

**Strong 2025 results.  
Confidence in 2026,  
with growth drivers  
intact**



KLEPIERRE

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01

# An outstanding track record

# The best listed European retail portfolio

Over the last three years (2022-2025)

**+21%**

Net Rental Income

**+23%**

EBITDA<sup>(1)</sup>

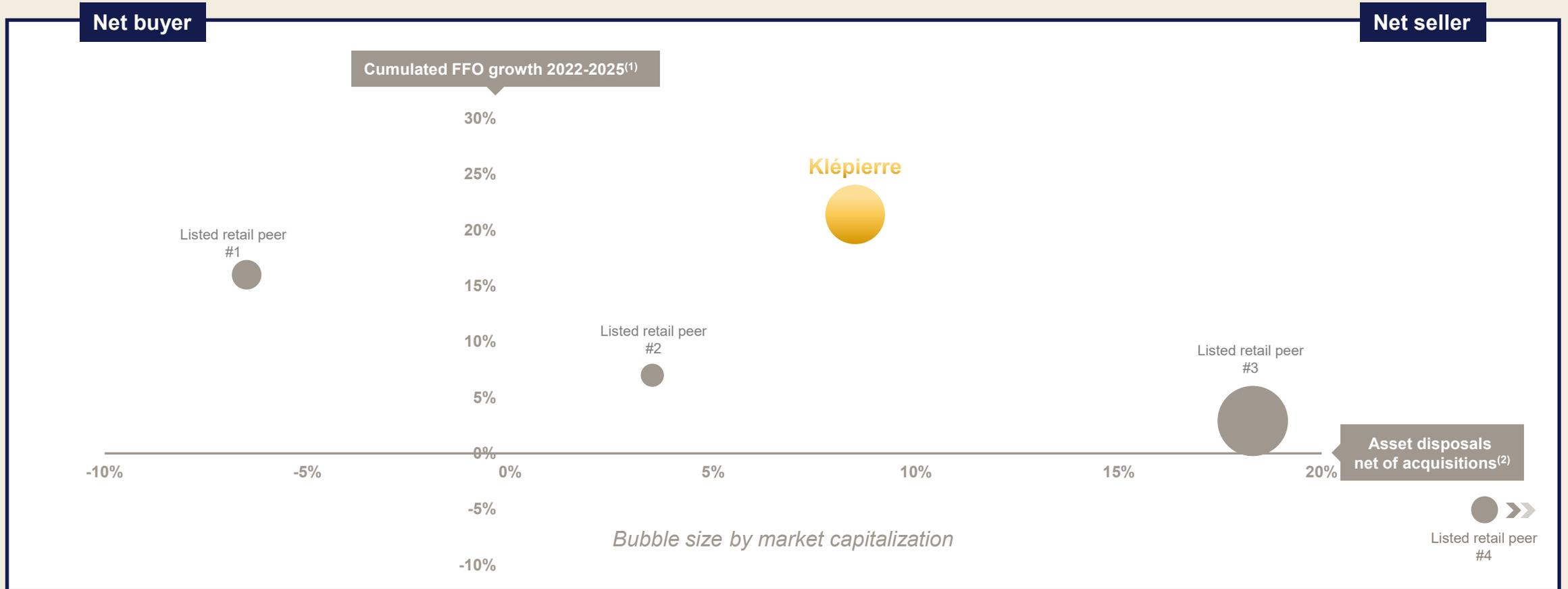
**+21%**

NCCF per share

(1) EBITDA on a total share basis, including the attributable portion of equity investees' EBITDA



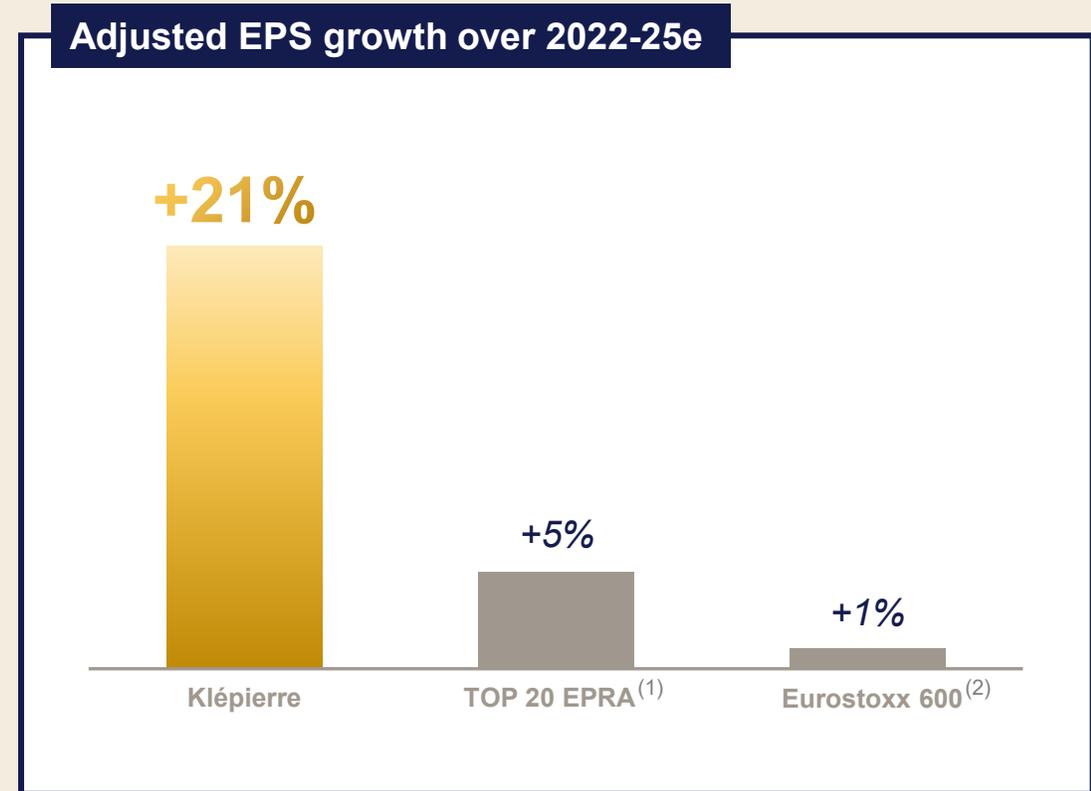
# A transformed portfolio generating the greatest FFO growth



Source: Bloomberg consensus, Company data

(1) Sample includes companies with a market capitalization exceeding €1 billion  
 (2) Cumulated disposals between 2020 and 2025 as a % of latest Gross Asset value

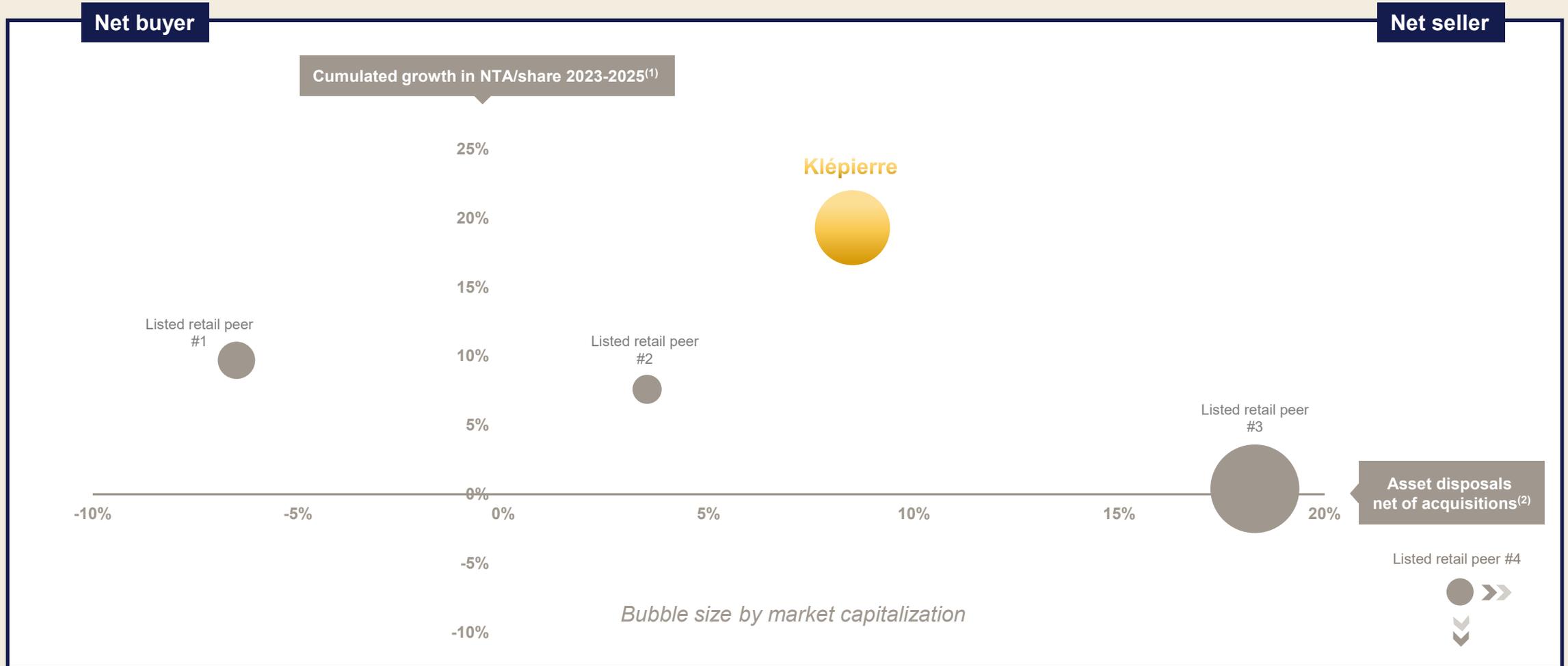
# Klépierre remains the stand-out



(1) EPRA Nareit developed Europe - Company data and Bloomberg consensus figures on a weighted average basis, as of February 17, 2026

(2) Market-capitalization-weighted EPS growth, compiled by FactSet, as of February 17, 2026

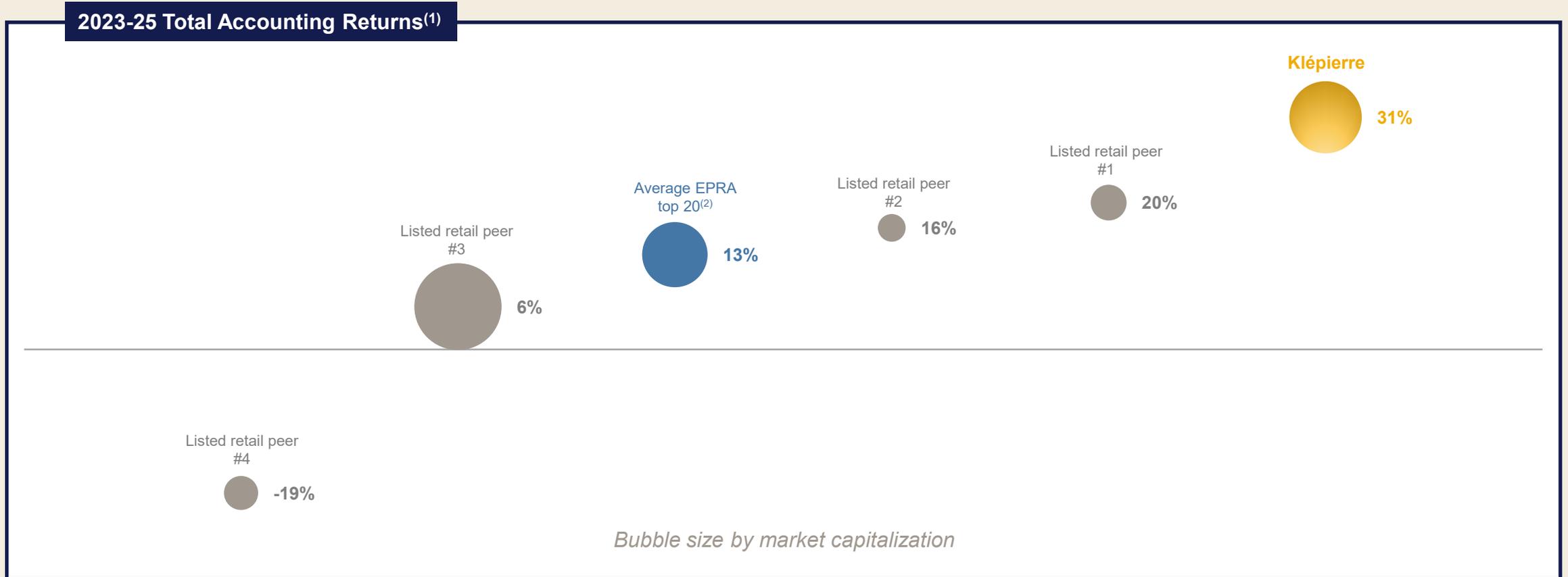
# We produced NTA growth significantly ahead of peers



Source: Bloomberg consensus, Company data

(1) Sample includes companies with a market capitalization exceeding €1 billion  
 (2) Cumulated disposals between 2020 and 2025 as a % of latest Gross Asset value

# We delivered outstanding returns to our shareholders



Source: Bloomberg consensus, Company data

(1) Sample includes companies with a market capitalization exceeding €1 billion  
(2) Average Top 20 EPRA Nareit developed Europe, weighted per market capitalization, as of February 17, 2026

02

**2025: another year of robust  
performance**

# Continued market share gains fueled by strong retailer sales outperformance

Retailer sales *2025 like-for-like change*

**+3.4%**

Strong **outperformance**, with retailer sales growth doubling national sales indices<sup>(1)</sup>

(1) Comparison as of end November 2025. Weighted average of latest national retail sales indices: Banque de France; Istituto Nazionale di Statistica; Instituto Nacional de Estadística; Statistikmyndigheten SCB; Statistisk Sentralbyrå; Danmarks Statistik; Centraal Bureau voor de Statistiek; Statistisches Bundesamt; Central Statistical Office of Poland (GUS); Czech Statistical Office; Turkish Statistical Institute



# Operating KPIs: further improvement

**+4.6%**

**Rental uplift**

On renewals and relettings

**+60bps**

**Occupancy**

Reaching 97.1%

**+12.1%**

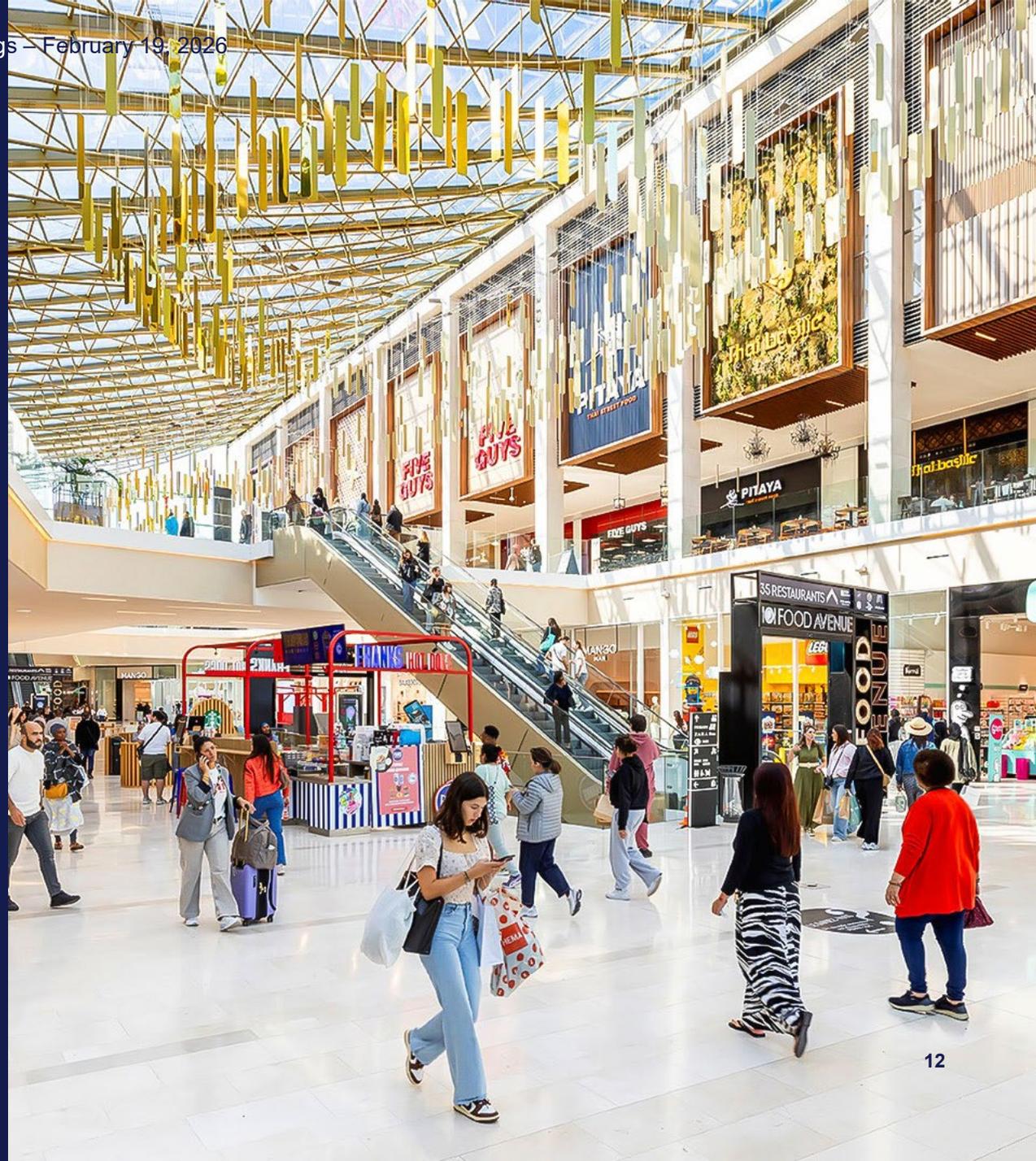
**Mall Income**

Growth year-on-year

**10bps**

**OCR**

Improvement in occupancy  
cost ratio to 12.5%



# Our results beat guidance

**€2.72**

**+5%** vs. 2024 NCCF/share  
and above initial guidance of €2.60-2.65

**+5.5%**

vs. 2024 EBITDA<sup>(1)</sup>  
**87.3% EBITDA margin** (+50 bps over 12 months)

**+5.1%**

vs. 2024 Net Rental Income  
**+4.5%** on a like-for-like basis

(1) EBITDA on a total share basis, including the attributable portion of equity investees' EBITDA



# NAV up 9% again in 2025



(1) EPRA NTA  
(2) NAV growth + dividend

# We deliver consistent dividend growth



## €1.90 / share

Proposed cash dividend per share for 2025



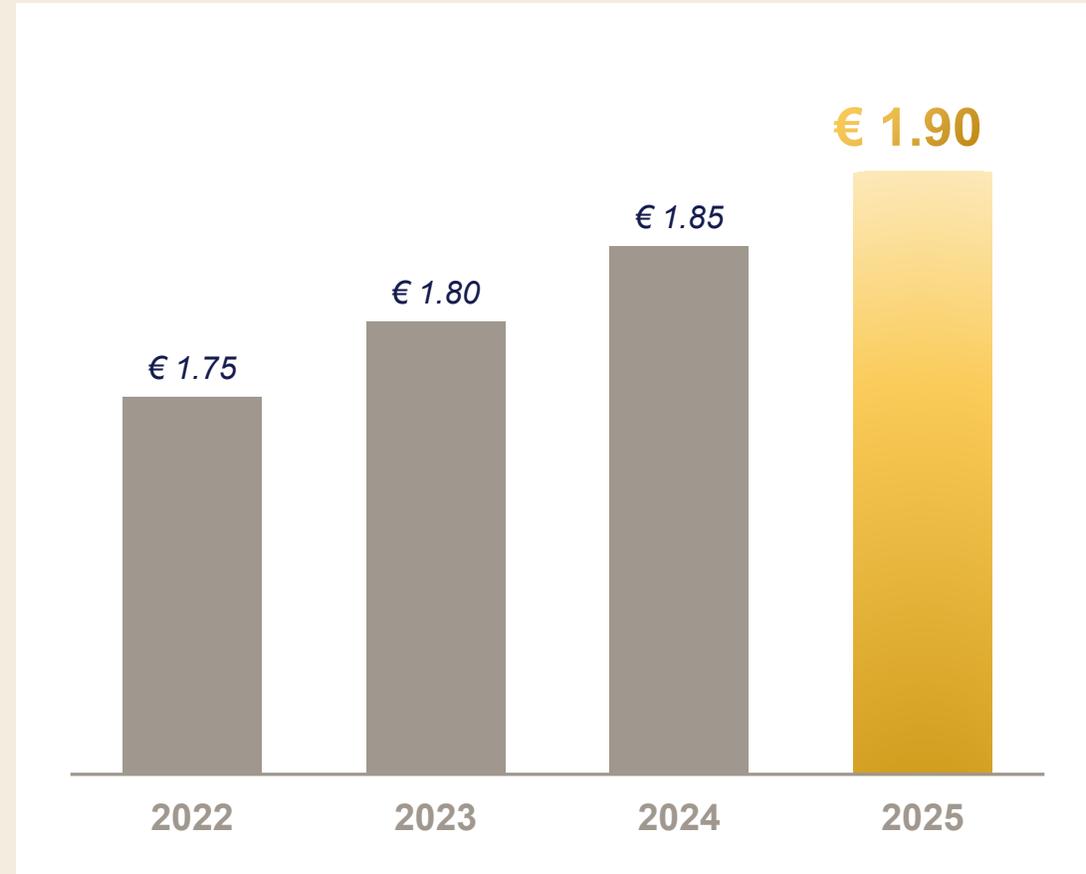
## +3%

2025 dividend growth  
Year-on-year



## 6%

Spot dividend yield as of February 17, 2026



(1) To be paid in two equal installments on March 10, 2026, and July 7, 2026

03

**A portfolio built for  
durable value creation**

# Two established growth drivers



## Organic drivers

- Rental uplift
- Mall income



## Accretive capital allocation

- Extensions
- Acquisitions



# One and only target: build the highest cash-generating portfolio and maximize long term value for our shareholders



## Right-sized for their catchment area

Assets designed to fit customer aspirations providing flexibility and triggering **higher leasing tension**



## Cost efficient

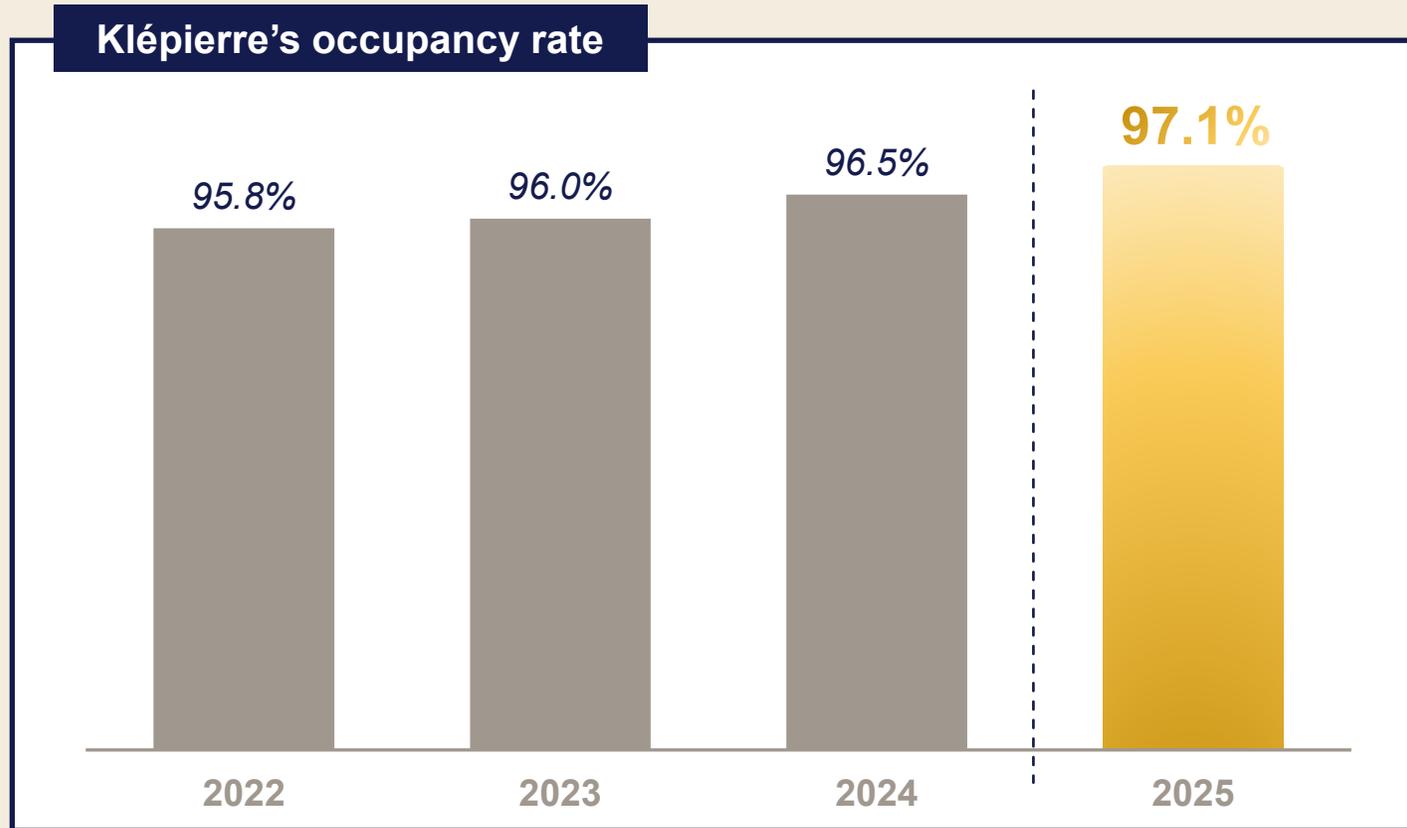
Competitive OCRs compared with destination-mall peers to **maximize rental uplift**



## Stringent Capex

Disciplined investments to create a stellar shopping experience to **optimize cash flow**

# Our malls boast best-in-class occupancy levels



# Our malls attract category killers

- No new prime mall supply drives scarcity
- Rise of omnichannel is curating the retail landscape
- Category killers upsizing to bigger stores
- Top performing malls are those able to adapt to the consumers' expectations



# Sharp focus on brands displaying the highest sales densities



## Optimize our portfolio

In accompanying the extension of category killers



## Retenanting to higher sales density retailers

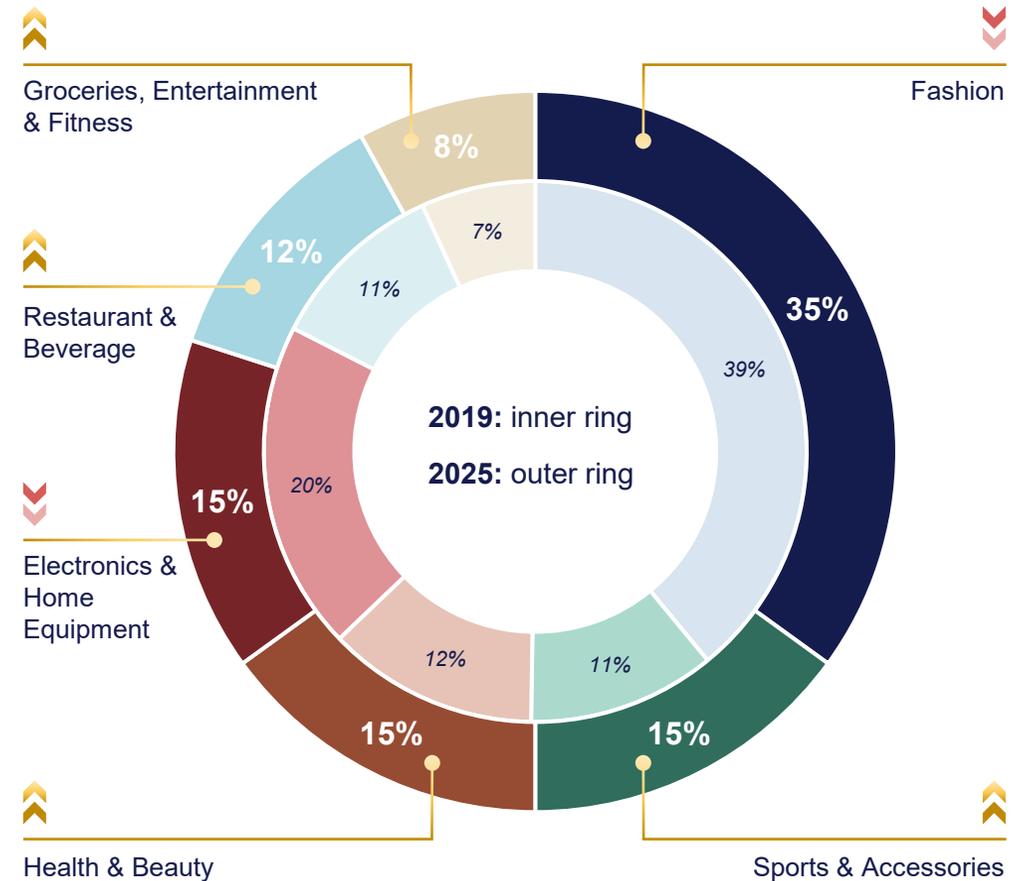
Leading to lower OCRs



## Improve the customers' experience

Roll-out innovative retail and experiential offering

Change in retail mix over the last years  
(share of total retailer sales)



# Sustained high growth for Sports & Accessories and Health & Beauty

## SPORTS & ACCESSORIES

**+8%**

Retailer sales  
CAGR since 2019



## HEALTH & BEAUTY

**+6%**

Retailer sales  
CAGR since 2019



SEPHORA

Normal

AROMA = ZONE

# Magnetic power of dining in retail destinations

## RESTAURANT & BEVERAGE

**+4%**

Retailer sales  
CAGR since 2019



**FIVE GUYS**

**POPEYES**



## How Restaurant & Beverage shapes shoppers' engagement in malls



Carry 285% more transactions



Spend 40% more



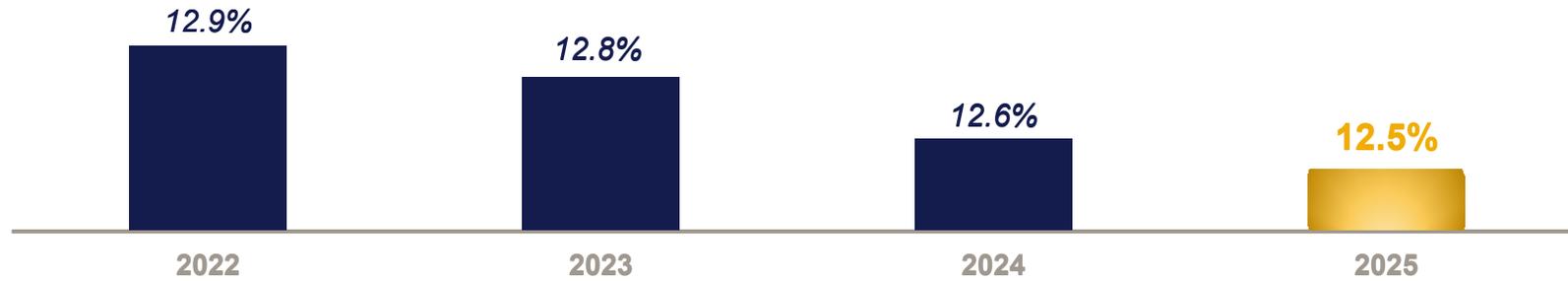
Visit shopping centers twice as often per year



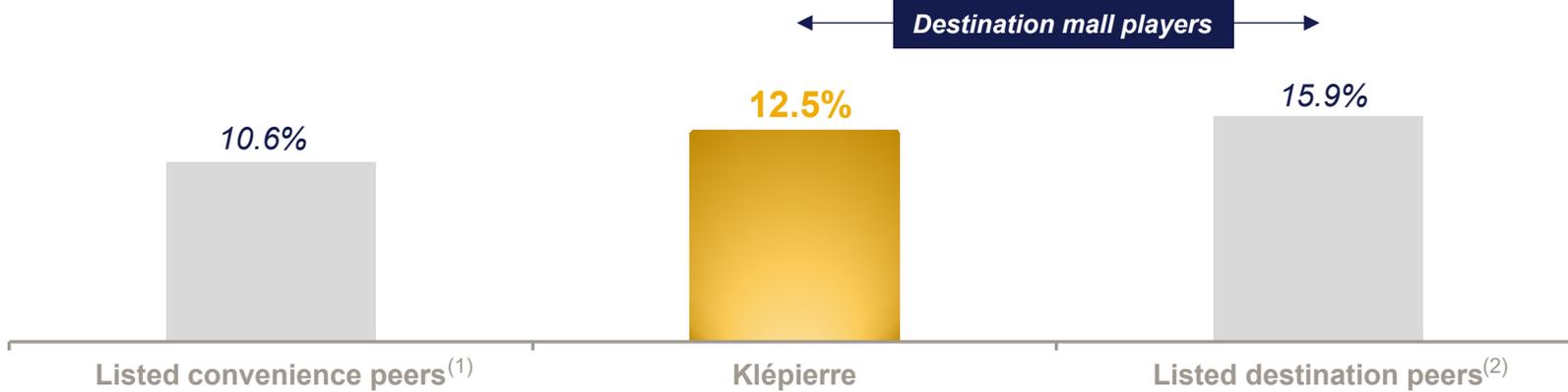
Stay longer in the mall

# Continued increase in sales density maintains healthy occupancy cost ratio levels

## Improving OCR



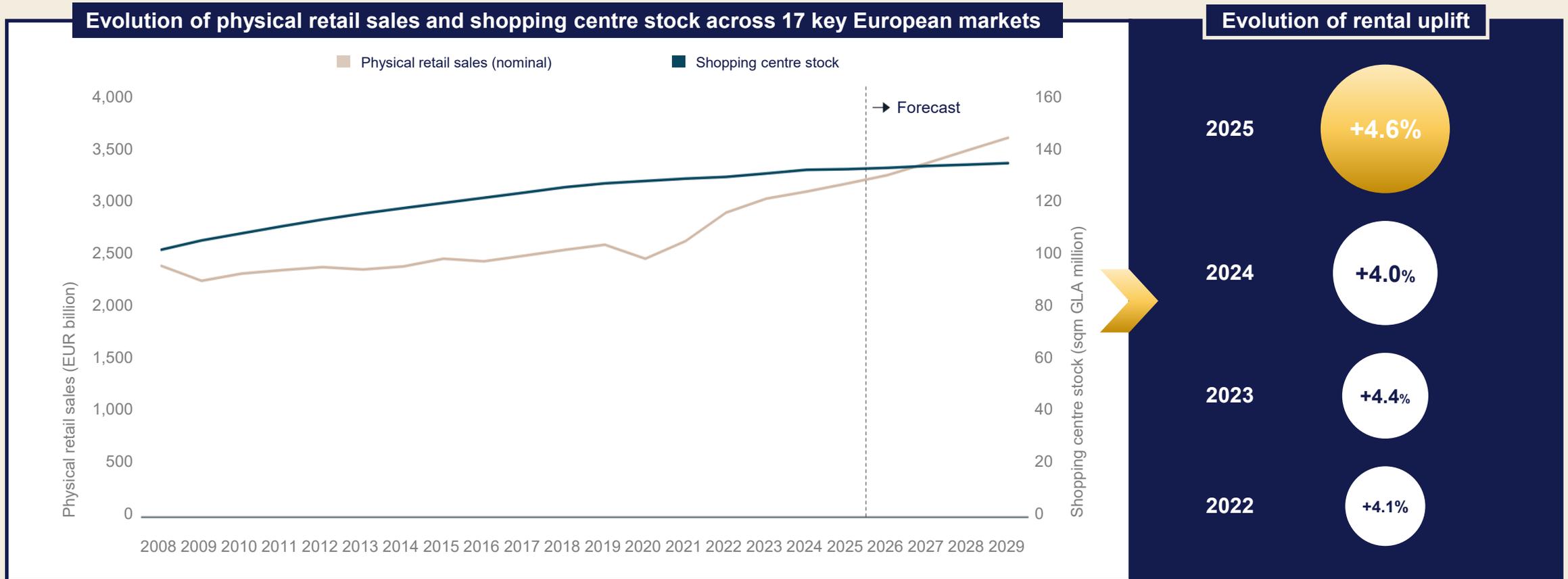
## Klépierre's closest peers display at least 300 basis points higher OCRs



(1) Companies' latest disclosure

(2) Companies, FitchRatings' latest disclosure

# Low OCRs create massive potential for continued rental uplift



Source: JLL



While many retailers are in expansion mode as **consumer demand remains healthy**, destination malls benefit from **supply scarcity**, intensifying **leasing tension for quality space**.

# Mall income: a significant growth opportunity



## Specialty Leasing

**Growing demand** for high quality traffic to engage directly with consumers through strategic promotional initiatives



## Retail Media

**Expanding screen network** by adopting a hybrid retail media model



## Mobility

**Car park and EV charging** space monetization



**9%**

**of the Group's total net rental income**



**+12%**

**CAGR since 2022**

# Retail Media & Specialty Leasing: a unified ecosystem serving our full client base

## Address our entire client spectrum

- Omnichannel banners launching large scale promotional campaigns
- Streaming platforms to roll-out wide-reaching campaigns
- Direct-to-consumer brands evaluating their market fit

## Provide a full suite of customized tools

- Static media out-of-home (OOH) solutions
- Digital formats (DOOH)
- Co-marketing initiatives (social media, CRM, etc.)
- Mall domination campaigns combining all promotional channels

**To leverage our 720 million highly qualified annual footfall**

# Specialty Leasing – a powerful growth lever



**High-Quality Footfall**

**Immediate brand exposure to a unique purchase-ready mall traffic**



**Powerful Brand  
Visibility**

**High-impact presence reinforcing local as well as international brands' legitimacy and trust**



**Direct Customer  
Engagement**

**Real-time feedback to test new categories and assess store potential**



**Omnichannel  
Acceleration**

**Physical presence boosts online sales in catchment area**



**Double-digit high-margin income growth with minimal capex requirements**



# Still nascent Retail Media with room to scale and optimize potential



Recent operating model shift from a legacy outsourced to a **hybrid model**, to boost coverage and better leverage our relationships with retailers

**Grow digital inventory by 30% by 2030** and modernize devices

Significant incremental revenue opportunity

➤ **High-teens growth contribution**

# Roll-out of car park monetization

01

Elevated scarcity in city center car parks availability

02

Gradual increase in the number of paid and EV parking spaces

03

Yield management initiatives on the back of a flexible pricing model

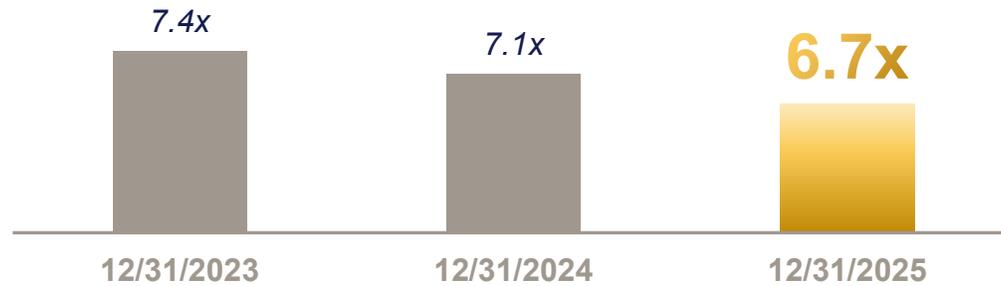
04

Ongoing initiatives to introduce paid parking in Southern European countries



# Ample resources to pursue selective external growth

Historically low net debt to EBITDA to navigate through all cycles



Credit rating upgrade by both S&P and Fitch

**S&P Global**

**A-**

Rating raised  
on February 24, 2025

**Fitch Ratings** (Senior unsecured)

**A**

Rating raised  
on April 23, 2025



**Flexibility**

to execute accretive  
investments

# Extension projects to maximize value creation



## Playbook for transformative operations

- Crystallizing incremental mall value
- Leading assets in the best catchment areas
- Demand by key international retailers
- No greenfield or mixed-use projects



We have unique expertise in turning shopping malls into best-in-class assets across the European landscape



### CRÉTEIL SOLEIL

Créteil Soleil  
France, Créteil

 **11,400 sq.m.**  
extension

 **+29%**  
Rents up <sup>(1)</sup>

 **+20%**  
Average sales density <sup>(1)</sup>

### GRAN RENO

Gran Reno  
Italy, Bologna

 **16,700 sq.m.**  
extension

 **+283%**  
Rents up <sup>(1)</sup>

 **+17%**  
Average sales density <sup>(1)</sup>

(1) 2025 figures compared to before extension

# Delivery of the extension in Montpellier

## **ODYSSEUM** *Montpellier, France*



PRIMARK

ZARA

Normal

Bershka

THE NORTH FACE



JD

HUGO BOSS

VANS

**18,500 sq.m.**

To be added to the 73,000 sq.m. existing mall

**12 million**

Footfall

**€56 million**

Total investment

**9.0%**

Yield-on-cost

# Ongoing extension at top performing Le Gru

 **LE GRU**  
*Turin, Italy*



PRIMARK

ZARA



Bershka

STRADIVARIUS



dyson

**7,500 sq.m.**

Additional GLA on top of the existing 83,000 sq.m.

**11 million**

Footfall

**€81 million**

Total investment

**10%**

Expected yield-on-cost

# Rimini to become the reference mall across the Adriatic coast

 **ROMAGNA**  
*Rimini, Italy*



Normal

ZARA

PRIMARK\*

DECATHLON

H&M

SEPHORA

STRADIVARIUS

**6,820 sq.m.**

Additional GLA on top of  
the existing 73,000 sq.m.

**€42 million**

Total investment

**>8%**

Expected yield-on-cost

# Driving material value creation through acquisitions is in our DNA

 **O'PARINOR**

**+71%**<sup>(1)</sup>

Value creation since acquisition in 2024

 **ROMAEST**

**+64%**<sup>(1)</sup>

Value creation since acquisition in 2024

➤ Capturing substantial **rental uplift** by implementing **large-scale retenanting**

➤ Improving **occupancy** and **rent collection** by leveraging our leading platform

➤ Deploying our **mall income** initiatives to convert the increasing footfall into **incremental revenue**

(1) Change between the acquisition value and the December 2025 appraised value



## Our latest acquisition



PARCO COMMERCIALE  
**CASAMASSIMA**

**€160 million acquisition finalized end of 2025**

Located in  
Bari, Italy

7.5M  
yearly footfall

Metropolitan area of  
1.4 million inhabitants

Very high  
sales density

# We will make of Casamassima a leading mall in Southern Europe



**Retail venue matching brands' expectations**  
International category killers endorsing the mall



**Actions fueling operating improvements and rental growth**

Retenancing, rental uplift due to low OCRs and mall income roll-out



**High single digit cash-on-cash return**  
as early as year 1



ZARA

PRIMARK®

Bershka

DECATHLON

SEPHORA



RITUALS...

STRADIVARIUS

MediaWorld

# Confident about 2026 as Klépierre's growth drivers are intact

## 01

Rental uplift remains intact

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## 02

Significant Mall Income growth

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## 03

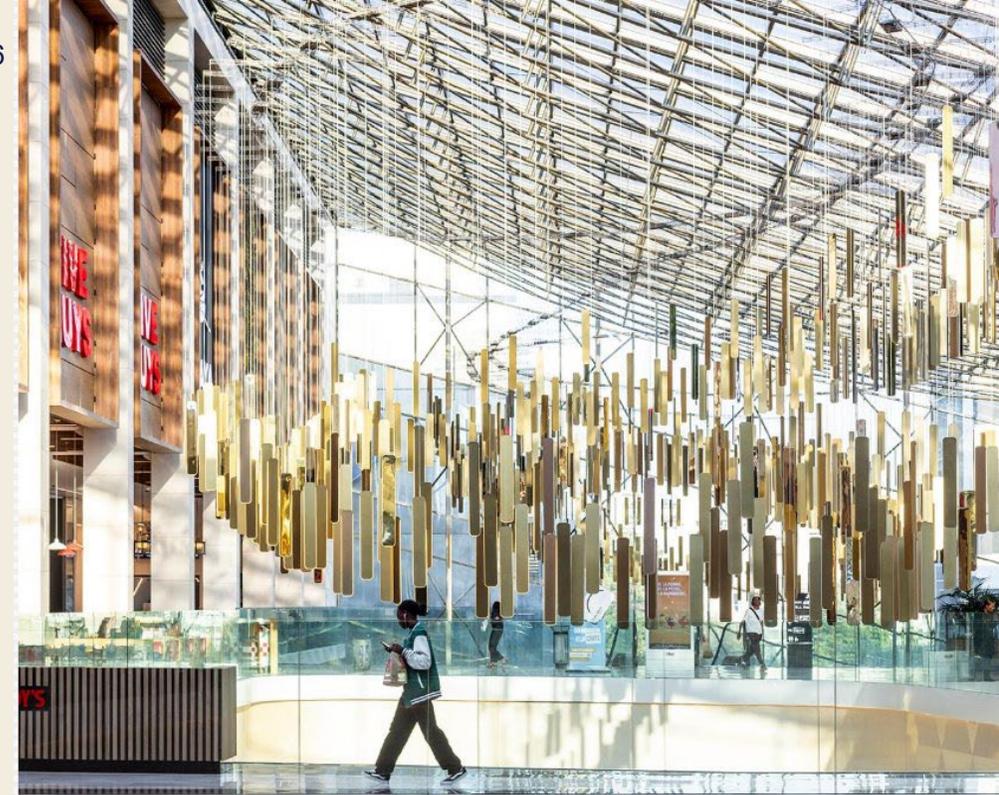
High value creation from extension projects

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## 04

Execution of selective acquisitions

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04

2026

Perspectives

# A hot transaction market is another tailwind

**+5%**  
Year-on-Year

European retail investment volumes in 2025, at 35.5 billion of euros

**30%**  
of retail transactions

involve shopping centers in Europe

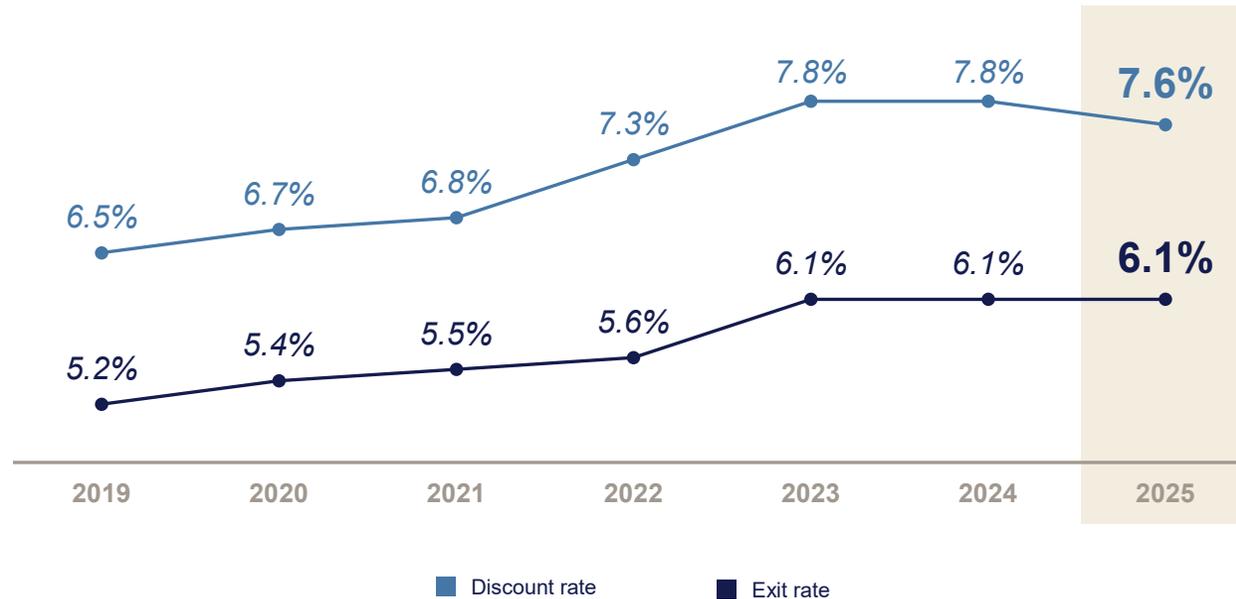


Several prime mall landmark transactions recorded in 2025 in the **mid-single digit net initial yield** range



# Positive operating dynamics are compressing risk premia in portfolio valuation

Average risk premia trends lower

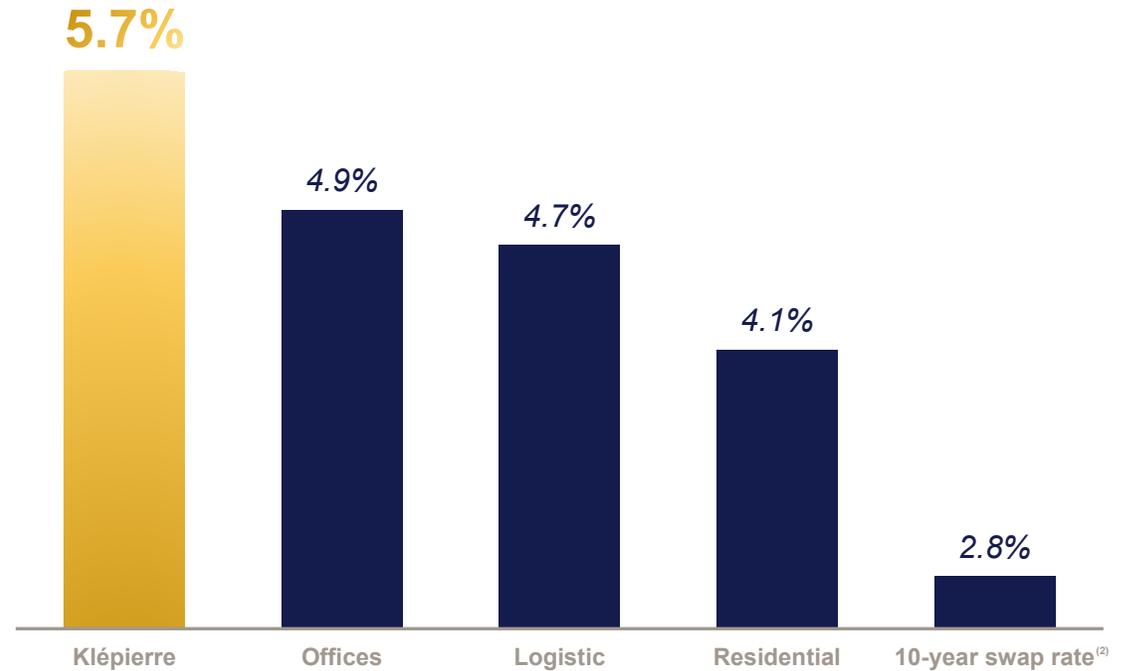


**+4.9%**

Like-for-like portfolio valuation over the year

**Potential future risk premium compression supported by robust growth performance**

**Average prime net initial yield per asset class<sup>(1)</sup> vs. Klépierre**



(1) Average prime yields in Klépierre's countries, according to Cushman & Wakefield, as of Q3 2025

(2) As of February 17, 2026

## Small-scale asset disposals with NAV accretion

**€205** million euros

In year-to-date asset disposals <sup>(1)</sup>

**8%**

Above appraised values

**5.6%**

Blended Net Initial Yield



(1) Disposals of assets signed or closed, in total share, excluding transfer tax

# Cost of debt won't be a headwind in 2026

€1 billion

raised over  
2025

3.3%

blended  
yield

8.5

year weighted  
average maturity



**Refinancing needs are very limited** as the only major bond maturing in 2026 (€500m bond due in February) is already fully covered



# 2026 Guidance



For **full-year 2026**, Klépierre expects to achieve a minimum of **€1,130 million EBITDA<sup>(1)</sup>** and at least **€2.75 Net current cash flow per share**.



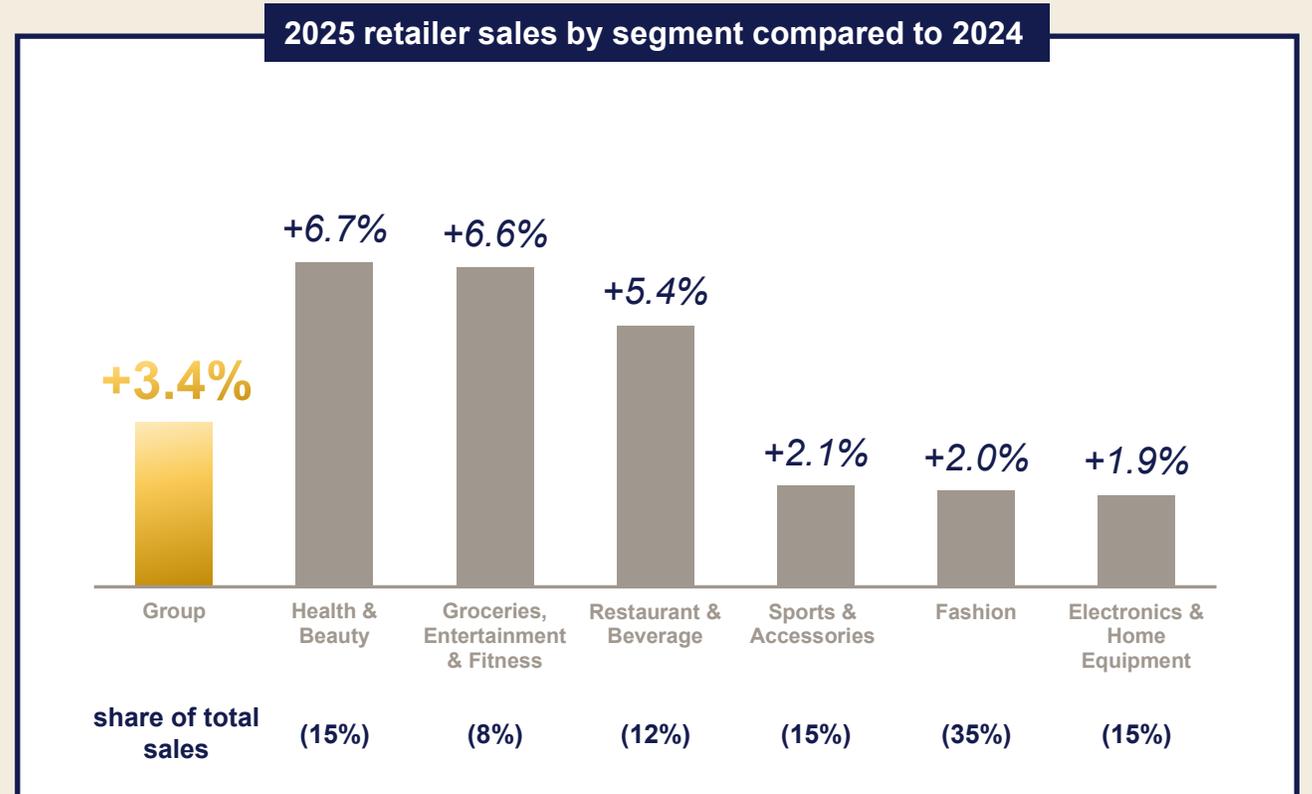
(1) EBITDA on a total share basis, including the attributable portion of equity investees' EBITDA.

05

# Operating KPIs and sector-leading credit metrics

# Retailers continue to show healthy sales growth

2025 retailer sales **up 3.4%**, footfall **up 1.8%**



# Category killers enjoying double-digit retailer sales growth

**MANGO**

In the **Fashion segment**, Mango continues to outperform, with new openings planned in 2026

**RITUALS**

Rituals is a fast-growing **Health & Beauty** brand, with additional stores planned to open in 2026

**AROMA ZONE**  
EXPERT NATUREL EN SOINS & BEAUTÉ

Strong performance recorded at Aroma-Zone in **Health & Beauty**, coming with further expansion expected within Klépierre's venues in 2026

**NEWYORKER**

Fast growing value-for-money **Fashion** concept addressing young customer needs



# Earnings indicators



<b>TOTAL SHARE</b> <i>(in millions of euros)</i>	<b>2024</b>	<b>2025</b>	<b>Change</b>
Net Rental Income	1,066.1	1,120.4	+5.1%
EBITDA <sup>(1)</sup>	985.3	1,043.4	+5.9%
<b>NET CURRENT CASH FLOW</b>	<b>850.0</b>	<b>890.7</b>	<b>-</b>
Group share	746.5	780.4	-
<b>NET CURRENT CASH FLOW (€ per share)</b>	<b>2.60</b>	<b>2.72</b>	<b>+4.6%</b>
<b>EBITDA<sup>(1)</sup> + attributable portion of equity investees' EBITDA</b>	<b>1,061.4</b>	<b>1,119.3</b>	<b>+5.5%</b>

(1) EBITDA stands for "earnings before interest, taxes, depreciation and amortization" and is a measure of the Group's operating performance

# 2025 Net current cash flow per share up 5%

## GROUP SHARE



# Portfolio valuation up 4.9% over the year on a like-for-like basis

(€m, total share, incl. transfer taxes)	12/31/2025	% of total portfolio	12/31/2024	Change over 12 months	
				Reported	LfL <sup>(1)</sup>
France	7,902	37.3%	7,734	+2.2%	+3.1%
Southern Europe	7,782	36.7%	7,146	+8.9%	+7.0%
Scandinavia	2,530	11.9%	2,431	+4.1%	+3.3%
Northwest and Central Europe	2,978	14.1%	2,914	+2.2%	+6.0%
<b>TOTAL PORTFOLIO</b>	<b>21,192</b>	<b>100.0%</b>	<b>20,225</b>	<b>+4.8%</b>	<b>+4.9%</b>

(1) Like-for-like change. For Scandinavia and Türkiye, change is indicated on a constant currency basis. Central European assets are valued in euros



Main appraisers' assumptions as of December 31, 2025

The 4.9% like-for-like increase in property valuations in 2025 arises from the combination of:

**+3.7%** positive cash flow effect

**+1.2%** positive market effect

The average EPRA NIY for the portfolio stood at 5.7%, down 20 basis points over twelve months.

# Value growth fueled EPRA net asset value metrics

EPRA net asset values	December 2024	December 2025	Change
EPRA NRV	€36.7	€39.9	+8.7%
EPRA NTA	€32.8	€35.9	+9.5%
EPRA NDV	€29.3	€31.7	+8.2%



# Our credit metrics

**€7,347m**

Net Debt

**6.7x**

Net Debt to EBITDA

**34.7%**

Loan-to-value ratio

**7.2x**

Interest Coverage ratio

**1.9%**

Average cost of debt



# Significant covenant headroom

## Covenants applicable to Klépierre SA financing



Bank and bonds covenants <sup>(1)</sup>		December 2025
Loan-to-Value	≤ 60%	34.7%
EBITDA / Net interest expense	≥ 2.0x	7.2x
Secured debt / Portfolio value <sup>(2)</sup>	≤ 20%	1.9%
Portfolio value <sup>(3)</sup>	≥ €10bn	€18.4bn
Secured debt / Revalued NAV <sup>(2)</sup>	≤ 50%	3.0%

(1) Covenants are based on the 2025 revolving credit facility

(2) Excluding Steen & Strøm

(3) Group share, including transfer taxes and including equity-accounted investees

# Sound liquidity position covers 36% of our gross debt

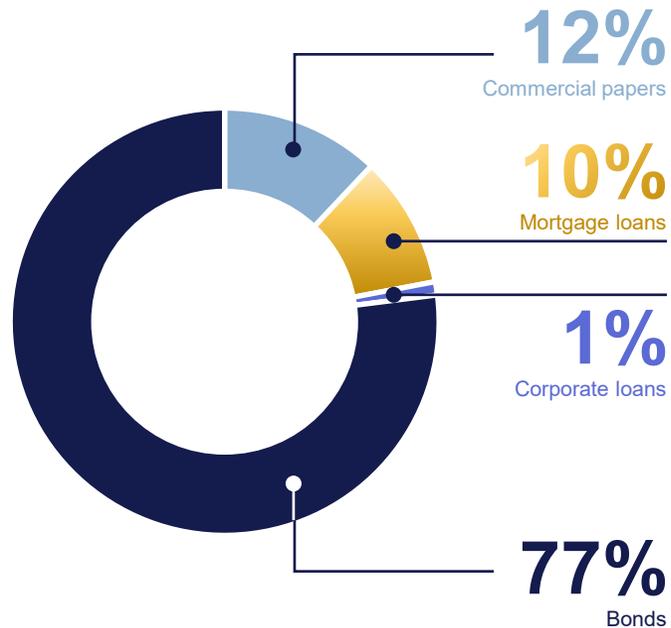
Liquidity position as of December 31, 2025: **€3 billion**



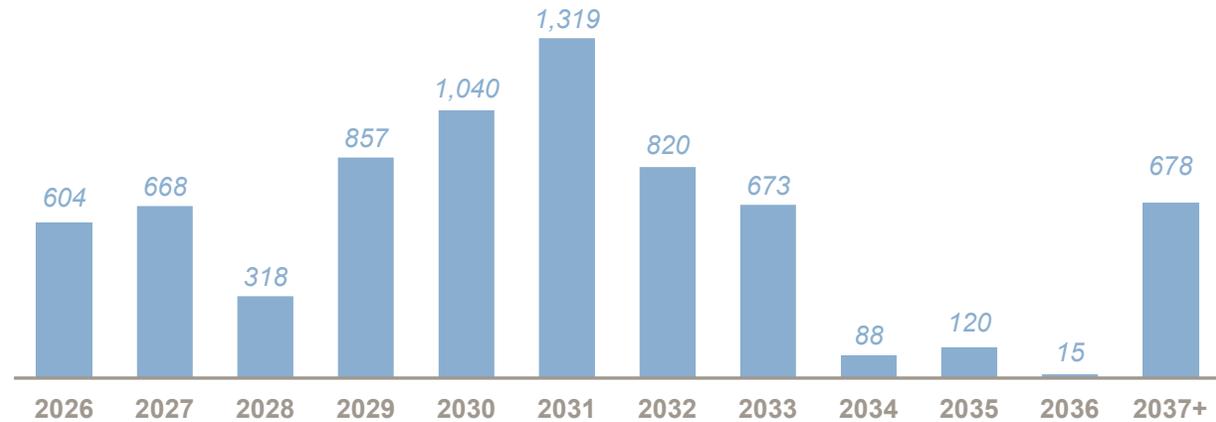
# Well-spread debt maturities with a 6.3-year average maturity

## Financing breakdown by type of resource

as of December 31, 2025 (Outstanding debt, total share)



## Long-term debt maturity schedule excluding commercial papers



Very limited refinancing needs in the years to come

Full flexibility regarding sources of financing underpinned by a strong credit rating and a qualitative portfolio

06

2026

Guidance

# We propose a €1.90 dividend per share



The proposed distribution would be a payment in two equal installments:

- €0.95 per share on March 10, 2026
- €0.95 per share on July 7, 2026

**Proposed distribution submitted for approval by shareholders at the May 7, 2026 AGM.**



(1) Dividend per share / Net Current Cash Flow per share (Group share)

# 2026 Guidance

For full-year 2026, Klépierre expects to achieve a minimum of €1,130 million EBITDA<sup>(1)</sup> and at least €2.75 net current cash flow per share in a weaker indexation environment and under the following assumptions:

- Stable macroeconomic backdrop
- Broadly flat retailer sales
- No impact from further disposals or acquisitions; and
- Cost of debt near-fully hedged in 2026

Klépierre begins the new year with confidence as its key organic rental uplift and mall income levers remain well positioned. In addition, the Group will benefit from the full-year contribution of the Casamassima (Bari) mall acquisition.



(1) EBITDA on a total share basis, including the attributable portion of equity investees' EBITDA

# Agenda

**May 7, 2026**

**Q1 trading update<sup>(1)</sup>**

# Appendix

# Net current cash flow

<i>Total Share (€m)</i>	12/31/2024	12/31/2025	Change
Gross rental income	1,230.6	1,267.5	
Rental and building expenses	(164.5)	(147.1)	
<b>Net rental income</b>	<b>1,066.1</b>	<b>1,120.4</b>	<b>+5.1% (+4.5% like-for-like)</b>
Management fees & other income	78.8	84.5	
Payroll expenses and other general expenses	(159.6)	(161.5)	
<b>EBITDA<sup>(1)</sup></b>	<b>985.3</b>	<b>1,043.4</b>	<b>+5.9%</b>
Cost of net debt	(164.3)	(171.6)	
<b>Cash flow before share in equity investees and taxes</b>	<b>821.0</b>	<b>871.8</b>	
Share in equity investees	64.0	61.3	
Current tax expenses	(35.0)	(42.4)	
<b>Net current cash flow (total share)</b>	<b>850.0</b>	<b>890.7</b>	<b>+4.8%</b>
<b>Group Share (€m)</b>			
<b>NET CURRENT CASH FLOW</b>	<b>746.5</b>	<b>780.4</b>	
<b>NET CURRENT CASH FLOW (€ per share)</b>	<b>2.60</b>	<b>2.72</b>	<b>+4.6%</b>
<b>EBITDA<sup>(1)</sup> including the attributable portion of equity investees' EBITDA</b>	<b>1,061.4</b>	<b>1,119.3</b>	<b>+5.5%</b>

(1) EBITDA stands for « earnings before interest, taxes, depreciation and amortization » and is a measure of the Group's operating performance.

# A recognized global leadership in sustainability

				
<b>LEADER</b>	<b>“A” LIST</b>	<b>CAC SBT 1.5 INDEX</b>	<b>AA RATING</b>	<b>1.5°C</b>
<ul style="list-style-type: none"><li>• Peers' comparison: <b>1<sup>st</sup> Worldwide Retail Listed</b></li><li>• <b>1<sup>st</sup> Europe Retail</b></li><li>• <b>1<sup>st</sup> Europe Listed, all classes of assets</b></li><li>• <b>Five-star</b> rating for the 5<sup>th</sup> year</li><li>• <b>SCORE: 95/100</b></li></ul>	<p>Klépierre is, once again, one of the few businesses worldwide included in the <b>CDP's “A”</b> list out of the 22,800 participants</p>	<p><b>Klépierre is included in the ESG index:</b></p> <ul style="list-style-type: none"><li>• CAC SBT 1.5, a climate-focused version of the CAC 40, including companies in line with the 1.5°C goal of the Paris Agreement</li></ul>	<p>Klépierre maintains its <b>AA rating</b>, identified as an industry leader</p>	<p>Klépierre's low-carbon strategy is validated by <b>SBTi</b> and aligned with the 1.5°C scenario</p>

# Building the most sustainable platform for commerce

## Achieving net zero by 2030

PURSUE OUR EFFORTS ON ENERGY EFFICIENCY AND REACH

**70** kWh/sq.m. as the average portfolio energy efficiency

INSTALL RENEWABLE ENERGY PRODUCTION UNITS AT OUR ASSETS TO REACH UP TO

**30%** of self consumption for our 40 largest shopping centers

MEASURE OUR TENANTS' PRIVATE ENERGY CONSUMPTIONS IN OUR SHOPPING CENTERS AND SUPPORT THEM IN ACHIEVING A

**20%** reduction in tenants' energy consumptions

ENGAGE OUR VISITORS WITH THE AIM OF ACHIEVING A

**40%** decrease in GHG emissions related to their transportation



# Notable achievements testifying to our long-standing efforts

## The Group's 2025 key ESG performance indicators

**43%**

Reduction in the energy intensity of our portfolio (vs. 2013, and 0.4% vs. 2024) now standing at 74.6 kWh/sq.m.

**87%**

Reduction in greenhouse gases emissions (GHG) Scopes 1 and 2 (vs. 2017, and 6% compared to 2024)

**100%**

Waste diverted from landfill

**100%**

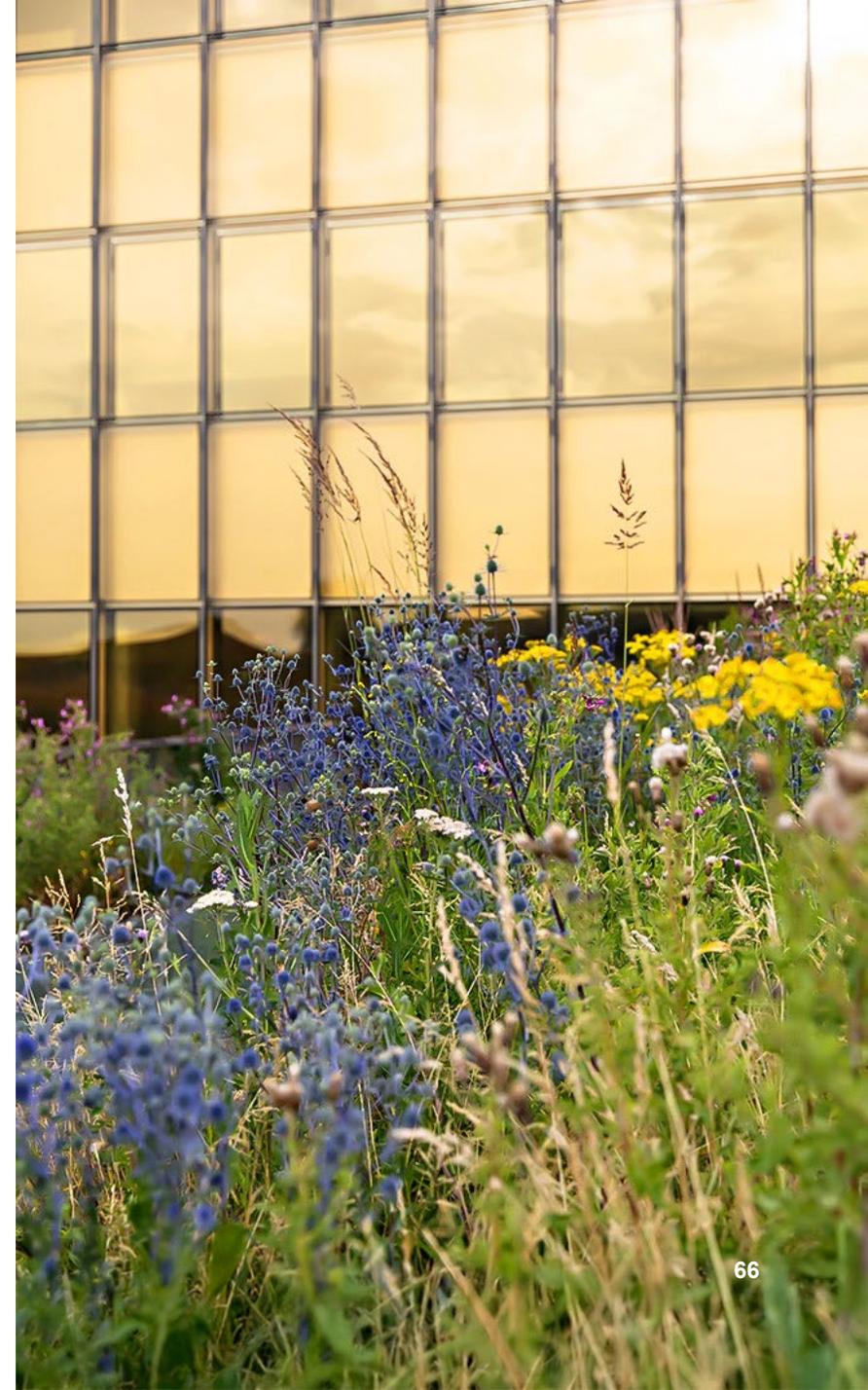
Assets with a valid BREEAM In-Use certification

**40%**

Share of women in the Group Executive Committee

**100%**

Rate of access to training for employees



## Contact

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