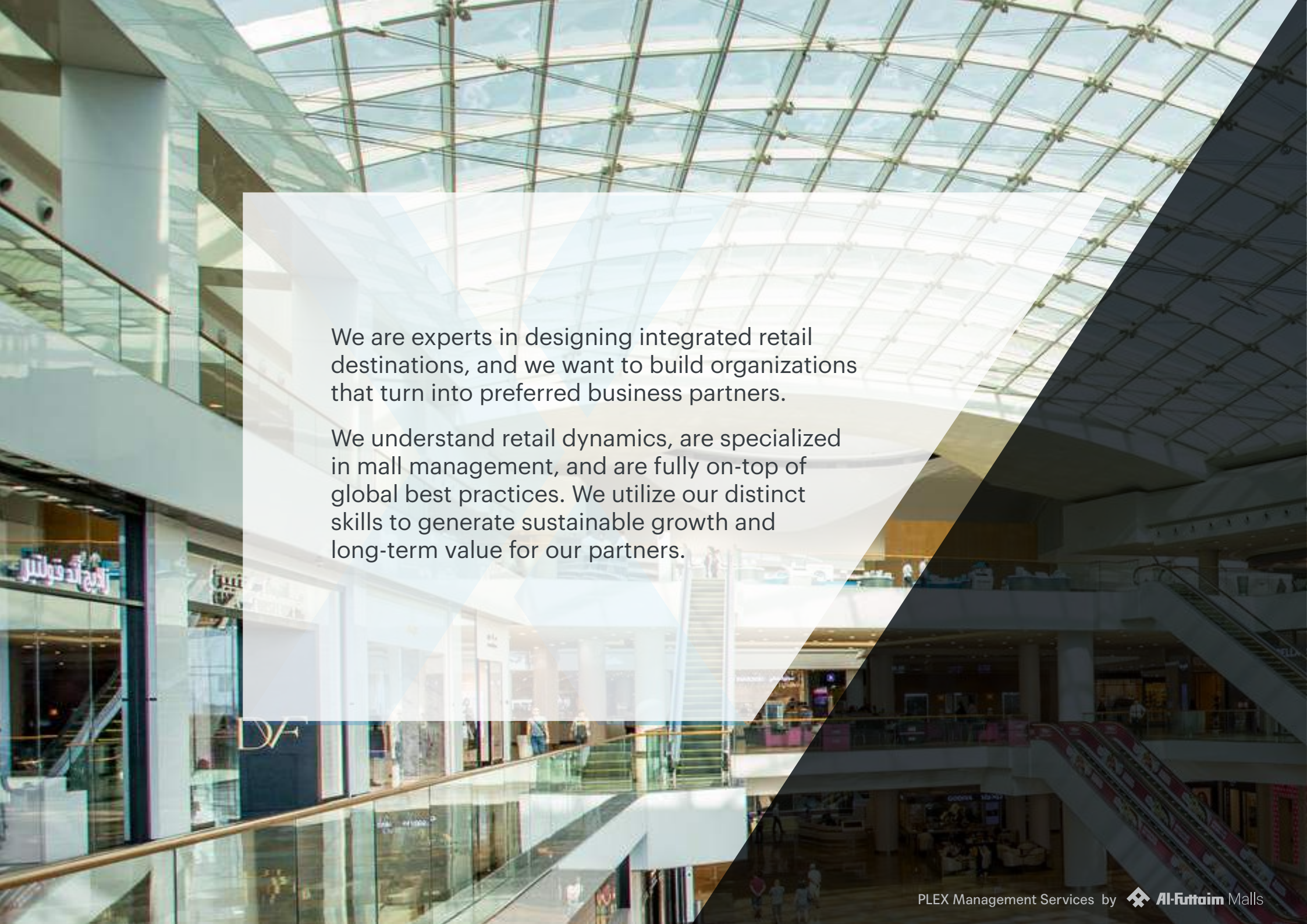


PLEX

MANAGEMENT SERVICES

by  Al-Futtaim Malls





We are experts in designing integrated retail destinations, and we want to build organizations that turn into preferred business partners.

We understand retail dynamics, are specialized in mall management, and are fully on-top of global best practices. We utilize our distinct skills to generate sustainable growth and long-term value for our partners.

EXECUTIVE SUMMARY

PIONEERS IN THE FIELD

Al-Futtaim Malls provides development and asset management expertise, specializing in retail-led super regional malls in prime locations across MENA and beyond.

With a proven track record of creating both sustainable revenue growth and value enhancement for investors, while delivering exceptional experiences and exciting shopping environments for customers. A brand of confidence, with deep understanding and knowledge of retail - both from a shopper's point of view but also as curators of space or landlords to other brands with a directly managed portfolio including over 9 million sq ft of retail space across four Malls in the region and two under development.

The PLEX Management Services company offers a wide range of Asset Management, Development, Leasing and Brand Experience expertise to shopping malls and retail organizations in the MENA region.

Advantages of working with us

- X** Partnership with one of the most trusted and established family-owned groups in the Middle East.
- X** Ability to leverage the strengths of the Al-Futtaim group as well as its exceptional success in Malls.
- X** Strong expertise in Retail Mall Design and Development, Asset Management, Marketing, Leasing, Facility Management across the MENA region.



TRUSTED, FAMILY-OWNED BUSINESS

As a family-owned business, we take a long-term view in everything we do, because we believe that sustainable success requires uncompromising commitment.

Some of the world's most admired and innovative brands from the USA, UK, Japan, Sweden, France, Germany and Switzerland – from sectors as diverse as automotive, retail, real estate and finance trust Al-Futtaim with their own reputation and success.

our customer-centric approach and relentless pursuit of perfection, we add significant value – connecting customers in 29 markets with brands in contemporary, powerful, meaningful and emotional ways – creating long-standing relationships based on loyalty and trust.

Our decades-long experience allows us to embrace and foster new, forward-thinking business practices and seamlessly blend those into our corporate DNA. Our people-first philosophy upholds the value of integrity within a spirit of collaboration.

**Ranked As The Biggest Private Company In
The Arab World By Forbes 2018**

AL-FUTTAIM MALLS PORTFOLIO

A PORTFOLIO OF MALLS WITH OVER 70 MILLION IN ANNUAL FOOTFALL

DUBAI FESTIVAL CITY MALL

Home to first IKEA in Dubai



Opening: 2005

230,000 GLA (sq m)

22 Annual Footfall (Mn)

400+ Stores

CAIRO FESTIVAL CITY MALL

#1 Shopping Mall in Egypt



Opening: 2013

160,000 GLA (sq m)

22 Annual Footfall (Mn)

310+ Stores

DOHA FESTIVAL CITY

Largest Entertainment destination in Doha



Opening: 2017

249,000 GLA (sq m)

18 Annual Footfall (Mn)

400+ Stores

DUBAI FESTIVAL PLAZA

Redefining South Dubai



Opening: 2019

64,800 GLA (sq m)

6* Annual Footfall (Mn)

120 Stores

ZENATA MALL CASABLANCA

Largest Mall in Morocco



Opening: 2022

120,000 GLA (sq m)

18* Annual Footfall (Mn)

100+ Stores

AL-FUTTAIM MALLS TEAM

A DEDICATED TEAM OF SEASONED INDUSTRY PROFESSIONALS



Timothy Earnest

Group Director & CEO

Timothy has led Al-Futtaim Malls for over four years and has built and executed an organization that is a preferred business partner. His expertise is in generating sustainable growth and long-term value creation while delivering exceptional stakeholder experiences that produce safe, exciting, and enriching shopping environments.

Timothy is a seasoned executive with a -30year career within the Simon Property Group in the US where his last role was Executive Vice President - Property Management, responsible for the regional mall's portfolio, managing day-to-day operations for over 200 malls, 5,000 employees and 5.2\$B in EBITDA.



Oguz Stackpole

Director of Leasing

Oguz carries over 15 years of professional experience in developing and implementing retail leasing strategies, leading and development of leasing teams and increasing the value of the commercial real estate portfolios across Europe, Middle East & North Africa.



Ghalib Mamdani

Director of Development

Ghalib brings 20 years of experience as a real-estate developer in the Middle East, North Africa and North America with diverse knowledge in mall development, acquisitions, due-diligence analysis, financial underwriting, and project management.



Ismail El Khatib

Chief Financial Officer

Ismail holds over 15 years of experience in Financial & Management Accounting & Reporting, Costing, Projects Funding, Investments Management, Statutory & Management Reporting for industries including Real Estate Development, Asset Management, Construction Project Management & FMCG.



Ian Mollon

General Manager - Investments

Ian is a Chartered Surveyor with over 20 years of experience in UK and MENA Retail and Commercial Real Estate focusing on Development Appraisal, Asset Valuation, and Portfolio Performance Analysis with emphasis on large scale real estate portfolios and focused on long-term growth.



Genevieve Colaco

Regional General Manager - Marketing & Customer Experience

Over 10 years of driving market share, customer experience, brand recognition and revenue generation through strategic marketing initiatives, Genevieve has been instrumental in building the Festival City and Al-Futtaim Malls brand.

WHAT WE CAN DO FOR YOU

We provide services unlike any other.

With our comprehensive and multi-faceted approach to Asset Management, Brand Experience, and Leasing Services, we are the Brand of Confidence.

We are known for delivering exceptional experiences and creating exciting shopping environments for customers of all backgrounds, and our track record of creating sustainable revenue growth and value enhancement for our investors proves it.

TARGET MARKETS

PHASED APPROACH TO GROW REGIONALLY AND INTERNATIONALLY

Focus on regions in which we operate Al-Futtaim Malls and expand presence in neighboring countries where Al-Futtaim Group does business.

PHASE 1

United Arab Emirates
Egypt
Qatar
Saudi Arabia

PHASE 2

Morocco
Oman
Kuwait
Bahrain
Pakistan

PHASE 3

India
Malaysia
Indonesia
Thailand
Singapore
Vietnam



SCOPE OF SERVICES

ASSET MANAGEMENT

1 ASSET AND MALL TEAM REVIEW

- Mall handover strategy plan – SWOT Analysis
- Establish KPI's, SWOT analysis next steps
- Review Mall handover checklists

2 ASSIGNMENT OF MALL PERSONNEL

- Mall organizational plan to be analysed, approved and implemented
- Assess current Team – train, development and recruit where needed

3 COMMUNICATION WITH AUTHORITIES ON MALL OPERATIONS COMPLIANCE

- Identify Mall operations regulatory needs
- Monitor Mall operations regulation compliance and ensure related formalities completed for Mall opening

4 MALL OPERATIONS ADVISORY, MANAGEMENT AND REPORTING SERVICES

- Ensure approval of Mall Operations action plan
- Ensure Mall budget is approved based on current year plan
- Ensure delivery of Mall operations with a focus on “WOW” customer experience, high impact priorities for the Mall, management reporting, insurance.

5 MALL MANAGEMENT PROCUREMENT SERVICES

- Ensure Mall procurement plan available and in compliance
- Ensure all proposals received on time as per plan
- Ensure all contracts are signed on time as per plan

6 SPECIALTY LEASING SERVICES

- Ensure Specialty Leasing plan meets expectations
- Ensure Specialty Leasing budgets and rate cards are set yearly
- Ensure availability of design criteria manuals
- Monitor Specialty Leasing delivery status & manage SL procurement for Mall

7 MALL POLICIES AND PROCEDURES RELATED SERVICES

- Ensure Mall policies and procedures are documented
- Ensure Mall policies and procedures are approved, maintained and communicated

8 MARKETING SERVICES

- Ensure Marketing plan is available and executed for Mall
- Review brand and marketing strategies B2B and B2C
- Ensure budget is set for Mall Marketing with focus on revenue generating opportunities
- Introduce new shopper focused incentives and signature services
- Ensure event set-up and execution as per plan
- Ensure Marketing reports are available and compliant with plan

9 CUSTOMER SERVICE SERVICES

- Ensure Customer Service plan is available for Mall
- Ensure first class customer service team on board for Mall
- Ensure Customer Service procurements planned on time for Mall
- Ensure Customer Service desks operate as per plan & event support is provided

10 TENANT RELATIONS

- Monitor Tenants compliance to Mall Design criteria manuals
- Monitor Tenants complaints
- Monitor Tenants compliance with Mall operations guidelines
- Review delivery / renovation tracking reports

11 MALL POLICIES AND PROCEDURES RELATED SERVICES

- Ensure Mall policies and procedures are documented
- Ensure Mall policies and procedures are approved, maintained and communicated

12 TECHNOLOGY MANAGEMENT SERVICES

- Ensure IT Set-up is completed on time for Mall opening
- Ensure IT systems testing, roll-out & implementation, training is completed on time for Mall take over

13 ADDITIONAL SERVICES (BASED ON MUTUALLY AGREED SERVICE FEES)

SCOPE OF SERVICES

LEASING SERVICES

1 STRATEGIC LEASING & BUSINESS DEVELOPMENT

- Development & planning of asset's potential of Merchandise Mix
- Entertainment Services
- Retail brand Trend Analysis
- Securing Long Term Tenants
- Alternative & mixed-use Planning
- Building of Initiatives & Partnerships with Strategic Tenant Groups
- Insight into unexplored market opportunities

2 LEASE ADMINISTRATION

- End to end lease administration services through YARDI including
- Preparation of lease proposals
- Preparation of lease approval forms
- Approval circulation
- Preparation of legal documentation (leases, amendments, surrenders, legal letters etc.)
- KPI tracking
- Lease reporting
- Negotiation of lease clauses
- Maintaining audit trail and compliance with agreed process
- Collection of signed leases and payments/PDCs
- Maintaining a master tenancy schedule
- Expiry and renewal tracking and processing

3 RETAIL DELIVERY

- Tenant Briefing kits (Tenant Design Criteria Manual / Condition of Premises / Site Constraints Manual)
- Full end to end administration of all tenant shop fit proposals
- Design review service
- Design team / Consultant coordination
- High quality shop fits
- Tenant Variation Process Management
- Risk Exposure claim reduction
- HSE + Life Safety system management
- Authority approval management

SCOPE OF SERVICES

MARKETING & BRAND EXPERIENCE MANAGEMENT

1 B2B & B2C MARKETING STRATEGIES

- Marketing Strategy & Comms plan development
- KPI Reporting
- CSR Strategy development
- Leasing Support collateral
- PR planning

2 SIGNATURE SERVICES

- Loyalty Program Development
- Gift Card Solutions
- Kids Club programs
- VIP programs, & customer convenience initiatives

3 DIGITAL

- Social Media review, annual strategy development and reporting
- Website development and enhancement
- Data analytics & EDM strategy
- Wi-Fi solutions

4 BRANDING

- Branding assistance
- Brand review
- Enhancement of existing brand

5 ADVERTISING & SPONSORSHIPS

- Media Buying advisory
- Creative solutions
- Evaluation of revenue generating opportunities
- Develop sponsorship strategy

6 RESEARCH

- Market Research
- Development of customer profiles
- Regular audit of Communications plans

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