

# EDITION

2023

## VIA Outlets *Yearly Overview*



VIA OUTLETS 2023  
HIGHLIGHTS MAGAZINE



2023 EDITION

VIA  
Outlets  
*Yearly  
Overview*



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# A WORD FROM OUR CEO

VIA Outlets was established in January 2014, and we have been redefining the outlet shopping experience ever since. To celebrate our ten-year anniversary, we have launched this new annual magazine. As we look back, we are proud to share with you our successes, innovative projects, and the exciting events across our portfolio in 2023.

Powered by our 3R strategy of remerchandising, remodelling and remarketing, some of our biggest highlights include the new expansion opening at Sevilla Fashion Outlet as well as our Fashion Club loyalty programme reaching an impressive

milestone. As we continue to offer best-in-class, beautifully local shopping experiences for our guests and brand partners, you also will see how we have implemented our sustainability strategy across our various projects.

Our innovative mindset and drive to create premium shopping destinations is reflected in our record-breaking 2022 results. After the achievements of last year, we are proud to share even more successful 2023 results.

Enjoy reading our magazine and see you at one of our outlets soon.

**OTTO AMBAGTSHEER**  
CEO, VIA OUTLETS



# OUR YEAR IN NUMBERS

2023 REVIEW



Continental Europe's fastest-expanding owner-operator of premium fashion outlets by GLA over the past decade.

CENTRES



GLA (SQM)

290K

FOOTFALL

30.7M

TOTAL BRAND SALES

€1.36B

STORES

1,100+

BRAND PARTNERS

860+

GRESB SCORE



# PREMIUM LOCATIONS

From Seville in the South to Oslo in the North, our 11 centres are located where the action is. Guided by our 3R elevation strategy – remerchandising, remodelling and remarketing – we ensure that our premium fashion outlets are destinations attracting guests from all over the world.



**PORTO**  
VILA DO CONDE PORTO FASHION OUTLET

**LISBON**  
FREEPORT LISBOA FASHION OUTLET

**SEVILLE**  
SEVILLA FASHION OUTLET

**PALMA**  
MALLORCA FASHION OUTLET

**AMSTERDAM**  
BATAVIA STAD FASHION OUTLET

**FRANKFURT**  
ZWEIBRÜCKEN FASHION OUTLET

**ZURICH**  
LANDQUART FASHION OUTLET

**OSLO**  
OSLO FASHION OUTLET

**GOTHENBURG**  
HEDE FASHION OUTLET

**WROCLAW**  
WROCLAW FASHION OUTLET

**PRAGUE**  
FASHION ARENA PRAGUE OUTLET

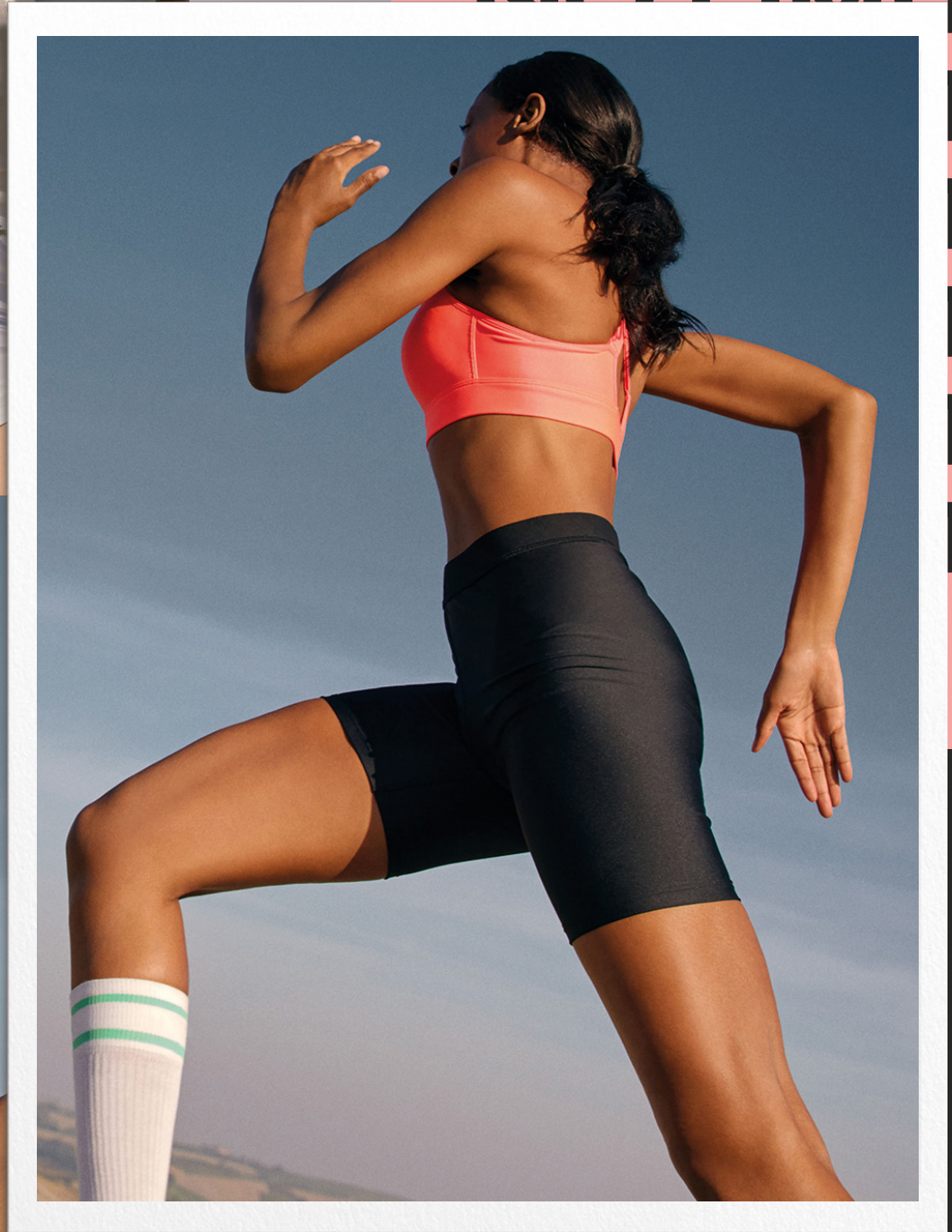
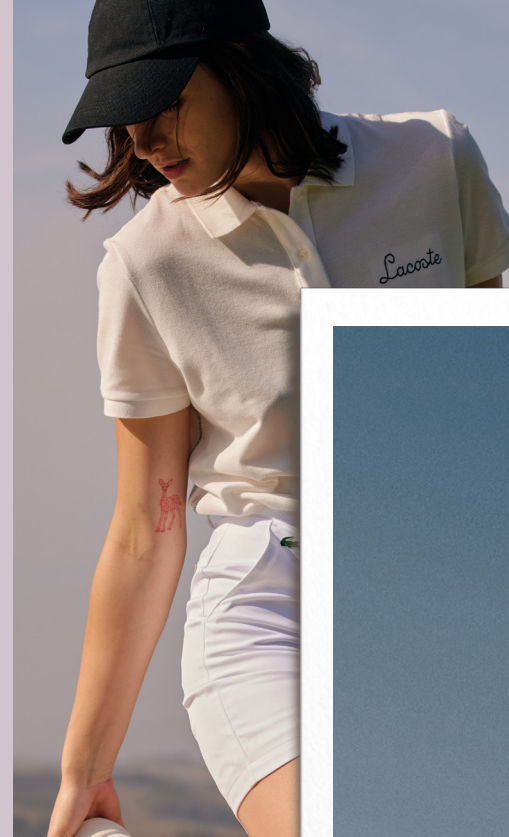






**FOCUS  
BREATHE  
REPEAT**

# NO LIMITS



# NO LIMITS



In February we launched our No Limits campaign, which celebrated confidence, positive thinking, and reaching your limitless potential. Throughout the campaign, our centres hosted pop-up gyms, online fitness challenges, influencer lunch events, and more.



**TOP:**  
Hede Fashion Outlet  
**MIDDLE:**  
Fashion Arena Prague Outlet  
**LEFT:**  
Wrocław Fashion Outlet





# EVOLVING AND EXPANDING

## Take a look at how Sevilla Fashion Outlet has transformed over the last eight years.

Every year at VIA Outlets, we take on a variety of remodelling projects. This could range from store refits and new car parks, to improving the sense of arrival and major centre expansions. Our goal is to ensure our shopping destinations have all the amenities our guests need, and for them to enjoy spending time in our modern, fresh, and premium spaces.

Alongside elevating the shopping experience, we are also driven to become carbon neutral by 2030. We embrace this mission across our business, including the way we develop our buildings. Since 2019 we have worked with BREEAM on large-scale projects to certify that our assets achieve a 'Very Good' or 'Excellent' score based on factors such as materials, heating systems, and beyond.

Our remodelling strategy works. With each new investment, in the following years we see an elevation in performance. One of our most significant projects in 2023 was the expansion of Sevilla Fashion Outlet. Take a look at how this centre has evolved over the last eight years.



### 2016

**Acquired:** December 2016

**GLA:** 15,700 m<sup>2</sup>

**Stores:** 65 units with brands including Bimba y Lola, BOSS, Lacoste, Polo Ralph Lauren and Tommy Hilfiger.







## 2019

### Remodelling Completed:

December 2019

**GLA:** 15,700 m2

**Stores:** 68 total units.

**BREEAM Certification:** 'Very Good' Part 1, In-Use (for the new centre management office)

In addition to the renovated offices on the second floor, the interior architecture at the relaxation and restaurant areas were completely renovated. These spaces became more comfortable with plenty of places to unwind around water features and plants. To double the parking area capacity in the future, several adjoining plots were also acquired.



## 2023

### Expansion Completed:

October 2023

**GLA:** 19,600 m2

**Stores:** 14 new operators, including Under Armour, Karl Lagerfeld, and Hackett. 82 total units.

**BREEAM Certification:** Expecting 'Excellent' Part 1 and 2, In-Use

Alongside a completely renovated façade, Sevilla Fashion Outlet has new solar panels to drastically reduce emissions.

The expansion celebrates the use of natural light that pours in through the vast skylights. This evolved centre feels fresh, bright, and modern.







### UP NEXT

#### LANDQUART FASHION OUTLET

An expansion project will begin in 2024. With an additional 4,700 m2, the total retail space will increase to 25,700 m2.

As well as the 14 additional stores for new brands, a multi-storey car park with 1,220 spaces will also be built.

#### VILA DO CONDE PORTO FASHION OUTLET

At Vila do Conde Porto Fashion Outlet, we plan to expand the centre to elevate the building architecture and welcome new premium brands. The total GLA is set to increase by 6,500 m2, with 31 new units and four restaurants to be added. Work is set to begin in 2024.



# MEET OUR NEWEST BRAND PARTNERS

From restaurants to pop-ups to permanent stores, our guests explore new arrivals from a mix of labels across our 11 centres. We are pleased to introduce some of the latest international and beautifully local brands to our portfolio.

**SANDRO** **FIVE GUYS®** name it **LONGCHAMP**  
PARIS

**UYN** **ZADIG & VOLTAIRE** **LOLA CASADEMUNT** **pádel nuestro**

**HOFF** **SELECTED FEMME / HOMME** **SILBON** **ginatricot**

**fusalp** **maje** 

LONGCHAMP





# Gifts for Everyone



2023 EDITION



# Letters of Love

Our Valentine's Day campaign brought back the romance and excitement of hand-written notes from the one you love. Across each of our centres, our talented teams created a mix of immersive activations. Our guests took photos in the love-themed photo booths, received postcards with handwritten compliments, were inspired by our curated fashion displays, and more.







**TOP:**  
BOSS, Landquart Fashion Outlet

**RIGHT:**  
Lacoste, Zweibrücken Fashion Outlet



Our teams consistently bring newness to our centres with fresh and elevated store concepts. Take a look at what's new across our portfolio.

At VIA Outlets, we create beautiful environments where our guests love to spend time with friends and family. Our centres offer a full day out where guests can discover different brands, take part in exciting activations and enjoy various dining options. To continue building the guest experience, we invest in the centre itself by expanding our footprint and elevating the landscape. Next to this, we also work with our brand partners to create modern and premium in-store experiences, whether it's a new store or a refit. To achieve this, we set high standards with every shop fit. We work with each brand to bring forward the best and latest store

concept. With this approach, guests are immersed in consistent brand messages and experiences, whether they shop at full price, outlet, or a combination of the two. Brand DNA is not compromised. In addition, we carefully select the right materials as we continue our Beyond Sustainable journey. This ranges from using LED lighting to avoiding cement flooring, and much more.

Throughout 2023, we brought a mix of different store concepts to life, from pop-ups to store refits and restaurants. Here are some of the highlights from across our portfolio.



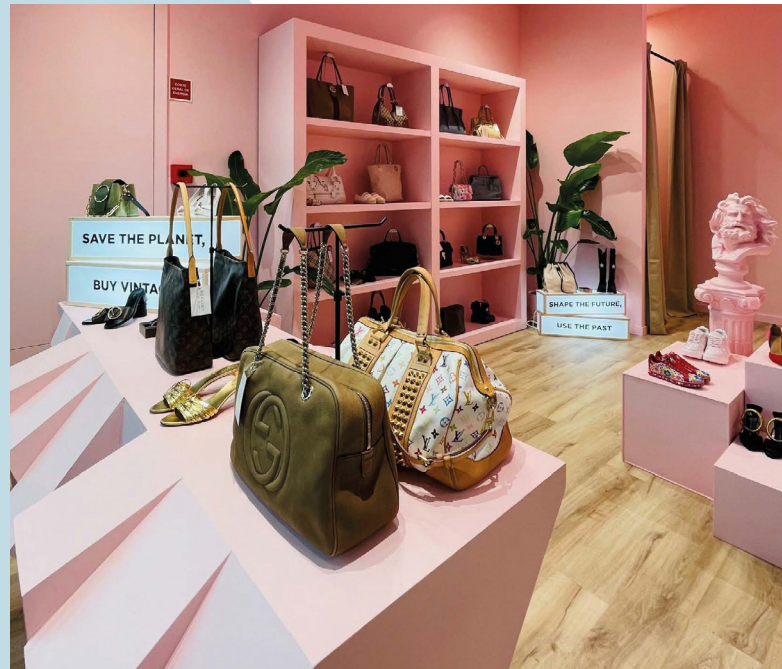
## FOOD & BEVERAGE

At our new Five Guys restaurant in Zweibrücken Fashion Outlet, there is no differentiation between the restaurant at our centre and the official high street concept. Working closely with the brand we replicated their concept, including the use of the iconic red and white checkered patterns, open-plan layout, and framed magazine reviews. The way we built the shell and core is where we took the brand experience to the next level. The strong, eye-catching architecture creates a more premium environment than a guest may typically experience in a pre-existing building or unit.



## POP-UP STORES

For pop-up stores, we stick to our high standards to maintain quality. For our The Big Closet X Re.Love stores, located in Freeport Lisboa Fashion Outlet and Vila do Conde Porto Fashion Outlet, we put the spotlight on the luxury second-hand shoes, accessories, and clothes. Promoting a more sustainable way to enjoy fashion, the bold pink stores displayed the items as works of art in these fresh and highly curated spaces.



## LOCAL OPERATORS

We have many years of experience collaborating with local operators. Our teams can offer extra support throughout the process, from the design phase to establishing a library of materials and beyond. We have many examples of what can be achieved, and always find ways to elevate the overall vision. For Gina Tricot at Hede Fashion Outlet, the brand's first outlet store, we evolved the original concept to include minimalistic shop window displays, cosy fitting rooms, and a wooden floor to add brightness and warmth to the store.



## INTERNATIONAL BRANDS

We want to provide guests with the latest and most sophisticated concepts from our brand partners, which can mean moving to a new unit to evolve and grow. For Lacoste at Zweibrücken Fashion Outlet, the new bright and airy interior allows the bold product colours to take centre stage. The graphic shapes, dynamic light fixtures, and clean lines feel modern and premium.





# CELEBRATING TEN YEARS

To celebrate our 10th anniversary, we're looking back at some of our biggest achievements and milestones over the years.



VIEW THE FULL TIMELINE

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<p>VIA Outlets established in January 2014</p> <p>Joint venture established between APG, Hammerson PLC, Value Retail and Meyer Bergman</p> <p>Acquired two centres:</p> <ul style="list-style-type: none"> <li>Batavia Stad Fashion Outlet</li> <li>Fashion Arena Prague Outlet</li> </ul>	<p>Acquired three centres:</p> <ul style="list-style-type: none"> <li>Freeport Lisboa Fashion Outlet</li> <li>Hede Fashion Outlet</li> <li>Landquart Fashion Outlet</li> </ul>	<p>Acquired three centres:</p> <ul style="list-style-type: none"> <li>Sevilla Fashion Outlet</li> <li>Mallorca Fashion Outlet</li> <li>Wrocław Fashion Outlet</li> </ul> <p>Invested €20 million in renewing Freeport Lisboa Fashion Outlet</p>	<p>Acquired three centres:</p> <ul style="list-style-type: none"> <li>Oslo Fashion Outlet</li> <li>Vila do Conde Porto Fashion Outlet</li> <li>Zweibrücken Fashion Outlet</li> </ul> <p>Built the first new expansion of 6,700 m2 in Batavia Stad Fashion Outlet, which included 40 new stores and the first ever VIP Room in the portfolio</p>	<p>100% of the portfolio was certified by BREEAM In-Use Part 1: Asset Performance</p>	<p>Otto Ambagtsheer appointed CEO of VIA Outlets</p> <p>Rolled out our Fashion Club loyalty programme across all centres</p> <p>Hede Fashion Outlet expansion completed, which added 2,500 m2 of retail space and 15 new stores</p>	<p>APG becomes sole owner of VIA Outlets</p> <p>Received our first 5-star GRESB rating</p> <p>Partnered with leading testing and certification expert Bureau Veritas during COVID-19 to create a 'Safer Shopping' certificate, which was granted to every VIA Outlets centre</p>	<p>First Visual Merchandising 'Glasshouse' launches in Landquart Fashion Outlet</p> <p>Launched a three-month 'Re.Love' pop-up store in Freeport Lisboa Fashion Outlet</p> <p>Company-wide rebranding completed</p> <p>Vila do Conde Porto Fashion Outlet retail park built</p> <p>Raised €600 million in inaugural VIA Outlets Green Bond issuance</p>	<p>Full portfolio certification to ISO 14001</p> <p>Oslo Fashion Outlet new multi-storey car park opened</p>	<p>New website redesign launched</p> <p>€17.5 million Sevilla Fashion Outlet expansion completed</p>	<p>Landquart Fashion Outlet expansion works begins</p> <p>Vila do Conde Porto Fashion Outlet expansion works begins</p>	<p>Landquart Fashion Outlet expansion scheduled completion</p> <p>Here's to our bright future ahead - we're just getting started</p>



### SPRING CAMPAIGN

For Spring, we celebrated A New Beginning. Capturing a sense of adventure, the rolling hills of Tuscany, Italy provided the perfect backdrop. To get our guests excited about the new season, across all our centres Fashion Club members had the chance to win a trip to Tuscany for two people, including a three-night stay at an exclusive hotel, flights, a wine tasting experience (18+ years), a rental car for the trip, and more. Second and third place winners received gift cards, and all other participants earned double credits on their next Fashion Club transaction.

# A NEW BEGINNING









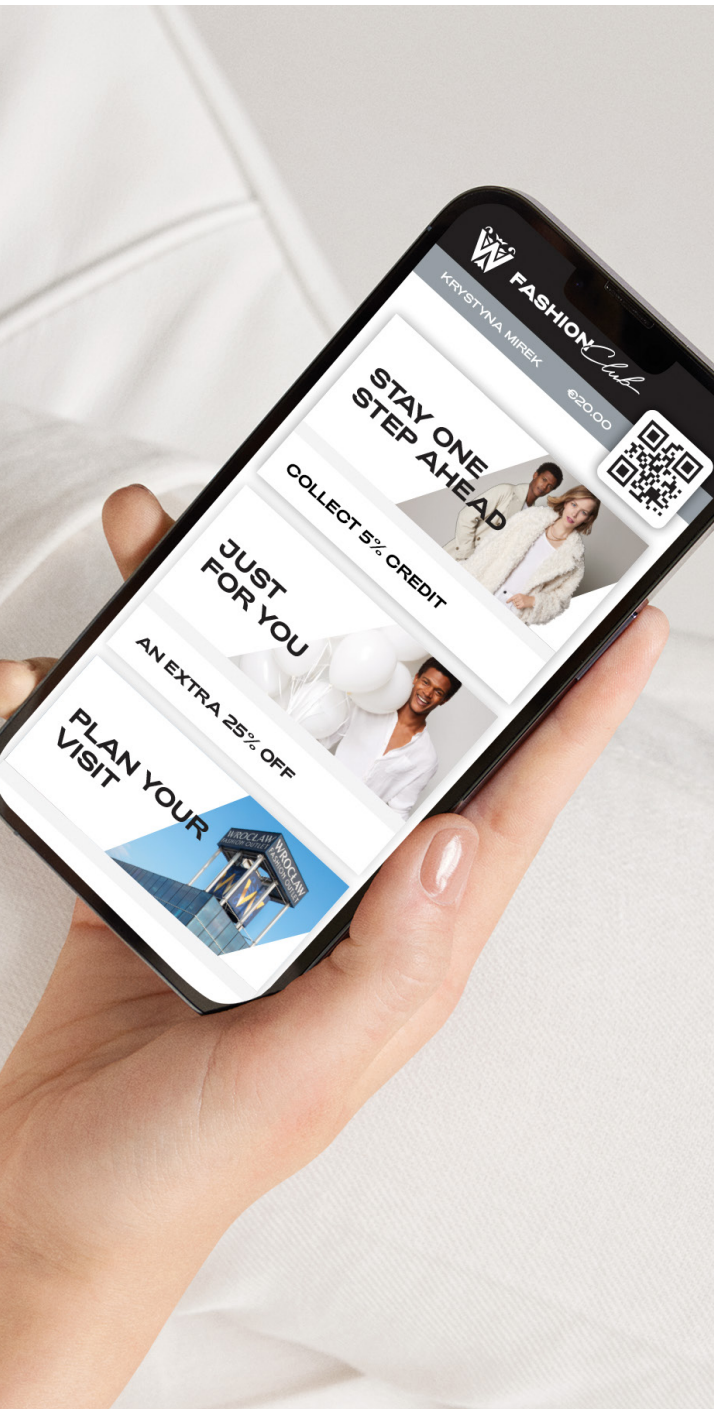


# REACHING OVER 2.2 MILLION LOYAL GUESTS

Our Fashion Club loyalty programme first launched in 2017, and since then we have reached incredible milestones. Today, over 2.2 million Fashion Club members have signed up. In addition, in 2023 members spent 32.9% more than our non-members - they truly are loyal guests who return to our centres again and again to enjoy a full day out.







### HOW FASHION CLUB WORKS

Every time a Fashion Club member shops at a participating store at one of our outlet shopping destinations, 5% of the total amount of their purchase will be added to their account as credit. These credits can be built up and used to save up to 25% off future purchases at participating stores. Not only this, but members also have access to exclusive offers, special events, a birthday gift, and more.

### HELLY HANSEN, OSLO FASHION OUTLET

**“FASHION CLUB HAS BEEN A GREAT TOOL FOR US AT HELLY HANSEN! MANY OF OUR CUSTOMERS COME IN SPECIFICALLY FOR OUR MEMBER OFFERS. WE LOVE IT!”**

**MICHELLE HOEPPNER**  
SALES FLOOR LEAD  
& FASHION CLUB  
AMBASSADOR

# JOIN THE CLUB

Joining our Fashion Club is covered under our Sales and Marketing fees. This means there are no set up costs or point-of-sale (POS) integrations, and it takes no time at all to get started. Contact us for more details: [info@viaoutlets.com](mailto:info@viaoutlets.com)



# A MATTER OF PERSONAL TASTE

## AN INTERVIEW WITH CHRIS STONE, HEAD OF RETAIL

**In 2024 we will be launching our first ever Food & Beverage loyalty programme. We spoke with Chris Stone, Head of Retail at VIA Outlets, to hear more about how operators will be able to fully customize the rewards and access new insights about their guests.**



**CONTACT US FOR MORE DETAILS**

### When did this project begin?

We first tested how to bring a loyalty element to our Food & Beverage (F&B) operators at Vila do Conde Porto Fashion Outlet in Portugal.

In addition to our guests visiting the centre to shop, local residents and workers also stopped by to have lunch. We wanted to understand more about our complete guest profile and reward all guests for their loyalty.

This kick-started a basic digital programme that many F&B operators took part in, from local independents through to larger brands with their own loyalty programme.

### Were the results from this pilot positive?

Yes. The numbers demonstrated that it was engaging from a guest perspective, but also with spend. The return on the investment was strong.

### What is happening now with the programme?

Due to the success of the pilot, we are now developing a permanent solution for all centres.

In Q4 2023, we will be working with our loyalty platform provider to help design an effective technical solution. We are looking into launching this at Mallorca Fashion Outlet, as this centre has many F&B operators, and then continue with Freeport Lisboa Fashion Outlet. This will set us up for a full roll out to all other centres in 2024.

### THE FIRST OF ITS KIND IN EUROPE

#### Do other outlet organisations have an F&B loyalty programme?

No, this is the first of its kind in Europe. At VIA Outlets, we are redefining the outlet shopping experience, and this is a true example of our innovative mindset.

### How does it work?

This programme may reward the frequency of return visits or spend, but most importantly it will be managed on a brand-by-brand basis. This approach has two major benefits. Firstly, it manages the sales to reward ratio. The margin on a coffee vs. a burger might be very different. This way we can ensure points are redeemed fairly.

### THE REWARDS ARE FULLY CUSTOMISABLE

Secondly, the reward itself is fully customisable. Each operator can choose how they drive guest engagement in a way that works for their margins and strengthens their brand equity. For example, table service restaurants may want to reward their loyal customers with a bottle of fine wine. While at a café, a free coffee might be more in line with their goals and brand positioning. We could

also consider creating unique and memorable moments for our guests. We see great opportunity for growth by evolving loyalty from being less transactional and more towards rewarding with experiences.

### Will VIA Outlets share this loyalty data with F&B operators?

Yes. To stay in line with GDPR regulations, we can't be granular on everything. However, we can share information about shopping patterns, when guests arrive at the centre, their visiting frequency, and more. As this data will be localised and current, it is highly relevant and tangible. This also separates our approach from an international F&B loyalty programme: access to this local data. Operators can then leverage this new information to help inform their business decisions.

### Is the programme open to independent and international operators?

Yes, both. For local operators, our programme helps to bring infrastructure that may not yet be in place in the business. For larger international companies, these are often franchised

operations, so the local team plays an important role in the business decision-making process. For all operators, we have a lot of loyalty experience and will share this expertise.

### Will F&B be connected to the Fashion Club programme?

Our well-established Fashion Club loyalty programme has over two million members and counting. We can certainly see how the two programmes could work together. For example, leveraging Fashion Club newsletters to target these loyal customers. This could be an opportunity for F&B operators to build a connection with a new audience and share compelling stories about their products or business. ■

### OPERATORS CAN LEVERAGE OUR INSIGHTS TO HELP INFORM THEIR BUSINESS DECISIONS







 **LANDQUART**  
FASHION OUTLET

# A HAZY ESCAPE

**YOUR SUMMER DESTINATION.  
SHOP OVER 160 PREMIUM  
BRANDS. UP TO 70% OFF.**



[LANDQUARTFASHIONOUTLET.CH](https://www.landquartfashionoutlet.ch)





**TOP LEFT:**  
Landquart Fashion Outlet

**TOP RIGHT:**  
Fashion Arena Prague Outlet

**BOTTOM LEFT:**  
Batavia Stad Fashion Outlet

**BOTTOM RIGHT:**  
Batavia Stad Fashion Outlet

To get our guests ready for their upcoming vacations, they received a free luxurious beach towel after a minimum spend at their local centre. The highly absorbent and soft towels were made with 100% organic yarn, and many centres ran out of towels over just one weekend.







# SHOPPING JUST GOT GREENER



## WE REVEAL SOME OF OUR BIGGEST ACHIEVEMENTS THIS YEAR ACROSS OUR “BEYOND SUSTAINABLE” STRATEGY.

At VIA Outlets, our goal is to become the most sustainable outlet centre owner-operator in Europe. While providing a unique shopping

experience for our guests, we also aim to have a positive impact on the environment and society simultaneously.

This means incorporating sustainability across all aspects of our operations. Our four-pillar “Beyond Sustainable” strategy encompasses issues faced by our company and broader industry. Take a look at some of our biggest achievements over the last year across these four areas.





## SUSTAINABLE BUILDINGS

Our outlet portfolio provides guests with enjoyable and sustainable shopping experiences as we deliver on our role in protecting the environment, preventing pollution, and working towards our 2050 Net Zero Target. Each outlet has energy intensity and emission reduction targets aligned with the science-based Carbon Risk Real Estate Monitor (CRREM) tool. To continually enhance the sustainability of our buildings we adopt a full lifecycle perspective and work across our value chain (development, refurbishment, operations, tenants, and mobility) to identify and implement projects that deliver on our sustainable building targets.

As part of our emissions reduction strategy, we have an on-site renewable energy generation strategy. Our priority is to reduce landlord dependency on the grid, but we are also actively working to involve our tenants. In March we announced that 2,254 newly installed solar panels were switched on at Oslo Fashion Outlet, becoming one of the largest rooftop solar PV systems in a shopping centre in Norway. Each year ~865,000 kWh will be generated, which will reduce the building's electricity consumption by around 20%. This was an important step forward as we move towards our goal to reduce our greenhouse gas emissions by 55% by 2030 (vs. 2019). Throughout the year, we also installed solar panels in our centres in Portugal, Spain, and Germany.



**TOP:**  
Wrocław Fashion Outlet

**BOTTOM:**  
Oslo Fashion Outlet

## RESPONSIBLE CONSUMPTION

VIA Outlets facilitates the buying and selling of consumer goods whose premium brands are on their own journey(s) to become more sustainable. We take our role seriously in helping our guests and brand partners to live more sustainable lives and raise awareness of the sustainability credentials of products. We do this by providing brands with support to work on energy efficiency, waste reduction, recycling, and promoting sustainable products.

For our guests, we highlight the sustainability efforts of our brands, invest in infrastructure that gives a wider choice of green travel options, and regularly communicate on sustainability topics.

In October, we hosted our first ever “Go Beyond” sustainability month across all 11 of our centres. We invited our brand partners to engage with guests by highlighting their sustainability initiatives and goals. Throughout our centres, we also educated our guests on all the ESG initiatives that we have committed to as an outlet owner-operator, including biodiversity efforts, EV charging, and more. Throughout the month, we raised more awareness on this important topic.



**TOP:**  
Batavia Stad Fashion Outlet

**BOTTOM:**  
Wrocław Fashion Outlet





# BE PROUD. BE YOU.



## RESILIENT COMMUNITIES

Each outlet is part of a wider community of people and sensitive environmental receptors. We are committed to improving the resilience of these communities now and into the future. The voices and expectations of all stakeholders are heard, understood and prioritised within our sustainability strategy, including our employees, suppliers, brand partners, guests, local residents and the spaces that they value. We have set ambitious standards in safeguarding the health, safety, and well-being of our communities. We strive to create a working and shopping environment that is inclusive and embraces diversity, while encouraging events within our communities for local employment creation, raising awareness, and charitable goals.

Throughout June, we celebrated Pride Month across all 11 of our centres. In our 'BE PROUD. BE YOU.' exhibitions we displayed limited-edition tote bags designed by nine local artists connected to the LGBTQIA+ community, to express what Pride means to them. Guests could purchase the bags, with proceeds from the bag sales donated to ILGA-Europe, the leading non-profit organisation working with and for frontline LGBTI activists in 54 countries across Europe and Central Asia.



**TOP:**  
Mallorca Fashion Outlet

**BOTTOM:**  
Vila do Conde Porto Fashion Outlet





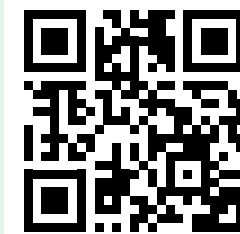
**OUR FIRST-  
OF-ITS-KIND  
'BE PROUD. BE YOU.'  
EXHIBITION IS  
A REMINDER TO  
ALWAYS EXPRESS  
YOUR TRUE SELF  
AND BE PROUD OF  
WHO YOU ARE.**

**OTTO AMBAGTSHEER**  
CEO, VIA OUTLETS

## STAKEHOLDER ENGAGEMENT

Our strategy is defined by a thorough understanding of our stakeholders' needs and expectations. This knowledge drives: the improvement of our environmental, social, and governance (ESG) reporting to heighten engagement with our targets and performance; the delivery of relevant training that upskills our teams; and the generation of awareness campaigns to move the dial on sustainability issues. Due to its holistic nature, this pillar crosses the boundaries of the other three pillars and forms the foundation of our overall strategy.

In 2023, one of our biggest successes was maintaining our 5-star GRESB rating. We are transparent in our governance approach and align our business with recognised certification schemes. Our reporting and certification processes ensure all stakeholders can follow our performance against targets and our benchmarked position against peers. In addition to GRESB, we communicate and measure our performance against multiple other assessments and certification schemes, such as the ISO 14001, BREEAM In-Use, BREEAM Construction, BREEAM Refurbishment, and investor-driven evaluations such as Sustainalytics and Fitch Ratings.



**WATCH OUR 2023  
SUSTAINABILITY VIDEO**



**TOP:**  
Batavia Stad Fashion Outlet

**BREEAM®**







### AUTUMN CAMPAIGN

A sense of adventure was at the heart of the Autumn campaign - plotting a route through the desert, exploring the dunes, and pitching up for the night with stories around a campfire. Throughout the season, we encouraged guests to embrace timeless style. This meant investing in versatile wardrobe items, like the trench coat and button-down shirt, which will stand the test of time and can easily be styled with other classic pieces.



# A NEW HORIZON



LANDQUART FASHION OUTLET

# A NEW HORIZON

DISCOVER A NEW HORIZON  
SHOP OVER 160 PREMIUM  
BRANDS. UP TO 70% OFF.







# BEAUTIFULLY LOCAL

## EXCITING EVENTS AND NEW STORE DEVELOPMENTS ACROSS OUR PORTFOLIO



With 11 outlets in nine countries across Europe, our vision is to create premium shopping destinations and offer best-in-class, beautifully local experiences for our guests and brand partners.

Take a look at some of the most inspiring and exciting events from across our portfolio this year, from a photography exhibition and unique competitions, to a collaboration with a professional chef and a pop-up cinema.



# BATAVIA STAD FASHION OUTLET

**BATAVIA STAD FASHION OUTLET  
IS THE LARGEST OUTLET SHOPPING DESTINATION  
SERVING THE GREATER AMSTERDAM REGION AND  
HAS BEEN ESTABLISHED FOR OVER 20 YEARS. JUST  
45 MINUTES FROM THE CITY, THE CENTRE IS HOME  
TO 250+ BRANDS.**



## **HERMAN DEN BLIJKER & BIG GREEN EGG**

Attracting a premium audience during the weekend after Ascension day, the team collaborated with Herman den Blijker, a prominent Dutch chef, and Big Green Egg, the iconic BBQ design. Herman provided a BBQ cooking demonstration with Big Green Egg chef Leonard Elenbaas, and guests enjoyed free specially made buns. Shoppers who saw the demonstration could also win one of three Minimax Big Green Eggs and Modus Operandi cookbooks in a prize draw.





## STAFF PARTY

In 2023 Batavia Stad Fashion Outlet reintroduced its annual staff party, which had been on hold during the pandemic. Store staff from across the centre were welcomed to the party, which was organised as a way to say thank you, motivate, and spark engagement between store staff and the Batavia Stad Fashion Outlet office team. The fine weather was perfect for celebrating throughout the evening.





# FASHION ARENA PRAGUE OUTLET

FASHION ARENA PRAGUE OUTLET IS THE BEST PERFORMING OUTLET IN THE CZECH REPUBLIC. LOCATED JUST 30 MINUTES FROM THE CITY, GUESTS CAN SHOP 200+ BRANDS AND EASILY TRAVEL TO THE CENTRE VIA THE METRO, TRAM, CAR, BUS, AND FREE SHUTTLE BUS.



## BEAUTY DAYS

In May, Fashion Arena Prague Outlet hosted its first ever Beauty Days event, providing guests with special offers in-store, personalised sessions with professional make-up artists and stylists, as well as appearances from special guests from the world of beauty and cosmetology. Working with Harper's Bazaar to communicate the event, guests could also win prizes including gift cards, subscriptions to the magazine, and a weekend car hire.







### LEVI'S STORE REFIT

At the Levi's store in Fashion Arena Prague Outlet, floor space was expanded to 648 m<sup>2</sup>, making it the largest Levi's outlet store in Europe. The renovated interior reflects the authentic spirit of the brand, characterised by denim and industrial elements that let the broad range of men's and women's apparel stand out. The newly designed interior was opened with an exceptional sale, performances by DJs, sessions with professional stylists, and tailoring services.





# FREEPORT LISBOA FASHION OUTLET

**FREEPORT LISBOA FASHION OUTLET IS THE LARGEST OUTLET SHOPPING DESTINATION IN IBERIA. LOCATED JUST 30 MINUTES FROM THE CITY, WHICH IS ONE OF THE FASTEST GROWING TOURISM DESTINATIONS IN EUROPE, THE YEAR-ROUND SHOPPING SHUTTLE BUS BRINGS GUESTS TO OUR CENTRE TO EXPLORE 150+ STORES.**



## **NEW ZADIG & VOLTAIRE STORE**

Straight lines dominate from the front all the way to the back of the store in this impressively cool space. The open style features a bold central pillar fixture with illuminated shelves. The contrast and minimalism of the store allows the products to take centre stage. The spacious fitting room area adds an extra touch of elegance.





### MARKETEER AWARD WINNERS

Freeport Lisboa Fashion Outlet won the award in the Large Commercial Spaces category at the Marketeer Awards. Marketeer is a monthly Portuguese publication specialising in marketing and strategy, and the annual award ceremony celebrates the best marketing strategies across the country. This win highlights our team's strong collaboration with brand partners and store staff to create a unique and elevated shopping experience for our guests.

### LIGHT FESTIVAL

We elevate the centre and enrich our guests' shopping experience in many ways. This Autumn, a dynamic light installation was designed exclusively for the centre by the renowned Portuguese creative studio OCUBO. The vast LED sculpture was inspired by the four elements - water, fire, earth, and air - and how these can create life. Synchronised with music to create a multi-sensory experience, guests interacted with the art piece to control the light acrobatics between shows.





# HEDE FASHION OUTLET

HEDE FASHION OUTLET IS THE ONLY OUTLET SHOPPING DESTINATION SERVING THE WIDER GOTHENBURG REGION, LOCATED JUST 20 MINUTES FROM THE CITY. WITH A CATCHMENT AREA OF 1.8 MILLION WITHIN 60 MINUTES, OUR GUESTS CAN DISCOVER 150+ BRANDS AT OUR CENTRE.



## NEW GLASSHOUSE

A new Glasshouse, which drives product storytelling and virtual selling, was added to Hede Fashion Outlet. Through this product showcase, we raised the profile of key brand partners by creating seasonally relevant, tailor-made set ups.





**NEW LACOSTE STORE OPENING**

This new Lacoste store concept was upgraded with features like the large premium graphic in the window and sales register to showcase styles from tennis outfits to streetwear in a new way. The full-length polo shirt wall adds a colourful touch, while attention to detail is seen in the decorations, illumination, and fixtures. With all the elements combined, the store embraces the classic look and feel of the brand.





# LANDQUART FASHION OUTLET

LANDQUART FASHION OUTLET IS THE LARGEST OUTLET SHOPPING DESTINATION SERVING THE GREATER ZURICH AREA AND HAS 160+ BRANDS. LOCATED OFF THE A13 MOTORWAY LINKING ZURICH WITH ITALY, LANDQUART IS THE GATEWAY TO INTERNATIONALLY FAMOUS SWISS DESTINATIONS SUCH AS ST. MORITZ, DAVOS, KLOSTERS, LAAX, AND BAD RAGAZ.



## SWISS NATIONAL DAY

From July 28th – August 1st, Landquart Fashion Outlet celebrated the Swiss National Day with a mix of activations. Not only did guests enjoy great discounts in the Final Sale, but they also saw a free traditional Alphorn group performance. In addition, there was free face painting for children, and Fashion Club members received double credits on purchases at participating stores. Across the equivalent weekend in 2022, footfall increased by 23.77%.





**LA DOLCE VITA MONTH**

Throughout August, a mix of engaging Italian-inspired events were open for the whole family to enjoy. Fashion Club guests were invited to shop for the chance to win a custom-designed Vespa. Foodies tasted countless varieties of vegan and dairy gelato produced with regional ingredients at the Gelato Festival, then explored Italian food and Graubünden specialties at the Food Market. At the end of the shopping day, guests relaxed with drinks and snacks at the Piazza La Dolce Vita.







### BOSS STORE REFIT

The newly refitted BOSS store opened in June, upgrading the space to include many elements from the brand's high street stores. Alongside the premium finish of the interior, the entire building façade was renovated, and the entrance door was moved to a more centralised position.





# MALLORCA FASHION OUTLET

MALLORCA FASHION OUTLET IS THE ONLY OUTLET SHOPPING DESTINATION SERVING THE SPANISH ISLAND. WITH EASY ACCESS TO PALMA VIA TRAIN, GUESTS CAN VISIT AND SHOP AT 100+ BRANDS.



## EARTH DAY

On Earth Day, centre retailers and the Mallorca Fashion Outlet team planted 50 native trees to help recover the pathway between the centre and the local train station. Throughout the day, television news channels and journalists covered the activity as the rustic land began its transformation.





### SUNSET DJ SESSIONS

This August, the team evolved the Café & Tapas outdoor area to bring in a new look and feel that celebrated the Summer months. With plenty of seats and plants bringing a fresh finish to the terrace, guests could unwind after a day exploring the centre, enjoy some snacks and a cold drink, and watch live DJ sessions every weekend.







## NEW MICHAEL KORS POP-UP STORE

This July, we welcomed Michael Kors to our centre. Elegance and attention to detail are seen throughout the store design, from the plaster wall finishes and framed pictures along the stairwell to the warmth of the wood flooring. A key element that was taken into consideration was the use of natural light to complement the interior lighting design.







### DNB PARTNERSHIP

Oslo Fashion Outlet embarked on a unique partnership this August with DNB, Norway's largest bank. Approximately 1.2 million clients, of which 850,000 live within 100km of the centre and all of whom have high-spending power, were invited for an exclusive shopping day. They had access to a DNB lounge with refreshments and delicious food, and benefitted from an extra 20% off the outlet price on the entire collection at all stores.

### CAR PARK EXPANSION

In 2022, Oslo Fashion Outlet built a new multi-storey car park with the goal to increase car parking availability on even the busiest shopping days as the centre continues to expand. The car park was designed to be 'open' to the outdoors, eliminating the need for mechanical ventilation or heating. It is also made up of concrete and recycled steel, and all lighting is LED with a control system to ensure lights are only on when needed. There are also 23 EV chargers as well as 16 super EV chargers, making the centre home to one of the largest super charging stations in Norway.



# OSLO FASHION OUTLET

OSLO FASHION OUTLET IS THE ONLY OUTLET SHOPPING DESTINATION SERVING THE OSLO REGION. LOCATED JUST 30 MINUTES FROM THE CITY, OSLO WELCOMED FIVE MILLION TOURISTS IN 2019, AND GUESTS VISITED OUR CENTRE TO SHOP AND DISCOVER 80+ BRANDS.



# SEVILLA FASHION OUTLET

SEVILLA FASHION OUTLET IS LOCATED JUST FIVE MINUTES FROM THE AIRPORT AND 15 MINUTES FROM THE CITY. DUE TO THE NEW EXPANSION THAT WAS COMPLETED IN Q4 2023, SEVILLA FASHION OUTLET IS NOW HOME TO 100+ BRANDS.



## THE WHITE ROOM X OTRURA PODCAST

Sevilla Fashion Outlet is home to The White Room X OTRURA live podcast, which features inspiring discussions with Spanish creators, teachers, and experts. The White Room is a space to create conversation about fashion linked to society and culture, while OTRURA is a contemporary fashion house. OTRURA leads the way in bringing these conversations to life. Two episodes were produced in 2023 on topics surrounding fashion and gender, the role of fashion as a tool for activism, how the pandemic changed shopping habits, and much more. So far, the podcast has welcomed 14 experts.



LISTEN  
TO THE  
PODCAST





**CUATRO MIRADAS  
PHOTOGRAPHY EXHIBITION**

In 2023 the first-ever photography exhibition was shown at the centre. Four Spanish fashion photographers offered new approaches to bodies, identities, and their place in the collective imagination through their work. Throughout February guests explored the exhibition and children took part in free photography workshops every Saturday of the month, which were always fully booked.

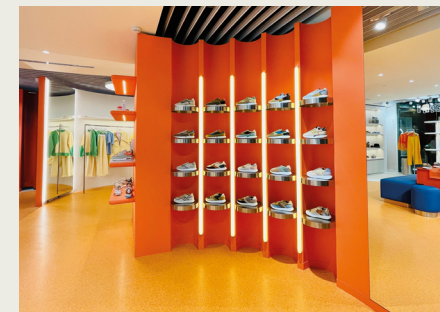






## BRAND INSPIRATION PODIUM

Inspiring our guests, the Podium allows us to highlight some of the most seasonally relevant products in a creative and eye-catching way. The entire set up uses lighting, props, and other innovative set design ideas to share our seasonal stories.



## NEW HOFF POP-UP STORE

In this bright and modern store, HOFF products are illuminated with creative lighting placements, with bold neon signage making a statement against the strong orange tones. The space feels creative, playful, and premium.





# VILA DO CONDE PORTO FASHION OUTLET

VILA DO CONDE PORTO FASHION OUTLET IS THE ONLY OUTLET SHOPPING DESTINATION SERVING THE NORTH OF PORTUGAL. WITH A DIRECT METRO LINE TO THE CITY IN 30 MINUTES, AND STRONG MOTORWAY CONNECTIONS WITH SPAIN AND THE REST OF THE REGION, OUR GUESTS CAN VISIT THE CENTRE AND EXPLORE 150+ STORES.



## NEW LONGCHAMP POP-UP STORE

This beautifully minimalistic and geometric space feels bright and airy. The ceiling has different heights throughout, filling the store with depth and dimension. The clean design and inbuilt lighting for the wall displays fuses with the architecture and allows the colourful product to stand out.



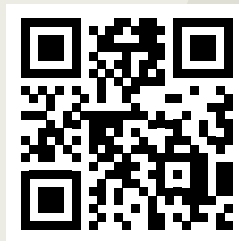
# IMAGINE - A - BAG CHALLENGE

by VILA DO CONDE PORTO FASHION OUTLET  
FREEPORT LISBOA FASHION OUTLET  
X BLOOM PORTUGAL



## IMAGINE-A-BAG CHALLENGE

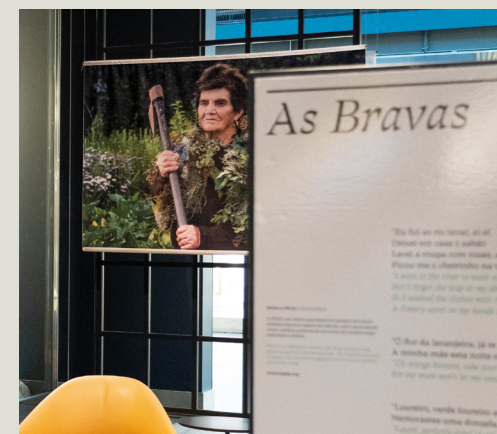
Vila do Conde Porto Fashion Outlet and Freeport Lisboa Fashion Outlet partnered with Portugal Fashion, a platform that promotes talent within the Portuguese textile and clothing sector. The three organisations created the 'Imagine-a-Bag' conscious fashion contest, which challenged young talent to design a durable, versatile and fashionable bag from more sustainable materials. The challenge united the creative community, and the bags were sold in both centres and in a Portugal Fashion pop-up store.



WATCH  
THE VIDEO

## AS BRAVAS PHOTOGRAPHY EXHIBITION

For International Women's Day, our centre was home to As Bravas, featuring work from photographer Paulo Pimenta. The exhibition paid tribute to the strength and resilience of women from the Marão mountains in northern Portugal. The photographs were part of a project funded by the Calouste Gulbenkian Foundation, which explored the themes of gender equality through artistic practices across local community groups.







# WROCLAW FASHION OUTLET

WROCLAW FASHION OUTLET IS THE ONLY OUTLET SHOPPING DESTINATION IN THE LOWER SILESIA REGION OF POLAND. IN 2019, 18 MILLION TOURISTS VISITED THE REGION, AND WITH A DIRECT TRAM LINE TAKING GUESTS FROM THE CITY TO OUR CENTRE IN JUST 20 MINUTES, THESE GUESTS CAN VISIT AND SHOP AT 100+ BRANDS.





### CINEMA ON THE HORIZON

In 2023 the second edition of the Summer cinema took place in partnership with one of the most important film festivals in Poland: mBank New Horizons International Film Festival. On all four Saturday afternoons from June 24 - July 15, the dedicated pop-up beach was fully packed with guests. Before the film screenings, there were movie-themed live concerts as well as quizzes with prizes from the centre and brand partners such as adidas, Skechers, and Crocs. Fashion Club members were treated to front row sunbeds, free snacks, and free non-alcoholic prosecco. For this event, the centre reached +182% media reach vs. 2022.







## BIKE SERVICE

Fashion Club shoppers got their bikes safe and ready for the spring season at the Bike Service event, which also encouraged a more sustainable means of transport. Not only were 320 bikes serviced, but there were also professional safe cycling workshops for children, a blender bike station, food trucks, and more. In addition, 26 bicycles were donated by guests, which were then renovated and given to two local children's homes. These guests received centre gift cards as a thank you. For this event, the centre received patronage from the City of Wrocław.





# ZWEIBRÜCKEN FASHION OUTLET

ZWEIBRÜCKEN FASHION OUTLET IS LOCATED IN THE TRI-BORDER REGION OF GERMANY, FRANCE, AND LUXEMBOURG. OUR CENTRE HAS A CATCHMENT AREA OF 15 MILLION WITHIN TWO HOURS, WITH 130+ BRANDS FOR GUESTS TO EXPLORE.



## HAPPY EASTER

For Easter, the team organised a range of activities for families to enjoy. Children took part in a creative Easter basket workshop with our Easter bunny joining the fun. During a daily Easter egg hunt, both in the centre and online, guests could win gift cards, chocolates, and items from our premium brands. The Glamour magazine Shopping Week also allowed visitors to receive up to 20% extra discount at select stores. With all the activations combined, the centre reached +14% footfall vs. the target.





**HOLLAND AFTER WORK PARTY**

During the Summer, Zweibrücken Fashion Outlet hosted four 'After Work' parties each with different country themes. For the Holland edition, guests enjoyed traditional Dutch food and music, and were immersed in joyful games and activities while Dutch brands, such as G-Star RAW and PME Legend, were highlighted throughout the centre. During this period, the centre reached +9% turnover vs. the target.





# UNWRAP ADVENTURE

## WINTER CAMPAIGN

The Holiday season is all about getting ready to unwrap the magic of adventure. We're inviting guests to embrace the spirit of adventure and make it a time of extraordinary discoveries filled with new experiences and unforgettable moments.

Across all our centres, our Advent Calendars will provide guests with enticing offers at their favourite brands, just in time to find the perfect gifts for the ones they love.







LANDQUART FASHION OUTLET

**UNWRAP ADVENTURE**

EXPERIENCE HOLIDAY MAGIC.  
SHOP OVER 160 PREMIUM BRANDS UP TO 70% OFF.



**WE SET  
THE STAGE.  
YOU STEAL  
THE SHOW.**

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[info@viaoutlets.com](mailto:info@viaoutlets.com)





AMSTERDAM | FRANKFURT | GOTHENBURG | LISBON | MALLORCA  
OSLO | PORTO | PRAGUE | SEVILLE | WROCLAW | ZURICH