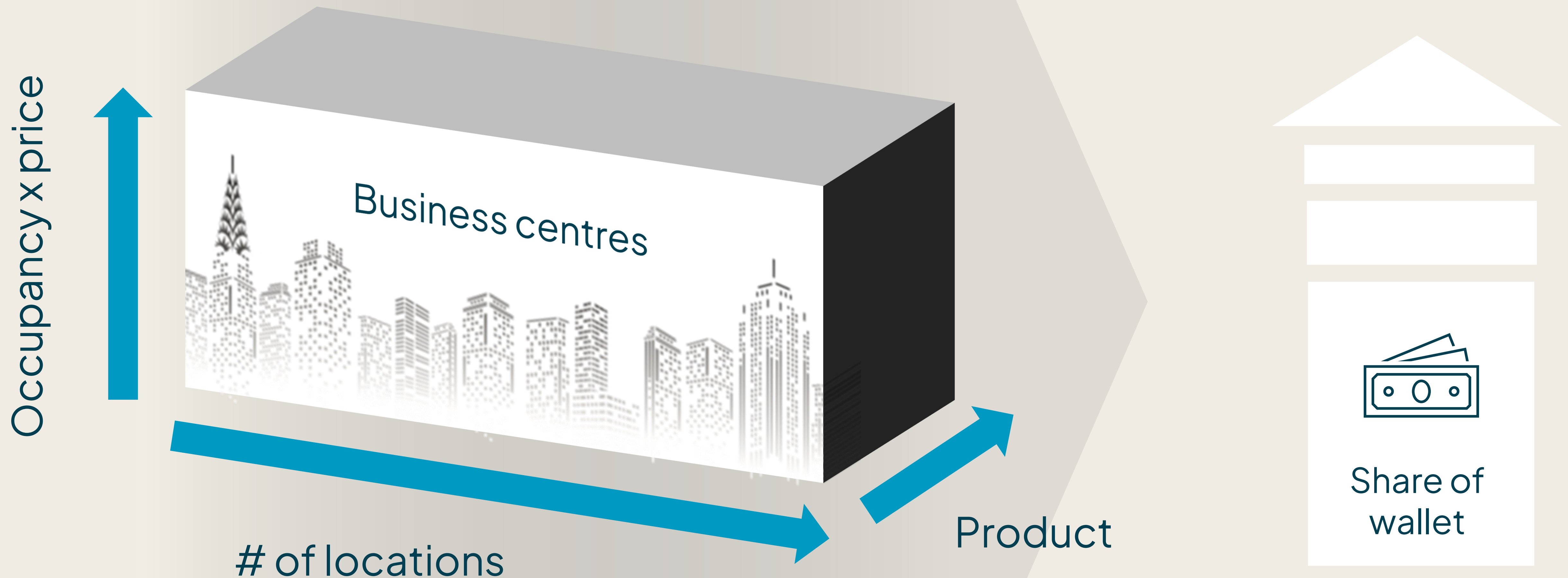




Andre Sharpe Chief Innovation Officer

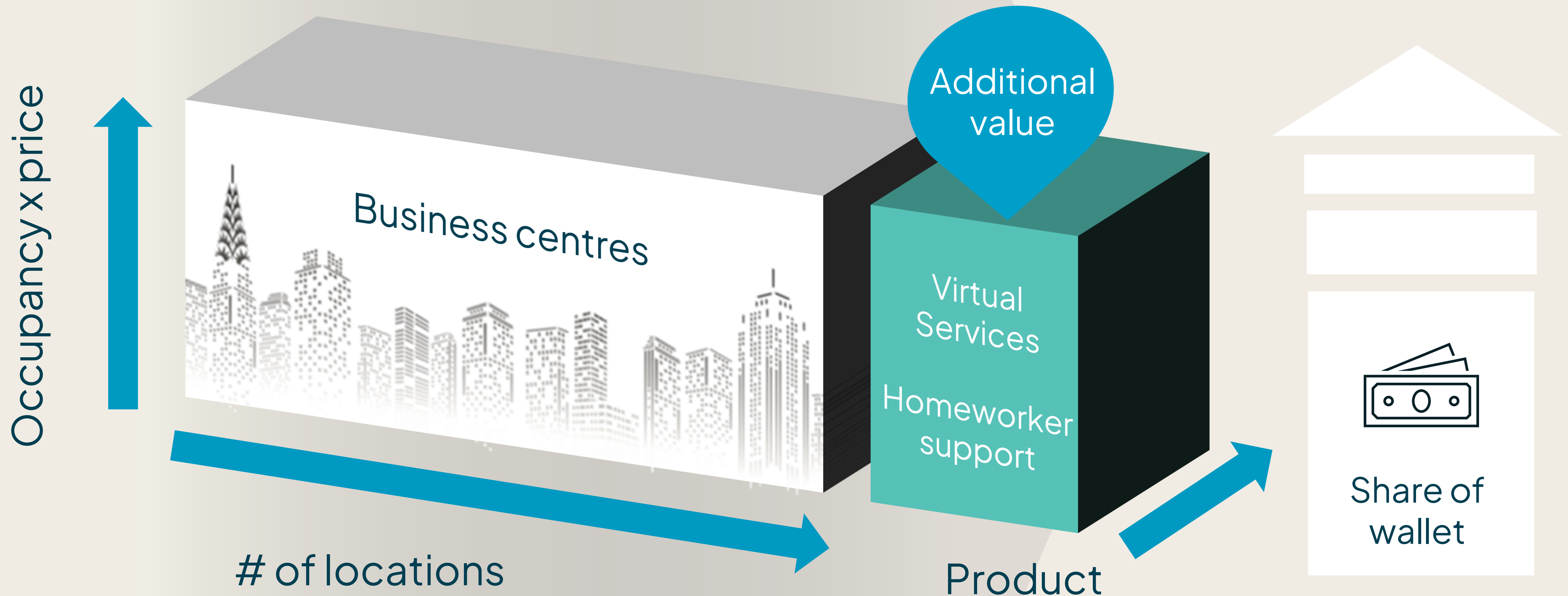
| Locations deliver breadth. Product delivers depth.

Grow locations. Grow occupancy. Grow share of wallet



| Locations deliver breadth. Product delivers depth.

Grow locations. Grow occupancy. Grow share of wallet



| What we do specifically

Create a smarter way to work for everyone



Product
development
——
Product
management



Service
development
——
Virtual service
delivery
——
Partnerships

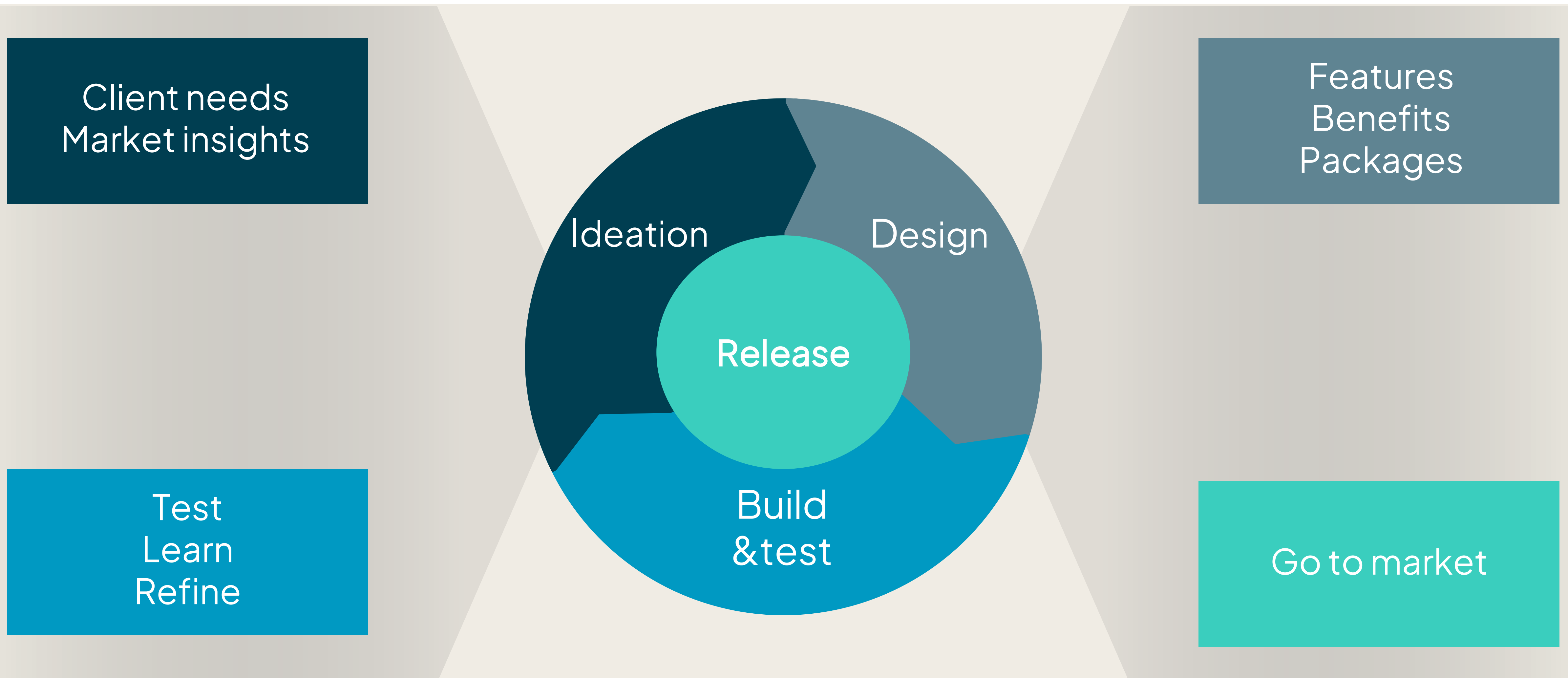


Digital
platform
——
Apps
Websites
APIs
A.I.

- **Products:** formats and solutions clients buy
- **Services:** everything that wraps around them
- **Digital platform:** how those products are discovered, delivered and optimised at scale

| How we deliver

We create, test, package and launch new products and services into the platform of work



We deliver the proposition & digital platform for two main groups

Property owners

Private – Family offices –
Institutional landlords

Hines Brookfield Deka

JPMORGAN CHASE & CO. AVIVA Blackstone INGKA™

TISHMAN SPEYER Pearl & Coutts Cominar

Clients

Individuals – SME – Enterprise

Bloomberg accenture HALEON

Booking.com IBM Shell EY

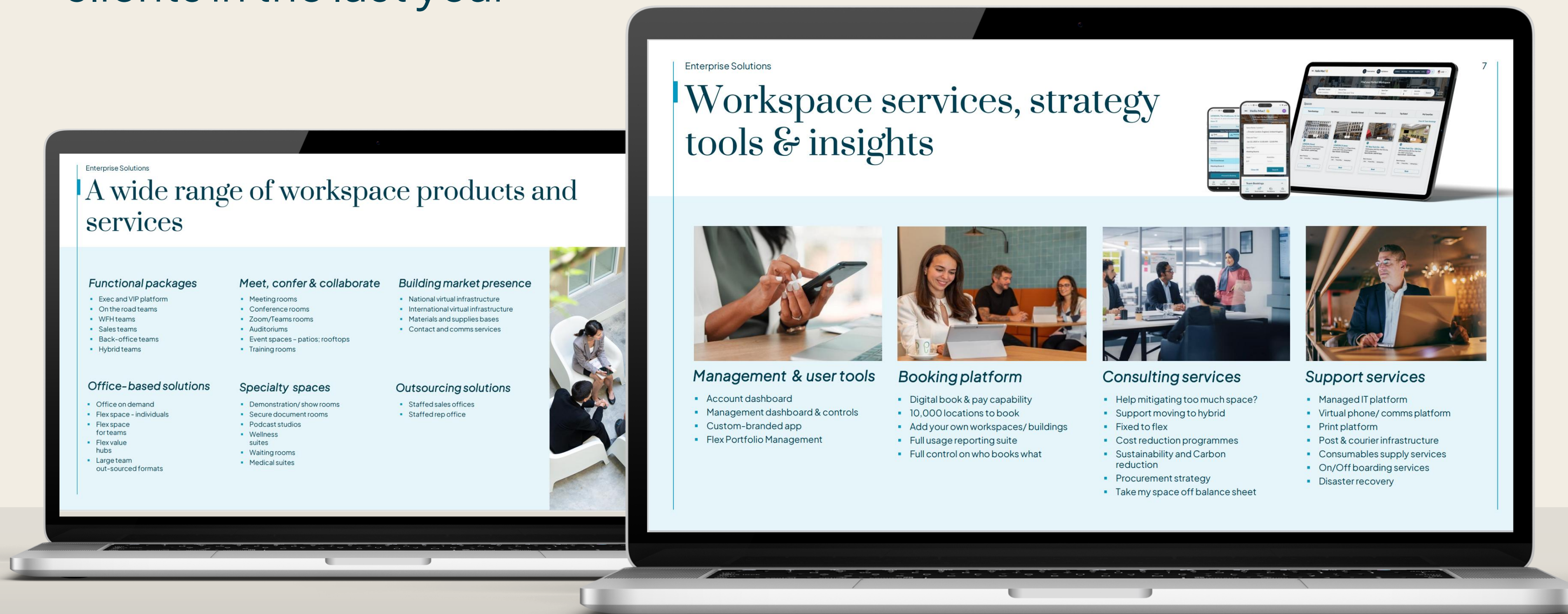
MasterCard BT PRUDENTIAL

For landlords, our **productised platform** is helping to **accelerate** the build-out of the national and local networks.

We've more than **tripled** the **range of solutions** we can sell, so our sales teams can win more new clients and **grow share of wallet** with existing ones.

Our proposition for clients

We have tripled the range of products, services and tools we offer to clients in the last year



Our focus:

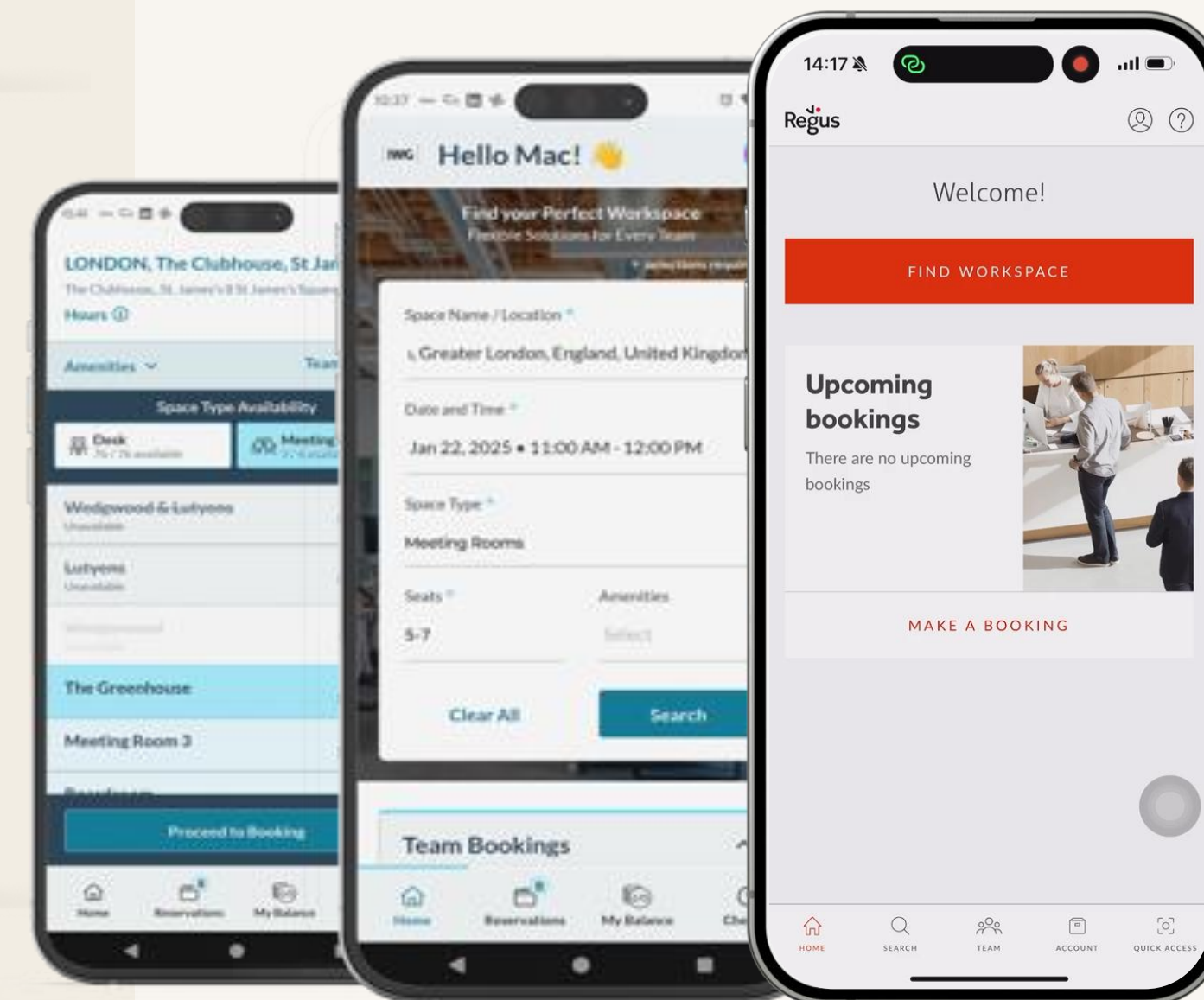
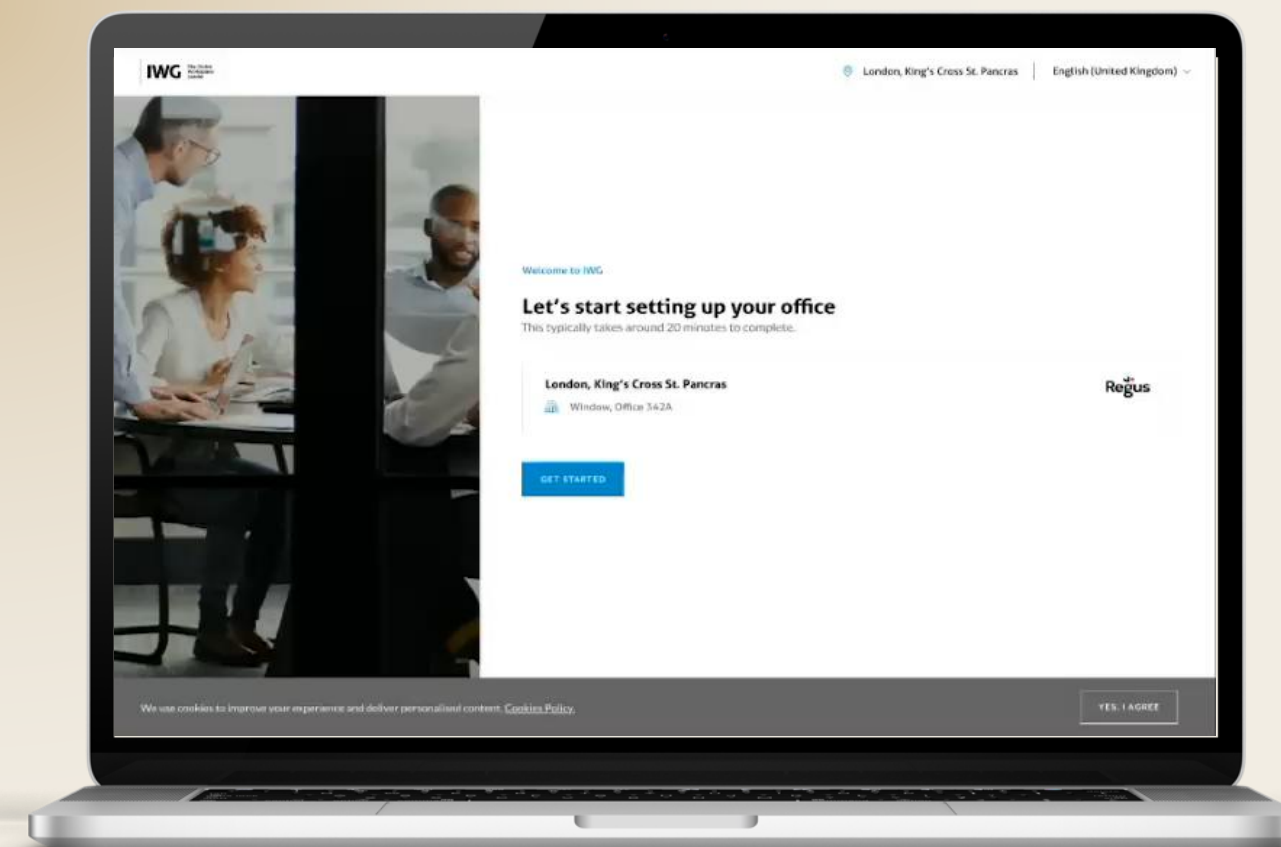
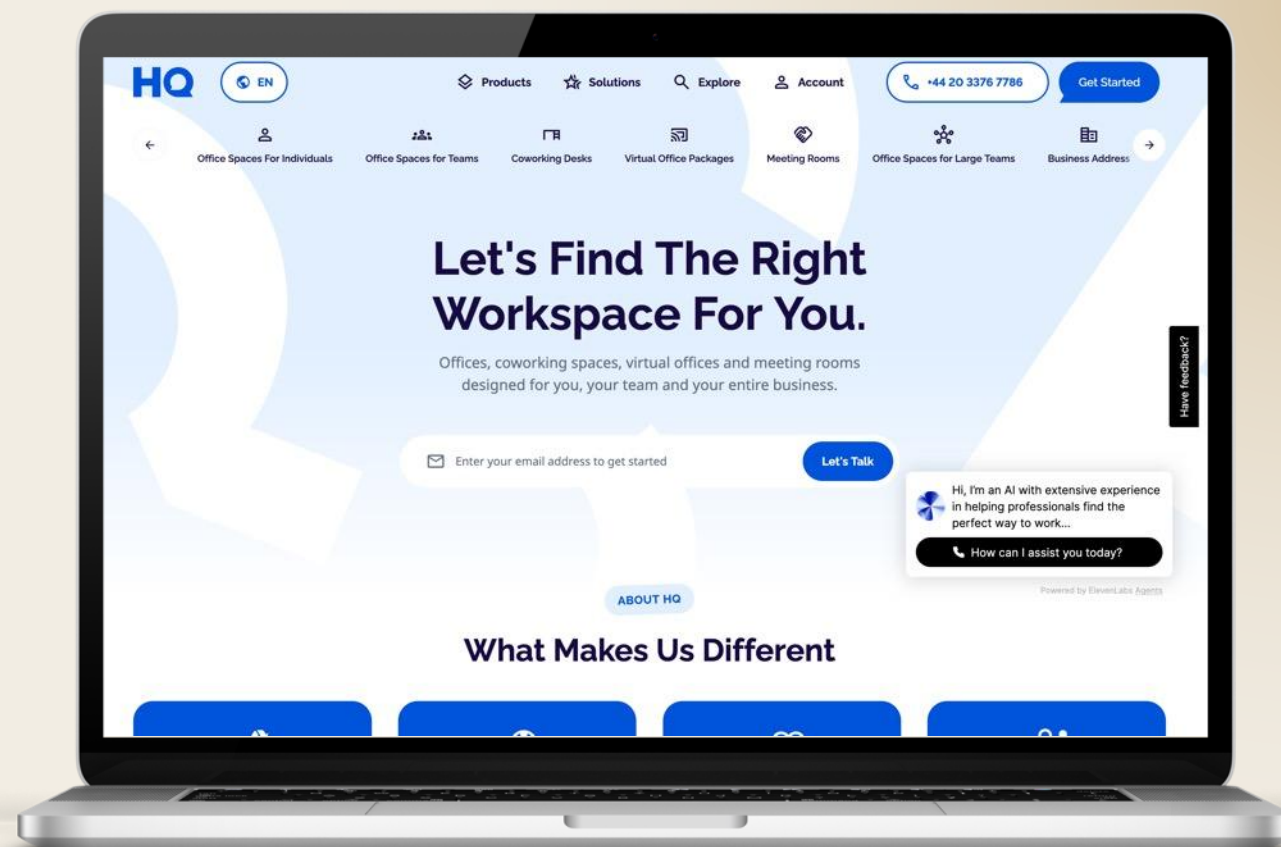
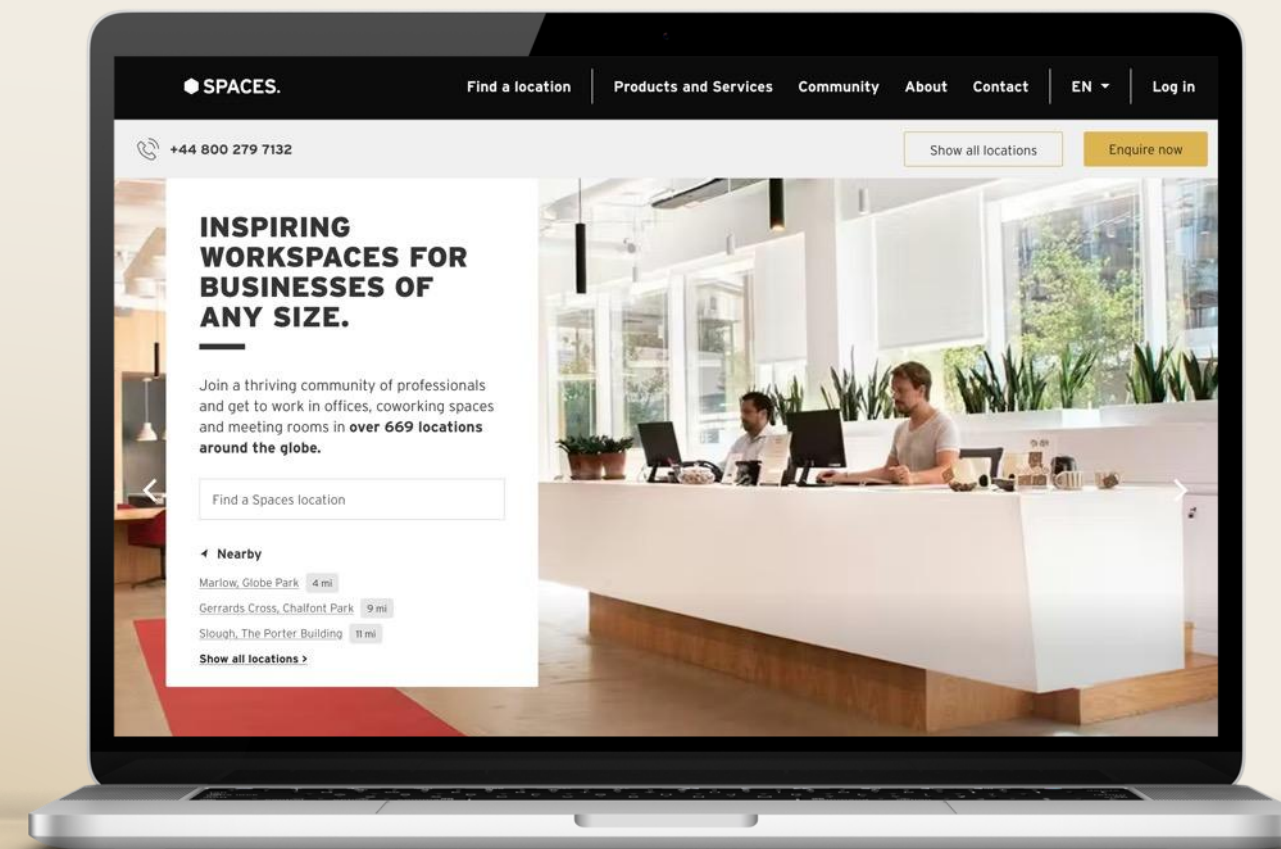
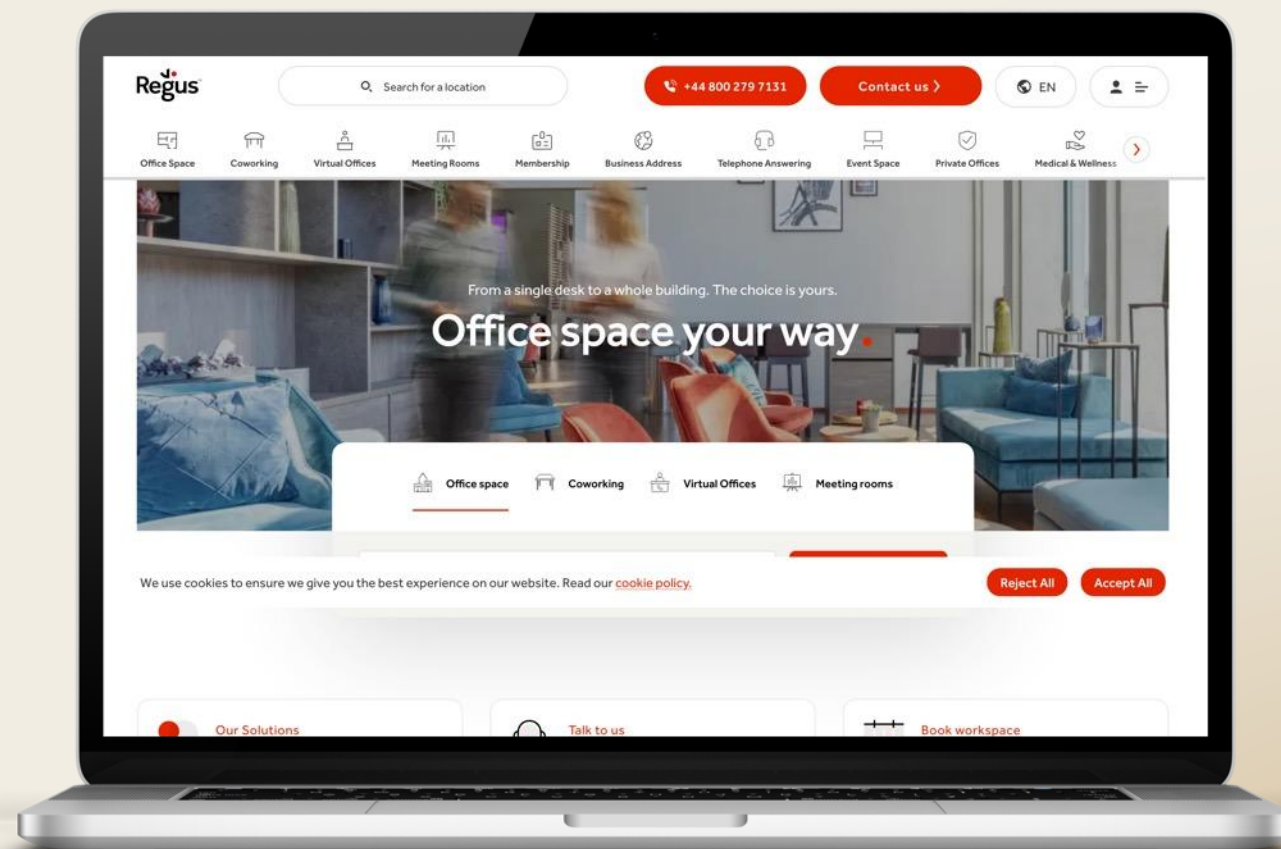
- Solving the full set of challenges that client's face
- More specialised formats and functional space
- Outsourced large-team solutions
- Advanced real-time data and insight
- Advisory services and productivity tools

We now have a solution for almost every hybrid work use case, from a single freelancer to a global enterprise

Investor Day - December 2025

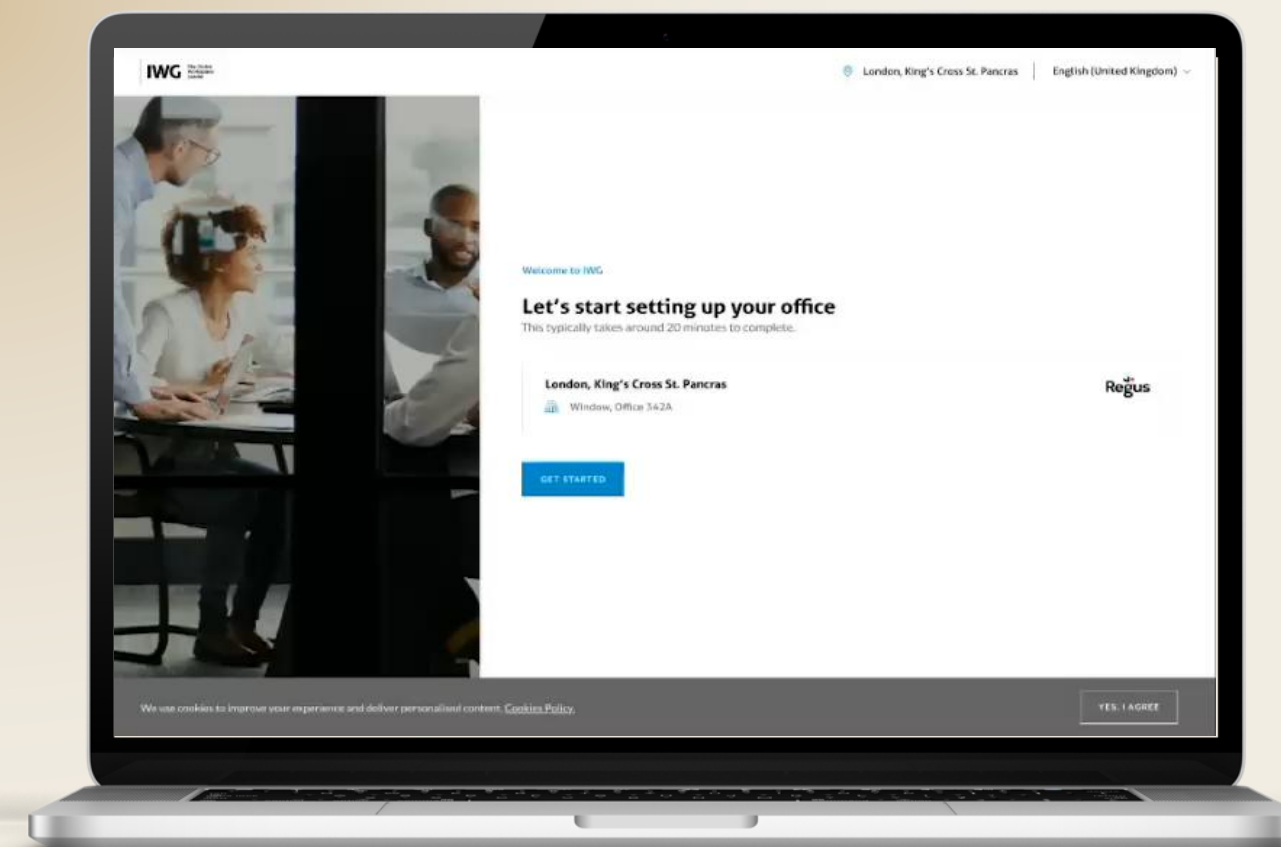
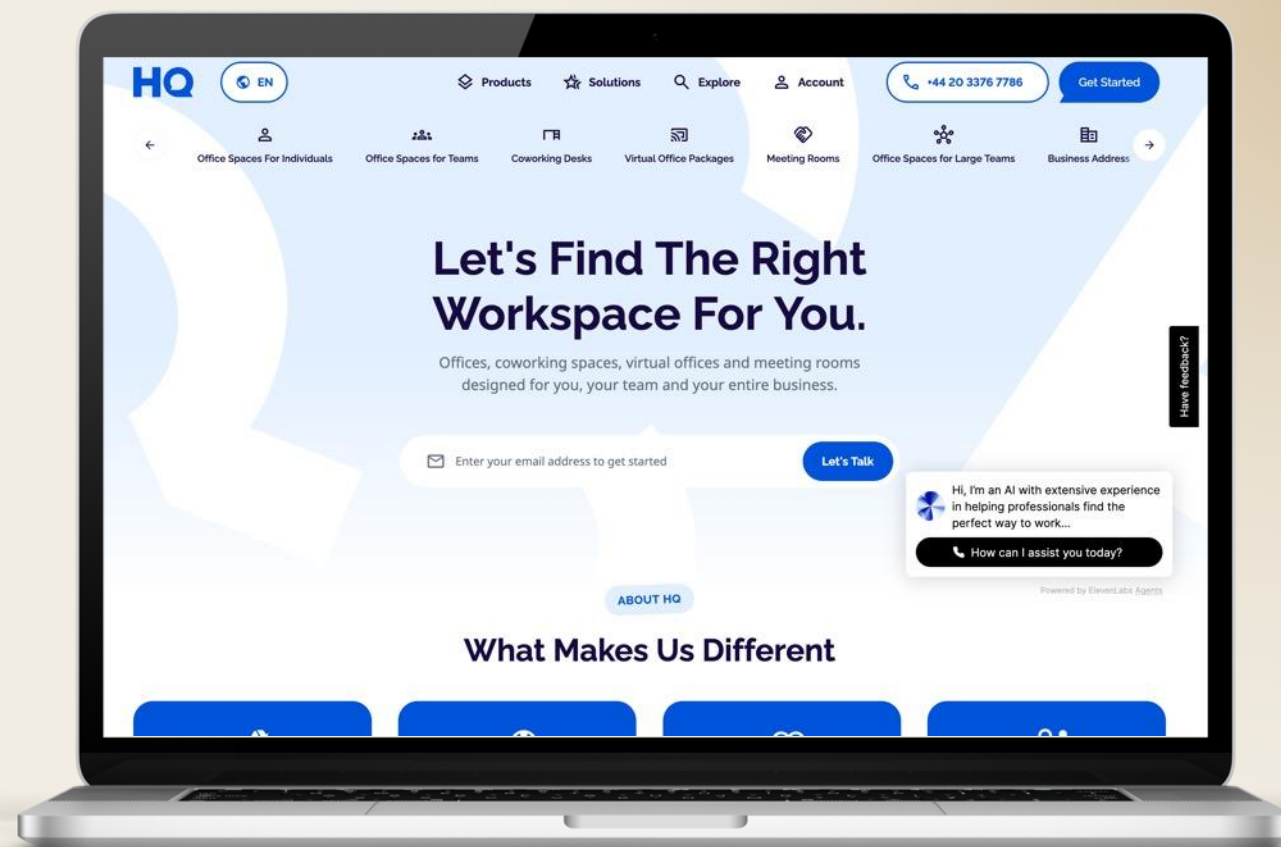
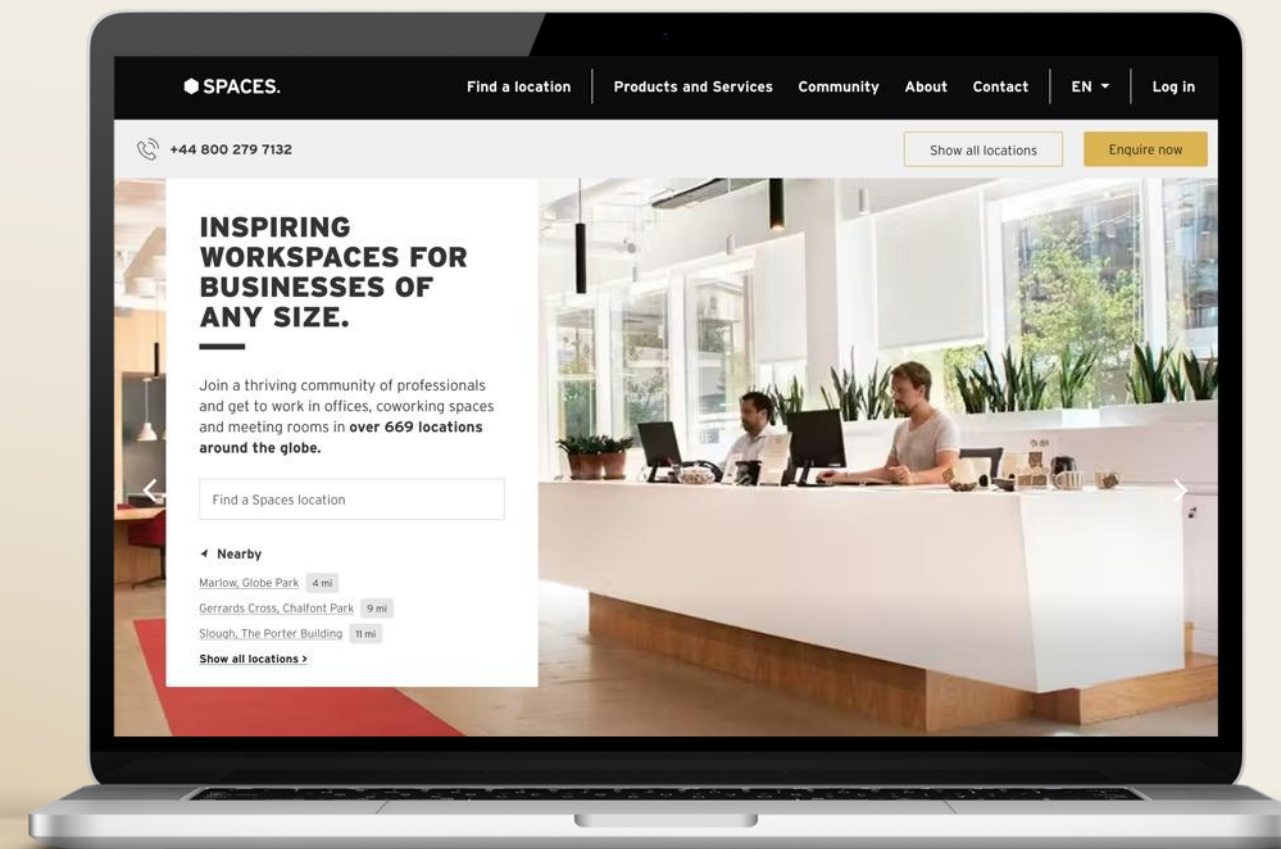
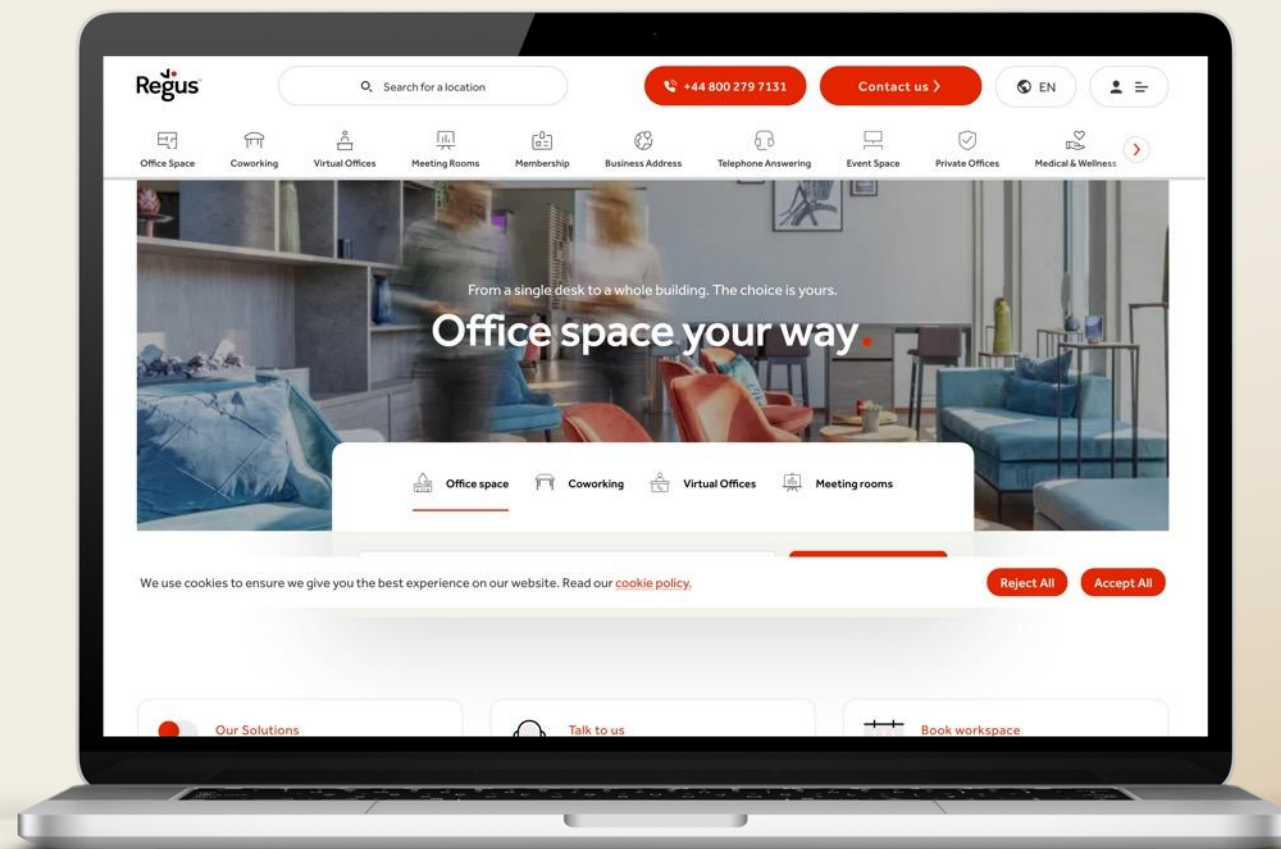
Our digital platform for clients

- 27 digital properties
- 3 million monthly visitors
- 80,000 monthly downloads



Investor Day - December 2025

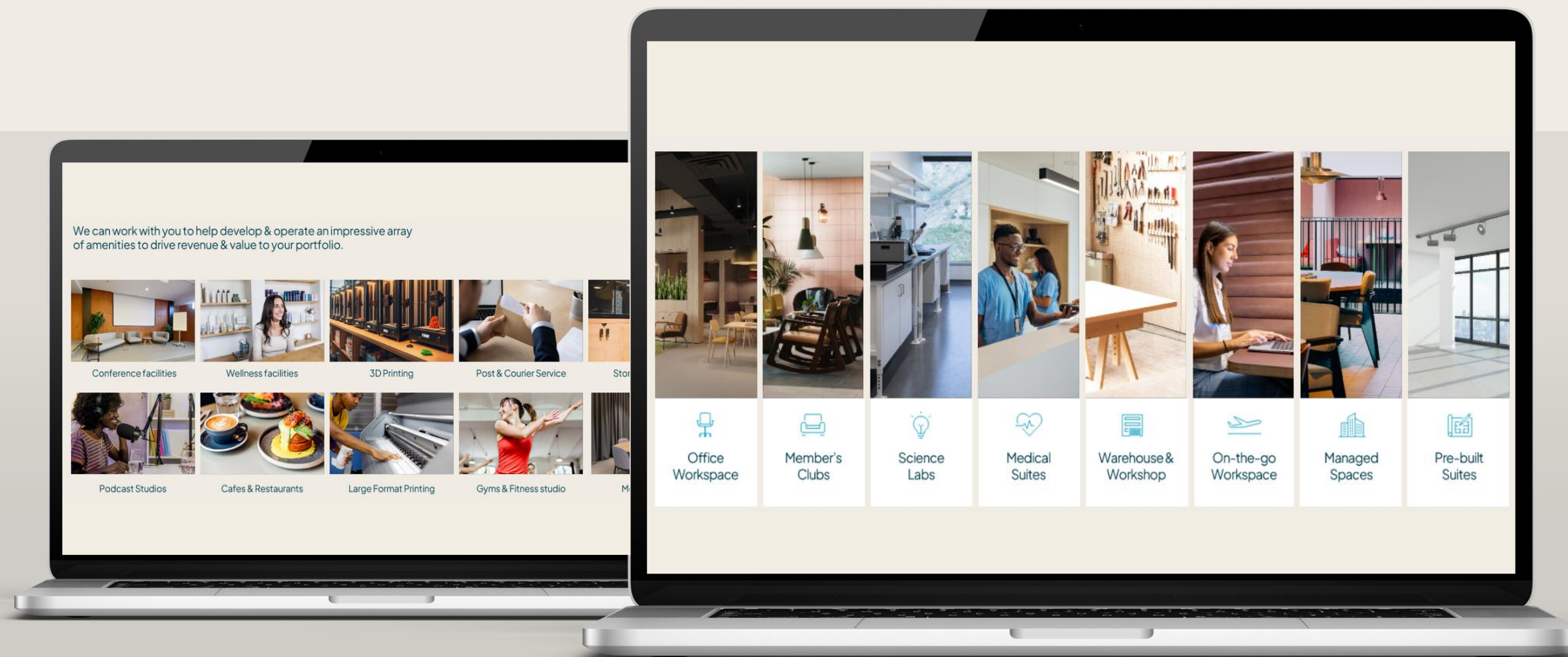
Our digital platform for clients



- One platform, many entry points
- Single gateway to search, book, access and manage workspace
- API layer lets brokers, partners and enterprises integrate directly
- AI optimise inventory, pricing and client experience across the network
- And enterprise controls and insights give large clients dashboards to manage teams, spend and usage globally

Deliver any workspace, any service, anywhere in the world – in seconds.

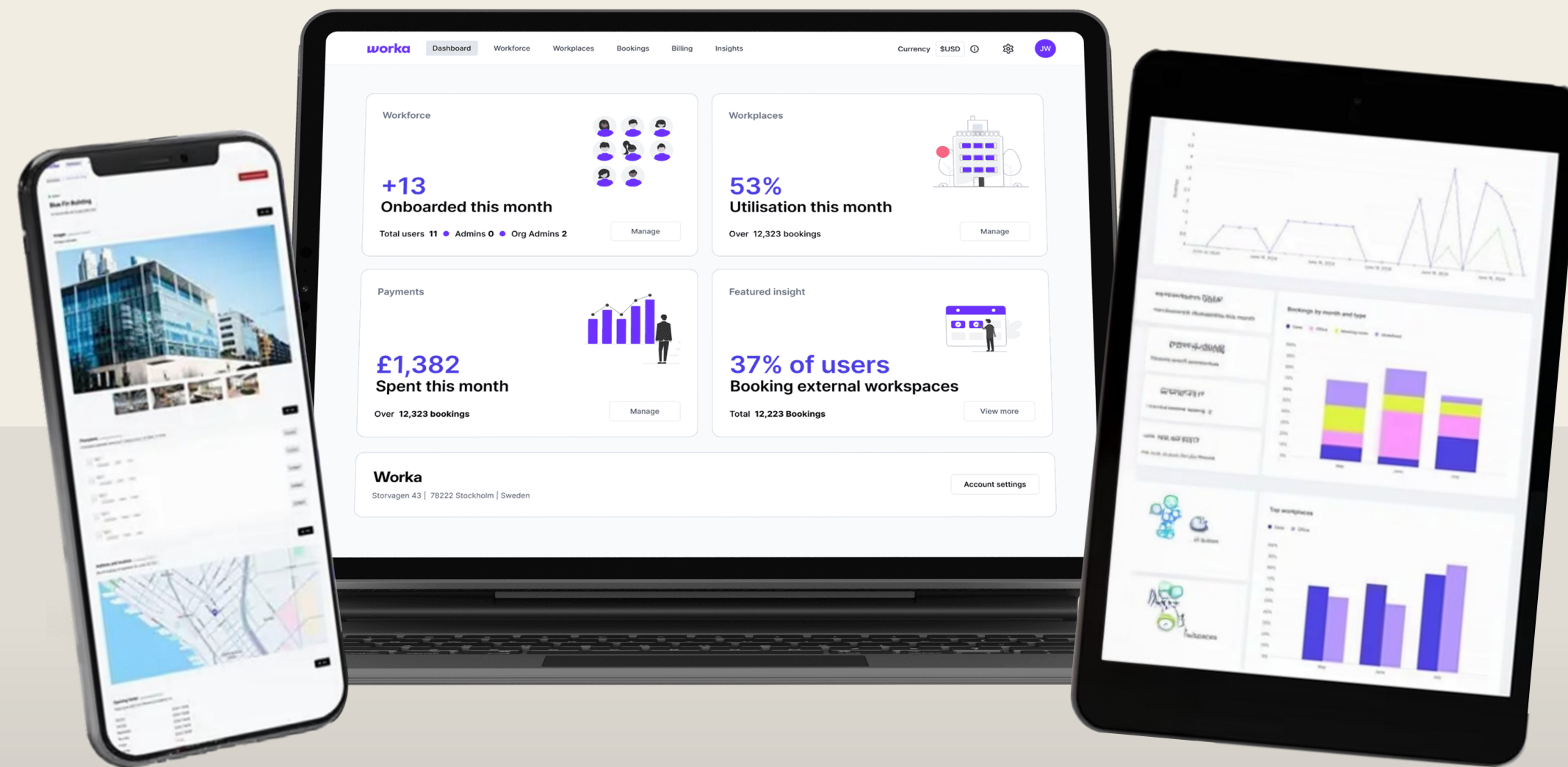
Our proposition for landlords



- **Advisory:** using data and operating experience to advise property owners
- **Certification services** for occupant wellbeing, sustainability, operational excellence – which drives demand and pricing.
- **Portfolio of workspace products:** from office and managed suites to members' clubs, science labs, medical suites, maker and workshop space, cafés, wellness and gyms.
- **A platform** that productises space into a diversified, in-demand offer, helping partners unlock value from day one and build long-term resilience into their assets

Turning buildings into higher-value, higher-performing products.

Our digital platform for landlords



On Demand:

Real-time insight into who's searching, for what, and which products are resonating – a live pulse on market demand.

On Market Insights:

Benchmarking against city, region and global network – what formats sell, where utilisation is strongest, and what would unlock the next step of value.

On Revenue:

Bookings, spend and occupancy across every product in the building – today, this week, this month – and a clear view of where uplift will come from.



Visibility



Control



Insights

Proposition: More products and services to come

- New Membership packages
- New Service bundles
- New On demand
- New market presence packages
- New office range
- New outsourced formats
- New functional and speciality space range



- ✓ Own digital platform
- ✓ Digital channel partners
- ✓ Direct sales teams to clients
- ✓ Strategic partners and resellers network

Proposition

Client Benefits at scale

Eco-system of curated partners to deliver best in market offer to clients

Travel services



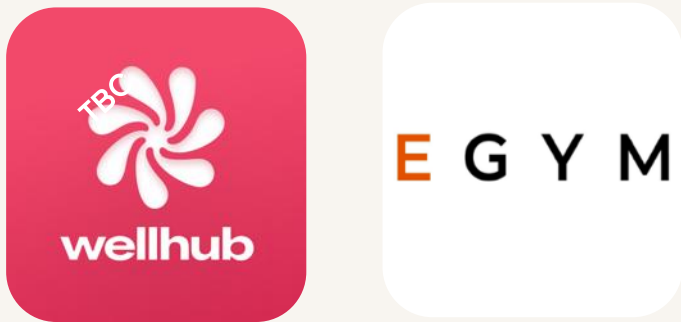
Insurance



Gifting



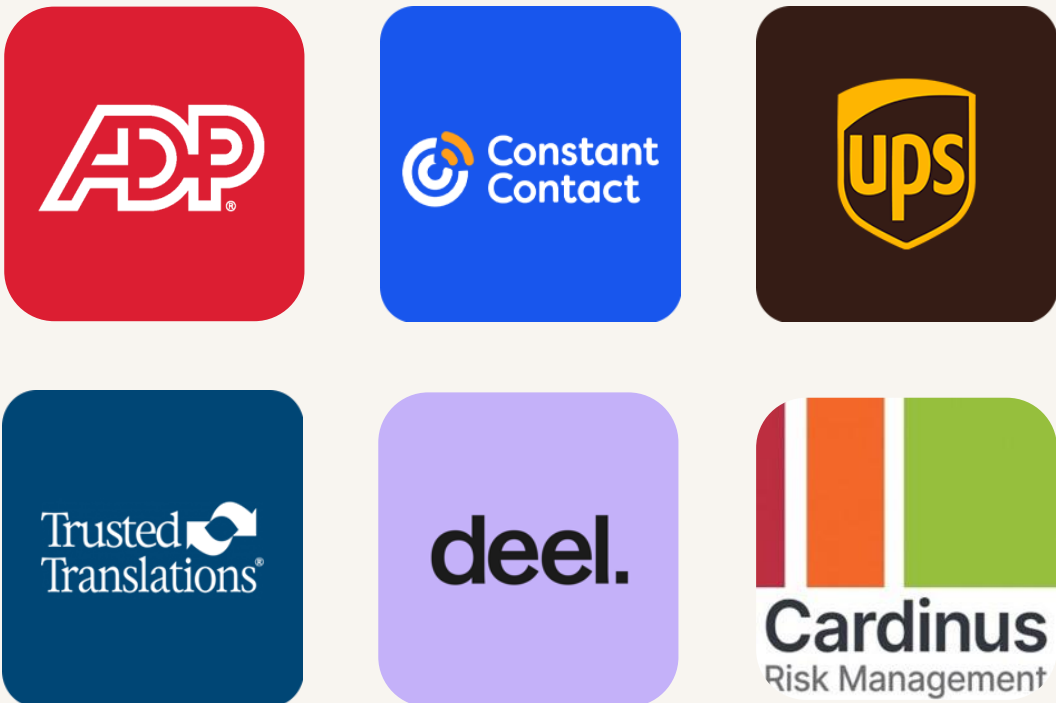
Health & Wellness



Operational Supplies

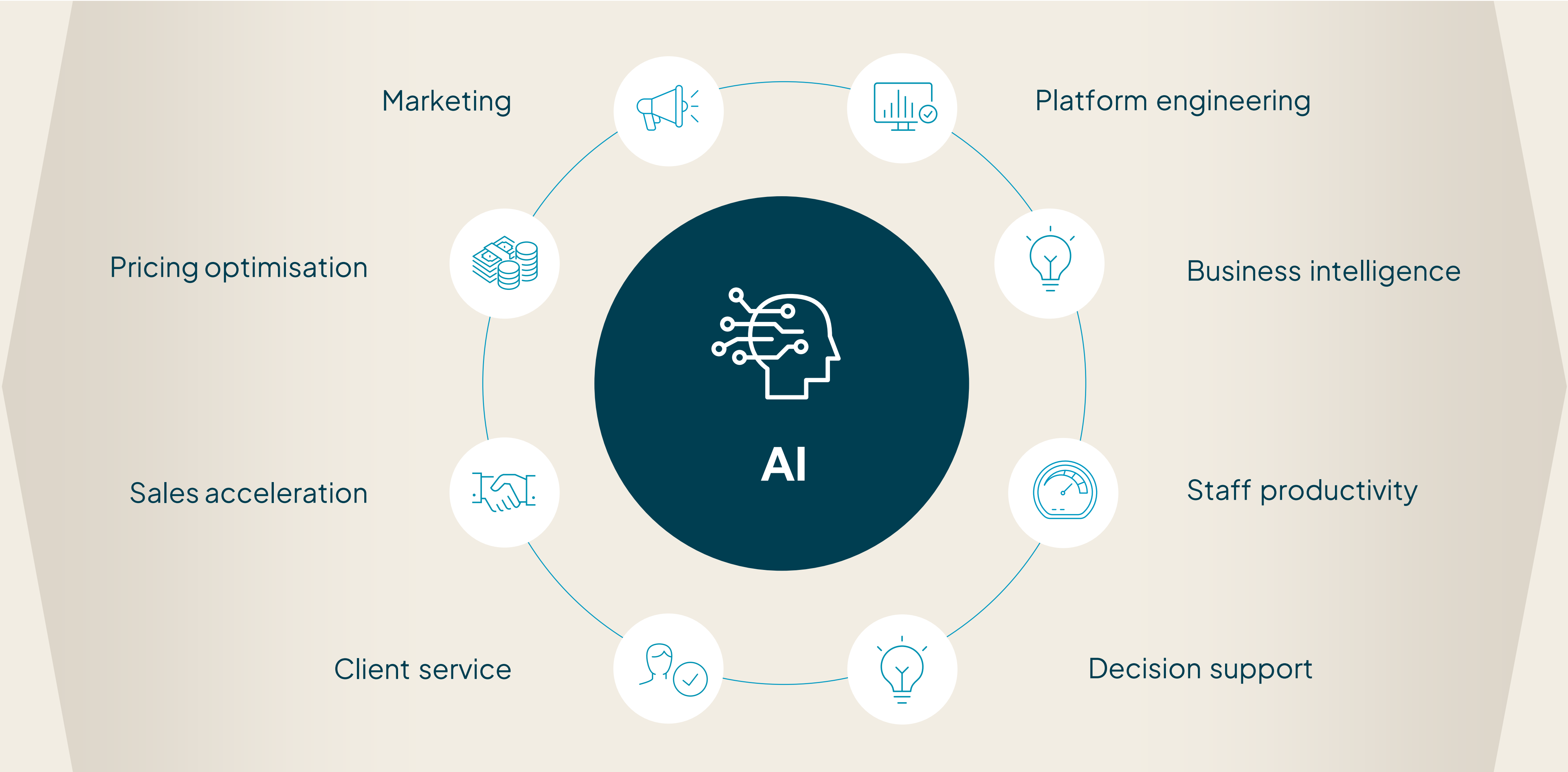


Business Services



Technology





We have the critical pillars in place



Team, Structure & Capabilities

Operating model with the leadership, skills and processes to deliver at global scale;



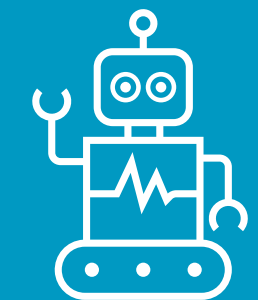
Strategy

A clear, coherent plan for what we're building, who it's for, and how it grows the portfolio;



Proposition

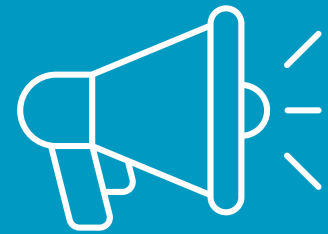
A productised platform for clients, landlords and partners, providing scalability



Technology

Modern, API-first, data-rich stack that supports a multi-brand, multi-product, multi-partner world

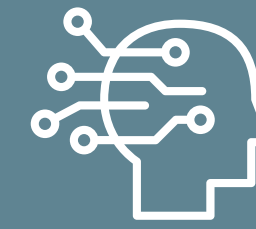
| Conclusion



Our proposition
has tripled in
scale



Network is
continuing to
grow



Our digital
platform is
delivering