

14 DECEMBER 2021



MISSION... POSSIBLE

2022-2024 BUSINESS PLAN PRESENTATION

This presentation does not constitute an offer or an invitation to subscribe for or purchase any securities.

The securities referred to herein have not been registered and will not be registered in the United States under the U.S. Securities Act of 1933, as amended (the "Securities Act"), or in Australia, Canada or Japan or any other jurisdiction where such an offer or solicitation would require the approval of local authorities or otherwise be unlawful. The securities may not be offered or sold in the United States or to U.S. persons unless such securities are registered under the Securities Act, or an exemption from the registration requirements of the Securities Act is available. Copies of this presentation are not being made and may not be distributed or sent into the United States, Canada, Australia or Japan.

This presentation contains forwards-looking information and statements about IGD SIIQ SPA and its Group.

Forward-looking statements are statements that are not historical facts.

These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding plans, performance.

Although the management of IGD SIIQ SPA believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of IGD SIIQ are cautioned that forward-looking information and statements are subject to various risk and uncertainties, many of which are difficult to predict and generally beyond the control of IGD SIIQ; that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking statements.

These risks and uncertainties include, but are not limited to, those contained in this presentation.

Except as required by applicable law, IGD SIIQ does not undertake any obligation to update any forward-looking information or statements.

Index

- 1** **A resilient business model and an improving environment** **Pag. 4**
- 2** **Strategy is being adapted to the new trends** **Pag. 9**
- 3** **Strategic actions on operations** **Pag. 13**
- 4** **Key outputs and financial targets** **Pag. 45**
- 5** **Final remarks** **Pag. 49**



1

**A resilient business model and
an improving environment**

Covid interrupted our previous growth Plan...

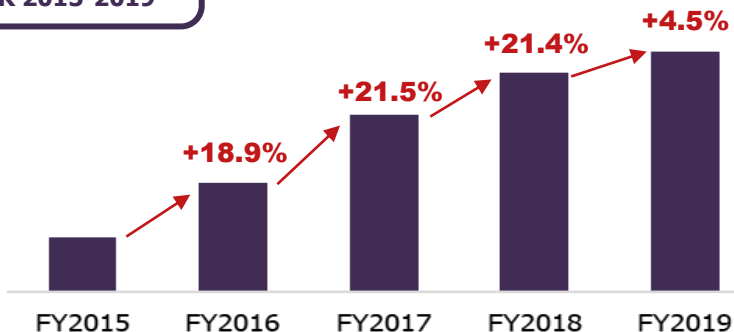


Where were we in 2019?

+16.5%

CAGR 2015-2019

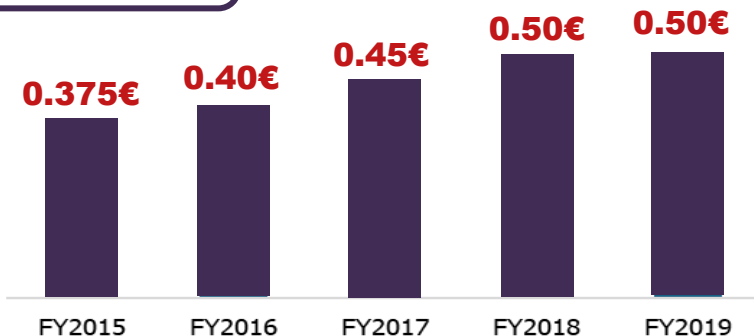
Funds From Operations



+33.3%

growth 2015-2019

Dividend per share



Spread of Covid-19



**2020/2021:
Struck by a «tornado»**

131

days of closure

Italy: non essential activities
(2020+2021)

€27M

impact on FFO

Covid direct impacts on FFO
(2020+2021)



**Measures to preserve the
financial structure**

- €55M

investments

Capex reduction
(2020+2021)

0.228€

2020 dividend



2021 dividend

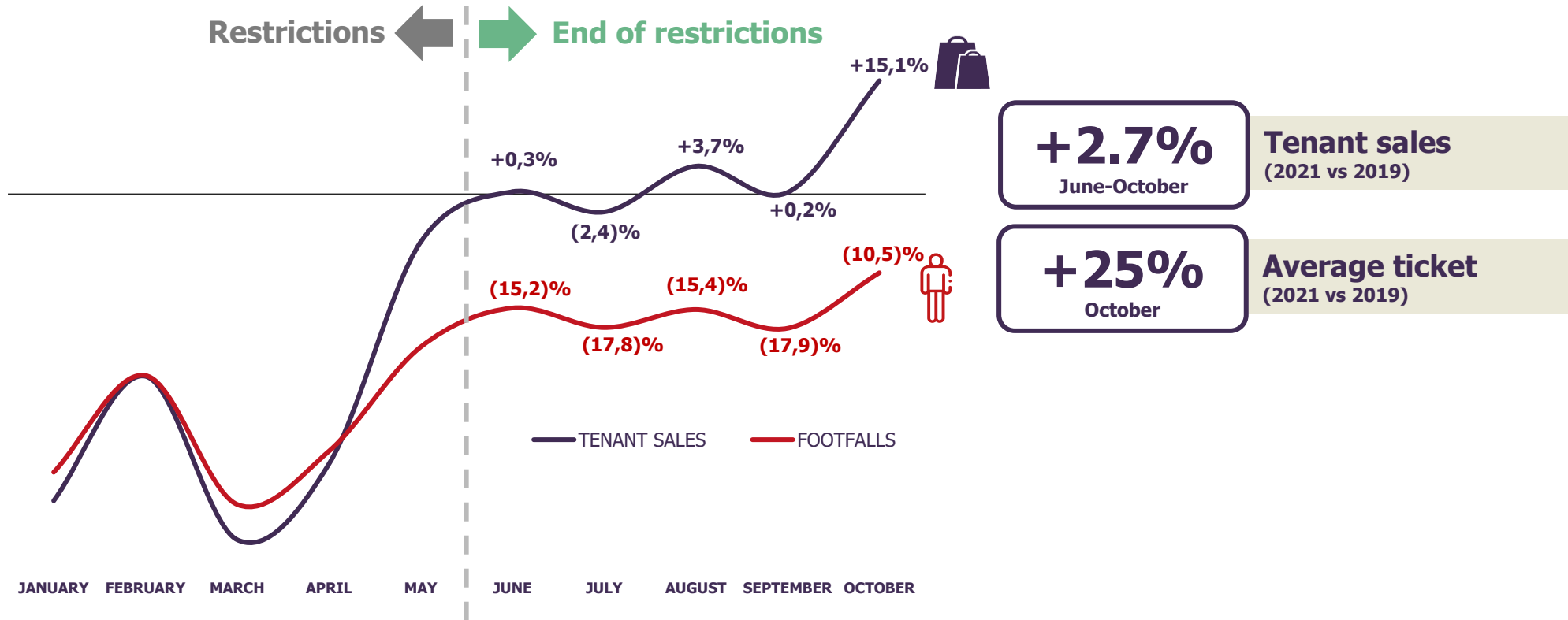
Dividend reduction

...but our business model has proved resilient...



...and very positive answers have come from our visitors

Operating performances 2021 vs. 2019 (Italy malls)



The noticeable recovery in the operating performances confirms the validity of IGD's business model and the appeal of our shopping centers. Physical shopping is still key for consumers

Italian economy is growing

2021-2024 CAGR



+3.5%



+3.4%



Some key elements

1 NextGen EU

€222bn funds inflowing to Italy thanks to the National Resilience and Recovery Plan («Piano Nazionale di Ripresa e Resilienza»)

2 Manufacture/Export

Italian manufacturing production is better than main European countries

3 Reforms

Several reforms planned (PA, justice,...) as a further growth factor

4 Construction

Construction is booming thanks to the important incentives set up by the Government (110% bonus, etc.)

Not a «technical rebound», but a phase of economic growth, based on several pillars, that could run for longer



Inflation rate



IGD will benefit from contracts indexation



2

**Strategy is being adapted
to the new trends**

Covid is accelerating some already existing global macro trends



Urbanization

- Big cities but also medium-sized ones
- Proximity
- Adaptation/Conversion of urban areas (smart mobility/working)



Quality of Life

- More attention on wellbeing, physical activities and personal care
- More health clinics both public and private spread around the country
- Shopping and services close at hand
- Healthy/fresh food



Digitalization

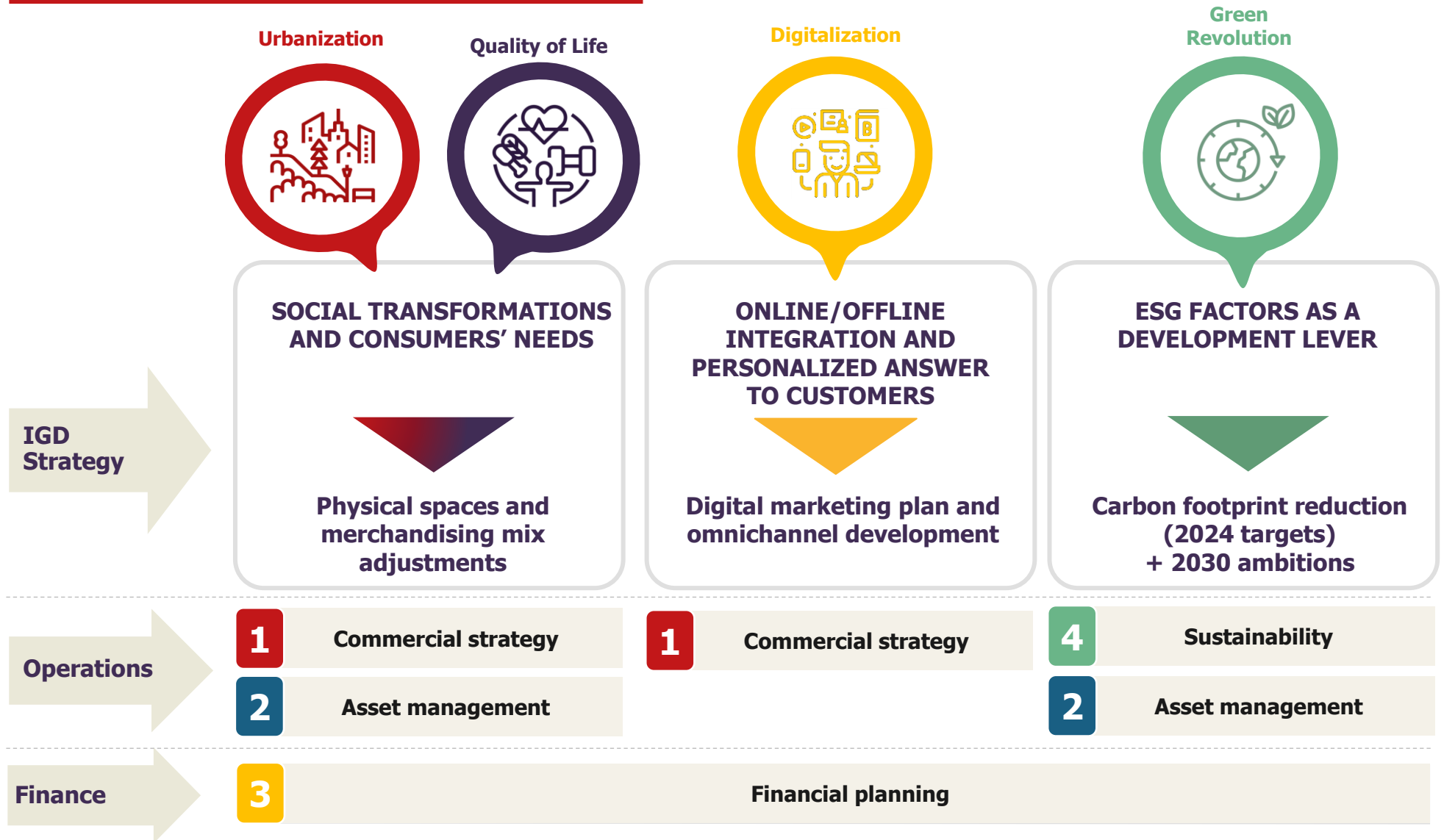
- Always online
- «Everything now»
- Personalized offer/services
- More online/offline integration



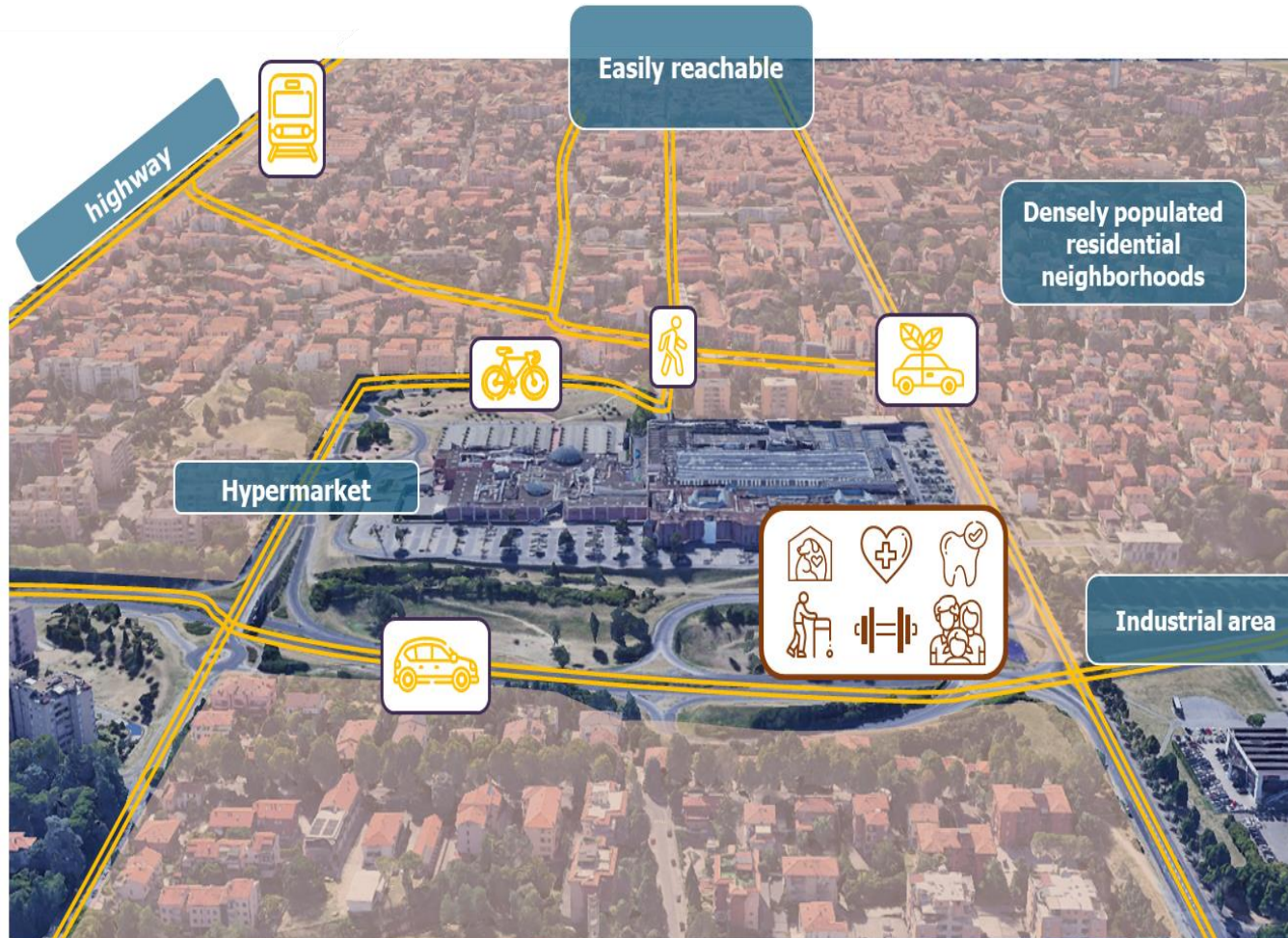
Green Revolution

- Fighting climate change and change in energy sources
- Emissions and waste reduction
- Electric vehicles
- Green and sustainable finance

IGD's strategy answers to new consumers needs...




...leveraging on an effective business model



A typical example: Centro Leonardo Imola (BO)

 **Dominant (1)**
Our assets are the dominant retail destination in their catchment area

 **«Urban» shopping centers**
Easily reachable (about 4km far from city center on average)

 **Strong food anchor**
Hypermarket has a strong attractive role for everyday shopping

 **Not only shopping but also services for community**
Dental clinics, medical clinics, pharmacies



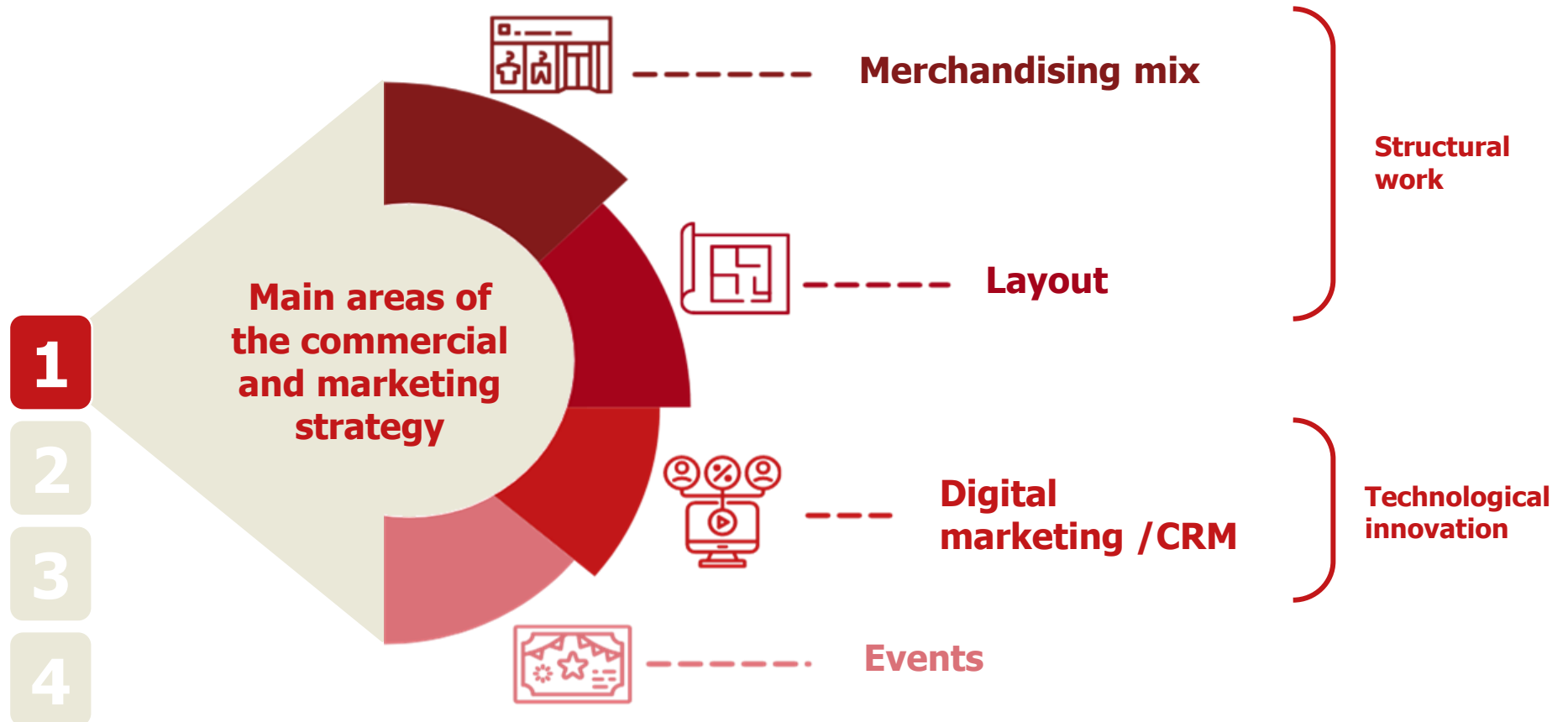
3 Strategic actions on operations



Commercial and marketing strategy

COMMERCIAL
STRATEGY
TARGET

Development of commercial and marketing plan keeping in mind
the features of each asset and their specific catchment area



Merchandising mix: scalable and replicable models




Health and Wellbeing

Best practices in place

- ✓ **21 dental clinics** opened from 2013 and 1 medical center opened in 2021

Dental Pro @ Le Maioliche



Dyadea @ Centro Borgo



Target

2022

- ✓ **2 Medical centers**
- ✓ **2 Fitness centers** (6,000 m²)

BEYOND

- ✓ Services for citizens/families
- ✓ New tenants and new formats
- ✓ Healthcare facilities



Household goods

- ✓ **5,500 m² shops** (house furnishing, accessories and monobrand) opened in the last 2 years (including 3 Happy Casa and 1 Mondo Convenienza)

Mondo Convenienza @ ESP



Happy Casa @ Clodi



2022

- ✓ **Signed agreement with Portobello** (3,200 m²)

BEYOND

- ✓ Scouting of new tenants and new format to extend the offer



Food court

- ✓ **8 Pokè restaurants** opened in 2021 and **5** in 2022
- ✓ **>1,000 m² of restaurants** opened in 2021

Poke Sun Rice @ Centro Leonardo



Le frit sé chic @ Centrosarca



2022

- ✓ 1,600 m² new openings

BEYOND

- ✓ Ethnic/bio/healthy/high quality restaurants
- ✓ Food truck in the external areas and family restaurants with playground areas

Merchandising mix: scalable and replicable models




Tech

Best practices in place

✓ **15 new shops** opened in the last 2 years

Med Store @
Centro Nova



Mi Store @
Tiburtino



✓ **3,000 m² of shops** opened in the last 2 years,
including JP Sport and King Sport

JD Sport @
Centro Nova



King Sport @
Le Maioliche



✓ **8 Pepco** opened in the last 2 years equal to
4,900 m²

Pepco @
Centro Lama



Pepco @
Centro Casilino




Sport

Target

2022

✓ **1 new Unieuro store**

BEYOND

- ✓ New brands and focus on emerging brands
- ✓ Specialized shops for gamers
- ✓ Shops of remanufactured high tech products

2022

✓ **1,850 m² next opening** in Centro Leonardo

BEYOND

- ✓ Specialized retailers complementary to the sports areas developed outside and shops specialized in motorcycle accessories



Family store

2022

✓ **700 m² with contract signed**

BEYOND

- ✓ Shops and services dedicated to children
- ✓ Leisure areas dedicated to children



External Areas

Creation of new spaces with external food court, sport and entertainment areas,... **in unused outdoor areas** (parking lot, rooftop)



Work in progress on the rooftop of Centro Casilino

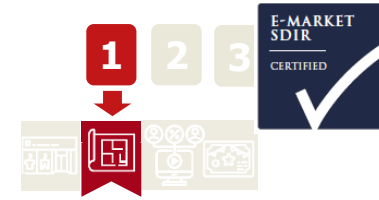


Smartworking Areas

Creation of smart working/studying areas inside the shopping center



Layout project: a new life for the external areas



Use of currently
unproductive areas

Increase of the services
offered to customers

Cross selling activities
external services/malls' shops



Padel courts



Photovoltaic systems

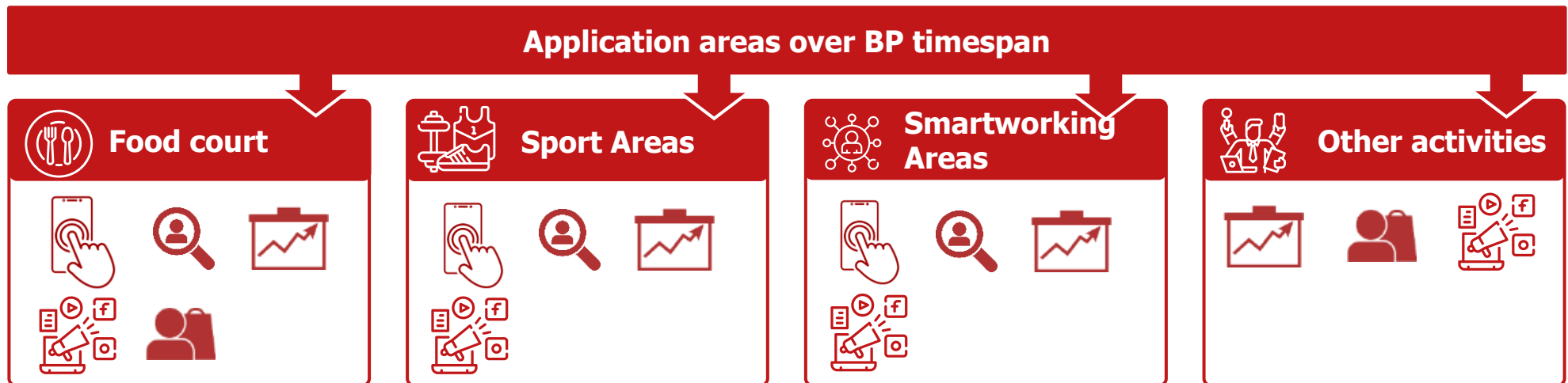
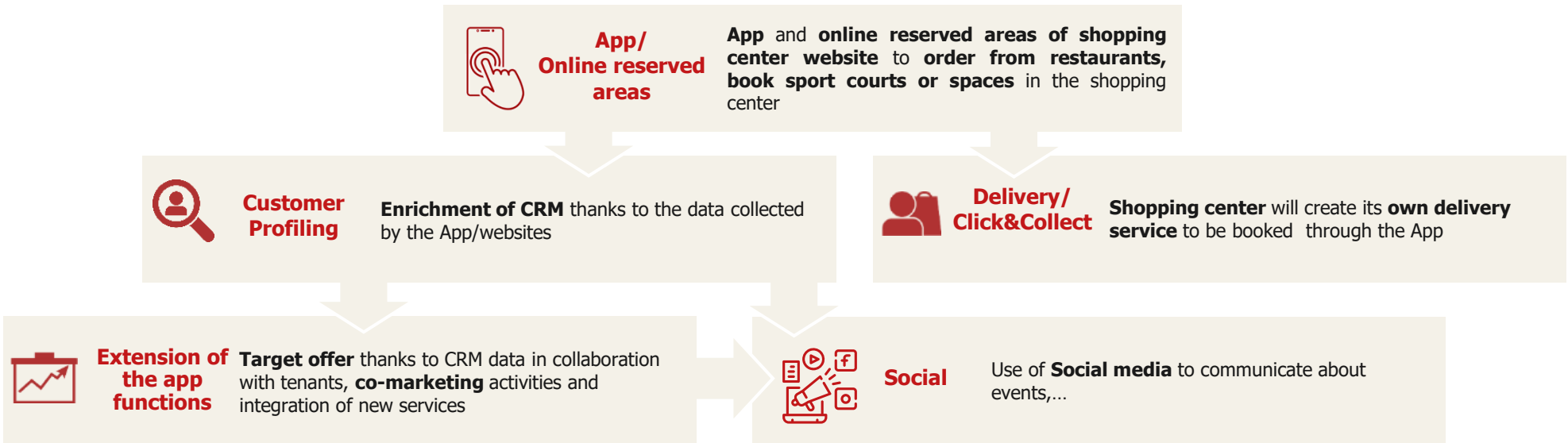
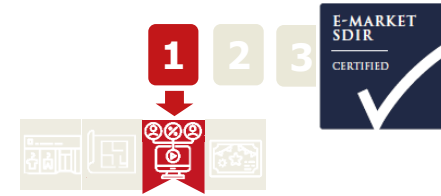


Food truck/Riders areas

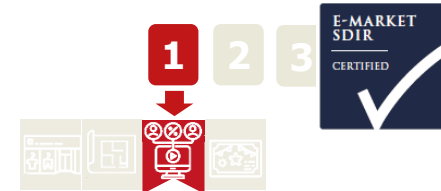


Food kiosks/relax areas

Omnichannel development



Focus on the Digital Marketing Plan



TARGETS
2020

Personalization of the products/services offered at the centers using **digital tools** to understand/profile shoppers and increase **loyalty**

ACTIONS
2021

CRM linked to the different **touch-points** (e.g. new websites with reserved areas) in order to follow the **customer journey**

Combine the understanding of each center's local catchment area with a centralized CRM / data-lake system created using the data gathered from websites, apps, totems, events and potentially from the single tenants and the food anchor

4 OPERATIONAL TARGETS OVER THE LIFE OF THE PLAN

Data and CRM

Qualitative and quantitative **lead generation** for CRM

Data analysis → Strategic information to **support commercial initiatives**

>200k contacts in 6 months (+30% from the «Area Plus» launch 22/11/21)

Customer engagement

Strengthening and development of the community using social media (Facebook & Instagram) and digital (Area Plus & newsletter) strategies

Loyalty programs

Online initiatives to increase traffic/visits

Target newsletter >100 newsletters sent with an open rate above the national average

Tenant engagement

Work with the tenants to define and develop commercial and digital initiatives together

Data as a service: use the CRM data to carry out profiled sales activities

Share profile data (through tenant CRM)

Location intelligence

Internal innovation

Digital innovation program inside Gruppo IGD

Training on the use of new tools

Concerted development of **new digital marketing services**

OPERATIONAL TARGETS OVER THE LIFE OF THE PLAN 2022-2024



Desire for more **experience** and **sociality** and greater diffusion of **digital**



Experience

Events in collaboration with tenants to offer «experiences» to visitors, involving them in activities inside the shopping center

Temporary leisure areas for multimedia exhibitions and «virtual» area with interactive games, sport simulators,...



Il Centro al Centro event @Centro d'Abruzzo Chieti



Omnichannel

Realization of events that include **drive to store activities in order to make the visitors experience the shopping center on and off line**

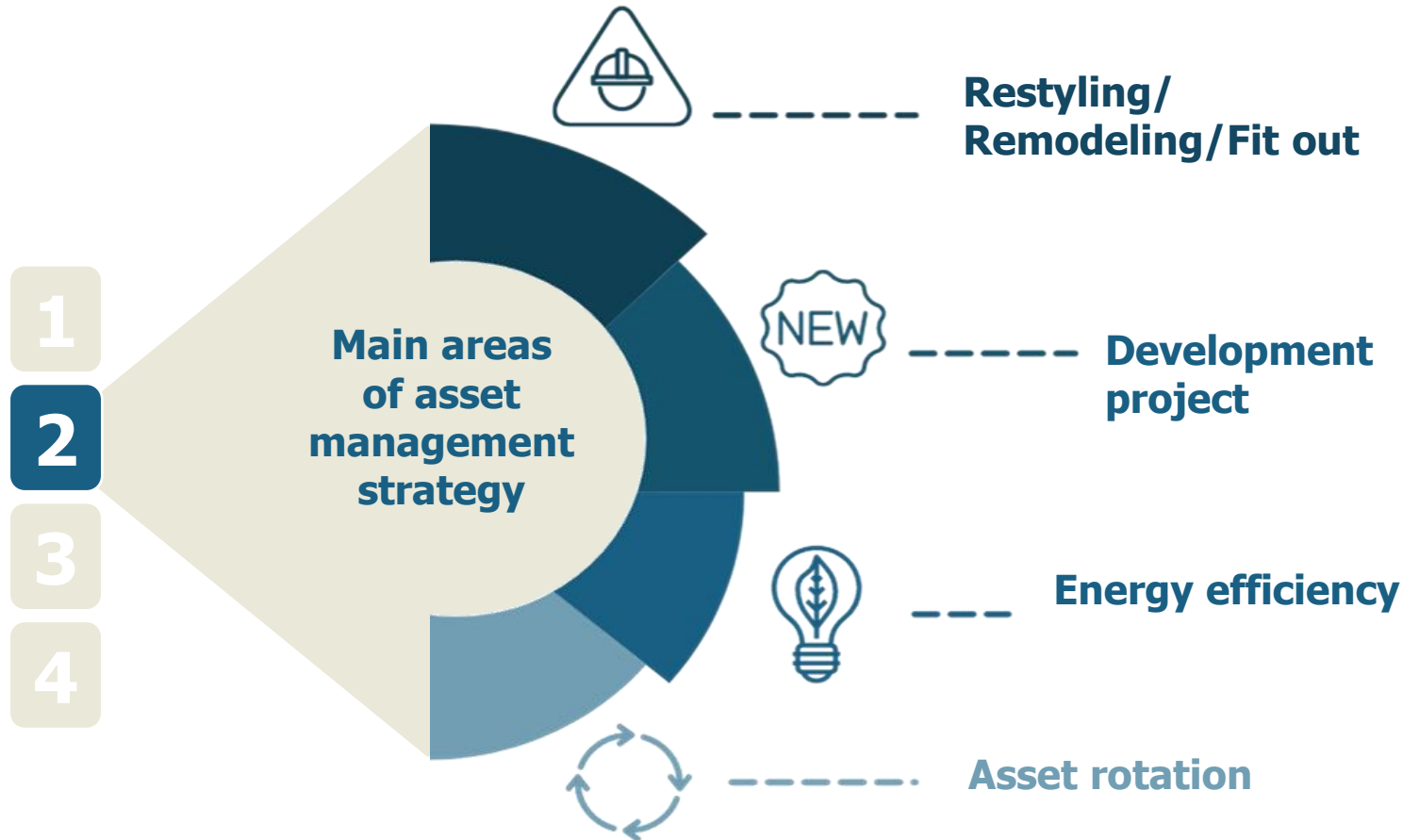


Black Friday event @ESP Ravenna

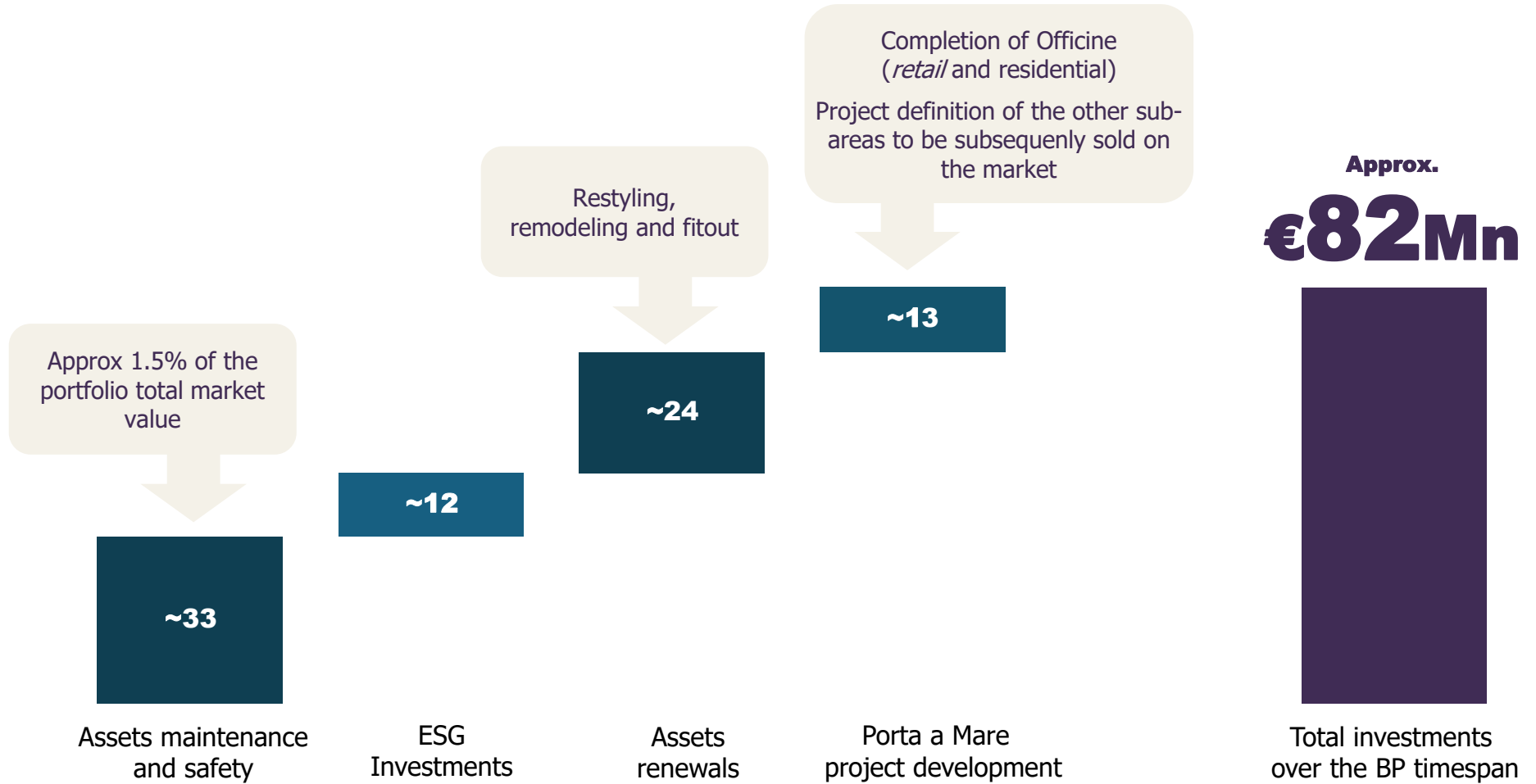
Asset management strategy

**ASSET
MANAGEMENT
STRATEGY
TARGET**

We constantly invest in our shopping centers to make them more and more attractive, to maintain their value over time and to lengthen their life cycle



Investments (€mn)



Restyling



Porto d'Ascoli – AP

m²

21,800 m² GLA (total center)



1H 2023 end of work



Mall total restyling and hypermarket remodeling



Installation of photovoltaic and led lighting systems



€ 4.6 mn total investment over BP timespan

Restyling



Mantova - MN



13,600 m² GLA (mall)



2H 2022 end of work



Restyling of facade, mall and parking lot; food court remodeling and use of external areas



Installation of photovoltaic and led lighting systems



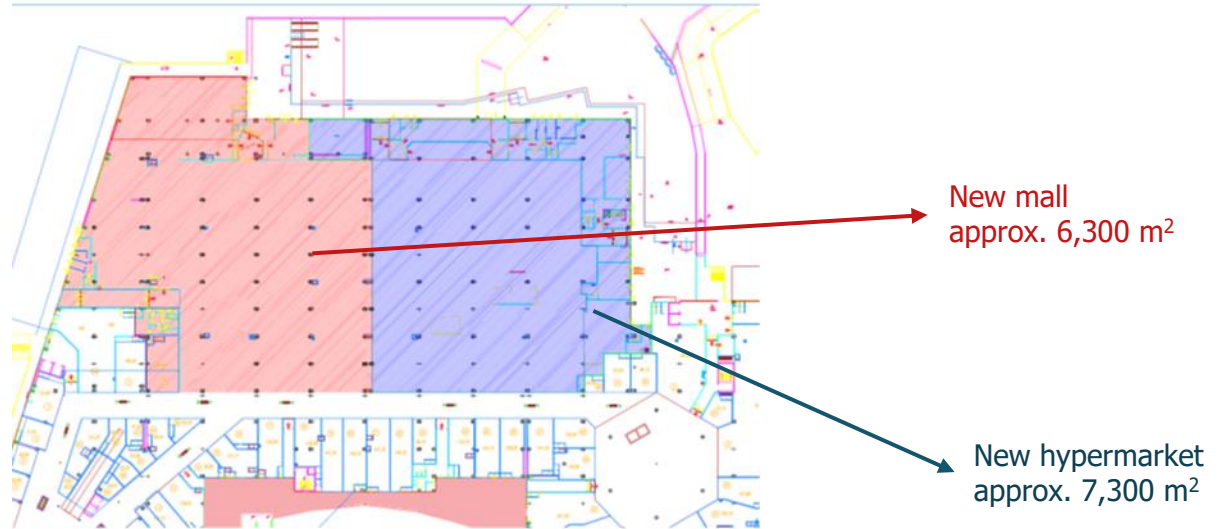
€ 4.3 mn total investment over the BP timespan



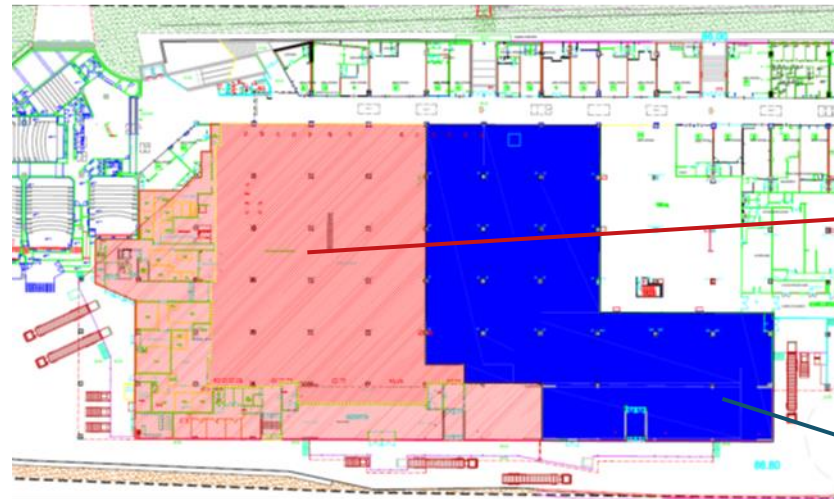
Remodeling



- Gravina di Catania
- 27,100 m² GLA (total center)
- 2H 2022 end of work
- Hypermarket remodeling
- € 1.9 mn investment over the BP timespan



Remodeling



-  Palermo
-  26,500 m² GLA (total center)
-  2H 2022 end of work
-  Hypermarket remodeling
-  € 1.2 mn investment over the BP timespan

Porta a Mare Livorno

Mixed-use project



- A Piazza Mazzini**
- **Retail:** operating, 100% owned by
 - **Residential:** sales completed

- B Palazzo Orlando**
- **Offices:** sold in 2019

- C Officine Storiche**
- See focus in the next slide

- D Sub areas Lips, Molo Mediceo and Arsenale**
- Hotel, residential, entertainment and service
 - To be develop

Officine Storiche



APPRODO DEL FUTURO.

m² >20,000 m² GLA (15,000 m² retail, 5,600 m² residential)



1H 2022 end of work



30 shops, 1 fitness center, 10 restaurants



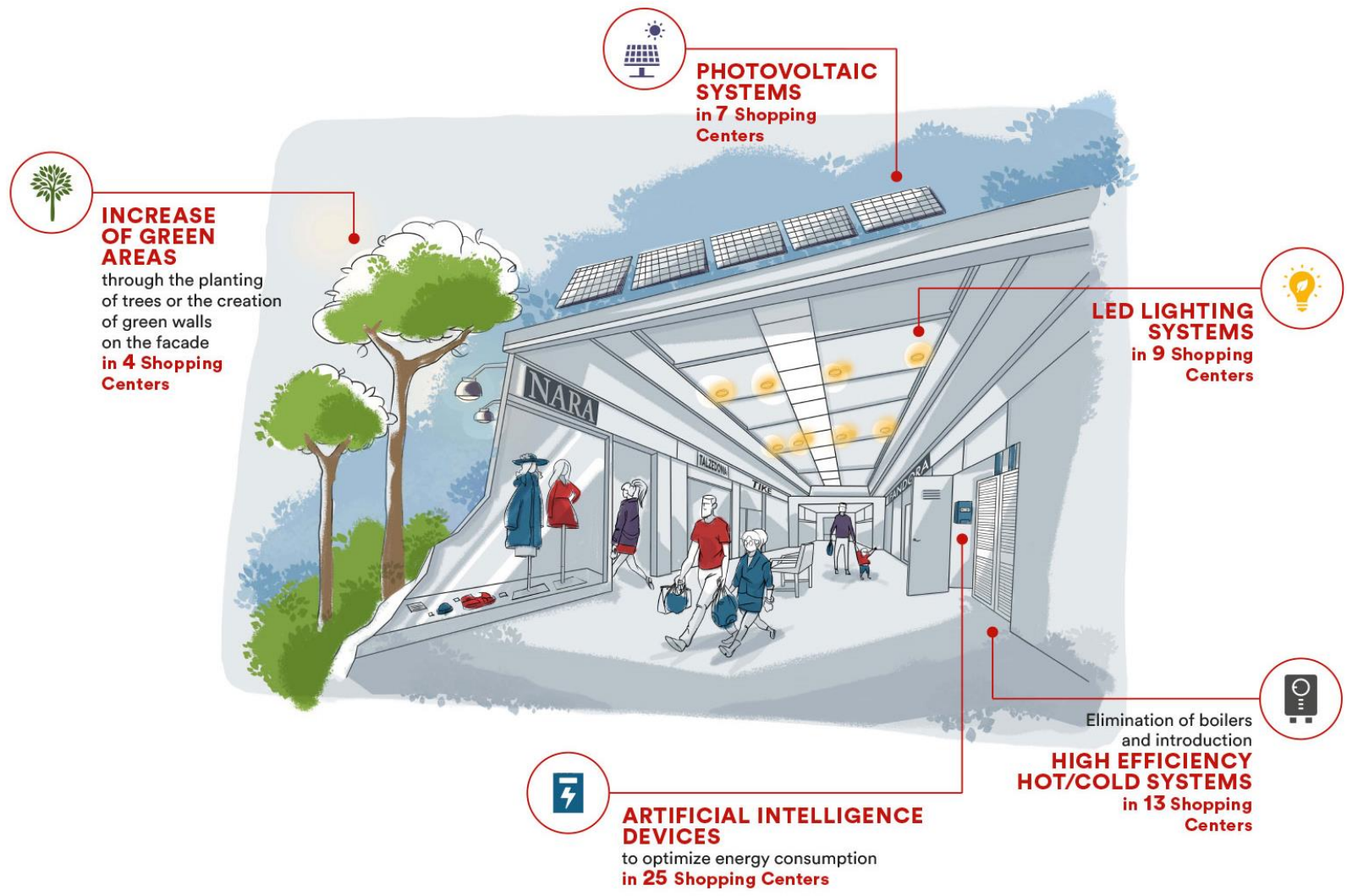
42 flats to be sold (20 preliminary agreement signed as of today)



€ 12.8 mn final costs



Energy efficiency



Energy efficiency: targets

1 2 3



Main targets

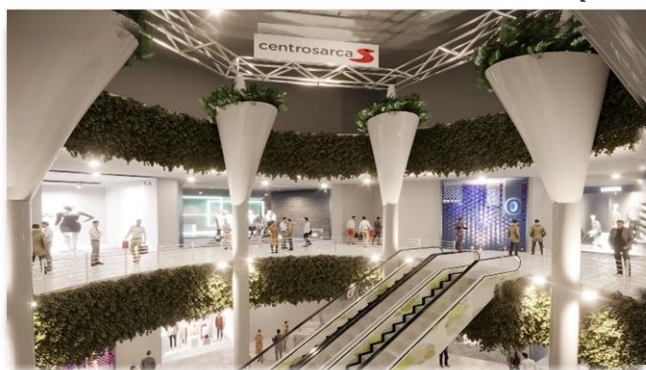
-21.5% GHG emissions
(at 2025 location based
«baseline 2018»)

**At least 1 asset
carbon positive**
(at 2030)

100%
**Use of energy from
renewable sources**
(already in place)



Centro Tiburtino (Roma) - render of the main entrance



Centro Sarca (Milano) – render of new internal areas and rooftop with cinema entrance





Main characteristics

Extended network

Strategic locations

Adaptable and flexible assets

Direct management

Cash producer



2022-2024 Plan Highlights

Approx. **€5mn** capex plan
(safety, maintenance and environmental)

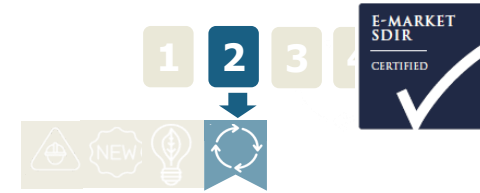
Approx. **€19.4mn**
of generated FFO

Approx. **€ 13.5mn**
of generated dividends

100% self-financed
investments

No financial leverage

A balanced asset rotation with flexible targets



Strategic rationale

Non core asset disposal



Potential target:

Romania

Three «stand alone»
hypermarkets

Three Porta a Mare plots of land
to be developed

Potential disposals
over BP timespan

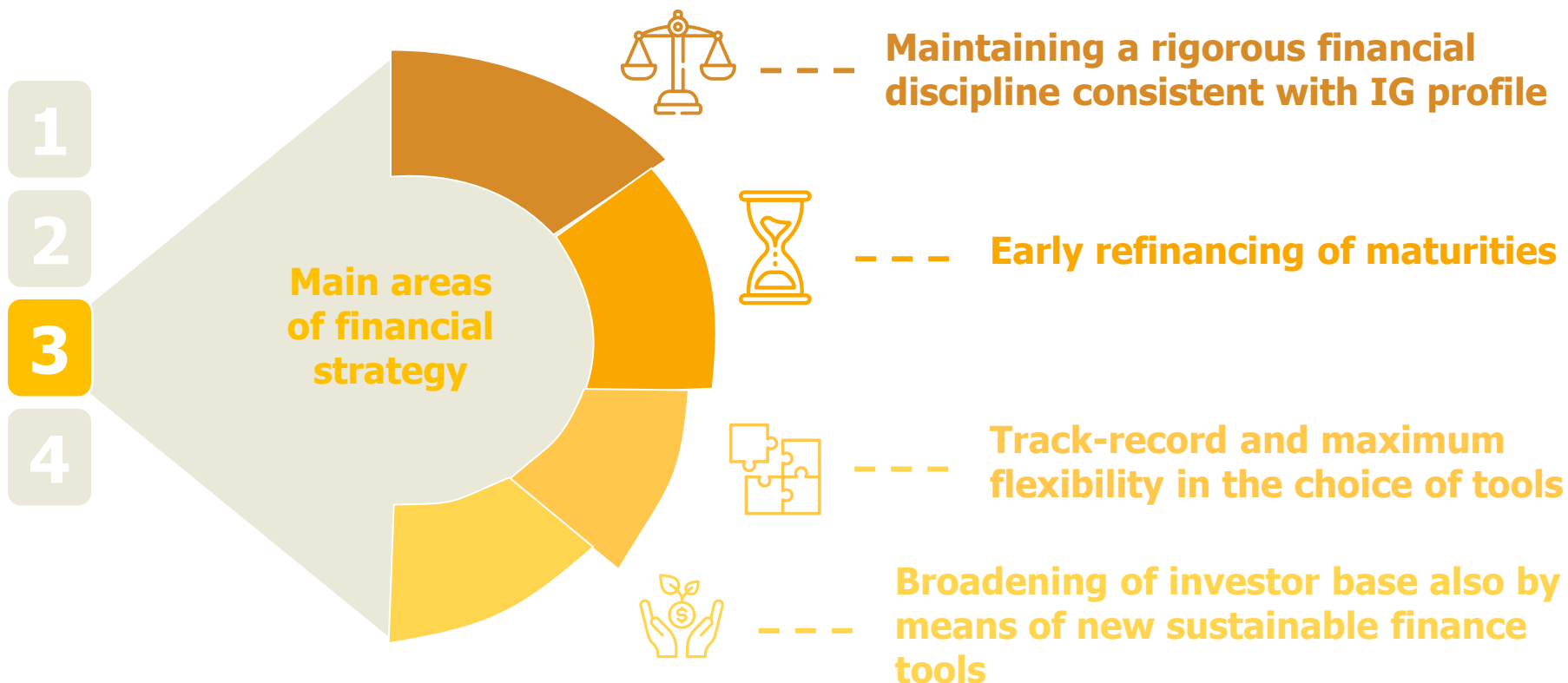
180/200
€ mn

Possible use of proceeds

- Growth in the Italian retail market with possible scale economies
- Tactical reduction of financial leverage
- Potential opportunities to diversify the investments

**FINANCIAL
STRATEGY
TARGET**

**Obtain the best economic conditions whatever the market context is,
and minimize exposure to financial risks
(credit risk and fluctuation of interest rates)**



**The 2022-2024 Business Plan will be completely self-financed
and will not require any capital transactions**

A solid financial structure and clear maturity profile



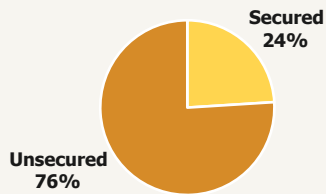
Debt structure (2021 E)

Total Net Debt
approx. **€990mn**

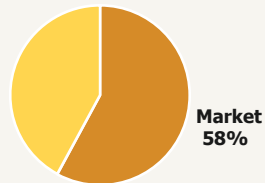
LTV
approx. **45%**

Cash on hand
approx. **€160mn**

Including net proceeds from the disposal carried out at the end of November



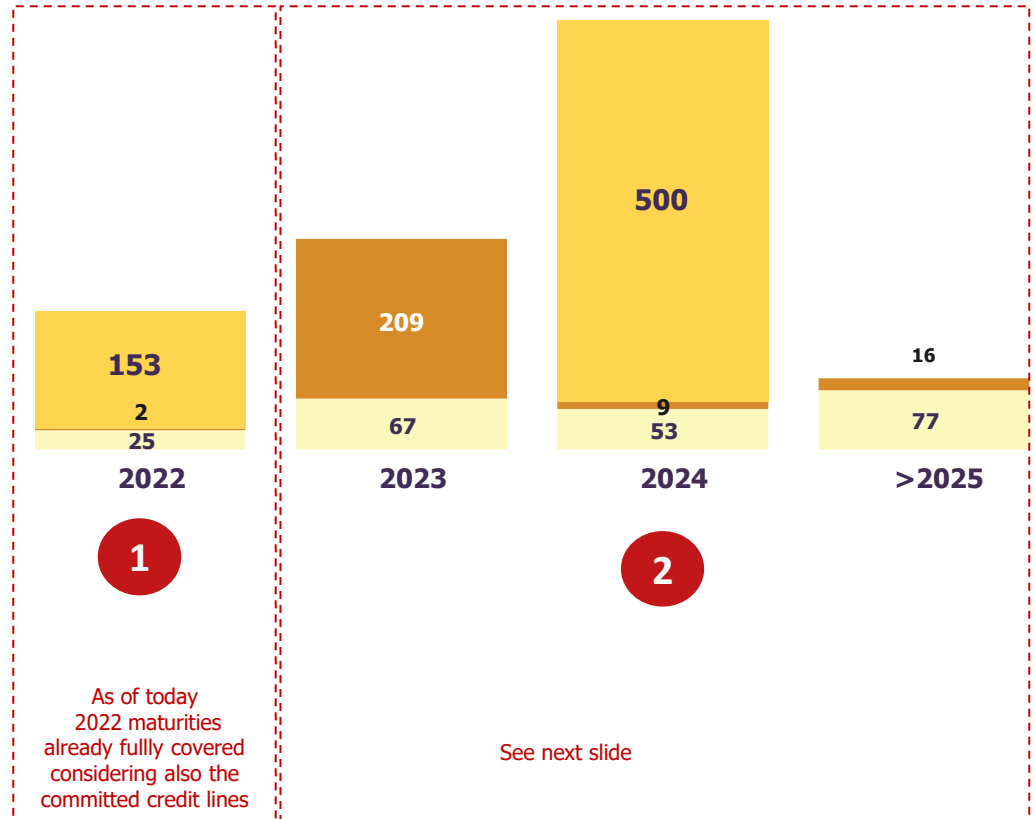
Banking system
42%



FITCH
BBB-
Stable Outlook

S&P Global
BB+
Stable Outlook

Secured bank debt
Unsecured bank debt
Bonds



2023/2024 maturities: new sustainable finance strategy

WHAT WE ARE WORKING ON

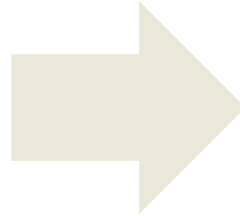
- **In 2022 refinancing of 2023, as well as part of the 2024, maturities on the bond market**
- **Sustainability Linked Bond: potential new opportunity on the financial markets**
- **«Sustainability Linked Financing Framework» currently being finalized**
- **Group's ESG strategy and targets consistent with market standards**

AFTER 2022

- Refinance other maturities in advance
- Maximum flexibility in the choice of markets and instruments (successful track record)
- Possible asset/liability management activities to limit negative carry



**10 YEARS
TRACK
RECORD**



becoming
g.re.a.t.

Strategy

GREEN

1. Climate Change
2. Accessibility and mobility

RESPONSIBLE

3. Good employment
4. Gender equality
5. Wellbeing, health and safety

ETHICAL

6. Governance, ethics and corruption

ATTRACTIVE

7. Sustainable enhancement of the portfolio
8. Retail offer
9. Spaces to be lived in
10. Innovation

TOGETHER

11. Stakeholder engagement
12. Local communities

41 targets at 2024:

22 ambitions toward 2030

- Material for IGD
- Consistent with UN SDG's

IGD RELEVANT SDG'S





2024 TARGETS

CLIMATE CHANGE

- **100% green energy purchased**
- **double** the use of energy produced from **renewable sources**
- **-15%** reduction in **energy consumption** – location based «baseline 2018»
- **BREEAM certification of 9 more assets** (8 already certified at year-end 2021)
- **Use of artificial intelligence technologies to reduce energy consumption**
- **Biodiversity** projects in 4 centers

MOBILITY

- **100%** of the Italian portfolio with **charging stations for electric cars**



2030 OBJECTIVES

- Zero carbon emissions (scope 1 and 2) at **100% of the Italian shopping centers**
- Reduce **indirect emissions** (scope 3)
- **100%** of the Italian assets **BREEAM** certified
- **Zero waste**
- **At least 1 carbon positive asset**



Different types of charging stations (traditional, fast, Tesla) across the whole network

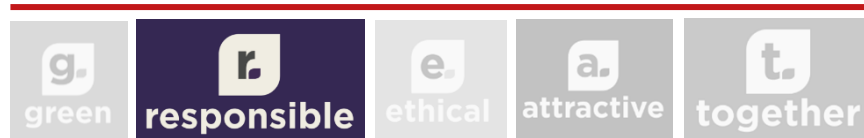


Main targets

100% of the shopping centers with charging stations

50% of the shopping centers with fast charging stations (agreement with top international player)

100% of the assets ISO14001 and BREEAM certified



2024 TARGETS

WORKPLACE QUALITY

- **Training:** 100% of the employees in Italy and Romania each year
- **1 employee satisfaction survey and 2 «pulse surveys»**
- **«Sustainability Innovation Award»** to be implemented at one pilot shopping center.
- **Define a goal linked to ESG topics for part of the workforce** (beginning with the one defined for Management)

HEALTH AND SAFETY

- +1 new service in the employees' Corporate Wellness Program
- 100% **«Biosafety Trust Certification»**



2030 OBJECTIVES

- **Gender equality in roles of responsibility**
- **Improve employees' wellbeing and expertise**



2024 TARGETS

- Corporate **cybersecurity strategy**
- Systematic **assessment of the providers along the supply chain with a view to sustainability**
- Maintain the **highest legality rating possible**
- Maintain the UNI ISO 37001 certification



2030 OBJECTIVES

- Best-in-class for **corporate governance and legality**
- **CSR policies included** in company supply chains
- Guarantee comprehensive **privacy and cybersecurity** controls



2024 TARGETS

SUSTAINABLE ENHANCEMENT OF THE PORTFOLIO

- 4 key restyling/remodeling projects

OFFER

- Commercial and strategic adjustments based on the needs of the community

SPACES TO BE LIVED IN

- 1 yearly CSR plan for 100% of the assets
- 1 transversal CSR initiative involving 50% of the portfolio



2030 GOALS

- Up to 10 sustainable **restylings completed to renew and enhance** the portfolio
- 100% with projects aiming to increase **visitors' well being**



2024 TARGETS

STAKEHOLDER ENGAGEMENT

Relationship with investors/financial community

- **1st Sustainability Framework defined and issue of 1st Sustainability Linked Bond**
- Investor/CSR Day and theme-based roadshows based on ESG topics
- Annual Visitor Survey for each shopping center
- Share figures relating to energy consumption with at least 50% of the tenants

LOCAL COMMUNITIES

- Involve non-profit organizations each month at 100% of the shopping centers
- Yearly job fairs in at least 25% of the shopping centers



2030 OBJECTIVES

- Partnering with **tenants** in **sustainability**
- **Partnerships with NGOs**



4 Key outputs e target finanziari

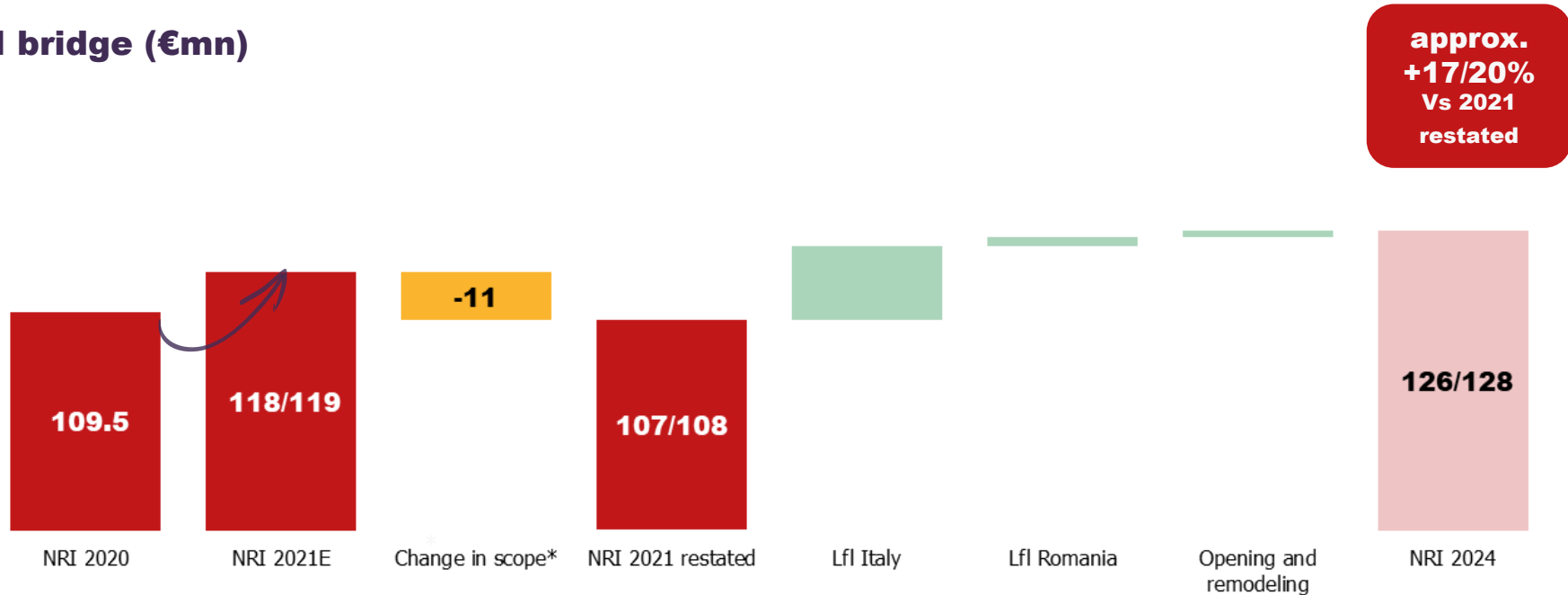
Net rental income evolution

CAGR Lfl bp timespan 2021-2024

Italy	+5/6%
Romania	+8/9%
Total	+5/6%

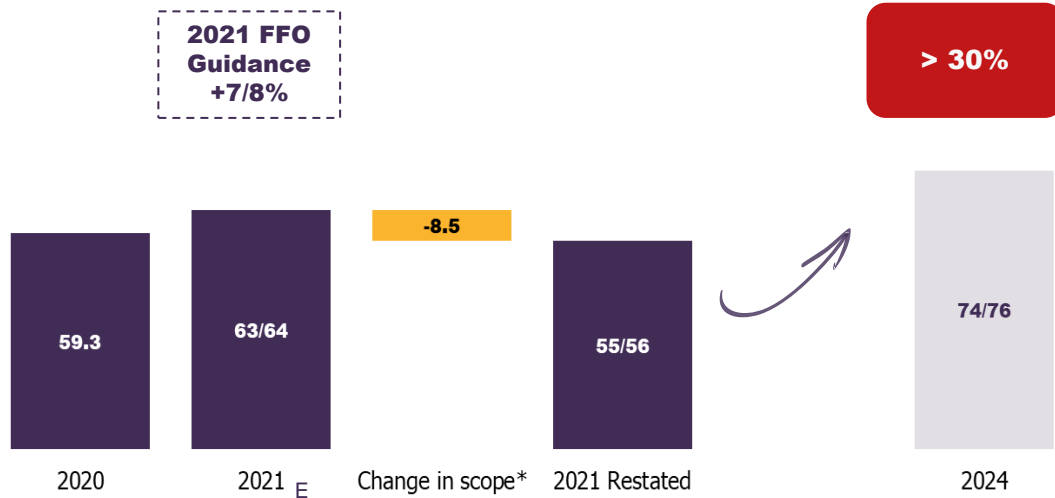
- Recovery of COVID direct impacts
- Increase in financial occupancy to pre-COVID value (> 97%)
- Increase thanks to inflation, upside, temporary revenues and variables

NRI bridge (€mn)

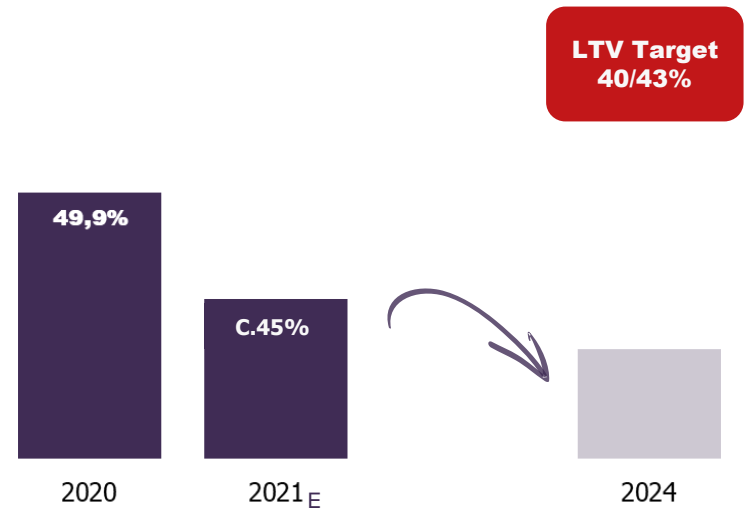


FFO and Loan to value

FFO (€mn)

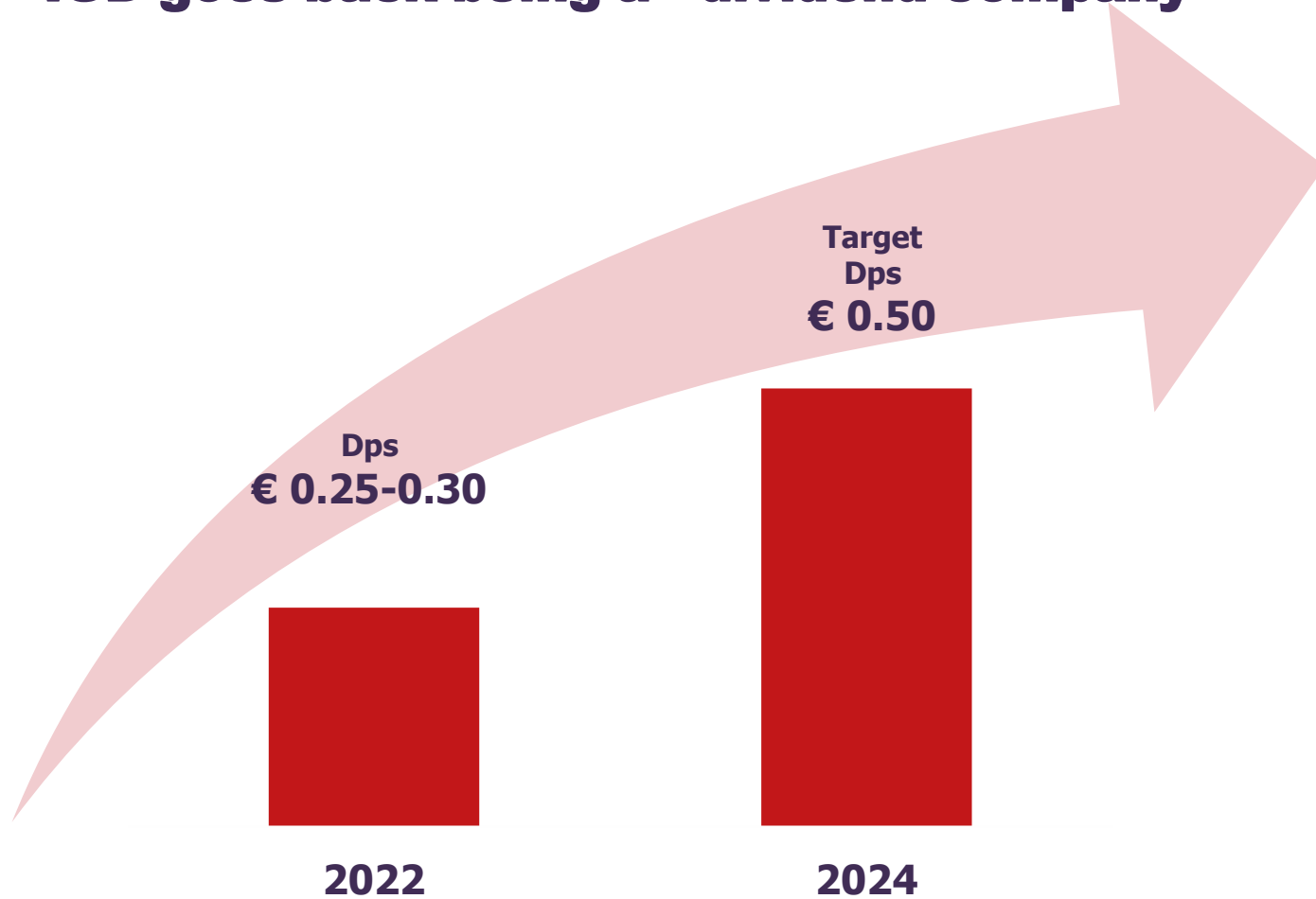


Loan to Value



Considering scope being equal to the one at end of 2021. Porta a Mare Project trading revenues have been included

IGD goes back being a «dividend company»





5 Final remarks

Final Remarks

Main objective of the 2022-2024 Business Plan: proactive management of assets so as to project them into the future and prepare them for new market challenges

- 1** The assets held strong during the pandemic stress test ...
... confirming that local physical retail is resilient ...
... and it can still offer opportunities for growth
- 2** A new scenario in which physical and digital work in close interconnection: use of new spaces and strengthening of merchandising and tenants who are able to catch new trends in progress
- 3** IGD confirms to be a "dividend company", with a constantly growing dividend
- 4** Loan to value expected to decrease in a range 40-43%

Possible future scenarios



IGD could act as an aggregator of new assets, potentially even from different sectors, in order to further expand its property portfolio and leverage on its know-how and greater economies of scale to create value, if allowed by market conditions.