

We love shaping malls.

→ Join us!



KLEPIERRE

SHOP. MEET. CONNECT.®





Explore all our open positions
at [klepierre.com](https://www.klepierre.com)



We love shaping malls

1,100 talented individuals shape Europe's best-in-class shopping centers.

Foreword.

Operating in Europe's largest and most important cities, we are the continent's leading shopping center operator. Proud to be the driving force that powers our 70 premium centers, our 1,100 talented individuals share the same vision of the shopping center whose signature is: **Shop. Meet. Connect.®**

SHOP. Because our primary mission is to enhance and elevate the retail offerings of the brands we host.

MEET. Because shopping centers have a major role to play in creating and reinforcing the social fabric.

CONNECT. Because our centers are directly plugged into transportation links, the city, its key economic actors and local residents, they are safe and sustainable destinations. They are also digital hubs for our main communities.

Every day, our teams are client-focused for the benefit of the brands we host, for our visitors and for all the communities that converge on our centers. Their expertise, commitment and energy make our people the most valuable assets of the Klépierre brand. They are our best ambassadors as they embody our values and corporate culture. They are also committed to building the most sustainable platform for commerce.



“At Klépierre, we all share the same passion for shaping the future of shopping centers which shall be more sustainable, more humane, more adventurous, more connected and more innovative. Centers that power new lifestyles and consumer aspirations.”

Jean-Marc Jestin,
Chairman of the Klépierre
Executive Board

Our shared culture.

Underpinned by 4 pillars.

At Klépierre, our four core values are the fundamentals and convictions that guide every decision we make and everything we do. They define our identity, forge our corporate culture and shape the way we behave towards the people we employ, our customers, our partners and society as a whole.

Commit 1

Our identity is rooted in a culture of action and achievement. Our motivation is to deliver our missions efficiently and effectively, never compromising on our ethos of maintaining the highest standards at all times. Our commitment to excellence is integral to our DNA and makes a direct contribution to everyone's well-being.

We take great pride in our ability to develop shopping centers, update them, bring in new brands and build long-term relationships with our customers. As European market leaders, we are recognized by the industry for our marketing, asset management and investment expertise.

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Develop 2

In a real estate sector characterized by long economic cycles, it is the dynamic growth of our Group and our people that shapes our culture and guides our strategy.

Our commitment to people is also clear from the way we invest in the professional development of our teams, offering rewarding career prospects and encouraging cross-functional and international career opportunities. We have made the conscious choice to build a network of in-house trainers who love sharing their expertise and knowledge with others.

Klépierre has a strong belief in the power of continuous learning and lifelong development and is proud to be known as a learning company. We understand that promoting the employability of our people is absolutely essential. In this way, we support and guide them towards new professional opportunities and facilitate their career-long development.



Explore 3

The nature of our business drives us to explore consumer trends to identify changing lifestyles as the basis for offering our visitors new and reinvented experiences.

As keen observers of the changing lives and habits of consumers, we take pride in reflecting these changes in our centers and services. **Our diversity is a very real source of motivation and agility. This is reflected in the way we work and our readiness to embrace new ideas and developments.** We are also always looking for new technological solutions to improve the customer experience or support the performance management of our centers on a daily basis.

Care 4

We see being attentive to others as a fundamental attitude that everyone should cultivate. For us, it provides the essential impetus for guaranteeing the quality of the services we provide, at the same time as looking after the well-being of each individual.

We therefore pay particularly close attention to the people we employ, our customers, our partners and the environment. We bring this commitment to life every day by listening to our stakeholders, assessing our impacts and making decisions that respect everyone involved.

Our promise.

Klépierre is a committed and visionary force that continues to shape retail real estate across Europe.
Working at Klépierre means...

01

Being part of a bold, innovative and leading Group.

Klépierre shapes the experiences that connect millions of Europeans across the most dynamic regions of the continent.

Klépierre has unrivalled expertise in retail real estate, leasing, asset management, shopping center operation and real estate management, maintenance, construction, funding and investment.

pages 5 to 9

02

Sharing a common commitment and ambition.

Klépierre evolves continually in its quest to build the most sustainable platform for commerce.

Klépierre is enriched by the diversity of its many cultures, nationalities and outlooks, which together make our company a vibrant reflection of the communities we serve.

pages 10 to 15

03

Growing in a stimulating work environment.

Klépierre recognizes the worth of everyone it employs. Our commitment reflects our desire to offer a unique career-long experience to everyone who joins us.

Klépierre encourages the flexibility that allows its people to embrace new challenges across Europe and adapt their skills to meet the constantly evolving needs of customers.

Klépierre invests in continuous professional development to offer everyone the opportunities they need to learn and grow through a broad diversity of career paths.

pages 16 to 21

Be part of a bold and innovative European Group.

01

Klépierre shapes experiences.

Experiences that bring millions of Europeans together across the most dynamic regions of the continent.

Klépierre is a human-scale company which successfully combines the strengths of an agile and responsive business with the substantial stability of a large listed European group. It offers a dynamic and constantly evolving working environment. Our teams pay close attention to the new needs and expectations of retailers and visitors as part of supporting the retail transformation.

An inspirational business model, driven simultaneously by desire for conquest and the quest for sustainable long-term performance. With an unrivalled platform of more than 70 of Europe's market-leading shopping centers, our Group offers our partner retailers a powerful presence and direct access to new growth segments. At Klépierre, we offer a lot more than simply floor space; we provide brands with valuable business support and development opportunities. 



Awards

→ The Grand Place center in Grenoble and the Val d'Europe center in Serris were both winners in the Trophées de la Fédération des Acteurs du Commerce dans les Territoires (FACT) awards ceremony held at SIEC* 2024.

- The Grand Place center received its award in the Retail Space Renovation/Extension category.
- The Val d'Europe center received the Local Marketing Initiative Award for its Micro-Folies festival.

* The International Retail Real Estate Event



Totally new: Foodcourt

→ The Maremagnum center in Barcelona has hosted Spain's first 'Time Out Market', only the second of its kind in Europe. With its breathtaking views of the Mediterranean, the center rooftop is now an essential destination within Barcelona's culinary scene.

↓
3,500
retailers

10,100
leases

€20.2 bn*
portfolio
valuation

*December 2024

Innovation

→ In Italy, Change Network Labs working groups have been formed to drive the development of new projects. As part of Change Network Labs 2023, they leveraged their innovative skills to develop the Buy Now, Pay Later project to offer shopping center customers the option of deferring payment for their in-store purchases.

App

→ Center managers, retailers and maintenance, cleaning and security service providers... in fact, all those partners who work with us every day to energize our centers have their own dedicated app. Created in 2022 and rolled out to 35 centers in 2023, the KLUB app now serves 70 shopping centers. This customer portal makes it simpler for everyone to interact, and intensifies our community spirit by delivering a series of dedicated services.

Innovation

→ Our constant quest for improved energy performance is central to our innovation policy:

- We are testing AI-driven continuous energy consumption monitoring software (Grand Place / Belle Epine / Emporia / 2 future sites in Italy).
- We intend to deploy the use of reflective paint made from oyster shells on the roofs of our buildings (Madrid / Louvain / Lattes).
- We are looking into the geothermal renewable energy solution at Belle Epine (test drilling is now underway).
- We have won multiple awards in the French Energy Savings Championship, including its most prestigious Shield award!

New business

→ Klépierre Italia has been chosen as the pilot country for the creation of a new in-house advertising space marketing service for our shopping centers; a function currently outsourced to external agencies.



**GRAND MALL
MEDIA**



Klépierre expertise is unrivalled.

Our expertise extends to every facet of retail real estate from marketing to asset management, shopping center operation, maintenance and construction, funding and investment...

Our mission is to create value for our stakeholders and drive innovation in the retail real estate sector.

Klépierre offers you the opportunity to develop your talents and express your expertise through exciting and strategic specialities, working alongside experts recognized at industry level for their specific skills. Klépierre offers a wide range of opportunities in finance, real estate, retailing and central services, all of which are designed to help you acquire a detailed knowledge of every link in the retail real estate value chain by working as part of a listed corporate group. Our multidisciplinary teams offer a stimulating working environment that encourages professional development and creates opportunities to contribute to major projects. ■



6 examples of core careers at Klépierre.

→ Asset Manager

Asset Managers are responsible for managing Klépierre real estate assets. Their main mission is to identify value creation opportunities and optimize the performance of the assets under their management. Delivering this mission requires them to maintain a strategic overview of assets, at the same time as managing the full range of operational details. As multiskilled all-rounders, they are effective coordinators of the specialist in-house marketing, legal, development and technical teams, and liaise closely with external stakeholders such as joint ownership partners, financial auditors and statutory auditors. ■

→ Development & Project Manager

The majority of our development project managers have a background in architecture or engineering, and have the advanced coordination skills required to lead major retail real estate projects, many of which are center extensions or refurbishments. They coordinate all the contributors to these projects, from public authorities to designers and architects, ensuring that deadlines, budgets and quality standards are fully met. They also interact directly with the Klépierre asset management, marketing, leasing and legal teams. Well-developed organizational skills, team spirit and technical skills are also important in this role. ■

→ Investment Manager

Investment managers are responsible for acquiring and disposing of assets to maximize company portfolio profitability and growth. This role involves conducting detailed analysis of investment and divestment opportunities, negotiating with stakeholders and investors, and managing the project through to completion. It also requires managers to track the performance of our assets, add value to them and monitor investment market trends. ■

→ Shopping Centre Manager

Multi-hatted, the shopping centre manager guarantees the operations, security and safety of a shopping center. As a privileged contact for retailers and other stakeholders in the community, she/he leads the management team, defines operating, marketing and management objectives, with a permanent focus on value creation. As a partner of the various functions, she/he identifies additional revenues and manages the various works carried out in the centre. ■



→ Leasing Manager

The negotiator is the go-to contact for retailers, and has responsibility for marketing the asset in accordance with our strategy. Their knowledge of the retail market helps them to identify the right brands for each shopping center to promote the asset and negotiate the financial terms of the commercial lease. They then manage the commercial relationship with each brand in conjunction with colleagues in the asset, legal and construction teams. Their ultimate goal is to promote the Klépierre portfolio and deliver continual improvement of the merchandising mix offered by its assets. As members of the Group team, our commercial negotiators provide a consistent level of negotiation between countries and manage our Europe-wide commercial relationships with retail brands. ■

→ Financial Performance Manager

As experts in value creation analysis, our Financial Performance Managers extract maximum meaning from figures and indicators, and interpret them to optimize monitoring of the company's value creation. They are involved at every stage of the annual financial cycle: the budgetary year, year-end accounting and publication of our performance indicators. Data-driven, they use innovative tools to provide real-time monitoring of shopping center activity (brand sales and churn, center footfall, etc.). ■

Sharing a common commitment and ambition.

02

We love shaping malls

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Klépierre

Klépierre is committed to building the most sustainable platform for commerce.

Joining Klépierre means becoming a member of a team that's bold enough to challenge the fundamentals of everything we do so that we can have a more positive impact on the world around us.

Our Act4Good® CSR policy translates our shared vision into practical action. The ultimate goal of this program is to **build the most sustainable platform for commerce** between now and 2030 by delivering on 4 key commitments:

- 1. to achieve net-zero carbon
- 2. to actively serve our communities
- 3. to deliver effective talent development
- 4. to promote sustainable lifestyles

We're working together right across Europe to make that commitment a reality through Act4Good™. This ambitious program and its practical objectives guide our teams as they work towards our 2030 targets of a net-zero portfolio (renewable energy, soft mobility, biodiversity, etc.), making all our assets available to local communities (hospitality, solidarity spaces, responsible services, etc.), helping to develop 50,000 employees across Europe (diversity and inclusion, training, health, etc.), and guiding 50 million visitors towards more sustainable lifestyles (new concepts of responsibility, raised awareness, brand-led commitment, etc.).

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100% of our employees take part in corporate philanthropy initiatives on our annual Community Day.

→ **France** In France, 6 Klépierre shopping centers won awards in the Cube Flex energy savings challenge, which they then retain throughout 2024. These awards are given to businesses with the best collective energy performance (reducing peak energy consumption by over 20% year after year, with our best-performing assets reaching decreases of up to 64% on EcoWatt days).

→ **Italy** In Italy, the Le Gru and Romagna Shopping Valley centers were awarded a Certificate of Merit in the Corporate Social Responsibility category for their Gru Kids Festival and Orto in Romagna projects.

4 key commitments



Achieving net-zero carbon



Servicing communities



Growing people



Promoting sustainable lifestyles

-84% of CO₂ emissions since 2017.



GRESB is the world's leading environmental, social and governance benchmarking organization for real estate and infrastructure assets. The 2024 results confirm Klépierre as the world's leading listed commercial real estate company and Europe's leading listed real estate company, regardless of the type of asset.



MSCI measures the long-term resilience of companies to physical, environmental, social and governance risks. Its ESG ratings range from Leader (AAA and AA) to Average (A, BBB and BB) and Laggard (B and CCC). Klépierre was rated AA for its performance in 2023.



For the 12th year in a row, Klépierre received a GOLD award from EPRA, the European Public Real Estate Association, which promotes, develops and represents the European listed real estate sector.

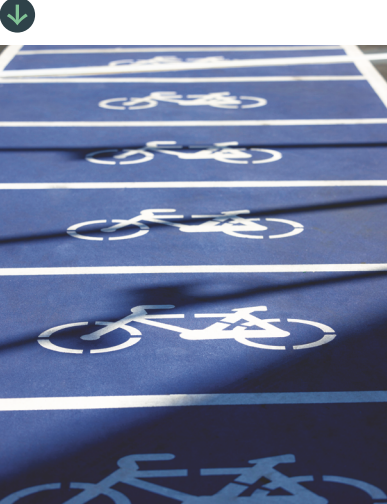


Solar panels on the roofs of Plenilunio (Madrid), Spain.

Awards that recognize our global leadership.

-48% in energy intensity since 2013.

To encourage eco-friendly mobility, we equip our centers with bicycle parking facilities.



CDP is an international non-profit organization that rates company environmental impact from A to D, and helps companies track and compare their progress. Of more than 21,000 companies rated, Klépierre is one of only 353 worldwide to be included in the CDP's prestigious 'A-list' for climate performance.



The Klépierre carbon reduction strategy aligns with the trajectory that aims to contain global warming to a maximum of 1.5°C, and is approved by the Science-Based Targets initiative (SBTi) as having set the highest level of ambition.



The Group has joined the Euronext CAC 40 ESG stock market index of the 40 most responsible French listed companies, based on their Moody's ESG rating. Klépierre is an existing member of the CAC SBT 1.5, another Euronext stock market index; this time of companies whose greenhouse gas emission reduction targets are contributing to limiting global warming to 1.5° C.

Klépierre is enriched by its many cultures.

The diversity of nationalities and perspectives ensures that our company is a vibrant reflection of the regions in which we operate.

We cultivate a working environment that encourages the highest levels of performance and well-being; a diverse, inclusive, fair environment that enables every employee to find their place within the organization, learn and develop.

Our strategy is clear:

- 1. To sustain our efforts to promote gender diversity.
- 2. To further strengthen our commitment to health and disability.
- 3. To foster a culture of inclusion in which everyone feels valued and respected.

We are actively working to implement this strategy through the deployment of inclusion standards, adjustments to our HR processes and in-service management training, at the same time as continuing to invite employee feedback through our biennial engagement survey.

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↓
50 %
representation
of women
on the executive committee.

87 %
of our employees*
agree that they work
in a discrimination-
free environment.

82 %
of Group employees*
agree that they
work in an inclusive
and diverse
environment.

*Results from the Group-wide 2024 employee engagement study



Growing in a stimulating work environment.

03

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Klépierre recognizes the worth of everyone it employs.

We are committed to offering all those who join us a fulfilling career-long experience.

More specifically, professional fulfillment depends on a high quality of work life and management pays close attention to cohesion and team spirit. A contemporary working environment, a culture of mutual support, high-quality tools and flexibility: at Klépierre, we go the extra mile to ensure our employees enjoy a successful and healthy work/life balance.

The company's global 'Klépierre cares' program promotes a culture that treats physical, mental and emotional health as an integral part of our overall employee performance. Its two cornerstones are: developing an organization and team culture that encourage collaborative working, and demonstrating our commitment to employee physical and mental health through preventive action.

Any employee facing personal difficulties, whether financial, health, legal or otherwise, has direct access to personally tailored support and assistance. —



Klépierre cares

We have implemented a health promotion campaign across the Group in Europe. It gave our employees the opportunity to benefit from a series of preventive health initiatives, including visual impairment screening, cardiovascular risk screening, daily heart health routines and workplace well-being. —



91% of our employees* say that they can speak to their manager whenever they need them.

85% of our employees* say that Klépierre cares about the occupational health and safety of its people.

88% of our employees* say they like their working environment.

*Results from the Group-wide 2024 employee engagement study

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At Klépierre, we know that every career journey has its key moments when we need to pay particularly close attention to getting everything right.

Hiring, integration, training and mobility are all milestones on that journey when a personal, high-quality experience is important.

— A six-month **integration process**. Every new employee joining us follows an integration program in which the milestones are meetings, training and hands-on experience of our business. Twice a year, we host a head office induction day, where Klépierre senior executives explain our corporate strategy and interact with new arrivals. Successful integration requires new employees to quickly build their own network within the company, backed up by encouraging mutual support between new and more experienced colleagues.

Local integration programs focus on 'hands-on' experience by giving new arrivals the opportunity to visit and work in a shopping center to gain an understanding of how it works and familiarize themselves quickly with our core business of retailing.

— The introduction of 'Purple', our **new human resources information and management system** (HRIS). The company invested in a new tool that helps managers provide their teams with an enhanced level of support for hiring, integration, training, performance management and career development. ■■



Klépierre encourages flexibility.

By offering our employees the opportunity to explore new challenges across Europe and adapt their skills to meet the constantly evolving needs of customers.

Klépierre strives to achieve excellence in all its customer, partner and employee relationships.

Career development: our HR managers and teams are committed to identifying opportunities for local and international mobility, as well as cross-functional mobility opportunities. One third of all vacancies are filled internally.

— We encourage our teams to develop their careers across leasing, asset management and shopping center operations in preparation for general management roles. We also encourage international mobility to develop employees with multicultural profiles and an excellent knowledge of our business in all its facets. We closely monitor career and development management to ensure that it is both dynamic and fair. Aided by our 'Purple' HRIS, we also conduct regular talent reviews as the basis for revising and/or updating our succession and development plans.

— 100% of our employees are assigned personal performance targets that are monitored. We recognize performance with appropriate levels of compensation and recognition tools in all our operating countries, complemented by attractive benefits packages.

— An active program of relationships with further education institutions is designed to welcome interns and apprentices of all ages in preparation for their employment by the Group. ■■



10%

of our workforce is engaged in training at any given time.

80%

of work/study and French international interns (VIE) are ultimately offered a permanent employment contract.



84% of our employees* agree that they receive regular performance reviews.



87% of our employees* say that their manager recognizes a job well done.

*Results from the Group-wide 2024 employee engagement study

Klépierre invests in continuous professional development.

Each member of our team is offered opportunities to learn, grow and excel through a variety of career paths.

Klépierre values talent. The company is recognized as an excellent school for apprentices in the real estate and finance professions, and is committed to maintaining the internal and external employability of its people.

It offers enriching experiences and continuous learning opportunities to help every employee develop and perform to their full ability. Career development means building personalized career paths for and with each individual, based on their skill set, current performance and potential, as well as aspirations.

→ **Career paths:**
Training is structured around different levels and types of expertise, including leasing, asset management, shopping center operation, financial performance and investment.
Our high-quality training is delivered by a network of in-house trainers and alternating classroom and distance learning programs.

→ **Examples of training programs:**
“Know your strengths to better deploy your potential” is a self-development program led by an external mentor. This two-and-a-half-day course is designed for promising young people from all



Practical exercises underway in a leadership and confidence workshop session.

parts of the company. Its purpose is to give trainees a clearer understanding of their leadership profile, understand their strengths to make more effective use of their potential, be more at ease in different relationships and situations, and progress their careers.
“INSPIRE” is our leadership development program.
“Climate school” pursues our goal of upskilling all our employees on the issues around climate change.

→ **Talent management:** we work with line managers to identify the specific needs of each person as the basis for designing and implementing personal development paths. We have created a range of development tools to support new recruits, experts, young managers and senior executives. ■



Klépierre University

Klépierre offers its employees bespoke training and development programs tailored to the needs of each career profile. A dedicated range of opportunities are designed

to help each individual to develop in their own field of expertise, and discover other business skills that will support a more cross-functional model of career development.

100 % rate of access to training.
18 hours of training per employee on average in 2023.

A network of **more than 50** in-house trainers passionate about passing on their expertise.



As part of the Act4Good® program, all our employees are required to engage in mandatory CSR training focused on a topic that changes annually as part of a training sequence. Its aim is to build their commitment to CSR issues, at the same time as improving their long-term employability. As part of this initiative, the Group opened its Climate School in 2023 in partnership with AXA Climate.





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