand still in the face of the demographic and climatic challenges ahead. Through its mission to animate, regenerate and transform sites into new living places, for living better together, Nhood is committed to responsible action and expresses its desire to create useful, sustainable market value for and with the residents and the planet.

5. The organisation at Nhood, a new mixed real estate operator

Nhood is supported by a board of directors chaired by Antoine Grolin. The company's general management is entrusted to Etienne Dupuy, supported by a management committee and 10 country managing directors.



ABOUT THE NEW TEAM



Antoine Grolin is Chairman of Nhood's Board of Directors. An expert in real estate and urban development issues, Antoine began his career with the international group Bouygues Construction. He was head of the Projex Group, which he joined in 2003 and where he became Managing Director. In 2017, Antoine founded NODI, a company dedicated to converting urban areas into mixed living places within the AFM federation of autonomous companies.



Stéphane Leverger is Secretary General. A graduate from ESC Bretagne and with an Executive MBA from EDHEC Business School. Stéphane, 48, began his career as a commercial attaché at the French Embassy in New Zealand before joining Auchan Bagnole in 1996. In 2003, he joined AUCHAN China to open three hypermarkets in the provinces as Store Manager. In 2010, he took charge of the Investment and Asset Management Division of Immochan. In 2016, Stéphane became Director of Strategic Development and International Partnerships for Auchan Retail.

ETIENNE DUPUY AND HIS MANAGEMENT COMMITTEE



Etienne Dupuy is the CEO of Nhood. He has developed dual expertise in finance and real estate in France and internationally, most recently at Invesco, a global asset management company. Previously, Etienne managed the institutional fund management business at BNP Paribas Real Estate Investment Services for five years. From 1999 to 2008, he held several positions in asset management and fund management at Axa REIM, covering the various European real estate markets (retail, logistics, hotels, offices, etc.). A graduate of Essec (MUES, Real Estate Chair, Masters in Urban Geography, Finance), Etienne has also worked as a consultant in urban development, notably for the EPF Nord Pas de Calais and the Bordeaux Chamber of Commerce and Industry, and worked for two years for Archon Group as a real estate analyst.



Benoît Chang, Finance & Performance Director at Nhood, is a graduate of ESCP Europe. Benoît began his career at CEGELEC where he held various positions abroad (Brazil and Indonesia) and in France in financial roles. He then worked for two years on the development of an IT start-up in Paris before joining the Auchan group in 2004 as Chief Financial Officer and then Director of Risks and Forecasting at ONEY bank in Portugal. In 2009, Benoît became Chief Financial Officer at Ceetrus France, in charge of asset and investment strategy.



Laetitia George, Head of Portfolio at Nhood, is a civil & urban planning engineer (INSA Lyon), with a degree in Market Finance from IAE de Paris - University Paris 1 Panthéon-Sorbonne and a Master's degree in Urban Environment & Service Management from ESSEC. Laetitia began her career in 1997, joining Arthur Andersen in their real estate valuation team. In 2000, she joined OGIC as a programme manager, then in 2003, Kaufman&Broad as Director of Housing Operations (Paris and Hauts-de-Seine). In 2007, she joined CBRE Global Investors France as Director of the Asset Management Bureau. Laetitia joined Groupama Immobilier as Head of Tertiary Asset Management in 2014, where she supervised the implementation of all business plans for tertiary assets and disposals. Laetitia joined the company in 2021.



Audrey Delavault, Head of Brand and Communications, began her career in 2000 after studying Art History and Archeology at Paris IV Sorbonne and Ecole du Louvre. After 18 years in communication agencies (Havas, Publicis, GL Events and Étreme) for car manufacturers, retailers and design companies, she worked on global communication issues and as part of company and brand launches. Audrey joined Ceetrus in 2018 and accompanied the creation and launch of Nhood.

COUNTRY MANAGING DIRECTORS



Marco Balducci, Managing Director Italy and Ukraine

Marco Balducci holds a Master's degree in Jurisprudence and a PhD in Commercial Law. He joined Auchan Italy in 2005. In 2009 and 2011, he became Group Legal and Tax Manager and then Director at Auchan before being appointed Finance and Asset Management Director at Ceetrus in April 2016. In 2018, Marco was entrusted with Ceetrus' Italy and Luxembourg portfolio as well as management of the company's back office.



Séverine Bodard, Managing Director Portugal

A chartered member of RICS with a postgraduate diploma (DESS) in Real Estate Law, Séverine began her career in 2002 with Société des Centres Commerciaux and then Unibail-Rodamco-Westfield. She joined Immochan Russia in 2009. In 2010, she was also appointed Head of Marketing there. In 2014, Séverine became Operations Director for Immochan China, before taking over as Managing Director at the end of 2018.



Hervé Croq, Managing Director France

A Master 2 graduate in Urban Planning and Environmental Law, Hervé first worked at Decathlon. He successively held the positions of Expansion Manager and In-Store Project Manager, before taking a role in supporting the brand's international development. In 2017, Hervé became Managing Director of NODI.



Tatian Diaconu, Managing Director Romania

With a military background and an MBA obtained in France, Tatian joined Decathlon France in 2002 and Decathlon Romania in 2006. In 2008, he was appointed Bricostore Expansion Director for Romania, Hungary and Croatia. In 2012, he became Managing Director of Ceetrus Romania. In 2018, Tatian became General Manager for the Ceetrus Romania, Russia, Poland and Ukraine Portfolio



Thierry Leconte, Managing Director Russia

Thierry has a Master's degree in Management Sciences and a postgraduate diploma (DESS) in Finance and Taxation. He has held several positions in the banking world before becoming CFO of Auchan Russia in 2007 and Managing Director of Ceetrus Russia in 2013. In 2018, he was appointed Head of Development and Promotion for Ceetrus France.



Matteo Perino, Managing Director Luxembourg

A graduate engineer from Turin Polytechnic and a former student of the Ponts et Chaussées, Matteo began his professional career in retail real estate between France and Italy, then in the development of mixed urban projects within the Altarea Cogedim Group. Matteo joined the company in 2016.



Pascal Steens, Managing Director Hungary

A civil engineer based in Hungary for 25 years, Pascal has almost thirty years of experience, during which he managed the real estate operations of the Belgian company CFE, including the construction of the Arena Plaza Shopping and Entertainment Center, the Four Seasons Hotel Gresham Palace Budapest and the Victor Gomoiu Children's Hospital in Bucharest. As a real estate expert, he then turned to consulting to support developers and project owners.



Manuel Teba, Managing Director Spain

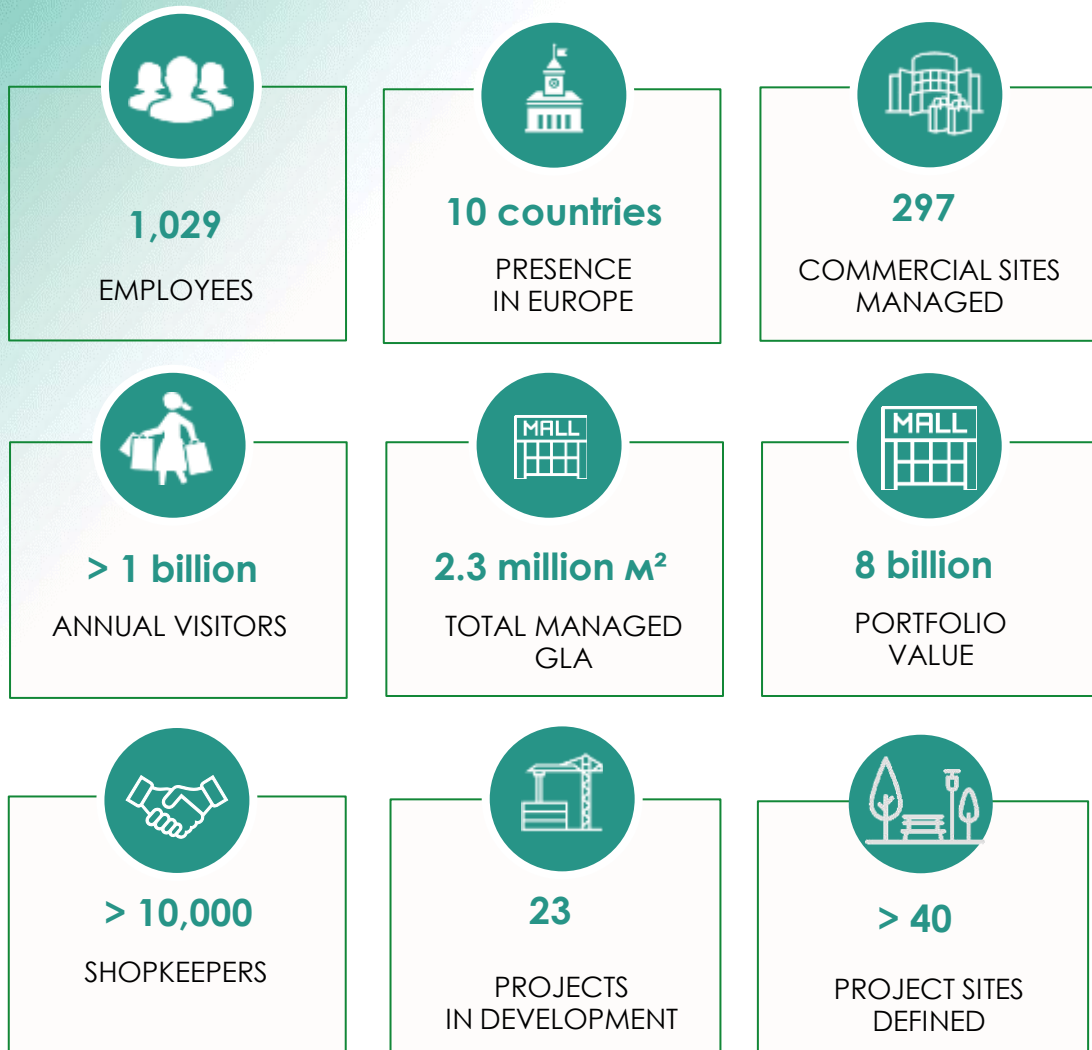
Manuel joined the Auchan Group as a member of the Alcampo teams in 1991. In 2000, he became Head of Sales and Operations for Immochan Spain. In 2008, he was appointed Sales Director and in 2013, Managing Director of Ceetrus Spain. In 2019, he became Leader of Operations within the Ceetrus France Portfolio.



Ada Walentek, Managing Director Poland

With a Master's degree in Cultural Studies, specialising in Media, and a licence for real estate brokerage and for political marketing, Ada has been working on the Polish real estate market in commercialisation for 20 years. She has worked at Plaza Centers, Neinver and Klépierre. Ada joined Ceetrus Poland in 2015, first as Leasing Director and then in 2019 she was appointed Leader of Operations.

6. Key figures and partners



Morgan Stanley



About us

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MOOD

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