



KOTKA OLD PORT

*Introducing Finland's First Waterfront
Designer Outlet Village*



Much more than a retail destination...

“Everyone knows Kotka in Finland. It has a great image and a strong brand. It’s very easy to fall in love with the city of Kotka - with its excellent position between Europe and Russia.”

Henry Lindelöf, Mayor of Kotka



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INTRODUCTION

We invite you to become part of Finland's first and pre-eminent Designer Outlet Village in a unique harbourside setting 75 minutes from the centre of Helsinki.

Strategically located within a larger mixed-use urban neighbourhood, between Helsinki and St Petersburg with easy access for both Finnish and Russian shoppers. Kotka Old Port will contain over 200 outlet stores.

- The Designer Outlet Village is the anchor of a mixed-use masterplan for the regeneration of the historic port of Kotka.
- The Kotka region offers fantastic ways to connect with Finland's great outdoors in addition to its charming waterfront setting.
- Much more than a retail destination, the development will include a marina, international ferry and cruise terminal, bus and rail interchange, hotels, restaurants, cinema and apartments as well as the existing award-winning National Maritime Museum.
- Kotka Old Port will provide a premium destination for designer brands to access the lucrative Russian market as well as attracting Finnish residents to the area.



Much more than a retail destination...



LOCATION



Population of Finland 5.4m

*Estimated GDP growth of 1.5%
per annum between 2015 and 2019*

(Source: Oxford Economics March 2015)

A unique location between Helsinki and St Petersburg,
accessible to both residents of Helsinki and Russian shoppers.
The E18 motorway is the most important road in Scandinavia,
connecting the capitals – Oslo, Stockholm, Helsinki and St Petersburg.

Two primary sources of shoppers and spending are projected for Kotka
Old Port Designer Outlet Village:

FINNISH CATCHMENT 1.7 MILLION +

(Source: CACI)

RUSSIAN TOURISTS

4.4 million Russians crossed into Finland at the South East border
stations in 2013

(Source: TAK Border Survey 2013)

Note: These numbers do not include potential visits from ferry services,
cruise trade, Asian stopover tourists.

*“The E18 upgrade has already
improved accessibility for Finnish
shoppers and the link to Russia
will be completed in 2018.”*

DISTANCES AND TRAVEL TIME TO KOTKA

From:

HELSINKI - 130KM



75 minutes

RUSSIA - 60KM



40 minutes

ST PETERSBURG - 270Km



Approx. 3 hours

FINNISH CATCHMENT

- Finland's GDP per capita is 25% higher than the EU average, with the Helsinki region being 53% higher.
(Source: Eurostat and Focus Economics)
- Europe's second most competitive country after Switzerland and an impressive fourth in the world. (Source: World Economic Forum 2014)
- 1.7 million Finnish residents live and work within Helsinki and a 90 minute drive of Kotka.
(Source: CACI)
- The Finnish people have one of the highest rates of car ownership in Europe and are used to driving long distances for shopping and recreation. Kotka consumers are expected to come from further away than traditional outlet catchment models suggest.



RUSSIAN CATCHMENT

The Russian border is an easy 40 minute drive from Kotka making the Designer Outlet Village highly accessible and attractive to Russian consumers. It will also be the first Designer Outlet Village accessible directly by ferry for Russian shoppers.

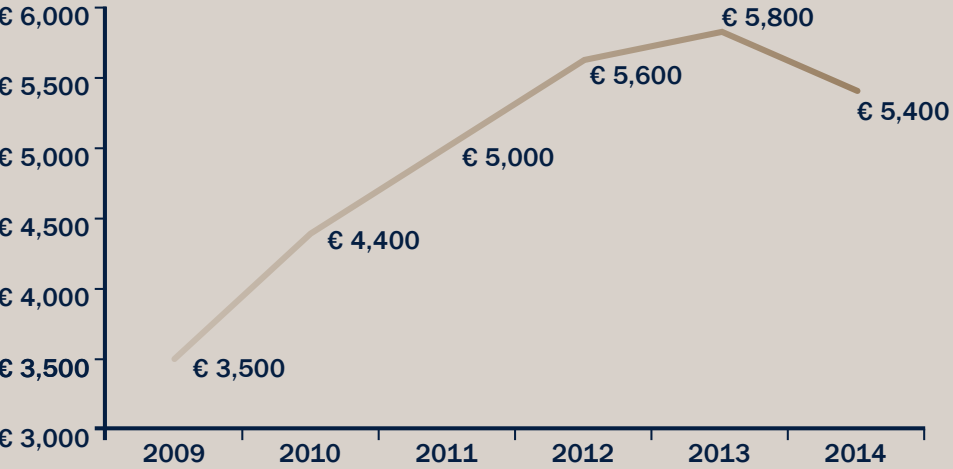
- Russian shoppers spend on average €266 per visit on goods in Finland, equating to a total spend of 1.04 billion Euros. (Source: TAK Border survey 2013)
- Despite recent weakening of the Russian economy purchasing power per capita is still significantly above 2011 levels and is now showing signs of recovery. (Source: GmbH 2014)
- Kotka Old Port will provide a superior value proposition for the Russian shopper. Purchases are not subject to the average 25% duty rate charged on clothing in Russia and VAT refunds reduce prices by a further 18%. Border controls have been improved resulting in reduced waiting times.
- A cruise terminal is planned as part of Kotka Old Port with services starting from 2016. A minimum of 100,000 passengers are projected for 2020.
- The Designer Outlet Village will be intensively marketed for shopping tours to shoppers from all over Russia.



4.4 million Russians crossed into Finland at the South East border stations in 2013

(Source: TAK Border Survey 2013)

SIGNIFICANT GROWTH IN RUSSIAN PURCHASING POWER PER CAPITA (EUROS)



(Source: Michael Bauer Research)

KOTKA - TOURISM

The effect of Russia and especially the area of St Petersburg on economic development of South-East Finland has been strong during recent years and is still growing. The effect of this is evidenced by the growing revenue from tourism services and a strong and growing demand for consumer goods.

- Most of the Russian tourism to Finland concentrates in the area of South-East Finland. This means that a large number of people come from Russia to Finland to do some serious shopping.
- Approximately 200,000 overnight stays are recorded annually in the region with many more visitors making day trips from either Helsinki or Russia.
- As South-East Finland is full of picturesque lakeside cottages the owners of these facilities have found a new and significant clientèle in Russian tourists. Fishing, swimming, boating, picking mushrooms and other relaxing activities in the last frontier of Europe are very popular among Russian tourists.
- Both regional and municipal organisations are committed to developing the region as a versatile tourism destination for domestic and international visitors. The construction of the Maritime Centre 'Vellamo' in the Kotka Old Port area, which includes The National Maritime Museum of Finland, is evidence of this.
- The town offers a rich cultural experience with the Maritime Museum of Finland, the Imperial Fishing Lodge and Finland's biggest maritime festival in the summer.
- The redevelopment of Kotka Old Port is the next phase in this strategy. A world class Designer Outlet Village and other complementary facilities including hotels, a marina with capacity for large motor vessels and other leisure uses will increase Kotka's 'destination' appeal.



“Experience the outdoors”

DEVELOPING TOURISM

Kotka Old Port and the Designer Outlet Village will be intensively marketed to tourists. The project will be more easily accessible to Russians than other outlet centres in Western Europe.



Cruise Liners

- The port of Hamina Kotka is the fifth largest container port on the Baltic.
- Kotka Old Port is no longer in commercial use but is being promoted as a destination for cruise liners.
- Kotka is a member of the Cruise Baltic Network of 27 ports across the Baltic promoting cruise tourism throughout the Baltic.
- The city has actively invested in promoting the port as a major cruise destination with the first ships scheduled to dock in the Summer of 2016.
- The city is targeting 50-70 cruise ships per annum by 2020 bringing up to 100,000 passengers and potential shoppers to Kotka Old Port.

Shopping Cruises for Russians

- Kotka is only 105 nautical miles, or an overnight sailing from St Petersburg, Russia's second city with a population of 5 million.
- Moscow, with 13 million inhabitants, is only 3½ hours from St Petersburg by high speed 'Sapsan' train.
- St Petersburg has a new, state of the art, sea passenger terminal close to the city centre.
- Plans are being prepared to market two cruises a week to residents of both St Petersburg and Moscow.

Asian Tourists

- Finnair is one of the biggest players in the Asia to Europe market and has invested significantly in expanding in the region.
- Helsinki's location makes it the closest European Union gateway for flights between Europe and Asia.
- Finnair has leveraged this fact by promoting its Helsinki hub as a transit hub for travellers between its 40 European and 11 Asian gateways.
- Helsinki Airport's Asian passenger traffic continued to grow by 4% to over 1.8 million journeys in 2014. Of these, 420,000 journeys were Chinese passengers. (Source: Finavia)
- Kotka Old Port will be marketed to tourists from China's second tier cities served by Finnair and transiting through Helsinki.

BRAND POSITIONING

Kotka Old Port will provide an aspirational retail mix of fashion, footwear and accessories, sportswear and outdoor clothing, homeware and lifestyle. There will be a mix of global and international brands, with an emphasis on core European, Scandinavian and Finnish brands plus strong independent retail names.

Spearheaded by The National Maritime Museum, unique and exceptional leisure facilities will sit alongside an extensive waterfront food and beverage offer which will support the Designer Outlet Village, increasing dwell time and creating all important critical mass.



FOCUS GROUP FINDINGS

We recently conducted 5 focus groups in Helsinki amongst our target shoppers. Across all the groups there was a strong desire for an international style outlet centre in Finland.

In addition everyone was already aware of Kotka and the good reasons to visit the area including its waterside location, museums and history. They liked Kotka having the existing attractions and also the other new destination elements to complement the outlet centre.

(Source: International Market Research Company, Tutkimusjohtaja)

“This is definitely for me! I would enjoy the boats, relax and take a pause from shopping.”

“There are great outlet centres abroad, not the five-and-dime stores you have here, but nice places. We are missing one of those in Finland.”

“Those images are wonderful! I could see myself there sipping white wine at the terrace, looking to the sea.”

“Kotka is a small, unique sea-side place and the Sapokka (water garden) is absolutely beautiful!”

“You could take a bus from Helsinki to Kotka. I could see it as a day-trip destination with my girlfriends.”

“In the US there are outlet villages full of premium brands - I really would like one of those in Finland.”

“I would go there because its a great destination... not just for shopping. A maritime themed weekend, maritime themed hotel and nice shopping!”

“It’s only an hour away with the new motorway. You can come and go quite easily.”

“It’s a really good idea: It’s midway between the Russian border and Helsinki.”



*At the heart of
the regeneration
of Kotka Old Port*

Photo source:
Kotka Maritime Festival





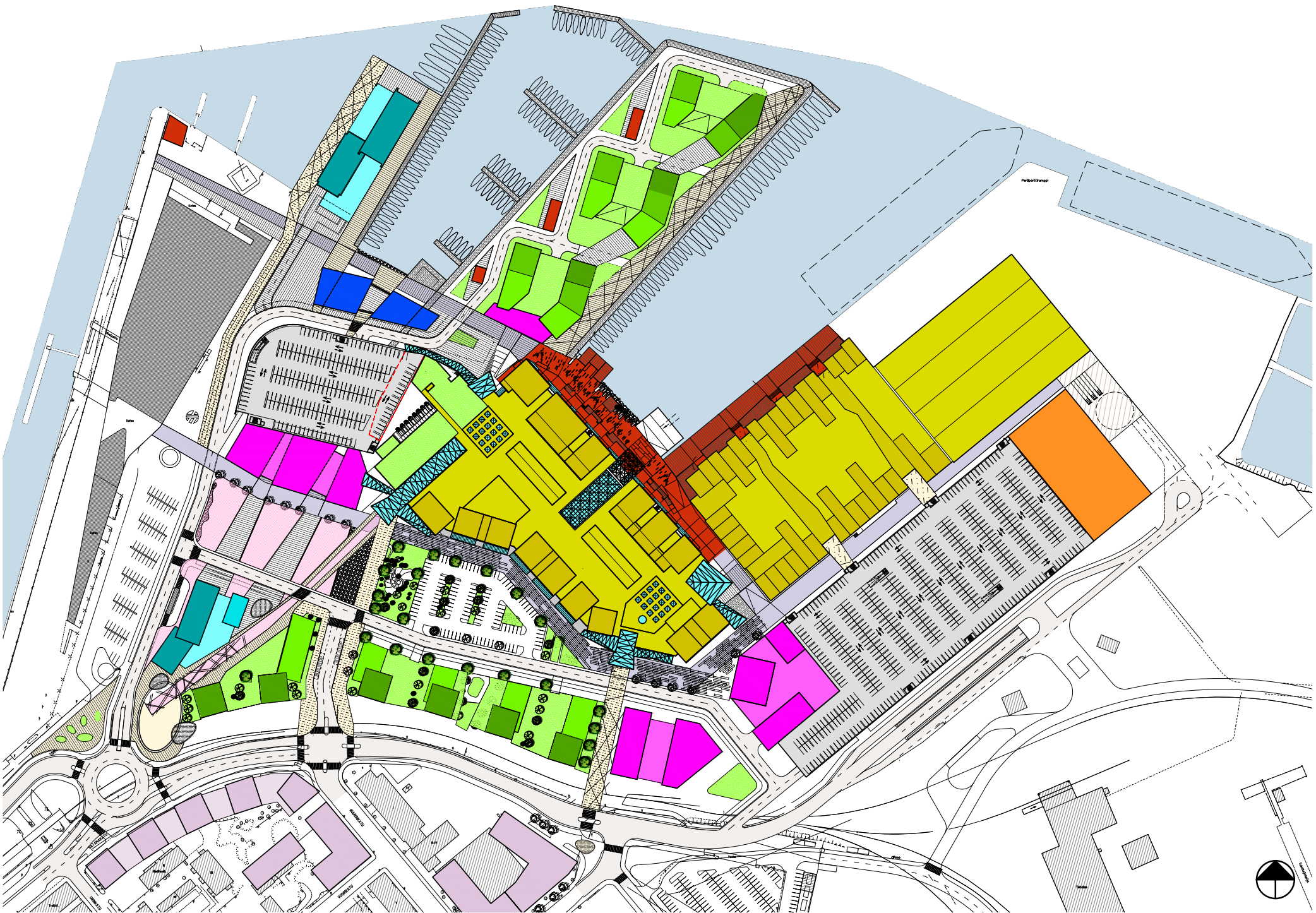
ARCHITECTURE, MASTERPLAN AND CONCEPT

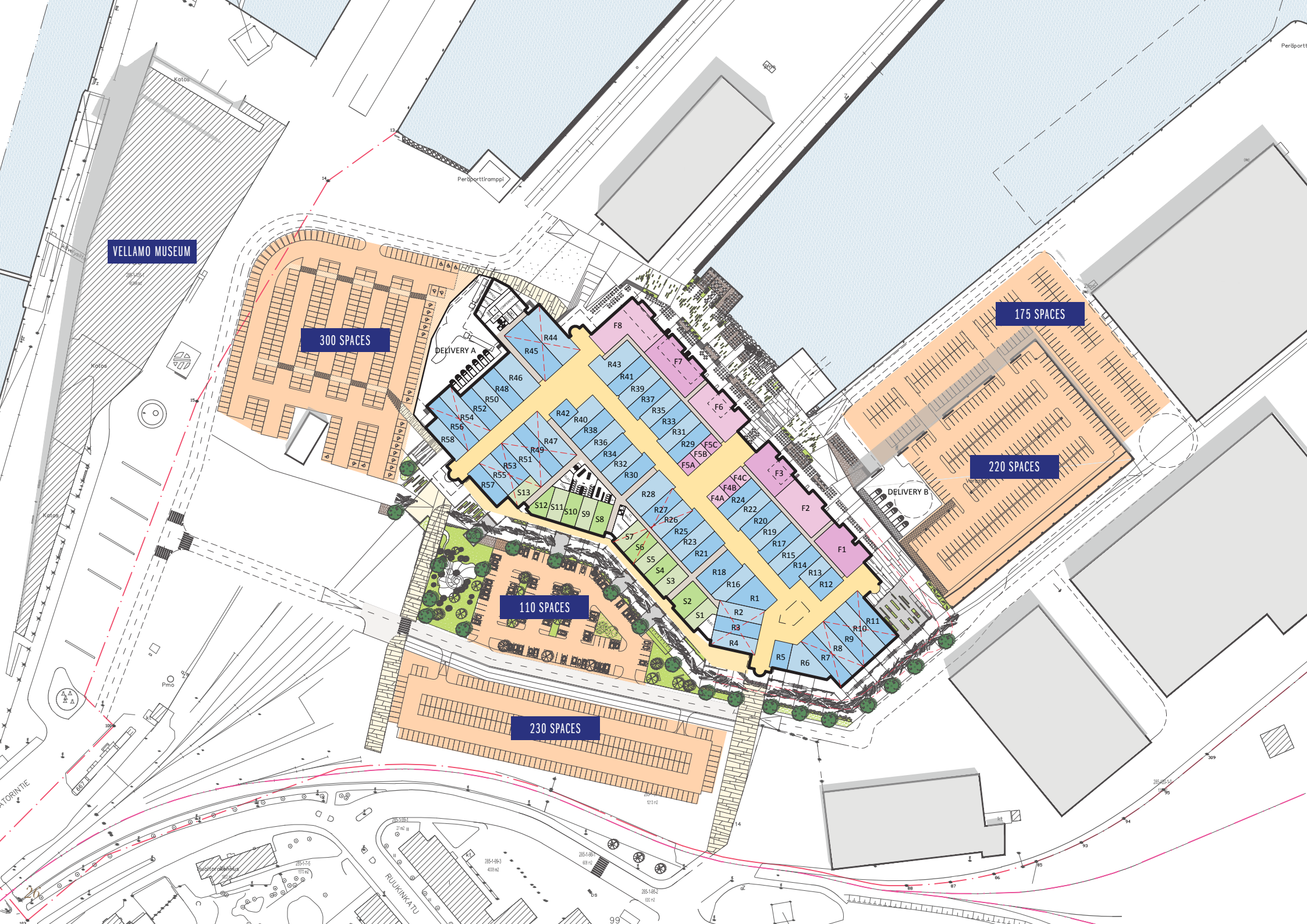


MASTERPLAN - ALL PHASES

Kotka masterplan - Regeneration of the historic port

| | | | |
|---|---|--|--|
|  | Designer Outlet Mall built over several phases |  | Multi-storey car parking |
|  | Hotel / Spa |  | Festival Square |
|  | Residential buildings with small shops, sports clubs and secure car parking |  | Landscaping / green areas |
|  | Entertainment, museum and mixed use |  | Waterfront promenade with restaurants and bars |
|  | Large format retail / entertainment |  | Casino and marina facilities. The marina has up to 120 berths capable of accommodating pleasure vessels up to 25m in length as well as two 60m vessels |





LEASING PLAN - PHASE ONE

Outlet mall car parking

NOTE A
Additional mezzanines (average area of 65m²) are possible in Units F1, F2, F3, F6, F7 and F8. Maximum mezzanine size within one single restaurant is 140m².

NOTE B
Maximum area of any one restaurant (including kitchens and mezzanines) must not exceed an internal area of 750m².

UNITS – Gross lettable areas

| | | | | | | | | | |
|-----|-------------------|-----|-------------------|-----|-------------------|-----|-------------------|-----|-------------------|
| R1 | 107m ² | R21 | 155m ² | R41 | 167m ² | F1 | 346m ² | S1 | 113m ² |
| R2 | 194m ² | R22 | 153m ² | R42 | 153m ² | F2 | 361m ² | S2 | 161m ² |
| R3 | 206m ² | R23 | 151m ² | R43 | 153m ² | F3 | 324m ² | S3 | 115m ² |
| R4 | 202m ² | R24 | 237m ² | R44 | 142m ² | F4A | 50m ² | S4 | 109m ² |
| R5 | 202m ² | R25 | 316m ² | R45 | 142m ² | F4B | 51m ² | S5 | 109m ² |
| R6 | 202m ² | R26 | 321m ² | R46 | 162m ² | F4C | 58m ² | S6 | 109m ² |
| R7 | 210m ² | R27 | 229m ² | R47 | 230m ² | F5A | 58m ² | S7 | 109m ² |
| R8 | 122m ² | R28 | 151m ² | R48 | 142m ² | F5B | 51m ² | S8 | 116m ² |
| R9 | 102m ² | R29 | 151m ² | R49 | 142m ² | F5C | 50m ² | S9 | 110m ² |
| R10 | 162m ² | R30 | 151m ² | R50 | 153m ² | F6 | 387m ² | S10 | 110m ² |
| R11 | 151m ² | R31 | 204m ² | R51 | 151m ² | F7 | 423m ² | S11 | 110m ² |
| R12 | 151m ² | R32 | 204m ² | R52 | 159m ² | F8 | 483m ² | S12 | 95m ² |
| R13 | 142m ² | R33 | 157m ² | R53 | 215m ² | | | S13 | 107m ² |
| R14 | 142m ² | R34 | 151m ² | R54 | 146m ² | | | | |
| R15 | 153m ² | R35 | 144m ² | R55 | 202m ² | | | | |
| R16 | 153m ² | R36 | 144m ² | R56 | 154m ² | | | | |
| R17 | 153m ² | R37 | 198m ² | R57 | 153m ² | | | | |
| R18 | 153m ² | R38 | 198m ² | R58 | 158m ² | | | | |
| R19 | 142m ² | R39 | 238m ² | | | | | | |
| R20 | 142m ² | R40 | 91m ² | | | | | | |

*Masterplan -
Overall View*



An architectural rendering of a waterfront development. The scene features a row of modern, multi-story buildings with large glass facades and wooden cladding. The buildings are labeled with various businesses: 'TAPAS', 'BOAT BAR', 'THAI FOOD', 'JAZZ CLUB', 'Sea Side', and 'SUMO BUSHI'. A large, white, sail-like structure is visible in the background. In the foreground, a paved plaza with cobblestones is filled with people walking, sitting at outdoor tables under colorful umbrellas, and talking. The sky is a soft, hazy blue.

*The Designer Outlet Village is
almost entirely enclosed allowing
for a comfortable experience
throughout all the seasons.*

THE ARCHITECTS

AHR is one of Europe's largest practices and has evolved into an international business encompassing 450 staff in 12 offices.

AHR believe that good design is driven by their collective passion to explore the art of what is possible, irrespective of a project's size or complexity.

AHR has significant expertise in designing multi-layered retail environments which provide social, commercial and recreational opportunities for a mix of user groups and communities.

THE CONCEPT

The redevelopment of Kotka Old Port is designed to extend the current City Centre down to the waterfront, with The National Maritime Museum as the most eastern point.

The development is joined to the City Centre by extending the key civic spine of Kotka through the middle of the development. Key buildings, restaurants and entertainment facilities are located on and directly face the waterfront. An inner green spine links the key entrances together and back into the city.

The Designer Outlet Village is designed on the narrative of the traditional Finnish fishing village with buildings wrapping around the harbour and new marina facilities.

Surfaces and furniture are extended from the outside into the internal streets, while the use of natural materials reinforce this narrative.

The Designer Outlet Village has been designed to be bright and welcoming to all visitors. The unique location and the surrounding facilities will ensure that the mall is enticing for a wide range of customers. The extensive use of local materials including Kotka granite and timber help to reinforce the local character of the scheme.

A dedicated eatery area is located in an ideal location within the centre of the scheme. Through the use of large sliding glass walls, this area opens up to the waterfront during the summer time extending out to the restaurant promenade. This space is covered by a feature timber glazed canopy providing a bright and warm retreat during the mid-point of the shopping experience.

The restaurant areas spill out onto the promenade directly overlooking the water. The waterfront remains active throughout the day and well into the night. Mezzanine and balcony spaces within the restaurants provide further views across the sea.



The two main entrances of the Designer outlet Village are linked by a dedicated green pedestrian spine with a covered shopping arcade along its length. Each main entrance is located on a pedestrianized axis linking the mall directly to Kotka City Centre.

At the eastern end of the mall, a large and fully adaptable square has been created with space for fashion shows, performances, pop-up boutiques, seasonal and Christmas festivities. A children's play zone has been created on the edge of this space.

Extending out of this space, natural light spills into the internal streets through clerestory glazing. Timber beams extend across the space in the spirit of the internal frame of timber boats that are still maintained and restored in Kotka today at the nearby Finnish Wooden Boat Centre. Larger public spaces are widened with a higher canopy and generous roof-lights.



*Inspire, excite, shop.
Enjoy, play and relax.*



DESTINATION ELEMENTS

In addition to Finland's first waterfront designer outlet village, a range of leisure and other complementary uses will reinforce the attraction of Kotka Old Port, creating a true 'destination' location.

- The presence of leisure and other uses will increase both visitor numbers and dwell times. It is a concept that outlet centres are developing across Europe as the outlet centre model matures.
- Initial responses from tenants have clearly supported the proposal to develop Kotka Old Port as a 'destination' and confirmed that leisure and other complementary uses would positively influence their decision to locate there.
- Outside the masterplan area, local and regional government will be investing in new ferry and cruise terminal facilities for the cruise liners which are scheduled for Summer 2016 and for ferry services planned to run between St Petersburg and Kotka.



Maritime Centre Vellamo

- The Maritime Centre Vellamo opened to the public in 2008.
- There were over 110,000 visitors to the museum in 2014.
- The Vellamo is also one of the focal points for Kotka's annual maritime festival which attracts over 200,000 visitors from across Finland and the Baltic.

View from
waterfront hotel

The Marina

- Revitalisation of the port and waterfronts is important to the image of the project as it seeks to capitalise on Kotka's rich maritime heritage.
- The presence of larger boats in a working marina will add to the atmosphere of the project.
- There is a shortage of marina berths for large scale motor vessels in the Eastern Baltic and initial research indicates a strong demand.

- The marina will include its own bespoke building and supporting infrastructure.
- It will have approximately 130 berths for vessels up to 20m and a number of additional moorings for larger boats up to 70m.
- Specialist marine architects have been commissioned to design the marina.
- A potential operator has been identified, and the aim is for the marina to be open Summer 2016.

Hotels

- There is a shortage of good quality, modern, hotel rooms in and around Kotka.
- The opening of Google's data centre in nearby Hamina has increased the demand from business travellers.
- The first hotel to be developed as part of the masterplan will be a 4 star hotel located on the water front.
- The hotel will contain 150 rooms with conference facilities driving year round activity.
- There will be terraced areas, restaurants and bars including a panoramic rooftop bar.
- A market study has been completed by Jones Lang LaSalle and two international operators have expressed a strong interest in operating the hotel.
- There is potential for further hotel developments on the site at a later date.



Leisure

- A variety of leisure, entertainment and cultural uses are planned for Kotka Old Port.
- Negotiations are underway with the Museum of St Petersburg to open a branch in Kotka for part of their permanent collection.
- Areas either side of Phase 1 of the Designer Outlet Centre are allocated for leisure, entertainment and cultural uses in the masterplan and marketing to prospective occupiers with a variety of concepts is underway.
- A multi-screen cinema is also planned.
- Prior to the development of Phase 2 of the Designer Outlet Village, existing buildings on the eastern side of the site may be used for temporary leisure activities such as go karting, ice rink, air tube, health and fitness club, indoor golf or indoor tennis.

Casino

- Gaming activities in Finland are governed by the Lotteries Act, first passed in 1965.
- RAY has the exclusive right to carry out slot machine and casino activities in Finland.
- The only casino currently in operation in Finland is in Helsinki.
- RAY has recently announced that they will be launching a new process later in 2015 to choose a location and the city of Kotka intends to support a bid from Kotka Old Port.



THE DEVELOPMENT TEAM

The developers will be long-term owners of the project and have therefore created a management company to run the asset after its launch.

Cameron Sawyer is Chairman of Board of Directors of the development and consulting company GVA Sawyer, founded in 1993, a member of GVA Worldwide. GVA Sawyer is the developer of the first outlet mall in Russia, Fashion House Moscow, and has nearly 20 years of experience developing various projects in Moscow, St Petersburg and the Russian regions. These include high-profile projects such as the former headquarters of the United Nations in Russia in Moscow. Two GVA Sawyer projects have been the subject of Harvard Business School cases.

John Milligan CEO at Milligan, founded the specialist retail development company in 2002. At the heart of the Milligan philosophy is a passion and drive to create places where people are inspired to shop. Every place it creates is a one-off. Each project is conceived, designed and delivered by focusing on the needs and desires of the people who will visit, use and enjoy the space.

From 1983 to 2002, John was an International Director at Jones Lang LaSalle. He set up and led the company's European retail group which consisted of over 250 people advising clients on 2.5 million square metres of shopping centre space. He was also chairman of the JLL global retail group.

John worked for 10 years alongside McArthurGlen to introduce American style outlet centres into Europe as well as helping to bring Costco and Starbucks to the UK.

Gerald Parkes is CEO of Property Capital Partners Europe (PCPE) and one of Europe's most prominent real estate investment managers and financiers. He was Head of European Real Estate Private Equity at Lehman Brothers. Prior to that was the CEO of Invesco's European Real Estate Group. Parkes has advised on multiple billions of retail real estate development and investment. He was the initiator of the Bluewater Shopping Centre in the UK and head of retail planning.

Byrne Murphy brought outlet shopping to Europe more than 20 years ago. He is the author of the book "Le Deal" which tells the story of his adventures building the first outlet mall in Europe and bringing McArthurGlen outlet centres to the European market. Murphy's former company McArthurGlen is the dominant outlet mall operator in Europe with 20 designer outlets in Austria, Belgium, France, Germany, Greece, Italy, the Netherlands and the UK.

THE MILLIGAN OUTLETS TEAM

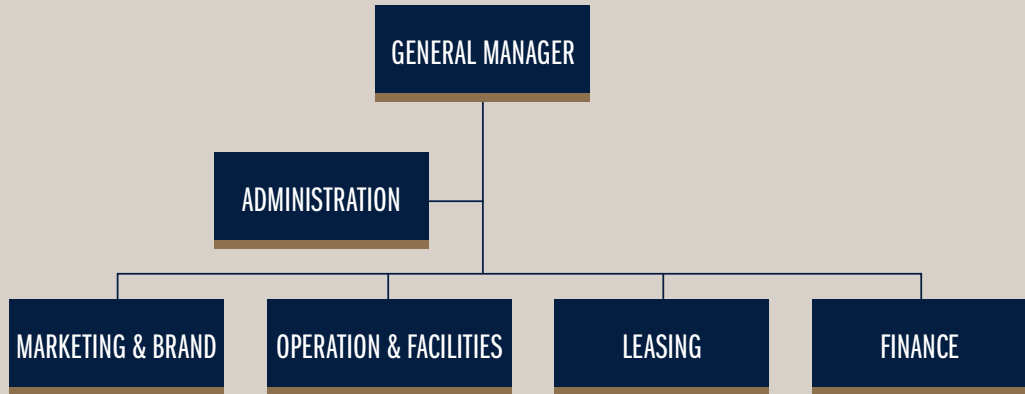
Management of Kotka Old Port

The Milligan Outlets team is experienced in knowing what makes a designer outlet successful - for brands and customers.

As an integral part of the design and development process, input into functional elements will ensure the scheme operates efficiently and sustainably in the long term.

Once open, the success of the new destination will be dependent on the quality of the operational management and the superior customer experience it delivers.

Kotka Old Port will have its own management team based at the scheme from prior to opening:



Kotka will be operated to international standards of quality, with the service charge following accepted practice by industry leaders and the International Council of Shopping Centers (ICSC).

A detailed annual operating budget for the common areas of the scheme (the service charge) will be issued during the leasing process and each year following opening.

As is common practice, a separate marketing charge will be levied so the retailers have the confidence of complete transparency of costs. Each unit will bear a proportion of the annual service charge according to the size of space occupied. The service charge for any unlet units will be paid by the Owner.

The service charge will be billed on account during the year and audited annually. A statement will be issued to each retailer soon after the year-end with guidance notes to aid understanding. Whilst not exhaustive the service charge will include:

- Repairs and maintenance
- Security
- Energy consumption
- Landscaping and snow clearance
- Cleaning
- Marketing
- Management and retailer support

The management team aims to be an employer of choice and will work closely with the local community and retailers to recruit and train people to work in the Outlet Centre and help create that memorable customer visit.

MARKETING, PR AND CUSTOMER EXPERIENCE

To ensure that we position Kotka Old Port as a key destination of choice for our target customers there will be a comprehensive marketing effort, pre and post launch, which will involve a multi-channel marketing and communications campaign including media, PR and events. There will also be a significant B2B communication programme to raise awareness of the scheme and aid the leasing efforts by ensuring that Kotka Old Port is seen as the credible outlet opportunity in Finland.

The brand identity for Kotka Old Port has been developed to make sure that all on and off-line material is fully integrated and consistent.

We believe strongly in the power of technology to enhance the overall customer experience. We will be investing in innovative technology to deliver on-premise smart retail solutions which will help drive both sales and loyalty.

Our goal is that high-spending customers receive the experience and recognition they deserve throughout the end to end customer journey. Our system will ensure that rich, real-time customer data is available as actionable insight to our retail partners.

CONCLUSION

- Kotka Old Port will be Finland’s first and pre-eminent Designer Outlet Village in a unique harbourside setting.
- Strategically located within a larger mixed-use urban neighbourhood, between Helsinki & St Petersburg, Kotka Old Port will contain over 200 outlet stores (total gross area 45,000m²).
- 1.7 million Finnish residents live and work within Helsinki and a 90 minute drive of Kotka. (Source: CACI) It will be a compelling destination for Helsinki residents, many of whom are expected to visit several times a year.
- Regeneration will include a marina, ferry and cruise terminal, bus and rail interchange, hotels, restaurants, cinema, apartments, offices and conference facilities as well as the existing award-winning National Maritime Museum.
- Kotka is already an extremely desirable tourist destination attracting shoppers from Russia, Sweden and Germany.
- The Russian border is a 40 minute drive from Kotka, making the the Designer Outlet Village highly accessible and attractive to Russian consumers, 4.4 million of whom crossed through the South East border stations between Russia and Finland in 2013. (Source: TAK Border Survey 2013)
- Kotka Old Port will provide a superior value proposition for the Russian shopper (refund of VAT and no duty rate on clothing) and will be accessible directly by ferry.
- We are aiming to attract a selection of the best Northern European and Scandinavian names along with international fashion and lifestyle brands.
- Kotka Old Port Designer Outlet Village is a unique opportunity to create a new destination to inspire, excite, shop, play, dine, enjoy and relax.

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