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**'WE SEE A WORLD EMERGE,
IN WHICH SCIENCE FICTION
NO LONGER EXISTS'**

As an entrepreneur, what do you know about VR, AR, IoT or Blockchain? Presumably not that much. Still, you are likely to be confronted with these phenomena. If so, it's useful to have a partner that knows its way around technology — as well as all those other worlds that are not part of your core business. Intertrust provides businesses with a supportive environment.

INTERTRUST

For a long time, real estate was all about bricks, but nowadays it is also more and more about technology. Technological development and automation have a firm hold on the property sector. Developments are dazzlingly fast and really shake up the world of property brokers, surveyors, fund managers and technical managers. All the more reason for Intertrust to keep track of these trends, as their clients expect them to, say Paul de Lange and Mark Roerink.

‘Ten years ago, a trust agency was not expected to actively engage in day-to-day management. That has changed. We often form part of boards and share our thoughts about legal and fiscal matters. Therefore, knowledge about our clients’ business is a real must.’

WHAT CHANGES DO YOU SEE IN THE WORLD OF PROPERTY INVESTMENTS? ‘The most obvious conclusion is that there no longer appear to be any limits to what is possible. Thanks to technology such as Virtual Reality (VR), Artificial Intelligence (AI), drones, et cetera, we see a world emerge in which, funnily enough, Science Fiction no longer exists. Take the retail sector. It had to re-invent itself before, due to the influences of online and omni-channel, and now this sector again finds itself on the brink of extreme changes.

CAN YOU OUTLINE THAT SCENARIO? ‘Just imagine walking into a clothing store, where all you need to do is agree to the terms and conditions, state the budget you are willing to spend on a new outfit, and specify the type of occasion. Then you take place in front of a mirror that, through Augmented Reality (AR), shows you a number of clothing combinations on your body in quick succession. You no longer need to change clothes yourself. You can stand up, remain seated or move freely. The system perfectly reflects how clothes would fit you. Subsequently, you leave the store. When you come home, there’s a package waiting for you, containing the perfect outfit that did not involve any difficult choices on your part.’

THAT ACTUALLY SOUNDS A LOT LIKE SCIENCE FICTION... ‘It does, doesn’t it? Still, modern technology already makes this possible.’

HOW EXACTLY DOES IT WORK? ‘Upon your approval, the store owner gains access to your online footprint (most of us have one nowadays). On the basis of this footprint, your preferences can be accurately determined through a combination of Big Data and learning algorithms (AI). Thanks to Augmented Reality, you can see in the mirror how certain combinations suit you. A camera observes your facial expression and your pose, and AI can perceive without any other input which clothes you like. Meanwhile, the camera also takes your measurements – just as easy! On the basis of all those inputs, ‘the system’ can choose what’s optimum for you. On leaving the store, the sale is concluded, followed by a collection order, and a drone has delivered the perfect outfit to your home before you even managed to get there. After unwrapping, you think, ‘what a lovely structure this fabric has, and what wonderful colours! But AI knew all that even before you switched off your alarm clock in the morning.

This is an extreme example, which may not become reality in this form, although current technology would certainly enable it, Especially if all those technologies are combined, anything seems possible. Then you suddenly realise that you’re living in a special era and look in awe at what the future will bring in the field of technological innovation.’

LET’S GO BACK TO TODAY. WHAT DEVELOPMENTS DO YOU CURRENTLY SEE AMONG THE PARTIES YOU ARE DOING BUSINESS WITH? ‘We see a wide range of examples where our clients are applying the technological developments, infamously labelled the “essential eight”. For instance, the Internet of things (IoT). Investors focus on sustainable, zero-energy buildings where smart technology can yield significant energy savings for users. Take buildings that are armed to the teeth with sensors, so that energy is waisted in spaces that are not – or hardly – used. Another example are

WHAT IS INTERTRUST ABOUT?

Intertrust provides international companies, funds, capital markets and affluent individuals with high-quality, tailor-made administrative services. Property investments are a key focus area. The company supports local and international real estate parties in their funds maintenance and/ or investment companies in a wide variety of property segments. Intertrust helps its clients navigate through the increasing complex local and global regulations, and offers solutions, so that they can allow their companies to grow efficiently and responsibly. Moreover, Intertrust ensures that clients comply with all legal and administrative obligations and are thus good ‘corporate citizens’. Intertrust employs more than 2500 specialists working from 41 offices in 29 countries.

CORPORATE OUTLOOK 2019

Paul de Lange & Mark Roerink

WHAT ARE YOUR PLANS FOR 2019?

We are actually looking somewhat further ahead, having just worded an outlook up to 2021. There are plans on three points.

1. CLIENTS & SERVICES
A considerable part of our growth will be derived from extending and diversifying our services portfolio. Particularly extending our services for fund administration and capital markets are pivotal, where we shall invest in increasing existing solutions and developing new client solutions.

Also, we continue focussing on other mergers and take-overs to enter new markets, similar to, for example, our recent take-over of Seed Outsourcing in Australia. Moreover, we shall study various scenarios to improve our service by means of standardisation and we shall boost our competitive position by centralising some activities.

2. INNOVATION & TECHNOLOGY
We are working on the development of a solid and robust technological basis to give our clients insight into, and transparency and control over, their entities through a dynamic client portal.

Technological development is one of the main differentiating factors for service providers like us, and it is our ambition to drive that change in the sector.

3. OUR PEOPLE
Intertrust offers a wide range of learning and development opportunities, including the Intertrust Academy, One Journey and a successful Global Mobility programme. satisfied em-

ployees who can continue to develop themselves, combined with a strong brand reputation, contribute to our business success, hence our maximum investment.

KEY CHALLENGE?
War on talent – recruiting and holding on to talent.

WHAT WILL INTERTRUST DO DIFFERENTLY IN THE YEAR TO COME?
In the year to come, our strategy will pivot on technology and innovation.

PERSONAL

Paul de Lange & Mark Roerink

WHAT WILL YOU DO DIFFERENTLY FROM IN 2018?

Paul: ‘Focus more on my own time use. I shall dedicate myself to developing solutions for our clients.’
Mark: ‘Focus more on personal reflection and fitness.’

WHAT’S IN YOUR DIARIES TO LOOK FORWARD TO?

Paul: ‘In February, I’ll be going back to school to study part-time.’
Mark: ‘A number of great sports activities, plus a search for a brilliant summer holiday.’

ANY NEW YEAR’S RESOLUTIONS?

Paul: ‘It’s a cliché, but disciplined sports/ exercise.’
Mark: ‘Tapping into lots of positive energy.’

WHAT WILL YOU PAY MORE ATTENTION TO? WHAT WILL YOU CUT DOWN ON?

Paul: ‘More time for family and friends, less “screen time” through computer and phone. In short, making more conscious choices regarding pastime.’
Mark: ‘There is never enough time for family, although I’m afraid most of our time is spent on the children’s sporting commitments.’

CORPORATE REVIEW 2018

Paul de Lange

THE CHIEF LESSON 2018 TAUGHT ME WAS...

Spend your time on activities that come under “important” and “long-term”. Making conscious choices in those categories makes work so much more fun.

HOW DO YOU GRADE 2018?

8 out of 10
KEY MOMENT
Prospect presentation, pitching for worldwide service provision, the biggest deal I have ever personally supervised (together with colleagues) so far.

BEST BUSINESS LUNCH OR DINNER

Hamburgers and beer in Cannes, during MIPIM, with a befriended office. It contrasted beautifully with the extreme luxury and the entire table was evidently enjoying the simplicity of our menu.

BEST TRADE FAIR

EXPO Munich, so well organised!

MOST BEAUTIFUL TOWN

Munich
MOST SURPRISING NEWS
The news actually dated

from 2017, however, as from this year, we have a new branch director in the Netherlands and a new CEO.

MAIN BLOOPER
Missed out on a large assignment due to not interpreting things entirely correctly; that won’t happen again.

BEST NEW RETAIL CONCEPT
It is generalist: but to me, stores that provide an experience rather than a vast product range are the future.

WHICH APP DID YOU USE MOST?
LinkedIn

BEST BUSINESS BOOK
The Five Dysfunctions of a Team by Patrick Lencioni

PERSONAL REVIEW 2018

Paul de Lange

HOW DO YOU GRADE 2018?

8 out of 10
TOP SERIES ON NETFLIX
The Americans
SPORTING HIGHLIGHT
Installing a fitness tracker app. It really motivates you to exercise more regularly.

CHIEF JOY
Trip through Normandy with my girlfriend.

BEST BUY
Furnishing our home office. It’s so wonderful to have a really good workspace at home if you really need to finish something.

BEST CITY TRIP
Munich in April, with lovely summery weather.

HERO
My granddad (soldier, died in May 2017)

MISTAKE
Starting up a project with limited resources, which I solved by putting in lots of hours.

FIRST TIME
I organised my first seminar in March, very exciting. Proud of good reviews afterwards.

MAIN LESSON FROM 2018

Paul de Lange
During the year 2018, I have paid a lot of attention to the subject of personal effectiveness. As a part of this process, I have searched for what I most enjoy doing and have extensively analysed how I actually spend my time. It was really very interesting to list everything you spend



Paul de Lange

time on and then wonder what percentage of your time you really manage to allocate to your long-term targets. I have translated the out-comes into my plans for the years to come: I shall bring focus to my work and dedicate myself to what brings me the most energy: developing solutions to completely unburden our clients. Nothing gives me greater pleasure than positive reactions from clients and colleagues regarding the services we provide. It is not so much the services per se, but rather the way we present things. What also emerged was that I want to spend more time on my personal development. that's why I shall make a start with fulfilling my studying ambitions in 2019.

CORPORATE REVIEW 2018

Mark Roerink
THE CHIEF LESSON 2018
TAUGHT ME WAS...
Really understanding the client's or colleagues aim is a structural learning experience.
HOW DO YOU GRADE 2018?
Between 7 and 8 out of ten, there is always room for improvement.
KEY MOMENT
Obtaining our depositary permit from the Dutch Authority for Financial Markets to continue to serve RE fund managers in the regulated fund sector.
BEST MOVE
More focus on direct sales.
BEST BUSINESS LUNCH OR DINNER
Spontaneous dinners
FURTHEST CITY TRIP
Within EU
BEST DEAL
Positive transformation of area surrounding Amstelplein.

MOST BEAUTIFUL TOWN
From a retail perspective: Munich.
TOP 3 PROJECTS
Internal integration and external client projects.
MOST SURPRISING NEWS
The news-worthiness of the trust sector as a whole.
BEST PARTY
Intertrust summer party.
CHIEF ANNOYANCE
Bureaucracy
BEST NEW RETAIL CONCEPT
Applying Augmented Reality to bus stop advertising.
HERO
Coen van Oostrom
BEST FOOD CONCEPT
AH for paying without cash points.

PERSONAL REVIEW 2018

Mark Roerink
THE CHIEF LESSON 2018
TAUGHT ME WAS...
If you want to change something, start with something small.
HOW DO YOU GRADE 2018?
Between 7 and 8 out of ten
TOP SERIES ON NETFLIX
Must recommend the Dutch public channel NPO 3 due to Lubach op zondag, very funny and refreshing.
SPORTING HIGHLIGHT
One of the children's international football tournament.
CHIEF JOY
Swimming in the canal behind our house during the summer.
BOOK
Mythos by Stephen Fry
UNPLEASANT
Trump
REMARKABLE
Unfortunately, the year has flown by again.
BEST BUY
E-reader: weightless travelling.
HOLIDAY
Sardinia, really recommendable.
DINNER
Beach hut in Sardinia



Mark Roerink

serving local dishes that we cannot prepare in NL.
GOOD TRADITION
Friday night meal with the whole family.
BEST CITY TRIP
Copenhagen
BEST ARTIST
Coldplay
ADVENTURE
Travelling with the kids.
SPORTING HIGHLIGHT
Keeping fit.
UNFORGETTABLE
My kid brother's wedding
UNBEATABLE
Ajax
HEART WARMING
Performance by kids
WORRYING
Trump
HAPPINESS
Wife and kids
HERO
Boyan Slat
TOUGH
Cycling through the rain.
CHIEF ANNOYANCE
Not enough private time.
HEALTHIEST
Laughing a lot!

MAIN LESSON FROM 2018

Mark Roerink
If you need to achieve an important goal, small steps in the right direction are the best road to success. You need to replace taking decisions too quickly or decisions that are too big by achieving understanding of the stakeholders for intermediate steps. It takes a bit more time, but the result is better!

smart socket outlets, combined with sensors that notice certain spaces are not being used but still use up a lot of energy. This technological development has been emerging for years. Remarkably, investors that were not at the forefront of this trend, now pay close attention to these features in a property.

During the Expo Real in Munich, the number of booths dedicated to these technologies were quite heavily represented. The technology is often accompanied by an impressive user interface, enabling a manager to fully control energy use, air quality, lightning and water at a glance. Given the great need for sustainability certification, for instance BREEAM, from now on, this technology will be inextricably linked to any investment analysis.'

AND TO WHAT EXTENT IS VIRTUAL REALITY BEING USED IN THE PROPERTY SECTOR?_ 'Virtual Reality certainly has aroused the interest of many of our clients. VR provides sellers and developers with efficient and creative opportunities to increase awareness of their projects and to have clients experience a project as a result of which they become indirectly involved. Experiencing what a future renovation will look like also creates the opportunity to better satisfy the client's requirements. As a next step following VR, we also look at the rise of so-called Augmented Reality which combines images from reality with virtual properties. It is clear that the applications surrounding VR and AR (or even a combination of both) will raise traditional viewings to the next level.'

WHAT DO YOUR CLIENTS PARTICULARLY NEED?_ 'Automation solutions, from the need for continuous access to both statistical data (documents) and dynamic data (figures). Apart from that, there's a growing demand for scalable systems that can be implemented across borders, while the systems obviously must also communicate with each other. This specifically concerns systems that we use to keep records, manage documents, monitor progress or report to investors and/or the authorities. The property sector

is gradually gearing itself to minimising acts by means of automation, but uniformity of standardisation in processes and acts to do with a property transaction is still a long way away. Some parties are working on this, but their efforts still tend to be on a stand-alone basis.'

WHAT DOES INTERTRUST ITSELF DO REGARDING TECHNOLOGICAL DEVELOPMENTS?_ 'Where technology is concerned, our ambition is to "stop touching things" In other words: let's stop physically holding on to documents. We aim to introduce processes that take information from its source to the final destination in an automated way. As far as we are concerned, automation and efficiency go hand in hand, so that is a priority for our organisation. Simple as it may sound, realising it is extremely complex. This involves questions such as: which innovative solutions can be provided to optimise our services, so that our clients experience a better quality of service? How can we assume a stimulating and leading role, for instance in order to take the authorities on board? These are interesting issues that our colleagues are eager to share their thoughts about and participate in.'

WHAT MAY INTERTRUST CONTRIBUTE FOR ORGANISATIONS?_ 'The playing field in which businesses are operating is becoming increasingly dynamic. Legal and fiscal regulations are gaining complexity, and the impact of regulations continues to grow. Particularly businesses that are operating internationally are confronted with a maze of regulations that they need to comply with. We notice that our clients are struggling to do so. We often see that the joy of realising a project is waning due to the vast amount of preconditions that entrepreneurs need to engage in. That is not what they jump out of bed for in the morning. We do. That is why we provide an overall concept to completely shoulder our clients' burden. We have a huge network, and together we make sure that administrative, fiscal and legal preconditions are perfectly organised, so that they can fully focus on what enthuses them: their business.'