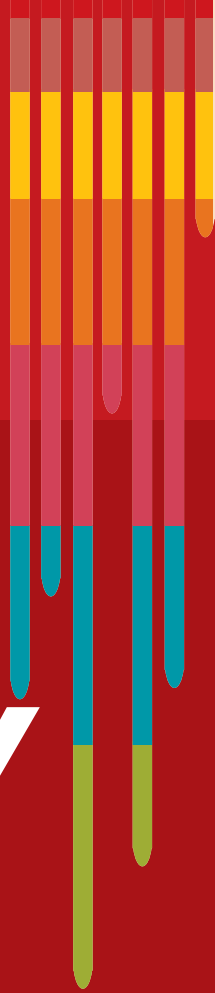
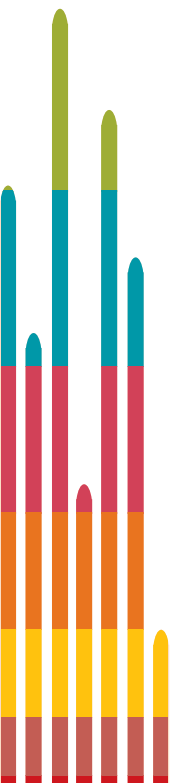


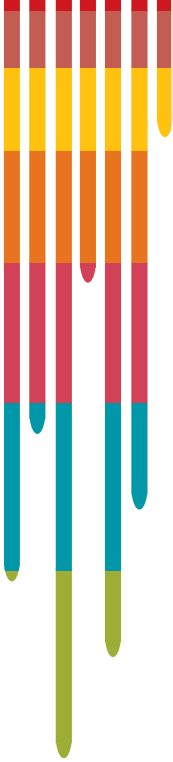


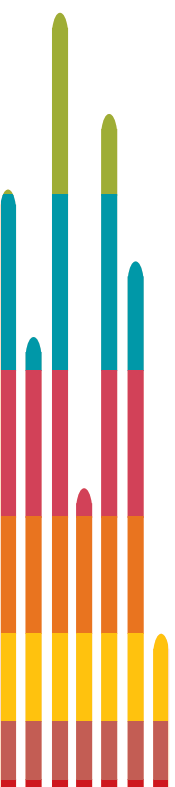
2012 SUSTAINABILITY REPORT





“The Company of the future, Enterprise 2020, operates profitably through mainstreamed responsibility and transparency, and innovates solutions for the planet and its people in close cooperation with all stakeholders. Together, they lead transformation towards a smart, sustainable and inclusive society”





2012 SUSTAINABILITY REPORT

PAGE 6

LETTER TO STAKEHOLDERS

PAGE 10

METHODOLOGICAL PREFACE

PAGE 13

TARGETS AND RESULTS

PAGE 18



IDENTITY AND ECONOMIC PERFORMANCE

- 1.1 ABOUT US
- 1.2 MISSION AND VALUES
- 1.3 BUSINESS
- 1.4 STRATEGIC LINES FOR THE FUTURE
- 1.5 GOVERNANCE SYSTEM
- 1.6 CREATED WEALTH

PAGE 36



SHAREHOLDERS, INVESTORS AND FINANCIAL COMMUNITY

- 2.1 STOCK PERFORMANCE
- 2.2 SHAREHOLDER STRUCTURE

PAGE 48



TENANTS

- 3.1 THE SITUATION AND THE ACTIONS CARRIED OUT IN ITALY AND ROMANIA
- 3.2 RESULTS OBTAINED

PAGE 60



VISITORS AND COMMUNITY

- 4.1 VISITORS
- 4.2 COMMUNITY AND LOCAL AREA

PAGE 76



EMPLOYEES

- 5.1 PEOPLE DEVELOPMENT
- 5.2 QUALITY OF WORK

PAGE 90



SUPPLIERS

- 6.1 ETHICS AND LEGALITY IN MANAGEMENT

PAGE 96



ENVIRONMENT

- 7.1 UNI EN ISO 14001 CERTIFICATION
- 7.2 ACTIONS CARRIED OUT AND RESULTS OBTAINED
- 7.3 STRUCTURAL WORK

PAGE 110

GRI-G3 TABLE OF CONTENTS



2011 SUSTAINABILITY REPORT

LETTER TO STAKEHOLDERS

Dear Stakeholder,

A lot has changed since we published our first Sustainability Report three years ago. In the retail real estate sector we have had to face a deep crisis on the economic-financial front, particularly in Italy, while new technologies and an ever increasing widespread use of social media have contributed to transforming communications and consumption models. In the meantime, concerns regarding the protection of the environment and employment have become an even more important and key issue. In 2012, in Italy in particular, our main market, household consumption, shrank by 4%, with an unemployment rate that stood at 11.2% in the month of December.

In this scenario **IGD**, consistent with its commitments, has continued to be a **serious, competent and reliable entity** for its shopping centre visitors (almost 70 million in Italy and 34 in Romania) and for its over 1,000 tenants in its various portfolio properties. An entity that is **committed to providing assurance** to the 160 people that make up its workforce, a **correct counterpart** for its more than 1,300 suppliers, and lastly, a **credible** company for its long term shareholders and for the banks that have chosen to support its development with their capital and have confirmed their belief in the 2012-2015 Business Plan presented last October.

Therefore, in an unpredictable and uncertain context, we have continued to reason in the long term, to look beyond the difficulties to make choices that are valid for our stakeholders and to conduct our business in ways that better reflect our adopted policies.

Since a new course of action on the issue of corporate social responsibility was undertaken with our first Sustainability Report in 2010, not only has the external world changed but also a **deep transformation** has taken place within IGD. Focusing on our reference values and precise multi-year targets in each area, has enabled us to develop **new awareness** and has led us to interpret our role when conducting business in a more **accurate and complete** manner.

Turning policies into practice, on the basis of the formal commitments that we had undertaken with regard to the environment and our stakeholders, was the second important step which absorbed most of our **energy throughout 2012**. This third Sustainability Report shows, in effect, the first material results of the efforts made in order to succeed in becoming a more evolved and responsible Company: an **IGD** that reduces to a minimum the impact of its activities on the **environment**, that guarantees a serious work environment for the professional growth of its **human resources**, that ensures the best conditions for its **tenants** within its shopping centres and that, last but not least, can leave a positive mark on the **communities**

where it is present.

In the following pages you can see in more detail **what results we have achieved** in the individual areas and to what extent these results have satisfied the targets that we had set. As usual, we have identified specific **actions for further improvements in the future**: in some cases to complete multi-year targets and in others for completely new projects, which three years ago would have seemed unrealistic but which today we feel are invaluable in light of achieving the first basic targets.

In 2012 we focused our attention in **three specific directions**: the **environment**, dialogue with our **stakeholders**, and lastly the strengthening of the **sustainability governance** structure in IGD.

With regard to the **environment** we were involved in a project that started in 2011 and which in March 2013 enabled us to obtain the **UNI EN ISO 14001** certification for the Group's environmental management system and the implementation of this in four shopping centres and the Bologna headquarters, and to define a programme of continuous improvement actions for each individual property. In the meantime, the roll-out plan for the remaining real estate portfolio took shape, which will involve most of the freehold Centres over the next five years.

On the subject of **energy efficiency**, thanks to activities carried out over the previous two years, significant progress was made in 2012, as the 0.5% drop in total energy consumption demonstrates, despite the extra 265 Sunday opening days compared to 2011 (a result which led to an overall energy saving equal to 127 tonnes of CO₂.)

We believe we can further improve our performance, thanks also to factors that emerged from the **energy audit** carried out in four freehold centres.

In addition to the environment, the second direction in 2012 in which we focused our sustainability efforts was that of **dialogue with our stakeholders**.

Great emphasis was placed on **listening to our tenants and exchanging views with them** and this continued regularly throughout the year, as the 450 meetings carried out with the business service demonstrate, not only for the renewal of contracts or for new ones, but more generally for the emergence of new needs which IGD did its best to **respond to in a prompt and flexible manner**. Fruitful dialogue made it possible to correctly identify those cases where support actions could and should be offered for temporary difficult situations, helping the occupancy rate to remain high (equal to 97.3% of the total square metres in Italy at the end of 2012, including the Hypermarkets).

We also maintained **open and transparent relations with our investors** and with the banks that finance our debt, with meetings being intensified especially in the weeks following the presentation of the new Business Plan which took place at the beginning of October.

Furthermore, we also made good use of the factors that emerged from our first Internal Atmosphere Assessment carried out in 2011, by implementing, in 2012, a series of **training programmes**, by creating **team building** activities which involved the entire IGD workforce and lastly, by enhancing and facilitating **internal communication**.

In addition, we also inaugurated the **IGD Awards** event during our Christmas convention. This new internal competition rewarded the best events which in 2012 were carried out within the commercial network, thanks to the involvement of employees who brought the various

marketing projects to life and who contributed, therefore, to fostering relations with another strategic IGD stakeholder: the local communities.

The **relationship with the local areas and communities** has always been at the centre of our attention. In 2012 in particular, we were able to see the first significant results following the implementation of a **marketing plan** based on the philosophy of **IGD shopping centres as spaces to be lived in**, the framework of which is made up of a series of high profile across-the-board events on social, cultural and environmental issues involving a number of shopping centres.

To verify the actual accessibility and usability of all our malls, we organised an **audit with individuals with physical disabilities**, which involved a sample of six shopping centres built in different periods, some of which had recently undergone restyling work, others that would do so in the near future. The outcome resulted in useful recommendations for improving the functionality of the structures, already good however, particularly with regard to the needs of the visually impaired or blind.

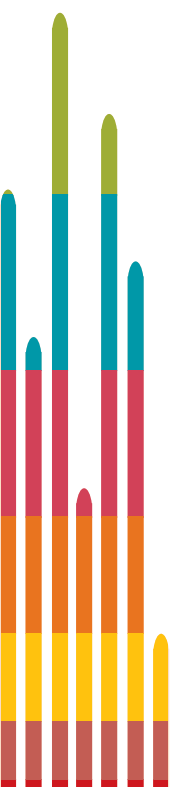
An across-the-board tool to render communications with stakeholders more effective can be identified in the **company website**, which is being continuously enhanced in order to improve its contents, its transparency and to facilitate browsing, with noticeable results also in terms of better positioning in the Italian Webranking (from 27th to 23rd place), where no company with lower capitalisation than IGD is higher in the rankings.

In addition to the website www.gruppoigd.it, there are **19 other websites relating to different centres**, 10 of which are also on Facebook. Interaction with visitors, who are particularly interested in the scheduling of events, has therefore become **continuous over time** and it is **constantly on the increase**.

The **third direction** where the most important efforts and progress in 2012 can be seen, in addition to the environment and dialogue with stakeholders, refers to the most **organised structuring of governance** of corporate social responsibility in IGD.

The **Sustainability Committee** broadened its range of action in relation to the new construction sites underway. Under its control is the newly established **Environmental Management Strategy Committee**, whose job is to supervise and implement the environmental management strategies as well as to identify any possible further improvements.

Even though we are aware that the path to follow in order to reach the standards to which we aspire is still very long and demanding, we have started to take part in several Company assessments that create **international benchmarks** by means of selecting Companies with the best economic, social and environmental performance. This practise compels us to systematise all our data but helps us to see more clearly what gaps need to be urgently filled and, in some cases, also which conquests we can already be proud of.



The fact that we have dealt with corporate social responsibility issues in a **more structured** manner has resulted in **these same demands** becoming more and more fundamental day after day in the way in which we conduct our business. Many sustainability aspects are already an integral part of our Business Plan: just consider the criteria that have guided our decisions regarding economical support for tenants in difficulty in this period of crisis. We believe, however, that the time is ripe to go further than this. Indeed, a project that studies the feasibility and timeline for the **integration of social and environmental planning with economic-financial planning** was launched in December 2012.

In IGD we are convinced that retail real estate companies that are destined to prosper over time are those that are capable of accommodating the shopping centre's **customers' needs** and, therefore, those **of the brand names** present. In this rapidly changing world in which low growth rates are expected also in the near future, our job is getting more and more difficult. There is no room for experiments: it is important to remain concentrated on the priority targets, that is, those that **ensure stakeholder satisfaction** and the **economic health of the company** at the same time.

The fact that **sustainability**, which has always been a part of our culture, is embracing all our activities in a more and more widespread manner, enables us to be at the **helm** to steer our **daily choices** and **future growth strategies** in a **unified** way and in the **best possible direction**.



The Chief Executive Officer

Claudio Albertini

A handwritten signature in black ink, appearing to read 'Claudio Albertini'.

The Chairman

Gilberto Coffari

A handwritten signature in black ink, appearing to read 'Gilberto Coffari'.



METHODOLOGICAL PREFACE

This third IGD Sustainability Report refers to the year 2012 and reports on the economic, social and environmental performance of the Group, both in Italy and in Romania.

With regard to the layout, it has again been divided per stakeholder, the mapping process for which was carried out before the first Sustainability Report (referring to the year 2010).

The boundary of this report corresponds to 18 IGD freehold structures with the addition of CentroNova (in Villanova di Castenaso, in the province of Bologna), CentroPiave (in San Donà di Piave, Venice) and Città delle Stelle (in Ascoli), in line with the previous year, whereas a few methodological and content related alterations have been made.

There has been an increase in data and information coming from the Shopping Centres which has led to a more in-depth analysis especially in the “Environmental” and “Visitors and Community” sections.

The number of indicators has also increased. The identification of new ones is made possible:

- **by means of involving** company top management;
- **in virtue of a comparison** with reports by comparables on an international level ;
- **by taking into account the facts that** emerged following IGD’s participation in international benchmarks, questionnaires or sector researches like the Carbon Disclosure Project (CDP) or the Global Real

Estate Sustainability Benchmark (GRESB).

- **by developing the indicators** of international standards, like the Global Reporting Initiative or EPRA Best Practice Recommendations on Sustainability Reporting.



When collecting data for the “Environmental” section, the data sheets regarding the UNI EN ISO 14001 certification, which IGD obtained during the financial year in question, were used for all the Shopping Centres. In the cases in which the calculation of the data collected in this manner was different from that of the past, the comparison with previous years is not reported (for example sorted waste collection).

Each section of this Report once again contains Guidelines that have been reviewed by the Sustainability Committee in order to make the strategy that steered the actions and the results obtained during the year more explicit.

As in the past, at the beginning of each section there is a summary on the reaching or not of the 2012 targets for each stakeholder, based on assessments carried out by the Managers and Heads of the various Divisions/Services. Lastly, the 2013/2014 targets are stated, having been identified and proposed by the Sustainability Committee (with the contribution of the Managers, each with regard to their own area) and agreed upon with the Operating Management.

The table that follows this methodological preface summarises the overall level of achieve-

vement of all the targets identified for 2012.

In order to highlight the performance of several key indicators for IGD sustainability, two symbols have again been placed alongside them in the sections, the symbol  in the event of a positive value and  in the event of a negative trend compared to the previous year.

This Report has been drawn up with the following used as reference:

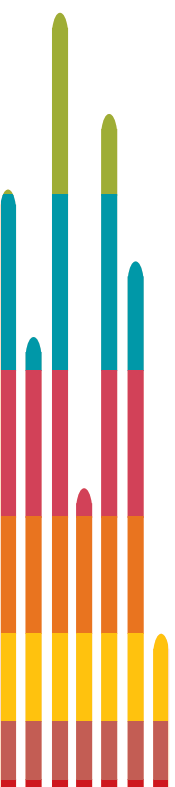
- **the report guidelines of the Global Reporting Initiative (GRI-G3)**, analysing in particular those referring to the real

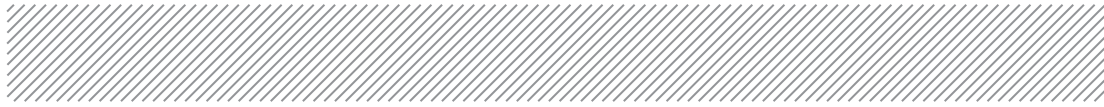
estate sector (“Sustainability Reporting Guidelines - Construction and Real Estate Supplement”). The coverage levels of these indicators are shown on the final pages of this Report;

- **the Gruppo Bilancio Sociale (GBS)** (Study Group for Social Reporting) model, contained in the “Principles for the Compilation of the Social Responsibility Report” for the distribution of added value;
- **EPRA guidelines** for environmental indicators.

During 2012 IGD interacted and compared views with the following organisations on sustainability and transparency policies:







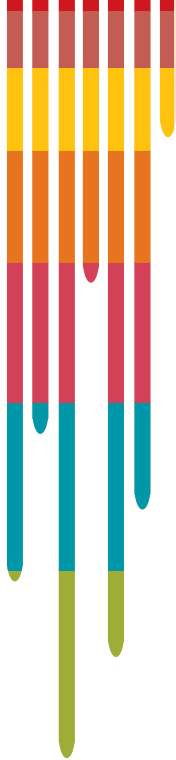
TAGETS AND RESULTS

Right from its first Sustainability Report, IGD has always included several “Improvement Targets” in its reports. The following tables show the status of these targets, highlighting the level of achievement and the actions carried out during 2012 for each stakeholder.

SHAREHOLDERS, INVESTORS AND FINANCIAL COMMUNITY

2012 IMPROVEMENT TARGETS	LEVEL OF ACHIEVEMENT	ACTIONS CARRIED OUT DURING THE YEAR
Organisation of meetings with more than half (in terms of value) of the top 20 investors throughout the year	●	Target was already reached in the first half of the year: taking as reference the shareholder breakdown in June, the total value of investors met was equal to 74.55% of the top 20
Enhancement of the three-monthly newsletter on issues of social responsibility in IGD	●	Starting from the first newsletter in 2012, all the issues contained an article related to sustainability
Implementation and improvement of all web communication channels (institutional website in particular)	●	<ul style="list-style-type: none"> • Several sections of the institutional website were reorganised and enhanced: “Commercial”, “Portfolio”, “Sustainability” and “Careers” • The Group’s official Facebook page was created

LEGEND ● High level of achievement ○ Low level of achievement



TENANTS

2012 IMPROVEMENT TARGETS	LEVEL OF ACHIEVEMENT	ACTIONS CARRIED OUT DURING THE YEAR
Make training programmes that are aimed at increasing specific business know-how in operators in the shopping centre stores available for tenants (2012, Italy)		Training programmes made available. Two Centres participated: Tiburtino and Piave, for a total of 58 operators.
Maintain goal of introducing new brands capable of creating an increase in visitors to the shopping centres, guaranteeing at the same time, the continuing presence of existing ones (2012, Italy)		11 new brands introduced. Constant attention paid to the continuing presence of existing ones
Keep facility management costs low (2012, Italy and Romania)		Target reached (-1.5% Italy and -3% Romania). This result is significant for Italy considering the high number of additional opening days (265) compared to 2011
Reduction in operating costs by installing own electrical transformers, to buy energy before it is transformed (2012-2013 time span Romania)		Two electrical transformers installed (in Piatra Neamt and in Cluj)
Prepare conditions to introduce more new brands, including international ones, especially in the non food sectors (for example, clothing) (2012, Romania)		New important contracts signed: <ul style="list-style-type: none"> • H&M in Buzau (clothing) • With regard to the food sector, the new brand Billa was introduced in Galati and the presence of Carrefour was strengthened with two new openings
Define co-marketing activities together with important retail operators, with particular attention paid to activities, including social ones, to be carried out in the shopping centres and local communities (2012, Romania)		Co-marketing activities defined with important retail operators. Social ones to be further developed

LEGEND ● High level of achievement ○ Low level of achievement

VISITORS AND COMMUNITY

2012 IMPROVEMENT TARGETS	LEVEL OF ACHIEVEMENT	ACTIONS CARRIED OUT DURING THE YEAR
Increase in social-cultural events inside the shopping centres, making them more and more "people-oriented" (2012 Italy)		At least 5 new events held across the network in various Centres: <i>Prevenzione ANT</i> (ANT Prevention), <i>Bussola del Lavoro</i> (Work Compass), <i>Fumetti al Centro</i> (Comics in the Centre), <i>Racconti dello Scontrino</i> (Shopping Narratives), <i>Creativitalia</i> (Italian Creative Talents).
Carrying out of pilot survey in a shopping centre to identify the problems that individuals with disabilities might encounter (2012)		Surveys carried out in 6 structures in cooperation with Cooperativa Excalibur
Organisation of events on the issue of promoting healthier lifestyles (menus in restaurants, sports displays, promotions of books on wellbeing) in cooperation with tenants (2012/3 Italy)		Events included in 2013 Marketing Plan. The Plan was agreed upon by the Commercial Division and the Network.
Organisation of an information campaign aimed at citizens on actions that can be taken in order to be more sustainable (2013 Italy)		Initiatives scheduled in the Marketing Plan of several Centres for 2013
Increase in quality and quantity of actions and investments towards community, with the aim of increasing social inclusion (starting with sport) (2012 Romania)		<ol style="list-style-type: none"> 1 Sponsoring of an event promoted by the Inspectorate for emergencies (110 children involved) 2 3 book fairs held in Alexandria, Slatina and Bistrita organised by Bookland (the biggest book fair in the country) 3 Sponsoring of "Fundatia Parada" event
Analysis of results from Mystery Shopping pilot project in Ploiesti and assessment of possible extension of project (2012 Romania)		Unsatisfactory results from experiment. Search for other methods of analysis




LEGEND High level of achievement Low level of achievement

EMPLOYEES







2012 IMPROVEMENT TARGETS	LEVEL OF ACHIEVEMENT	ACTIONS CARRIED OUT DURING THE YEAR
<p>Identification of any necessary improvement actions following the results of the internal atmosphere assessment:</p> <ul style="list-style-type: none"> • Specific training courses for groups, designed to their needs, aimed at developing professional skills (2012/2013 Italy) • Specific training on strengthening leadership and team spirit (2012 Italy) • Improvement of internal communication tools (2012 Italy) 		<p>1 Training courses: technical training, defined on the basis of Management requests, continued. Training for homogeneous groups on 231, including the contents of the Code of Ethics</p> <p>2. Leadership training: two training days were carried out in Cervia in May. An in-depth course to be carried out in 2013 is in the planning process</p> <p>3. Internal communication: the project to form a workshop to improve internal communication, made up of individuals from the headquarters and the network, was started in the first few months of 2013</p>
<p>Introduction, where possible, of CSR features in targets for Directors, managerial staff, service heads and area heads (2013 Italy)</p>		<p>Target reached for individuals in the network (with the "limiting of management costs") and for most of those in the headquarters</p>
<p>Organisation of training for managers and employees on sustainability (2013 Italy)</p>		<p>In 2012 a training course was planned in cooperation with <i>Impronta Etica</i>; the training will take place in the first half of 2013</p>
<p>Implementation of training programme, changing and improving certain features where necessary (2012 Romania)</p>		<p>Yearly training has increased, both in terms of people involved and in courses carried out</p>
<p>Completion of benchmarking project, with trip specifically aimed at learning about formats similar to Winmarkt's (2012 Romania)</p>		<ul style="list-style-type: none"> • Trip to Serbia carried out • Comparison of management approaches between Italian and Romanian Shopping Centres set underway with the transfer of 4 Winmarkt employees to Italy

LEGEND ● High level of achievement ○ Low level of achievement

SUPPLIERS

2012 IMPROVEMENT TARGETS	LEVEL OF ACHIEVEMENT	ACTIONS CARRIED OUT DURING THE YEAR
Formalisation of a process aimed at sharing social-environmental needs with suppliers (2012/2013 Italy)		<ul style="list-style-type: none"> Updating of supplier contracts in relation to legislative decree 231/01 (with reference to environmental violations) The procedures required by ISO 14001 regarding suppliers were defined: controls on compliance with environmental parameters are also foreseen.
Continuation of the rotation of contracts starting with yearly ones due to expire, with the aim of focusing in particular both on the supplier's curriculum and on the economic terms proposed. (2012 Italy and Romania)	 Italy  Romania	Rotation criteria adopted for suppliers with contracts due to expire

ENVIRONMENT

2012 IMPROVEMENT TARGETS	LEVEL OF ACHIEVEMENT	ACTIONS CARRIED OUT DURING THE YEAR
Implementation of two pilot projects for photovoltaic systems (Italy)		"Photovoltaic" project on hold due to the review of incentives foreseen by the 5th feed-in-tariff. New proposals are being analysed
Use of only ecological or recycled paper for activities in the headquarters (Italy)		Recycled paper used starting from first order in 2012
Continuation of the project for UNI EN ISO 14001 certification, with the definition of procedures (to be applied in Centro Sarca on an experimental basis) with regard to: reduction in energy consumption, optimisation of waste management, creation and management of green areas, noise reduction, legal compliance and optimisation of road network (Italy)		Project completed according to plan, with the scope of application of the project being broadened from one to four Shopping Centres in addition to the headquarters in Bologna; specific improvement actions defined for each asset and roll out plan defined for the remainder of the freehold real estate portfolio
Gradual replacement of lighting systems with low energy consuming lights / led lights (Italy)		In the forthcoming restyling work planned for Centro Sarca and Centro d'Abruzzo the replacement of traditional lighting systems with led lighting systems is foreseen, according to <i>ad hoc</i> illumination engineering projects
Improvement of heat insulation in structures (2012-2014 time span Romania)		Doors with lower heat dispersion have been installed in 3 Shopping Centres
Introduction of low energy consuming lights as a pilot test in some shopping centres (2012-2013 time span Romania)		Low energy consuming lights have been installed in Ploiesti Shopping Centre

LEGEND ● High level of achievement ○ Low level of achievement



igd SIQ SPACES TO BE LIVED IN



IDENTITY AND ECONOMIC PERFORMANCE



IDENTITY AND ECONOMIC PERFORMANCE

1.1 ABOUT US

IGD S.p.A. was founded in 2000 subsequent to the transfer of a large part of the real estate portfolio owned by Coop Adriatica and Unicoop Tirreno, with the aim of consolidating the experience gained over the previous years in the real estate sector through the creation of a specialised company capable of operating in the sector in a competitive manner.

IGD's growth and development process continued in February 2005 when it was listed on the stock exchange: it was the first company in the sector in Italy to become a SIIQ - Società di Investimento Immobiliare Quotata (Real Estate Investment Trust) and it is one of the two SIIQs (REITs) present in Italy today. IGD Group is now a leading organisation in Italy for the development, purchase, management and rental of retail properties, as



well as for its commercialisation and facility management services offered to properties belonging to third parties.

Since 2008 the Group has been present in Romania where it controls the company WinMagazine SA, the owners of the country's main department store chain, Winmarkt.

LE PRINCIPALI TAPPE DELLA STORIA DI IGD

2000-2004: with the two partners Coop Adriatica and Unicoop Tirreno, IGD was founded and developed

- **2000:** "Immobiliare Grande Distribuzione S.p.A." was founded following the transfer of two shopping centres from Coop Adriatica.
- **2001:** three companies controlled by Coop Adriatica were merged with IGD (Did Immobiliare S.r.l., Iper San Benedetto S.r.l., Centro Leonardo S.p.A.).
- **2003:** Ipercoop Tirreno became a shareholder of IGD, to later sell its shares to Unicoop Tirreno (ex Coop Toscana Lazio).

2005: IGD was listed on the stock exchange to sustain an intense development process

- Listing on the Italian stock exchange with a portfolio of 7 shopping centres, 5 hypermarkets and 1 supermarket.
- A development plan was undertaken calling for investments of 810 million euros over the 2005-2008 three year period.

2007: RGD was founded; launch of a new three year investment plan

- RGD (Riqualficazione Grande Distribuzione) was founded, a 50-50 joint venture between Beni Stabili and IGD.
- With the investment targets being reached one year early, a new investment plan of 800 million euros was launched.
- IGD launched a capital increase of approximately 98 million euros and



issued a 230 million euro convertible bond.

- 1 shopping centre and 1 retail park were opened.

2008: purchase in Romania and transformation into SIIQ

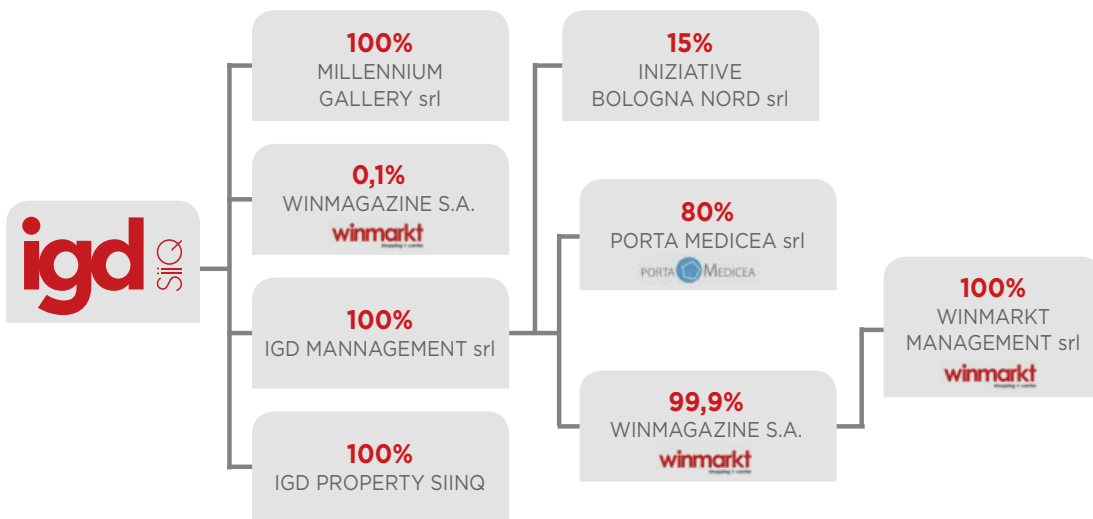
- IGD took over Winmarkt Magazine SA, which controlled a portfolio of 15 shopping centres in 14 different cities in Romania.

1.1.1 Group Structure

In IGD SIIQ, the properties that fall within the perimeter of “exempt” operations are the portfolio’s freehold properties located in Italy. The following also report to the parent company:

1. **100% of Millennium Gallery** (part of the shopping mall in Rovereto and the business division of the shopping centre in Crema);
2. **100% of IGD Property SIIQ SpA**, founded on 13th December 2012, a real estate investment company which is not listed on the official markets;
3. **100% of IGD Management srl** (owner of CentroSarca Shopping Mall in Milano and formerly Immobiliare Larice srl), which controls most of the activities that do not fall within the SIIQ perimeter:

- **99,9% of Win Magazin SA**, the Romanian subsidiary company which in turn owns 100% of WinMarktManagement, which the Romanian managers report to;
- **80% of Porta Medicea**, the purpose of which is the creation of a multifunctional requalification and development project on the Livorno waterfront;
- **15% of Iniziative Bologna Nord**, a real estate development company;
- **Management of properties** owned by third parties (Centro Nova and Centro Piave);
- **Service activities**, including mandates for managing freehold and third party owned shopping centres.



• IGD opted for the SIIQ - Società di Investimento Immobiliare Quotate (Real Estate Investment Trust) - tax regime, becoming IGD SIIQ.

2009: new openings of shopping centres and the arrival of a new Chief Executive Officer

- IGD continued with its planned investments and carried out important openings of 4 new shopping centres.
- On 30 April Claudio Albertini, already a Director of IGD and Manager of UGF group, was appointed as the new Chief Executive Officer.

2010: IGD inaugurated two more new shopping centres and sold its 50% stake in RGD

• The sale of its 50% stake in the RGD joint venture to Beni Stabili was carried out in December.

• With two new openings in the month of November, the market value of IGD’s real estate portfolio at 31 December 2010 exceeded 1.8 billion euros, according to an appraisal carried out by an independent CBRE expert.

2011: implementation of the strategic plan continued

- Launching of the “City Centre” project with the purchase of the real estate complex situated in via Rizzoli, in the centre of Bologna
- Two hypermarkets were purchased.
- At 31 December 2011 the market value of IGD’s real estate portfolio was 1,924.645 million euros,

according to an appraisal carried out by an independent expert.

2012: first Dividend Reinvestment Option and new 2012-2015 Strategic Plan

- A **Dividend Reinvestment Option** was offered which enabled shareholders to reinvest up to 80% of their gross dividend in IGD shares, which resulted in IGD benefitting from a recapitalisation of 13.3 million euros.
- The new **2012-2015 Strategic Plan** was presented where sustainability (operational, asset and financial) was placed at the heart of the development of the Plan itself, with the aim of maintaining a prudent and firm profile.



1.2 MISSION AND VALUES

1.2.1 Mission

IGD Group's mission is to create value for all its stakeholders.

The Company believes that the way to create value is by means of sustainable growth.

1.2.2 Charter of Values

Honesty

because the end (whether personal or corporate) never justifies the means

Transparency

because "we do what we say" and "we say what we do"

Far-sightedness

because we work for our tomorrow and for that of the future generations

Reliability

because we honour our commitments and we do not make choices that jeopardise the continuity of the company

Optimisation

of invested capital, of human capital, of real estate capital, of the environment in which we operate

Responsibility

towards all stakeholders (tenants, suppliers, colleagues, local bodies, ...)

1.2.3 Stakeholder

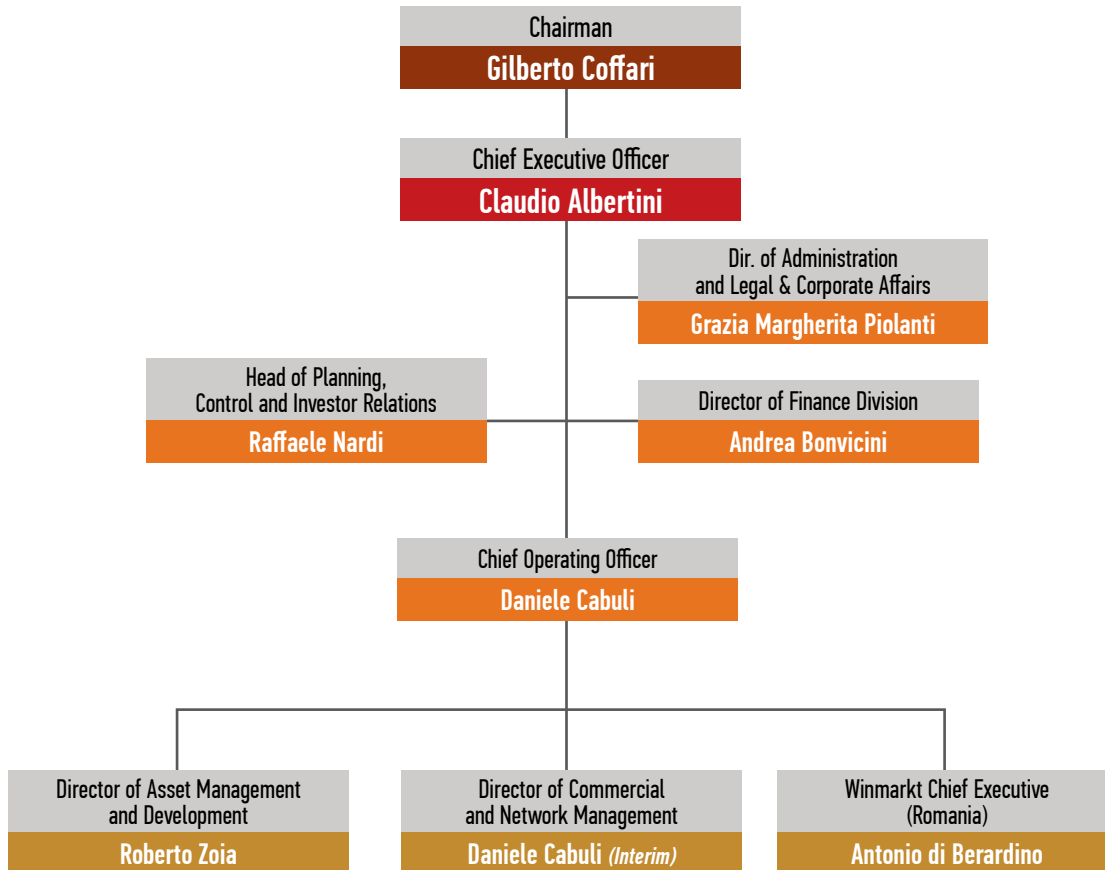
IGD's stakeholders are the people, the companies and the other organisations that add value to the organisation, they are influenced

by its activities or are otherwise interested in them.



1.3 BUSINESS

1.3.1 Organisational structure



1.3.2 IGD's business

IGD's core business is represented by retail real estate investments and by property management and rentals. This means:

- 1. The purchase and rental of real estate properties**, both newly created ones and those already up and running. In the case of newly created ones, IGD can also follow their development;
- 2. The optimisation of the yield** of its real estate portfolio by means of:
 - **Business policies** and marketing initiatives that maintain both the attractiveness of the shopping centres and their occupancy rates at a high level;
 - **Property optimisation** and management policies by means of improve-

ment measures like extensions or restyling and ordinary and supplementary maintenance activities;

- 3. The disposal of freehold real estate** that is no longer strategic or that has reached an advanced stage in its life cycle.





1.3.3 Real estate portfolio

In Italy, IGD's portfolio is mainly made up of hypermarkets and malls located within generally medium sized shopping centres, which in turn are situated in 11 different regions that go from the north to the south of the country.

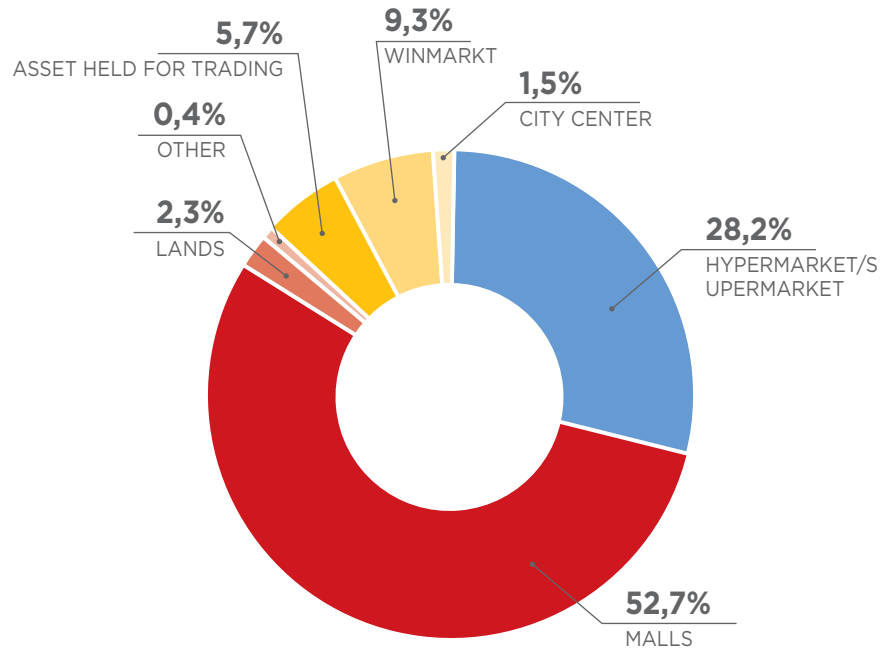
This portfolio is characterised by:

- **not too large sizes of the individual properties** (none weigh more than 7% on the market price value of the entire portfolio);

- **extensive distribution over national territory;**
- **presence in medium to large Italian cities,**

These centres are located in medium to large sized Italian cities or in Romanian cities which in 60% of cases have a population exceeding 200,000 inhabitants.

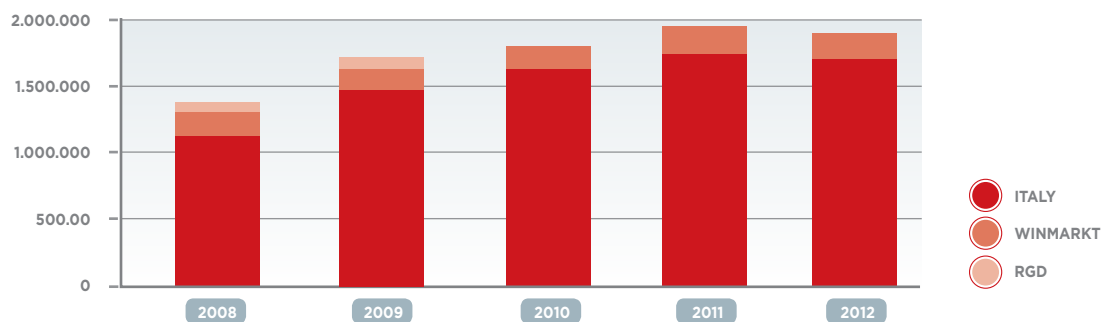
CHART 1 BREAKDOWN BY TYPE OF IGD'S PORTFOLIO MARKET VALUE (ITALY)



In 2012 IGD Group's portfolio remained the same compared to the previous year and it

reached a total value of €1,906,560,000

CHART 2 PORTFOLIO MARKET VALUE (GROUP) - €



ITALY

The number of IGD properties in **Italy** reached 51 (including 50% of “Darsena” Shopping Centre), with the following property type breakdown:



The property type/region breakdown is as follows:

EMILIA ROMAGNA:

5 shopping malls, 8 hypermarkets-supermarkets, 1 city centre, 5 others, 1 land

PIEMONTE:

1 shopping mall, 1 shopping mall + retail park

LOMBARDIA:

2 shopping malls

TRENTO ALTO ADIGE:

1 shopping mall

VENETO:

1 shopping mall + retail park, 1 hypermarket, 1 land

MARCHE:

1 shopping mall, 3 hypermarkets, 2 others, 1 land

ABRUZZO:

1 shopping mall, 1 hypermarket, 1 land

CAMPANIA:

1 shopping mall, 1 hypermarket

LATIUM:

2 shopping malls, 2 hypermarkets

TOSCANA:

1 shopping mall, 1 hypermarket, 1 property for trading

SICILIA:

2 shopping malls, 2 hypermarkets



ROMANIA

ROMANIA

- 15 DEPARTMENT STORES SITUATED IN CITY CENTRES
- 1 OFFICE BUILDING



1.4 STRATEGIC LINES FOR THE FUTURE

1.4.1 Vision

VISION

Business focused on retail market

Portfolio geographically segmented and diversified over territory

Diversification in foreign markets limited to Romania

Relations with stakeholders based on listening and dialogue

Study and research of new formats to understand changes in the market better, starting from local community needs

Environmental sustainability as a paradigm in everyday management, restyling work, expansions or new openings

1.4.2 Strategic guidelines

In October 2012 IGD presented its 2012-2015 Strategic Plan, concluding a process that involved approximately 50 people, coming from all corporate Divisions and Services.

The new Plan presented an important evolution in the medium-long term strategy: focus is on operational, asset and financial sustainability, following the need to maintain a prudent and firm profile, which limits the Plan implementation risk in relation to the external context.

From now and until 2015 IGD is committed to pursuing sustainability in revenues and cost of capital in its income statement. Furthermore, the Group intends to implement policies and investments that will enable the market value of its asset portfolio to remain stable over time. The success in terms of effective sustainability in commercial, financial and real estate management is the key to guaranteeing attractive shareholders' dividends.

In addition, it should be noted that between 2012 and 2015 IGD has forecasted total investments for approximately 200 million euros, of which approximately 120 for investments in its existing portfolio, mainly

for expansion and restyling work (Centro Esp, Centro d'Abruzzo, Porto Grande, Centro Sarca, Gran Rondò and Le porte di Napoli), and other CAPEX (Capital Expenditures); instead, the remaining 80 million euros will be invested in development projects present in the pipeline, that is, the new shopping centre in Chioggia and the multifunctional Porta Medicea project in Livorno.

In particular, with regard to Romania, investments will be aimed at bringing the facades and interiors of Winmarkt department stores up to international standards, with the hoped for positive effect being the prospects of introducing new high profile tenants and of attracting potential investors in the near future.

IGD will also be able to assess the possibility of asset rotation and partnerships with financial institutional investors.

With regard to its financial strategy, IGD's objective is to gradually reduce its debt load. The structure of the debt will remain firmly focused on the long term in order to remain balanced in relation to the high level of fixed assets.



1.5 GOVERNANCE SYSTEM

In November 2012 the IGD SIIIQ SpA Board of Directors approved new provisions for Corporate Governance, to comply with the most recent version of the Corporate Governance Code of Conduct that the Committee for Corporate Governance for Italian Stock Exchange Listed Companies presented on 5th December 2011.

IGD, which was already in compliance with a large part of the new provisions introduced by the current Italian Stock Exchange Code of Conduct, is now in complete compliance with the new Code of Conduct having introduced the required integrations and modifications.

In particular, with the intention of adopting a system that enables supervision to be separated from management, the IGD Board of Directors have singled out the Chairman, Gilberto Coffari as the appointed director of the Control System and Risk Management.

All the information regarding the Corporate Governance system is laid out in the “Report on corporate governance and ownership structure”, in the “2012 Consolidated Financial Statements”. The document can be viewed on IGD’s website (www.gruppoigd.it).

The Governance model is focused on:

- 1) the guiding role of the Board of Directors** with regards to matters of strategy, with regards to its collegiate nature and by means of specific committees with propositional and advisory functions;
- 2) the transparency of business decisions** within the Company and towards the market;
- 3) the defining of a policy** for the compensation of the directors and managers with strategic responsibilities, consistent with the provisions of the Code;
- 4) the efficiency and effectiveness** of the internal control system;
- 5) the strict governance** of potential conflicts of interest;
- 6) clear procedures for transactions** with related parties, in compliance with the laws in force as well as for the processing of corporate information.

IGD’s governance structure is based on the traditional model with its corporate bodies represented by the Shareholders’ Meeting, the Board of Directors and the Board of Statutory Auditors. The financial audit is carried out by External Auditors.

1.5.1 Corporate Bodies

THE BOARD OF DIRECTORS

The new IGD Board of Directors was appointed in 2012 and it is characterised by the following:

- **it is made up of 15 members** taken from the sole list jointly presented by IGD's majority shareholders (Coop Adriatica and Unicoop Tirreno)
- **it has a percentage of independent directors** equal to 53% in relation to the current set up, and a percentage in relation to the total number of non executive directors equal to 61.5%
- **it is made up of members** with diverse professional and personal characteristics, including university professors, freelancers, entrepreneurs as well as company directors.

The directors ensure that their conduct is in line with the contents of the Code of Ethics, the Internal Dealing Code and all the other provisions which the Company adopts to govern the directors' actions.

The Directors will remain in office until the Shareholders' Meeting for the approval of the financial statements relating to the 2014 financial year.

During the recent renewal of the Board of Directors, the Company also appointed the independent Director Riccardo Sabadini as Lead Independent Director, judging that the appointment of this person could contribute to guaranteeing the role of the independent directors, in line with the practices adopted by the Company.

MEMBERS	NON EXEC.	EXEC.	INDEPENDENT	CHAIRMAN'S COMMITTEE	CONTROL AND RISK COMMITTEE	NOMINATION AND COMPENSATION COMMITTEE	COMMITTEE FOR RELATED PARTY TRANSACTION	LEAD INDEPENDENT
Gilberto Coffari (Chairman)		●		●				
Sergio Costalli (vice-Chairman)	●			●				
Claudio Albertini (Chief Executive Officer)		●		●				
Roberto Zamboni	●			●				
Aristide Canosani	●							
Leonardo Caporioni	●							
Fernanado Pellegrini	●							
Fabio Carpanelli			●			●		
Tamara Magalotti			●			●		
Andrea Parenti			●			●	●	
Riccardo Sabadini			●				●	●
Giorgio Boldregghini			●				●	
Elisabetta Gualandri			●		●			
Massimo Franzoni			●		●			
Livia Salvini			●		●			

STRUCTURE

The current structure of the Board of Directors is already in line with the laws in force with regard to balance between categories as the Company amended its Articles of Association to comply with Law N. 120/2011 (a fifth of places on the boards and boards

of statutory auditors shall be reserved for the least represented category) during the Shareholders' Meeting which took place on 19th April 2012, ahead of the time period laid down by the law itself, scheduled for August 2012.



1. IDENTITY AND ECONOMIC PERFORMANCE

PERFORMANCE ASSESSMENT OF THE BOD

Also for the year 2012 the Board of Directors carried out a self-assessment on their performance (the so-called “Board Review”), which was first introduced in 2007, therefore remaining in line with the international best practices and fully implementing the provisions of the Code of Conduct.

Once again for this financial year ending on 31st December 2012, IGD appointed the consultancy firm Egon Zehnder to assist it in this process.

This self-assessment was carried out in the months of December 2012 and January 2013 and referred to the financial year ending on 31st December 2012.

The assessment is carried out by means of:

- **an individual discussion** with each Director following the completion of a specifically drawn up questionnaire;
- **an analysis of the recommendations and comments** that emerged and the preparation of a Summary Report for the Board;
- **a discussion in the Board of Directors** on the main results and subsequent follow up.

The results of the “Board Review”, including the possibility of introducing a few further improvements, were presented and discussed during the Board of Directors Meeting on 28th February 2013. In particular, it emerged that the IGD Board of Directors is placed at levels of excellence on the market with regard to:

- **Appropriate size** with a majority of Independent Directors;
- **Well structured set up** from the point of view of experienced professional characteristics, with focus placed on balance between categories, a result of adopting ahead of time the new legal requirements;
- **Efficient operating**, in particular thanks to:
 - **a constructive atmosphere** favouring effective circulation of information and good execution of the meetings;
 - **collaborative dialogue** enabling decisions to be agreed upon, resulting from suitable in-depth analysis;
 - **useful and appreciated participation** of directors in Board meetings when opportune.



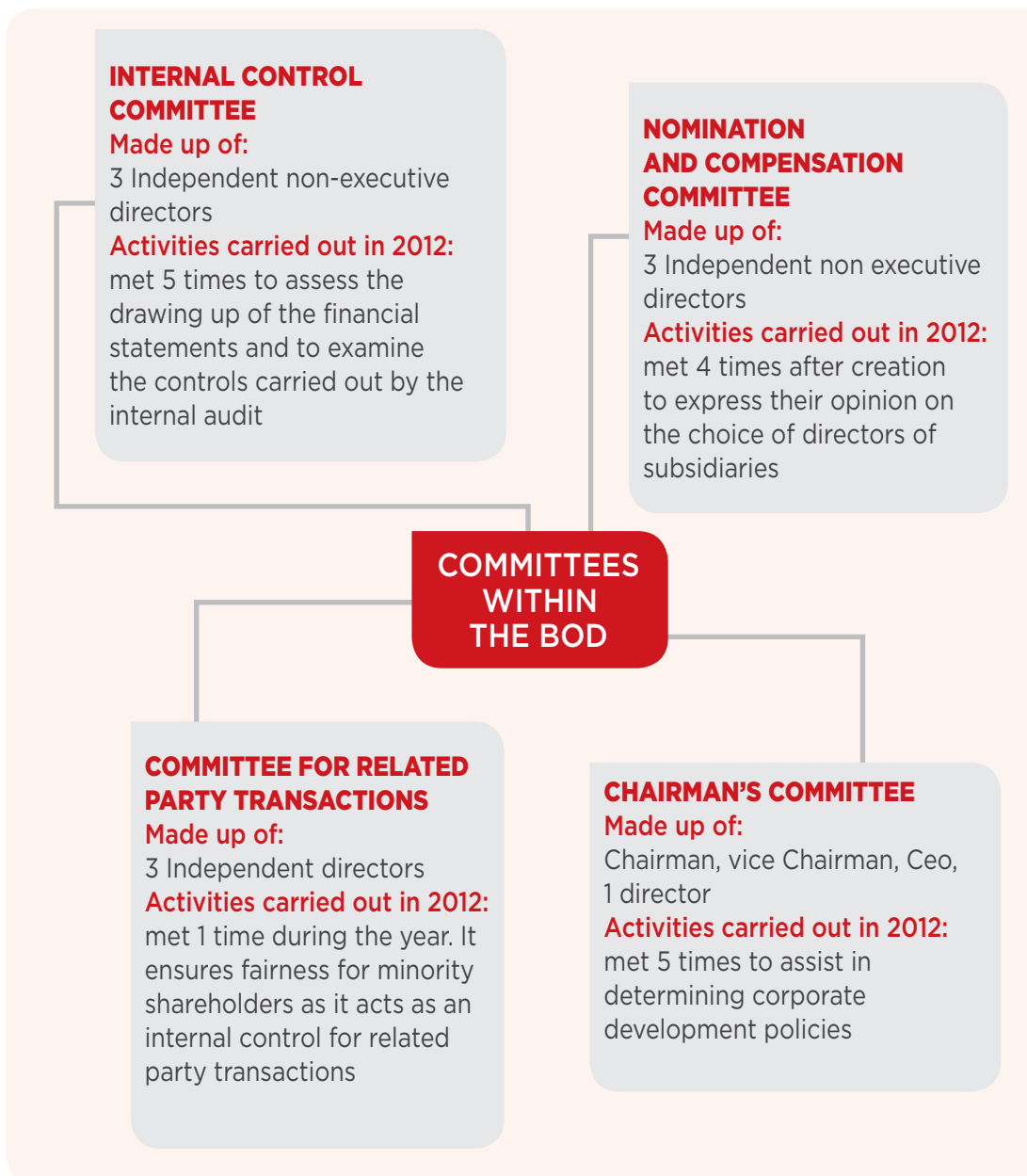
COMMITTEES WITHIN THE BOARD

In order to carry out its duties more effectively, the IGD BoD established several committees within it. Compared to 2011 the names and the roles of three of these have not been altered:

- **The Chairman’s Committee;**
- **The Internal Control Committee;**
- **The Committee for Related Party Transactions.**

Instead, the Compensation Committee and the Nomination Committee were merged together in 2012, uniting the roles of each into

just one **“Nomination and Compensation Committee”**. The decision to merge these two committees was made due to organizational reasons within the Company as the components of the pre-existing Compensation Committee possessed the requisites of independence, professionalism and experience which were also required in the roles of the components of the Nomination Committee. The components of the above committees were appointed during the latest renewal of the administrative body in April 2012.





1.5.2 Risk management

In 2012 the Group continued with the implementation of its risk management model launched in 2010 to structure a model capable of identifying, assessing and managing the main corporate risks.

The activities carried out during the year involved:

1. Adopting methodological and operational tools aimed at better assessing risks, especially those relating to financial areas and at implementing monitoring checks in the control system with regard to identified risks, in accordance with a specific plan periodically agreed upon with the Operating Management.

2. Monitoring activities regarding “key risks”. In particular, two risks have been analysed:

a) credit-consortium risk of IGD shopping centres

b) risk of variations in the macroeconomic and competitive scenario and credit risk for Winmarkt

3. Identifying reference principles/models to define Governance, risk disclosure and reporting.

The aim of the second phase in particular was to analyse in-depth the implementation of risk containment defence measures, to update these in light of the new activities introduced by the Company to protect identified risks, and to identify possible areas for improvement or integration.

With regard to the general process of identifying and analysing Group risk areas, aimed at organising an internal control system that enables the best possible governance of corporate risks, particular importance can be attributed to the internal control system implemented in relation to the financial disclosure process.

1.5.3 Organisational Model 231 and Code of Ethics

The Organisational, Management and Control Model, in compliance with legislative decree 231/01, has been present in IGD SIIQ since 2006. The purpose of adopting this model was to reinforce the company’s internal control system, making it apt for the prevention of unlawful conduct carried out by its directors, employees, co-workers or partners.

In order to ensure that the model operates correctly, the Board of Directors appointed a Compliance Committee, made up of three independent directors, which met 5 times in 2012.

The Code of Ethics is an integral part of the Organisational Model and it clarifies the values and principles which should inspire and

characterise the Company’s conduct when dealing with contacts and other parties of interest (employees, clients, suppliers, public authorities, institutions, ...).

In 2012 the Company, following the inclusion of corporate liability for new examples of violations, first of all mapped the sensitive activities in function of its core business, and subsequently updated the Model and carried out training programmes for its employees and top management.

The training involved 89 people, both in the headquarters and network and focused in particular on the following new violations:

- **environmental**
- **unreported employment**
- **anti-corruption**

1.5.4 CSR governance

In 2011 IGD formed a Sustainability Committee which formulates proposals regarding CSR strategies, indicators and targets to be submitted to the **Operating Management**.

In the defining process of sustainability policies, the Operating Management occupies a central role: once the Committee's proposals have been assessed and the key indicators for performance have been identified, it recommends the Social Responsibility guidelines.

At this point, the Committee has a "frame" within which it can refine operating strategies and monitor the development of those activities necessary to reach the targets.

In this context, in 2012 the governance of IGD Social Responsibility underwent two further development processes:

1. Introduction of the Environmental Management Strategy Committee

2. Identification of a process aimed at the continuous integration of sustainability issues in strategic planning

ENVIRONMENTAL MANAGEMENT STRATEGY COMMITTEE

With the ISO 14001 certification, IGD defined its own Environmental Management Strategy, with the task of managing activities relating to the supervision and reassessment of environmental performance trends and to implement the Environmental Management Strategy identifying continuous and periodic improvements.

The activities of this new Committee are included within the general organisation of corporate social responsibility, reporting directly to the Sustainability Committee.

The new organisation of IGD CSR can be summarised in the following diagram:



THE PROCESS WITH THE OPERATING MANAGEMENT

In the fourth quarter in 2012, during an assessment of the CSR results reached by the company, IGD set itself an important improvement goal regarding its approach to sustainability: the launch of a process aimed

at integrating the principles of sustainability within the multi-year business plan.

This process was defined in the first few months of 2013, with the target being that of including for the first time economic, social and environmental sustainability demands in the next review of the Business Plan.



1.6 CREATED WEALTH

1.6.1 2012 Economic Results

IGD's 2012 balance sheet closed with a net profit of 11.3 million euros and with a FFO – Funds from Operations – of 35.9 million euros.

These results were obtained in the most difficult year of IGD's short life, in fact it had to deal with an external context that was characterised both by a high spread on loans and an intensification of the consumption

crisis, with obvious effects on the shopping centres' tenants' revenues.

One of the most significant consequences of this situation was the increase in average vacancy in the malls during the year and the other was the necessity to continue the policy of temporary support for those tenants in difficulty. These factors influenced core business revenues.

TABLE 1

SUMMARY OF 2012 AND 2011 FULL YEAR RESULTS - €/000

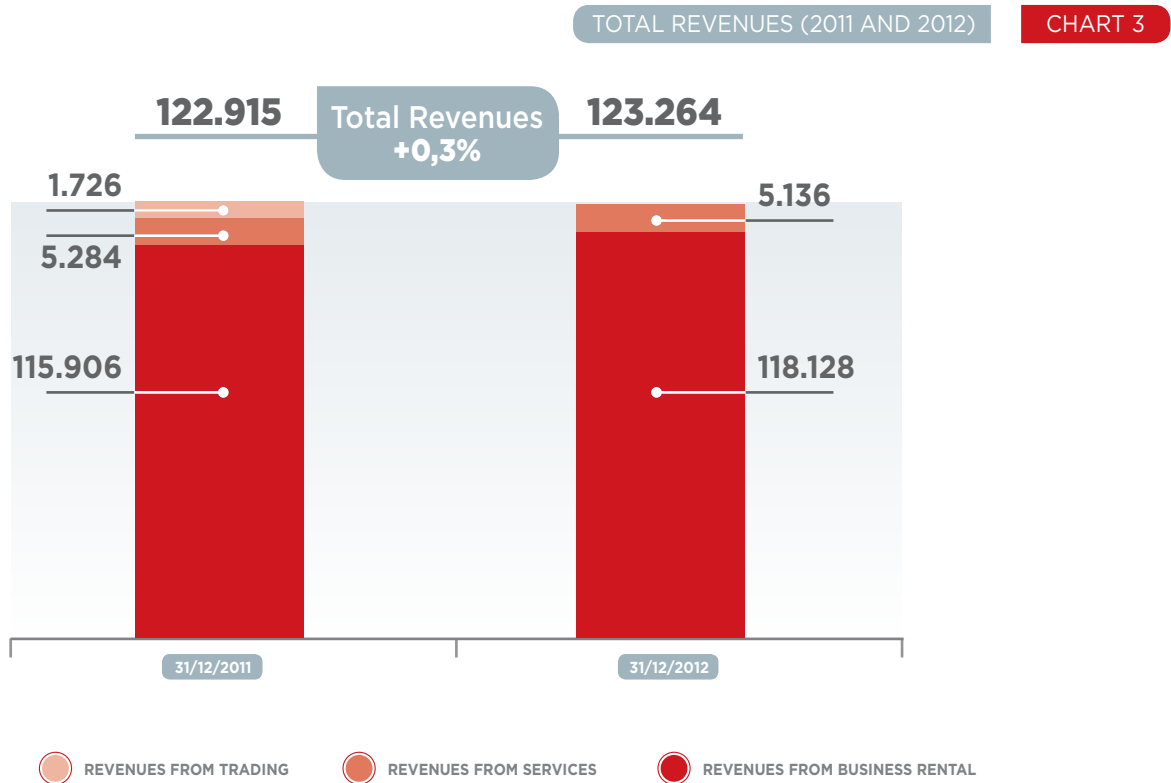
CONSOLIDATED INCOME STATEMENT	CONSOLIDATED			CORE BUSINESS			"PORTA A MARE" PROJECT		
	€/000	31/12/2011	31/12/2012	%	31/12/2011	31/12/2012	%	31/12/2011	31/12/2012
Revenues from freehold properties	107.369	109.555	2,04%	107.369	109.548	2,03%	0	7	n.a.
Revenues from leasehold properties	8.537	8.573	0,42%	8.537	8.573	0,42%	0	0	n.a.
Revenues from services	5.284	5.136	(2,79)%	5.284	5.136	(2,79)%	0	0	n.a.
Revenues from trading	1.726	0	n.a.	0	0	n.a.	1.726	0	n.a.
OPERATING REVENUES	122.916	123.264	0,28%	121.190	123.257	1,71%	1.726	7	(99,62)%
Direct costs	(20.186)	(24.410)	20,92%	(20.036)	(24.076)	20,17%	(150)	(334)	122,76%
Personnel expenses	(3.483)	(3.665)	5,25%	(3.483)	(3.665)	5,25%	0	0	n.a.
Increases, cost of sales and other costs	(731)	663	n.a.	0	0	n.a.	(731)	663	n.a.
GROSS MARGIN	98.516	95.852	(2,70)%	97.671	95.516	(2,21)%	845	336	(60,20)%
G&A expenses	(4.564)	(4.373)	(4,18)%	(4.144)	(4.014)	(3,12)%	(420)	(359)	(14,56)%
Headquarters personnel costs	(5.443)	(5.747)	5,60%	(5.408)	(5.721)	5,79%	(35)	(26)	(27,08)%
EBITDA	88.509	85.732	(3,14)%	88.119	85.781	(2,65)%	390	(49)	n.a.
<i>Ebitda Margin</i>				72,71%	69,59%		n.a.	n.a.	
Depreciation	(1.109)	(1.326)	19,62%						
Devaluation	28	(1.211)	n.a.						
Change in FV	(14.150)	(29.383)	n.a.						
Other provisions	238	(374)	n.a.						
EBIT	73.516	53.438	(27,31)%						
Financial income	809	554	(31,48)%						
Financial charges	(44.296)	(48.279)	8,99%						
NET FINANCIAL INCOME	(43.487)	(47.725)	9,75%						
INCOME FROM EQUITY INVESTMENTS	(887)	(746)	(15,90)%						
PRE-TAX INCOME	29.142	4.967	(82,95)%						
Income tax for the period	876	6.185	n.a.						
<i>Tax rate</i>	7,90%	-3,01%							
NET PROFIT	30.018	11.152	(62,85)%						
(Profit)/losses related to third parties	39	136	n.a.						
NET GROUP PROFIT	30.057	11.288	(62,45)%						



- **The consolidated operating revenues** (123 million euros) recorded an increase of 0.3% compared to the previous year. This figure was affected by the absence, compared to 2011, of revenues from trading from the Porta a Mare project. Core business revenues increased by 1.7%,

mainly due to the impact of the new purchases carried out in 2011 which had an influence of approximately 2.4 million euros.

Revenues from core business rentals increased by 1.9% compared to the same period in 2011.

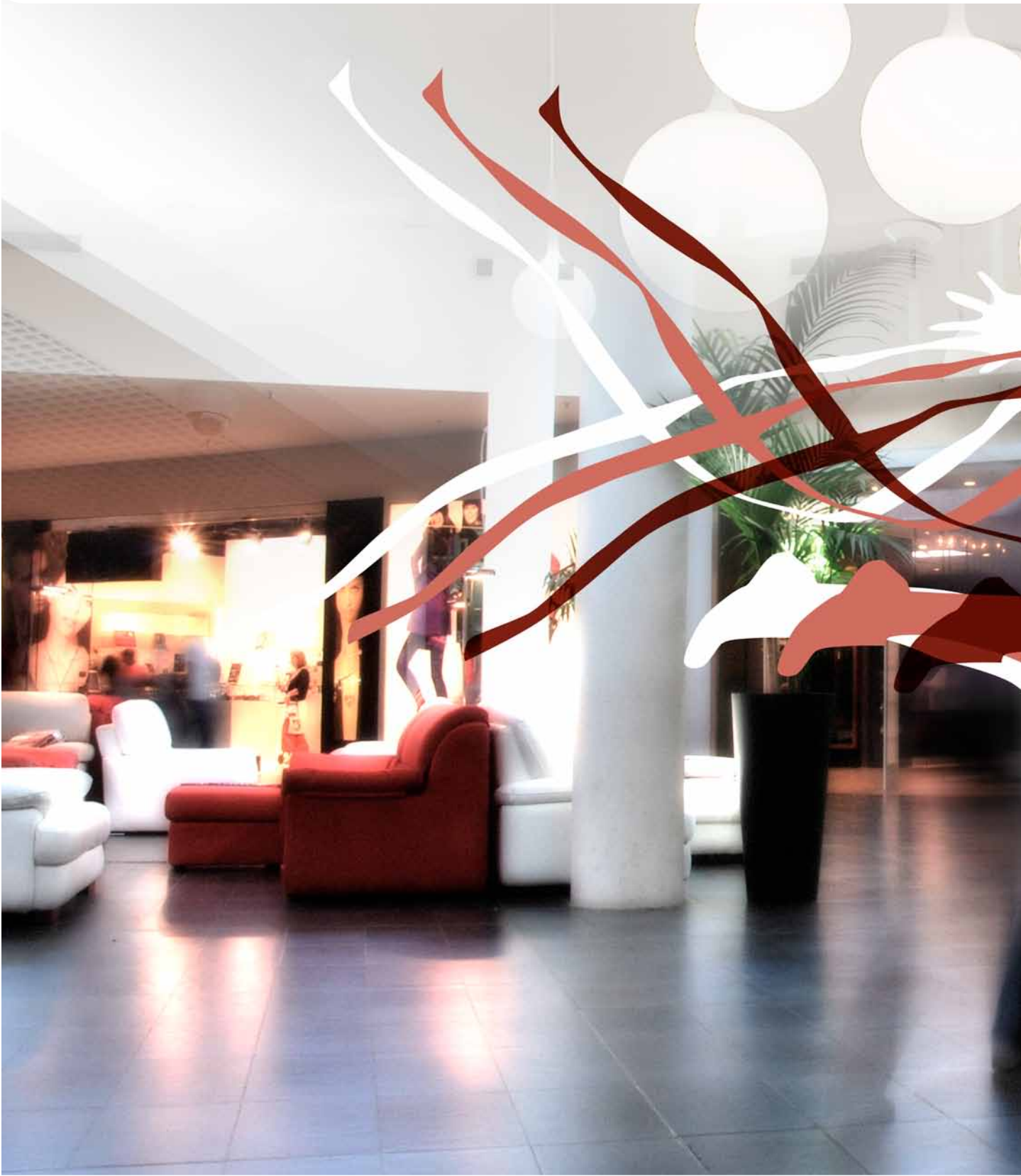


The growth, equal to 2.2 million euros was mainly due to the new purchases carried out in 2011, the full effect being felt last year; the purchases refer to the other two floors of the building where the Group’s headquarters are located, completing total ownership, (part of which is rented to third parties), the “City Centre” building in via Rizzoli - both in Bologna - and the hypermarkets in Conegliano and Palermo.

- Core business **direct costs**, including personnel expenses, were equal to 27.7 million, with an increase of 17.9% compared to the year before. This was mainly due to the increase in costs regarding Italy’s property tax “IMU” (tax which was introduced

in Italy to replace the old “ICI”), and which represents approximately 26% of the total direct costs (in 2011 the impact was approximately 19%)

- Core business **general expenses**, including headquarter personnel costs, were equal to 9.7 million euros, practically in line with 2011.
- The result of **financial income/charges** went from 43.4 million euros in the 2011 financial year to 47.7 million euros in 2012, an increase of 4.2 million euros. This increase was mainly due to the increase in the average financial position during the year as well as to the considerable increase in the spread on short term loans.



igd SIQ SPACES TO BE LIVED IN

A photograph of a modern hallway with a polished floor and recessed ceiling lights. Overlaid on the image are several overlapping silhouettes of a person in a running pose, colored in shades of red and white. The silhouettes are layered, with the most prominent one in the foreground in a dark red color, and others behind it in lighter shades, creating a sense of motion and depth.

SHAREHOLDERS, INVESTORS AND FINANCIAL COMMUNITY



SHAREHOLDERS, INVESTORS AND FINANCIAL COMMUNITY

GUIDELINES

- Transparency and accessibility of information
- Consistency in disclosure towards market
- Protection of minority shareholders



CHECK ON PREVIOUS YEAR'S TARGETS (SUMMARY)

2012 IMPROVEMENT TARGETS

- Organisation of meetings with more than half (in terms of value) of the top 20 investors throughout the year
- Enhancement of the three-monthly newsletter on issues of social responsibility in IGD
- Implementation and improvement of all web communication channels (institutional website in particular)

ACTIONS CARRIED OUT DURING THE YEAR

- Target was already reached in the first half of the year: taking as reference the shareholder breakdown in June, the total value of investors met was equal to 74.55% of the top 20
- Starting from the first newsletter in 2012, all the issues contained an article related to sustainability
- Several sections of the institutional website were reorganised and enhanced: "Commercial", "Portfolio", "Sustainability" and "Careers"
- The Group's official Facebook page was created



2.1 STOCK PERFORMANCE

IGD shares are listed on the STAR segment of the Italian Stock Exchange, in the Real Estate Sector.

In 2012 the publication of indicators showing that several economies in the Southern Eurozone were in recession (whilst tensions rose again regarding sovereign debt risk, in particular Spanish and Greek), considerably worsened international investors' assessment of Italian shares as well. IGD was not immune to this phenomenon, with a fall in its share price, particularly in May and June.

The subsequent events, like the ratification of the ESM fund (European Stability Mechanism, the so-called 'bailout fund') and the ECB's support of the Euro with the launch

of a bond buying plan at the beginning of September, reduced the sales pressure and enabled share prices to recover.

In the midst of this scenario, during the twelve months of 2012, IGD stock:

- **rose by 11.6% between 30th December 2011 and 28th December 2012**
- **underperformed**, starting from the second quarter, compared to the European sector index (EPRA NAREIT Europe), whereas on average it performed better in relation to the Italian stock market index (FTSE Italia All-share)
- **reached its peak** of the year 2012 on 21st March arriving at 0.93 euros and its low of the year, 0.53 euros, on 18th June.



CHART 1

PERFORMANCE OF IGD STOCK COMPARED TO THE REAL ESTATE SECTOR EUROPEAN INDEX (2/1/2012=100)

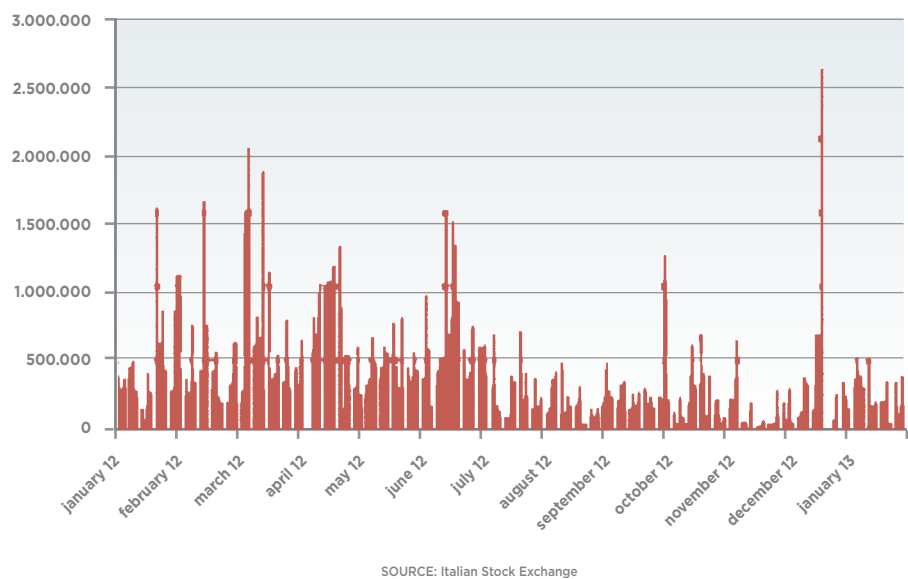


In 2012 IGD stock recorded average daily trading of approximately 420,000 shares, on the increase compared to the approximately 350,000 shares traded daily on average in 2011. The trading volume was higher particu-

larly in the first part of the year: in the first six months approximately 570,000 shares a day were traded on average, compared to the average of 270,000 shares in the second half of the year.

CHART 2

IGD STOCK TRADING VOLUME PERFORMANCE FROM JANUARY 2012



OFFICIAL SHARE PRICE AND AVERAGE TRADING QUANTITY IN 2012

TABLE 1

	1 ST QUARTER	2 ND QUARTER	3 RD QUARTER	4 TH QUARTER
OFFICIAL TRADING PRICE AT PERIOD END (€)	0,910	0,640	0,690	0,820
AVERAGE TRADING VOLUME (THOUSANDS)	550,0	557,0	261,0	274,0

2.1.1 Distribution of dividends

The SIIQ tax regime establishes that at least 85% of the distributable profits deriving from exempt operations, that is those coming solely from property rentals, must be distributed annually to the shareholders.

For the year 2012 a dividend of 0.07 euros per share has been proposed, higher than the mandatory amount provided for by the

SIIQ regime, but in line with the dividend distribution policy specified in the 2012-2015 Business Plan.

The yield related to this dividend stands at 9.6% for those that purchased shares at the end of 2011 at a price of 0.73 euros, or at 8.54% based on the price at 2012 year end.

DISTRIBUTION OF DIVIDENDS

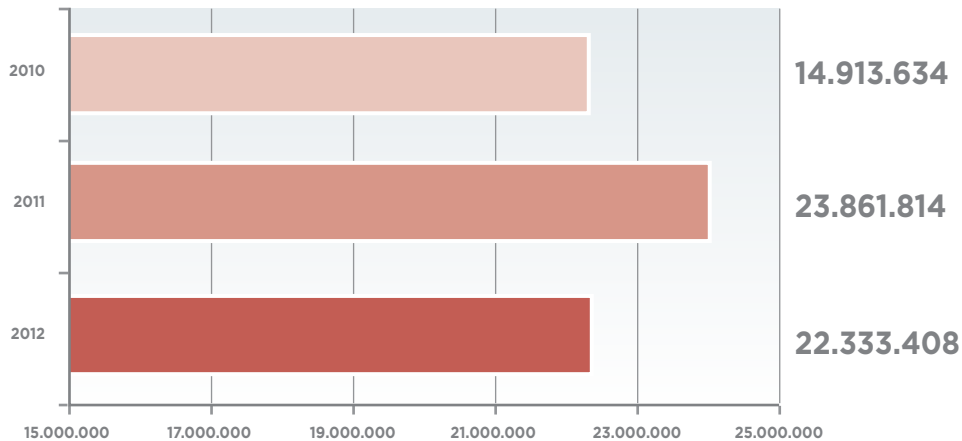
TABLE 2

	2012	2011	2010
DIVIDEND PER SHARE (€ CENT)	0,07	0,08	0,075
DIVIDEND YIELD* (%)	8,54%	10,81%	5,14%

* calculated on the share price as at 31/12

TOTAL DIVIDENDS DISTRIBUTED (€/000)

CHART 3





2. SHAREHOLDERS, INVESTORS AND FINANCIAL COMMUNITY

Amongst other things, there was a new development during the year with the introduction of a **Dividend Reinvestment Option** for IGD shareholders: this was a completely new feature for Italy, which enabled those entitled to receive the 2011 dividend, to reinvest in new IGD shares. This transaction, which in the end took place during a particular weak moment for the IGD share price, enabled however the Company to recapitalise itself for 13.3 million euros and offered investors the

possibility to strengthen their position at an interesting price.

Following the positive outcome in 2012 (with a subscription rate of approximately 70% of the shares offered), IGD will also propose for 2013 the option for coupon holder shareholders to subscribe to a capital increase for an amount not exceeding 80% of the dividend paid.

2.1.2 Stock coverage

In relation to capitalisation, stock coverage by analysts has remained extensive and skilled, guaranteed by an independent research

firm and 8 brokers, four of which are national and four are international.

TABLE 3

ANALYSTS THAT ASSESS IGD SHARES

	2012 (N)	2011 (N)	2010 (N)
TOTAL	8	7	8

2.2 SHAREHOLDER STRUCTURE

IGD SIIQ SpA's share capital is made up of 330,025,283 shares, each of a nominal value of 1 euro, distributed as follows:

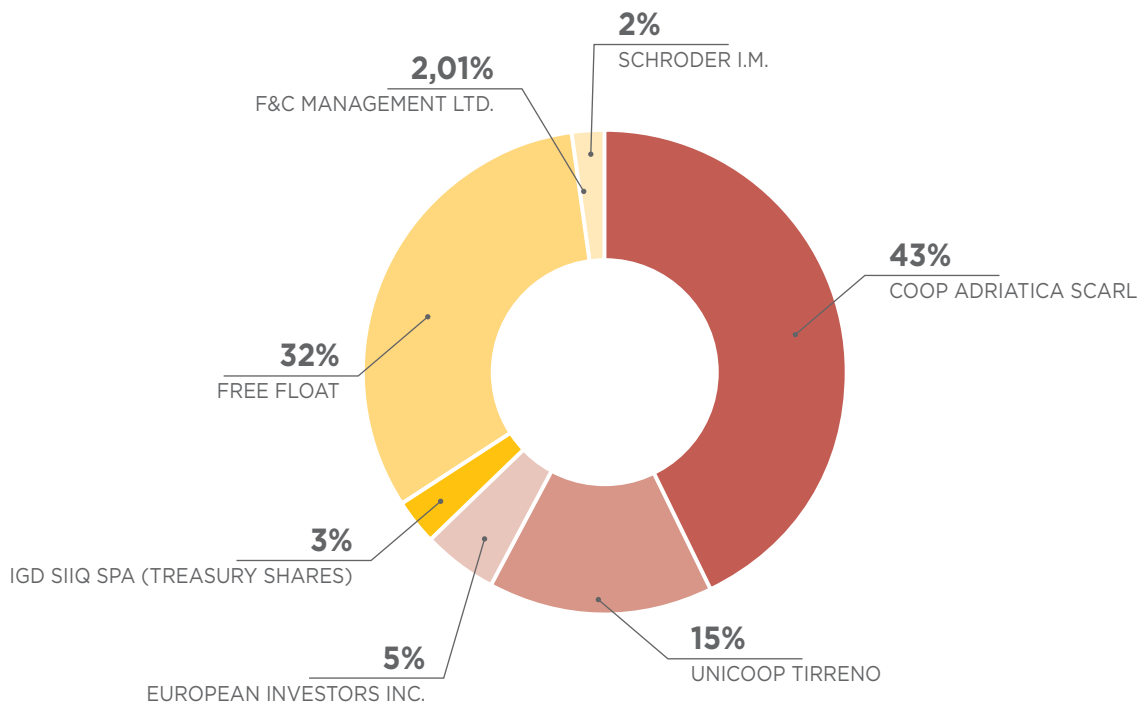
TABLE 4

BREAKDOWN OF SHAREHOLDERS

	2012
COOP ADRIATICA	42,8%
UNICOOP TIRRENO	15,2%
EUROPEAN INVESTORS INC.	4,9%
IGD SIIQ SPA (TREASURY SHARES)	3,3%
FREE FLOAT	31,8%
SCHRODER INVESTMENT MANAGEMENT LTD	2,0%
TOTAL	100%

SOURCE: IGD SIIQ spa shareholders' register and Consob notifications on equity investments as at 31/12/2012





The majority shareholders, which together hold approximately 58% of the shares, are Coop Adriatica and Unicoop Tirreno.

During 2012, Schroder Investment Management exceeded the important threshold of 2% of share capital.

The rest of the shareholders are mainly made

up of institutional investors (pension funds, social security and insurance companies and specialised real estate funds), most of which are foreign, as well as private investors. As in previous years, a considerable number of investors follow sustainability criteria when choosing investments.

2.2.1 Relations with shareholders and financial community

IGD Investor Relations continued its programme of financial communication activities in 2012, honouring its objective to guarantee constant and open dialogue with its investors, analysts and financial community. Despite the fact that the negative perception of the Italian system, which dominated several periods of the year, discouraged an intensification in the programming of roadshows, meetings with investors were however organised in the main European financial markets, thanks to the cooperation of 4 brokers: in particular, in 2012 IGD management were present in two separate roadshows in

Paris, London and Amsterdam and once in Brussels, meeting with 35 investors. On 27th March 2012 IGD took part in the STAR Conference in Milan organised by the Italian Stock Exchange.

IGD also attended several conferences and events organised by brokers: in June in Milan "Outlook 2012" by Intermonte; in October in London, SoGen PanEuropean Real Estate Conference and then at the end of October in Paris "Large & Mid Cap Event" by Intermonte.

In the second half of the year, the 2012-2015 Strategic Plan aroused particular inte-



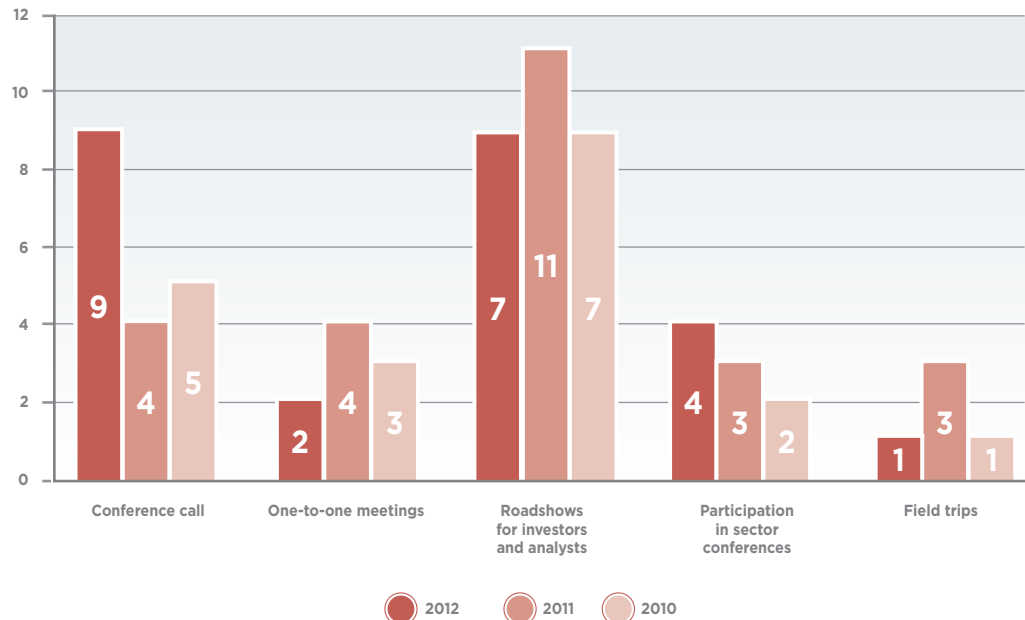
2. SHAREHOLDERS, INVESTORS AND FINANCIAL COMMUNITY

rest: there was a good level of participation and involvement of the investors in the roadshows that were organised in order to present the Plan and to discuss its contents. IGD also met with professional investors in

its headquarters in Bologna during the organisation of reverse roadshows and organised field trips to enable several of its portfolio properties to be visited.

CHART 5

SUMMARY OF INVESTOR RELATIONS ACTIVITIES



In 2012 a total of 9 conference calls were carried out: 4 coinciding with the quarterly economic-financial results, 1 specifically for the

presentation of the 2012-2015 Business Plan and 4 with individual shareholders/investors.

TABLE 5

CONFERENCE CALL PARTICIPANTS

CONFERENCE CALL	2012 (N)	2011 (N)	2010 (N)
NUMBER OF PARTICIPANTS	65	106	83
- ITALIAN	36	52	48
- FOREIGN	29	54	35
- INVESTORS	27	49	30
- ANALYSTS	20	30	29
- OTHERS (BANKS, CONSULTANTS, IGD EMPLOYEES)	18	27	24

The quarterly newsletter dedicated to investors has reached its fifth year of publication and can be viewed on the website both in Italian and English in the days following the approval by the Board of Directors of IGD's economic-financial results. Compared to the past years, this newsletter, starting from the first issue in 2012, has been enhanced with a section regarding IGD's social responsibility, demonstrating its commitment to share with

the financial community the substantial actions it has carried out.

In connection with this and with the aim of making it easier to read the results and to make a comparison with other companies in the sector, the Group started taking part in international benchmarks, questionnaires and sector researches like, the **Carbon Disclosure Project** (CDP) or the **Global Real Estate Sustainability Benchmark** (GRESB).

PRESENCE ON THE WEB

The determination to render the Company’s website an even more enhanced and effective communication tool with the financial community continued: recognition of the work carried out came from IGD’s good position in **the Italian Webranking**, which is carried out yearly by KWD and examines the quality of online communications of about 100 listed companies. Starting from 53rd place in 2009, IGD rapidly climbed the rankings over the years. Indeed in 2010 it was in 41st place and 27th in 2011 **to then reach 23rd in 2012**. No company with lower capitalisation than IGD is higher in the 2012 rankings.

The effort involved in making the www.grup-poigd.it website a more complete and functional tool has not just received external recognition. Significant proof of how IGD has managed to provide more complete and usable information via web can be seen by the figures which show a progressive increase in the total number of visits and the number of different visitors. During the year the visits increased by 21% compared to 2011, thanks to a greater extension of access from abroad: in 2011 the number of USA visitors represented 1.5% of the total but in 2012 almost one in ten visitors (9.7%) came from that country.

WEBSITE NUMBERS

TABLE 6

WEBSITE	2012 (N)	2011 (N)	2010 (N)	VARIATION %
NUMBER OF VISITS	54.681	45.092	44.135	21,3%
NEW VISITORS (SINGLE VISITORS)	37.093	28.201	26.867	31,5%
LENGTH OF TIME IN MINUTES ON WEBSITE (AVERAGE)	2,56	3,25	2,47	-21,2%
VISITORS THAT RETURN	18.206	16.891	17.268	7,8%

In addition to the institutional website, the Group also decided to increase its presence on the web by going on several of the most important communication sites:

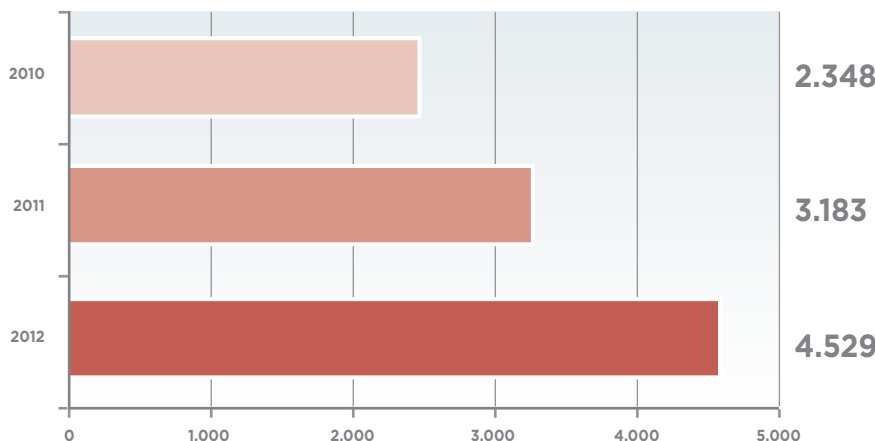
- **Youtube:** showing of institutional footages starting from August 2011. In 2012 there were a total of 694 viewings.
- **LinkedIn:** IGD’s profile page was created in December 2011 and in 2012 there were

41 followers and 150 visits for a total of 327 viewings of the page.

- **Wikipedia:** the number of viewings of the page in Italian regarding IGD has increased over the years: between 2011 and 2012 this increase was equal to 42%. The English version was also viewed 1,404 times during the year.

WIKIPEDIA VIEWINGS (N)

CHART 6





2.2.2 Financers

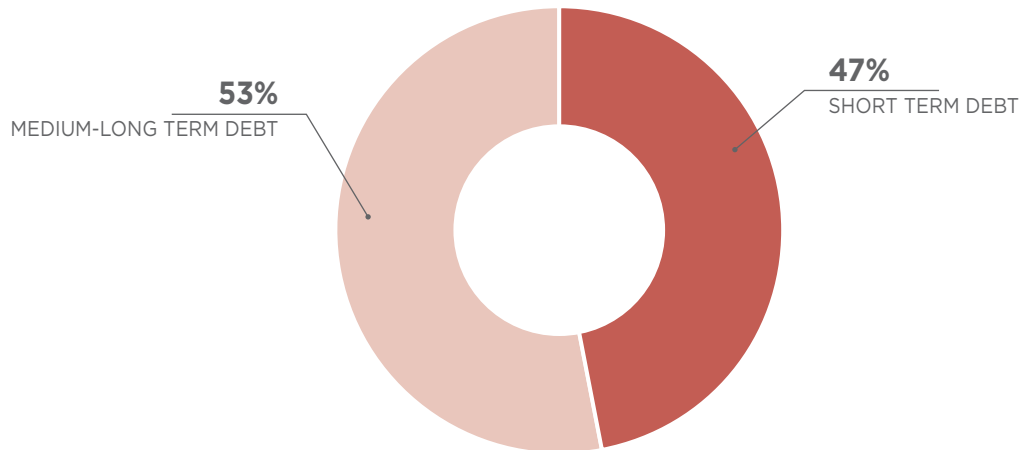
IGD's finance strategy remains that of supporting its business and does not therefore pursue speculative goals.

For this reason the debt structure is aimed at mainly medium-long term debt, consistent with the nature of the Group's assets made up primarily of investment real estate assets.

By the end of 2012, short term debt had increased compared to the end of the previous year (when it represented 21% of total debt). This was due to the imminent expiry of both the bond (28/12/2013) and the bank mortgage line of credit extended in the first quarter of 2013.

CHART 7

BREAKDOWN OF DEBT



Financial charges were also kept below the foreseen limits, even though IGD was also subjected to the sharp rise in the spread and the reduction in length of new financing.

In order to maintain a solid credit rating and capital indicator levels capable of sustaining activity and maximising the value for shareholders, once again in 2012 the following targets were achieved:

- **Maintain the ratio** between total value of net debt and net equity (gearing) below 1.4 (1.38 stable with regard to 2011).
- **Keep the ratio** between total loans (net of derivatives) and total real estate value below the maximum of 60% (loan to value). As at 31st December 2012 this ratio was equal to 57.15%.

TABLE 7

MAIN FINANCE INDICATORS

	2012	2011
GEARING RATIO	1,38	1,38
LOAN-TO-VALUE	57,15%	56,86%
HEDGING LEVEL OF MEDIUM-LONG TERM DEBT**	68,08%	74,14%
AVERAGE COST OF DEBT*	3,91%	3,71%
AVERAGE LENGTH OF MEDIUM-LONG TERM DEBT **	10,19Y**	11,46 Y

* The average cost of debt does not include the effects of charges regarding the convertible bond. Therefore the data relating to the previous financial year has been recalculated.

** Not including bond

2.2.3 Financer relations

Thanks to continuous and transparent relations that the company has always had with its credit institutions, IGD was not subjected to the effects of the “credit crunch” in 2012 which others experienced.

To highlight this fact, new lines of credit have been obtained for a total of 48 million euros. IGD works with 16 credit institutions, 13 of which decided to take part in the collective meetings where the financial results are presented and where the main strategies on which corporate development is based are explained.

These credit institutions report to 11 banking groups, 7 of which are classified in the top 11 in Italy (source: Milano Finanza).

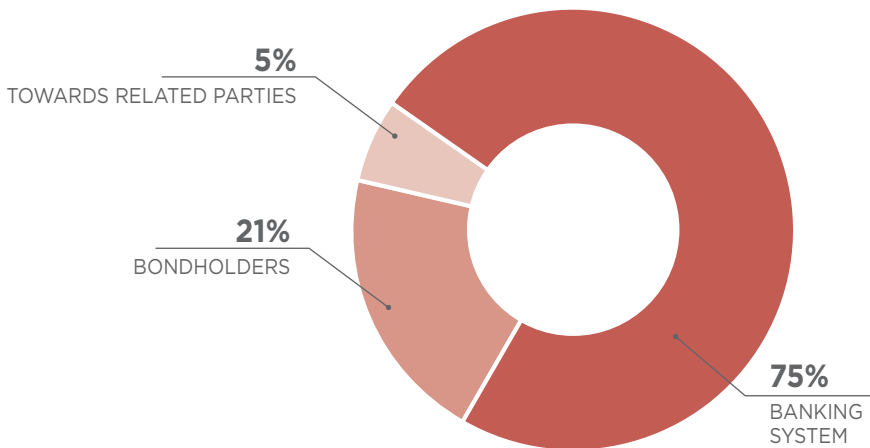
The number of meetings that IGD organised with credit institutions throughout 2012

also increased: there were 86, that is 21 more compared to the previous year. This increase is to be related to the considerable number of contacts made with regard to the refinancing of the bond to be carried out in 2013. The purpose of these meetings is to analyse quarterly performance, assess lines of credit and the possibility of using these, and they are also an important moment in which to establish relations aimed at transparency and cooperation.

Also for this reason, besides the banks’ interest in the Group’s new development projects, there was only a limited increase in the average cost of debt in 2012 compared to the previous year, settling at a relatively low level compared to the market average.

TYPE OF FINANCIERS

CHART 8



IMPROVEMENT TARGETS

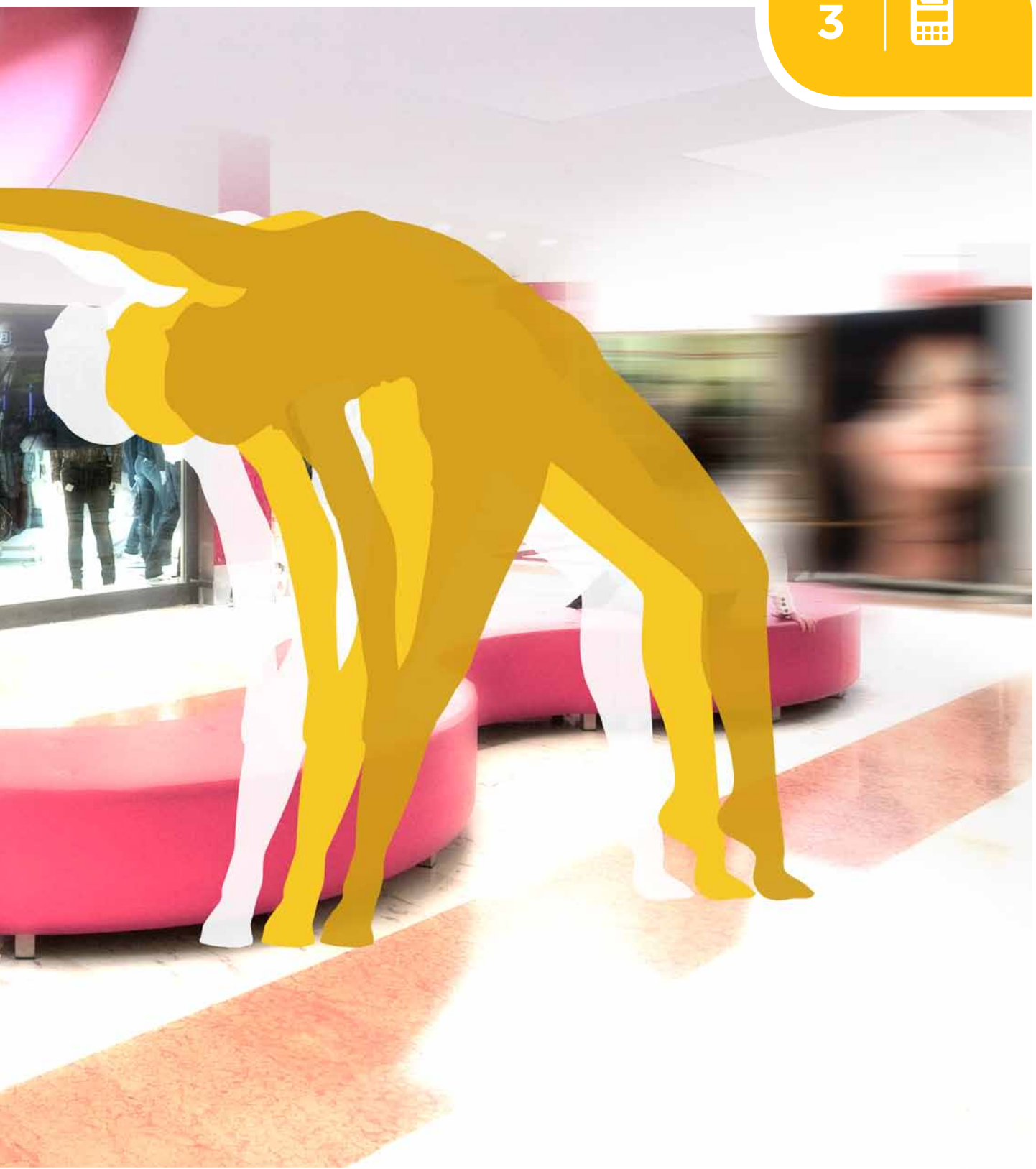
Organisation of meetings with more than half (in terms of value) of the top 20 investors throughout the year and the scouting of new financial markets

Enhancement of presentation to the market/analysts with a section dedicated to sustainability (2013)

Implementation and improvement of all tools and channels for shareholders (continuous)



igd SiQ SPACES TO BE LIVED IN



TENANTS



TENANTS

GUIDELINES

- Effective merchandising and tenant mix for target placement
- Attractiveness as joint target with tenants
- Strong focus on tenants' economic sustainability
- Raising tenants' awareness of social-environmental responsibility



CHECK ON PREVIOUS YEAR'S TARGETS (SUMMARY)

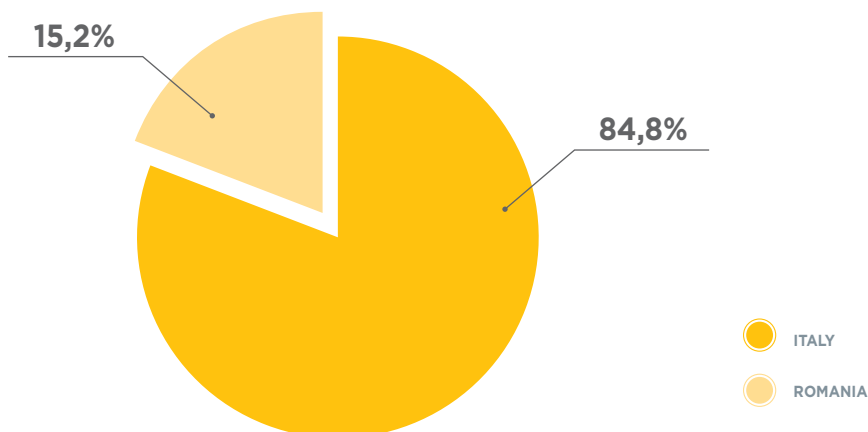
2012 IMPROVEMENT TARGETS	ACTIONS CARRIED OUT DURING THE YEAR
<ul style="list-style-type: none"> Make training programmes that are aimed at increasing specific business know-how in operators in the shopping centre stores available for tenants (2012, Italy) 	<ul style="list-style-type: none"> Training programmes made available. Two Centres participated: Tiburtino and Piave, for a total of 58 operators.
<ul style="list-style-type: none"> Maintain goal of introducing new brands capable of creating an increase in visitors to the shopping centres, guaranteeing at the same time, the continuing presence of existing ones (2012, Italy) 	<ul style="list-style-type: none"> 11 new brands introduced. Constant attention paid to the continuing presence of existing ones.
<ul style="list-style-type: none"> Keep facility management costs low (2012, Italy and Romania) 	<ul style="list-style-type: none"> Target reached (-1.5% Italy and -3% Romania). This result is significant for Italy considering the high number of additional opening days (265) compared to 2011.
<ul style="list-style-type: none"> Reduction in operating costs by installing own electrical transformers, to buy energy before it is transformed (2012-2013 time span Romania) 	<ul style="list-style-type: none"> Two electrical transformers installed (in Piatra Neamt and in Cluj)
<ul style="list-style-type: none"> Prepare conditions to introduce more new brands, including international ones, especially in the non food sectors (for example, clothing) (2012, Romania) 	<ul style="list-style-type: none"> New important contracts signed: H&M in Buzau (clothing) With regard to the food sector, the new brand Billa was introduced in Galati and the presence of Carrefour was strengthened with two new openings.
<ul style="list-style-type: none"> Define co-marketing activities together with important retail operators, with particular attention paid to activities, including social ones, to be carried out in the shopping centres and local communities (2012, Romania) 	<ul style="list-style-type: none"> Co-marketing activities defined with important retail operators. Social ones to be further developed.

With regard to the management of Shopping Malls, IGD and Winmarkt have business relations with 1,048 tenants (603 in Italy and

445 in Romania), regulated by a total of 1,652 contracts (1046 in Italy and 606 in Romania).

BREAKDOWN OF OCCUPIED GLA BETWEEN ITALY AND ROMANIA (IN %)

CHART 1



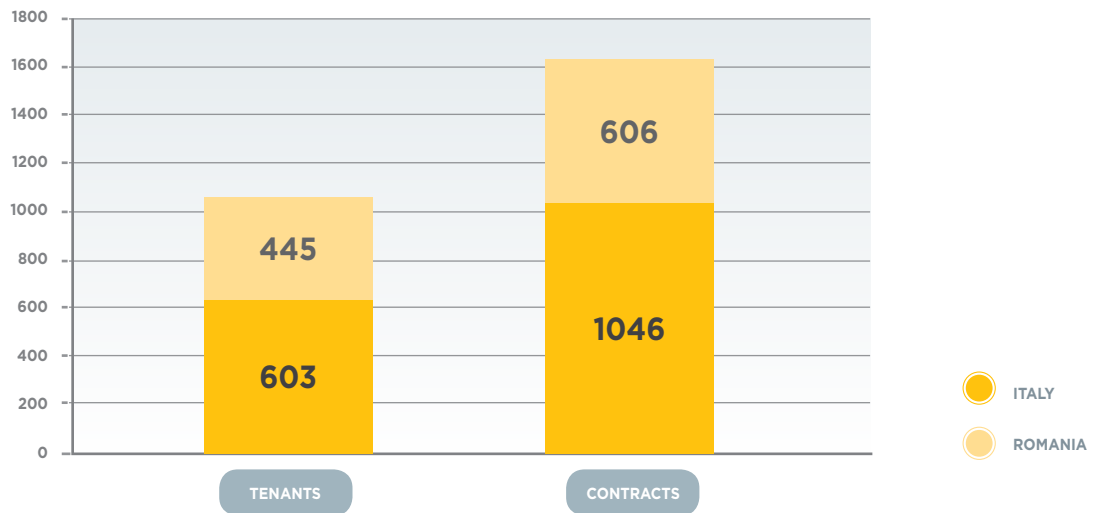


3. TENANTS



CHART 2

BREAKDOWN OF NUMBER OF TENANTS AND CONTRACTS (ITALY AND ROMANIA)



Between 2012 and 2011 the average number of contracts per tenant increased both in Italy (+6.4%) and in Romania (+12%). This fact shows that the retail offer is increasingly made up of tenants that are able to extend their coverage of national territory and it enables IGD to have more continuity in contractual relations. This fact is even more significant in Romania, where the increase in

the intensity of medium-large tenants characterises the tenant mix in the malls. Daily relations with its tenants in the Shopping Centres is one of IGD's main activities. Within the Group, IGD Management is specialised in facility management which thanks to the mandate issued by the Consortiums (tenants or owners), offers facility management and operational marketing activities.

3.1 THE SITUATION AND THE ACTIONS CARRIED OUT IN ITALY AND ROMANIA

3.1.1 Italy

As was the case in 2011, also 2012 was dominated by a critical trend in consumption. Unlike the previous year, where a sharp decrease was recorded in the second half of the year, in 2012 no substantial change was seen in the trend, confirming that the crisis affected the entire year and the entire nation, with no distinction between the various geographical areas.

In this context, tenants' sales within the IGD Shopping Centres decreased, on a like for like basis, by -3,1% compared to the previous year, a figure slightly better compared to the -4% fall in household consumption calculated by Istat (Italian National Institute of Statistics).

IGD's malls, due to their distribution over the territory and for the representativeness of the merchandising categories found within them, can, with good reason, be considered a meaningful cross section of the habits of Italian citizens.

In light of the above, it is interesting to note that:

- **Electronic sales decreased**, despite the good performance of innovative products;
- **Clothing wear and footwear sales fell**: this can, at least in part, be explained by the increase in VAT which affected all goods in the sector. It is also necessary to point out that, with the exception of the 2006-2007 two year period, clothing wear consumption has continuously decreased over the last decade¹.
- **Jewellery sales also fell**, confirming the trend in the reduction of the more expensive and less "necessary" purchases.

Amongst the elements that characterised tenants' relations throughout 2012, it is necessary to mention the increase in Sunday openings, as provided for by legislative decree 201 of 6th December 2011.

At the end of this first year of this law being in force, it is not possible to carry out an unequivocal assessment, considering the different results obtained throughout the network. Even though, on the whole, it is possible to link the increase in footfalls in the Centres to the increase in opening days, it is important to underline the increase in operating costs, along with the difficulty that the smaller operators had in being open 7 days out of 7.

In this context of change both in consumption style and purchasing habits, IGD defined its retail policy, continuously pursuing a steady balance between its needs and those of its tenants.

For this reason, it guaranteed and strengthened the three cornerstones which have characterised the way it has operated over the last few years:

- a) **Listening and dialogue**;
- b) **Support targeted** at several tenant types;
- c) **Reduction in operating costs** borne by the tenants.

More specifically:

- a) **Listening and dialogue**. The strong focus on tenants' needs is rendered explicit by means of a continuous exchange of views: with the Centre Manager for issues regarding daily management, with the Network Area Manager/Person in charge for a more extensive exchange of views on retail trend and with the headquarters'

¹ Cf. Coop and Distribution Report, 2012



3. TENANTS

Business Service for contract renewals and new entries. There were 450 meetings in 2012 between tenants and IGD's Business Service. With the emergence of new needs and problems, IGD in many cases responded with greater flexibility in the quest for solutions.



b) Support actions. The temporary discounts on rents given in several cases represent a tangible way in which to support tenants. The support given is selective and targeted only at those tenants in difficulty that are reliable and capable of

complying with the contractual commitments undertaken with IGD. This business policy tool, like other ones, enabled IGD to keep the vacancy rate under control (as explained in more detail hereafter).

c) Reduction in operating costs. The Group has always been committed to searching for ways in which to reduce facility management costs (cleaning, security, energy consumption, advertising, ...). The reduction obtained during the year **(-1.5%)** is particularly significant in relation to the increase in opening days (+265).

3.1.2 Romania

In 2012 the economic trend in Romania was better than the Italian one, with a growth in non food retail trade of 1.6% compared to the previous year and an increase in GDP of 0.3%².

Despite this, the tenants handled by Winmarkt, which uses business policies similar to those used by IGD in Italy, can still make use of the following:

● **Reduction in facility management costs:** the renegotiation and turnover of operational service suppliers continued, with the express purpose of maintaining efficiency over time and the same level of quality in services. In 2012 this reduction was **3%** compared to the previous year.



● **Granting of temporary discount on rents,** based on compliance with several conditions/targets:

- a. **Reliability of tenant;**
- b. **Continuity in business relations;**
- c. **Compliance with budget** and achievement of expected profitability targets;
- d. **Increase in occupancy.**

Discount is normally given on a six-month basis, so as to be able to assess performance together with the tenant and to decide accordingly for the subsequent six-month period. In 2012

the discounts decreased pursuant to an improvement in quality in the customer portfolio, resulting from the consolidation strategy implemented in the past.

Furthermore, to reduce tenants' operating costs, 2 new and centre owned transformers were installed in the Shopping Centres in Piatra Neamt and Cluj, for a total investment of € 141,000. This, which will be repeated in other Romanian Centres, will guarantee a reduction in electric energy costs, by purchasing it before being transformed.



² Source Ice, Eurostat, Banca nazionale Romania

3.2 RESULTS OBTAINED

3.2.1 Italy

The business policies adopted by IGD enabled it to maintain a high occupancy rate, equal to **97.3%** of square metres in the malls and supermarkets (-0.1% compared to 2011). Considering the enduring economic crisis and the relative fall in consumption, this re-

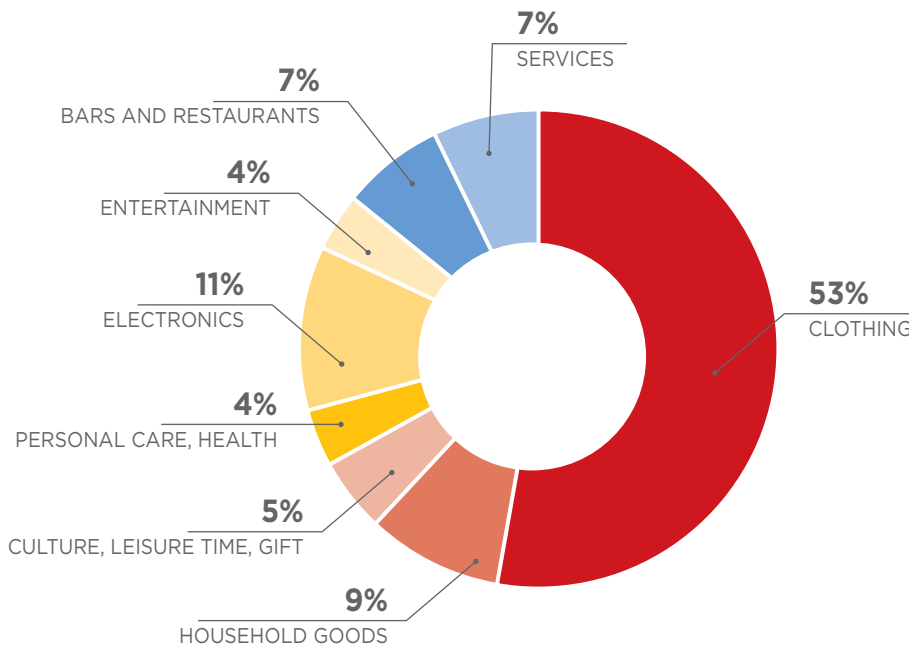
sult can be considered as being positive.

The merchandising mix is also essentially in line with that of the year before, with the square metres occupied by each category being used as a parameter.



MERCHANDISING MIX OF MALLS (IN % OF M²)

CHART 3

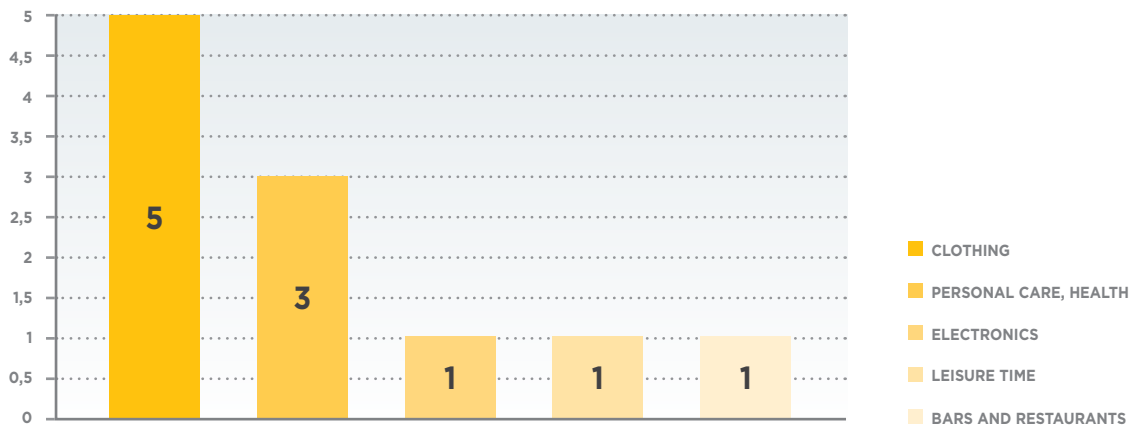


In 2012, in addition to maintaining its occupancy rate, IGD's commitment was also concentrated on searching for new brand names capable of renewing the retail offer for visi-

tors to the Centres. The result was the introduction of 11 new brand names, predominantly national ones.

NEW BRAND NAMES BY MERCHANDISING TYPE

CHART 4





3. TENANTS

No differences can be seen in the merchandising offer with regard to the origin of the tenants: the national ones currently represent

two thirds of the total square metres in the malls and 69% of IGD's revenues.

CHART 5

BREAKDOWN OF LOCAL, NATIONAL AND INTERNATIONAL BRANDS (IN % OF M²)

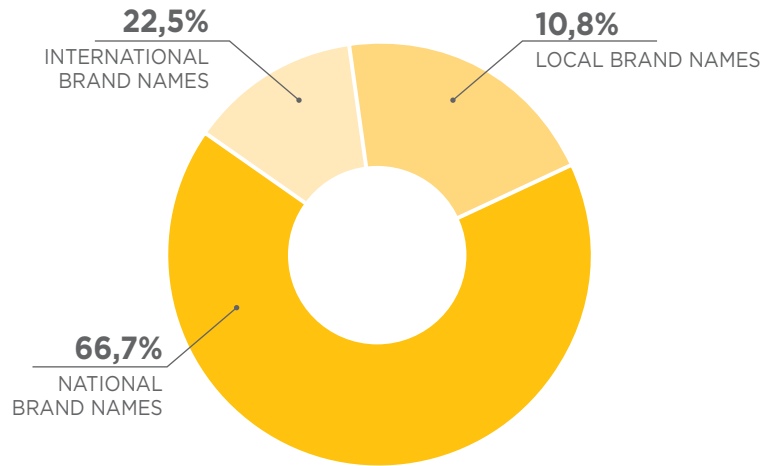
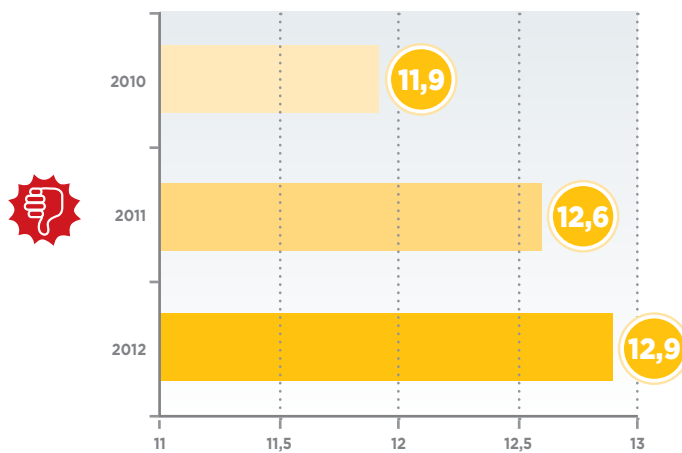


CHART 6

AVERAGE COST OCCUPANCY RATE (ITALY)



COST OCCUPANCY

The cost occupancy rate, which represents the ratio between each operator's costs and their revenue, rose slightly in 2012

This fact is mainly due to the fall in total revenues **(-3,1%)** of the tenants in the Malls.





3.2.2 Romania

Following the work started in the past few years, Winmarkt Malls are continuing to reduce the amount of vacant square metres and new brand names with a more international profile are being introduced. In addition more emphasis is continuously being

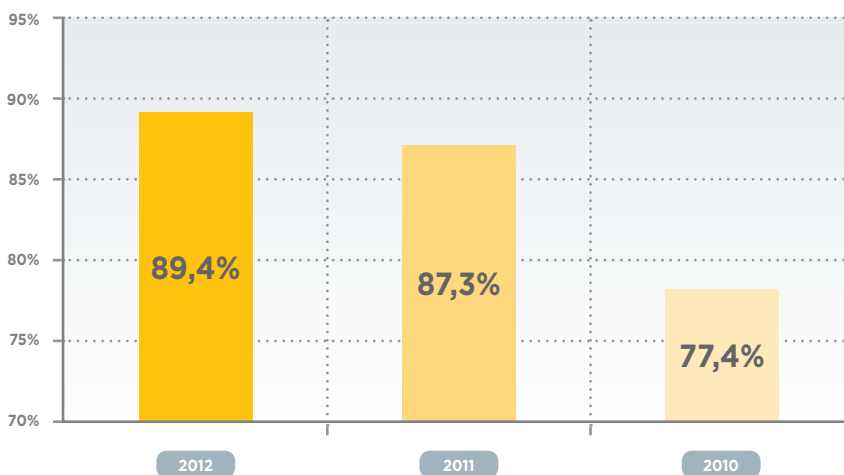
placed on the introduction of important food chain stores.

The occupancy rate (occupied square metres out of total available) has risen by 12% over the last 3 years, reaching almost **90%**.



ANNUAL OCCUPANCY RATE (IN % OF M²)

CHART 7





3. TENANTS

The merchandising categories are also changing hand in hand.

First of all, the square metres assigned for entertainment have increased: 4 specific areas were opened in the same number of Shopping Centres in 2012.

They possess different characteristics, but they share the same purpose which is to offer the local community amusement and leisure activities, both for children (with specific kids' play areas) and adults (with amusement arcades or fitness areas).

In Alexandria, for example, the area situated on the top floor of the Shopping Centre is the only place that offers the local citizens a

good quality entertainment programme.

Just as important are the changes regarding the supermarkets in the Centres: in addition to the opening of a Billa store in Galati, 3 other food anchors in the same number of Centres have changed hands, from a local operator to Carrefour. With these changes, Winmarkt has completed the opening of a supermarket in each of its Shopping Centres.

It is also necessary to highlight the opening of 3 H&M stores over the next two years, further increasing the prospect of satisfying the growing needs of an evolving clientele.

CHART 8

TENANTS BY MERCHANDISING CATEGORY (ROMANIA)

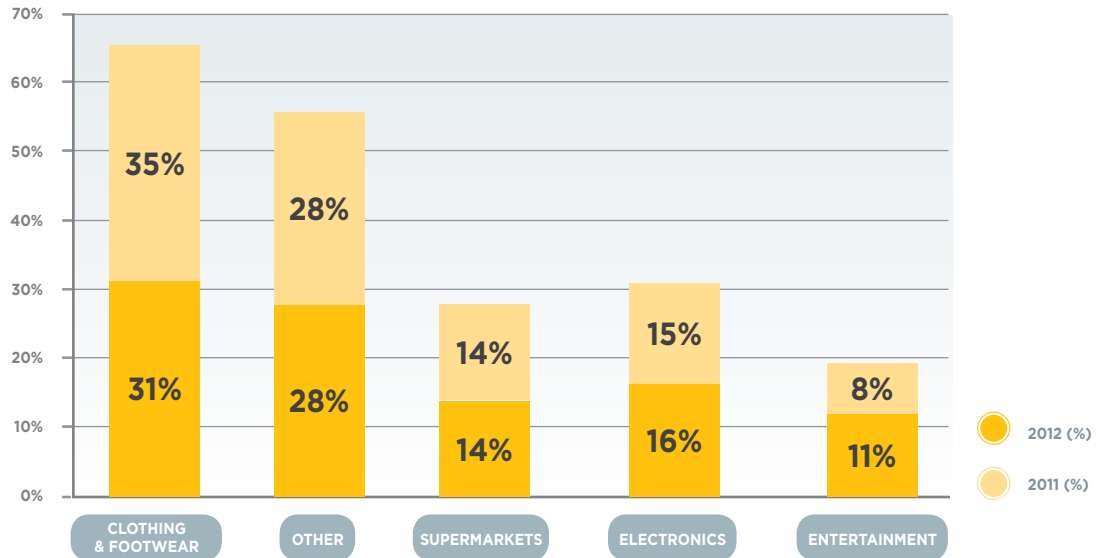
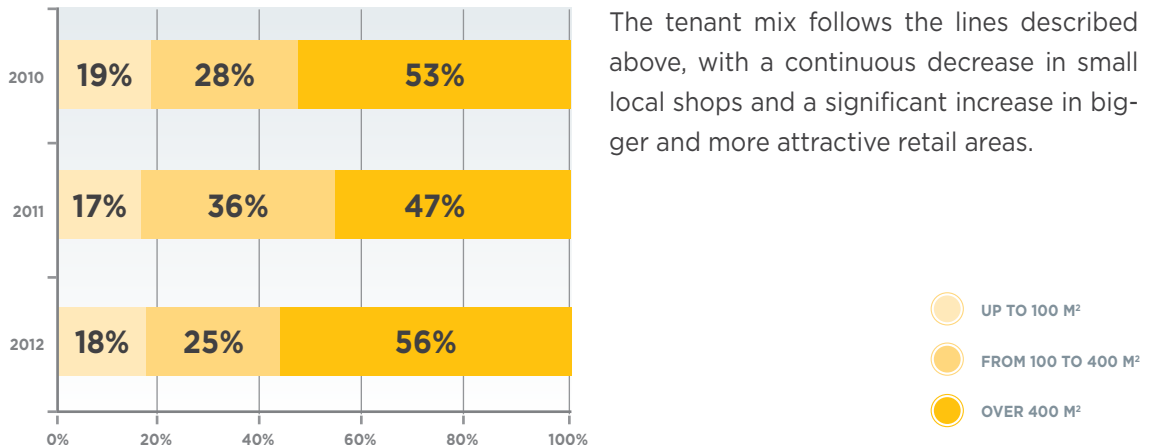


CHART 9

TENANTS BY SIZE



The tenant mix follows the lines described above, with a continuous decrease in small local shops and a significant increase in bigger and more attractive retail areas.

IMPROVEMENT TARGETS

Raise tenants' awareness of IGD's sustainability policies by including points on the issue in contracts (2013 Italy)

Internal survey on tenants' satisfaction (2013 Italy)

Introduction of new brands capable of creating an increase in visitors to the Shopping Centres, guaranteeing, at the same time, the continuing presence of existing ones (continuous Italy)

Keep facility management costs low (continuous: Italy and Romania)

Increase in number of fitness areas to enhance wellness programmes in the local community (2013 Romania)

Integration of kids' play areas and adult ones in the Shopping Centres into the local community with events and initiatives (2013 Romania)





igd SIQ SPACES TO BE LIVED IN



VISITORS AND COMMUNITY



VISITORS AND COMMUNITY

GUIDELINES

- IGD: spaces to be lived in
- Centrality of local area
- Marketing that unites business plan with social one
- Easy access to Centres for everyone



CHECK ON PREVIOUS YEAR'S TARGETS (SUMMARY)

2012 IMPROVEMENT TARGETS	ACTIONS CARRIED OUT DURING THE YEAR
<ul style="list-style-type: none"> ● Increase in social-cultural events inside the shopping centres, making them more and more "people-oriented" (2012 Italy) 	<ul style="list-style-type: none"> ● At least 5 new events held across the network in various Centres: <i>Prevenzione ANT</i> (ANT Prevention), <i>Bussola del Lavoro</i> (Work Compass), <i>Fumetti al Centro</i> (Comics in the Centre), <i>Racconti dello Scontrino</i> (Shopping Narratives), <i>Creativitalia</i> (Italian Creative Talents).
<ul style="list-style-type: none"> ● Carrying out of pilot survey in a shopping centre to identify the problems that individuals with disabilities might encounter (2012 Italy) 	<ul style="list-style-type: none"> ● Surveys carried out in 6 structures in cooperation with Cooperativa Excalibur
<ul style="list-style-type: none"> ● Organisation of events on the issue of promoting healthier lifestyles (menus in restaurants, sports displays, promotions of books on wellbeing) in cooperation with tenants (2012 Italy) 	<ul style="list-style-type: none"> ● Events included in 2013 Marketing Plan. The Plan was agreed upon by the Commercial Division and the Network.
<ul style="list-style-type: none"> ● Organisation of an information campaign aimed at citizens on actions that can be taken in order to be more sustainable (2013 Italy) 	<ul style="list-style-type: none"> ● Initiatives scheduled in the Marketing Plan of several Centres for 2013
<ul style="list-style-type: none"> ● Increase in quality and quantity of actions and investments towards community, with the aim of increasing social inclusion (starting with sport) (2012 Romania) 	<ul style="list-style-type: none"> ● Sponsoring of an event promoted by the Inspectorate for emergencies (110 children involved) ● 3 book fairs held in Alexandria, Slatina and Bistrita organised by Bookland (the biggest book fair in the country) ● Sponsoring of "Fundatia Parada" event
<ul style="list-style-type: none"> ● Analysis of results from Mystery Shopping pilot project in Ploiesti and assessment of possible extension of project (2012 Romania) 	<ul style="list-style-type: none"> ● Unsatisfactory results from experiment. Search for other methods of analysis.

4.1 VISITORS

4.1.1 Focus on visitors' needs

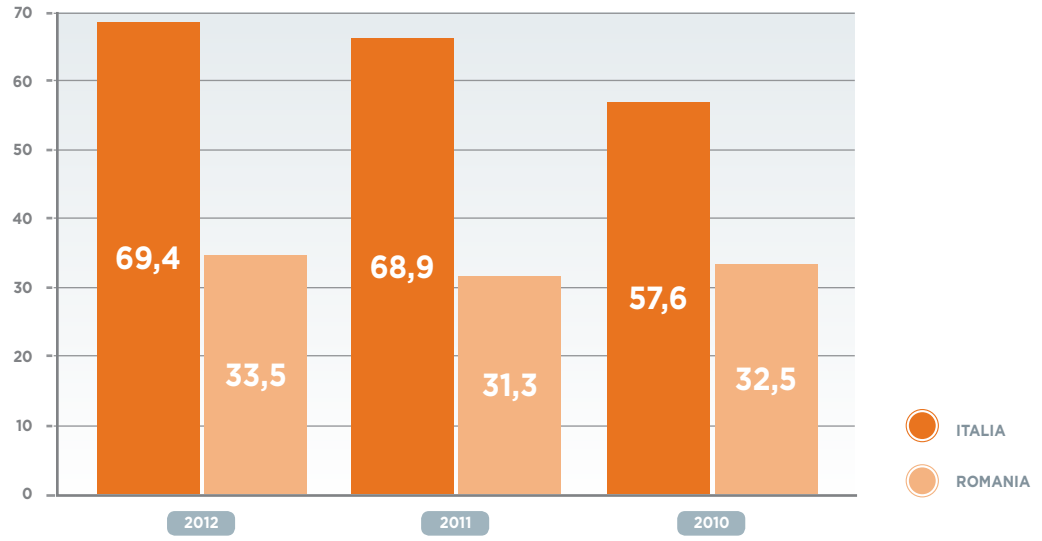
The shopping malls are once again confirmed as being places of attraction for citizens both in Italy and Romania. The number of visitors to IGD Centres exceeded a total of 100 million, of which 69.4 in Italy and 33.5 in Romania. There was an increase of 0.6% in Italy due to an extra 265 opening days, whereas in Romania the growth stood at 7% thanks to the introduction of new food anchors (Carrefour).





CHART 1

TOTAL NUMBER OF VISITORS* (ITALY AND ROMANIA)



* Data referring to whole network: in Italy the data referring to 2010 does not include the centres in Conegliano, Palermo and Crema, opened or purchased during the year.

One of IGD's priorities is to facilitate access to its Shopping Centres. With this objective in mind a disability audit was programmed and carried out in six centres in 2012 in coo-

peration with Excalibur, a social cooperative, to assess the structures' level of accessibility and usability.

FOCUS



DISABILITY AUDIT

The needs and the process carried out

THE NEED FOR THE AUDITS

In order to assess the usability of IGD's shopping malls for all visitors, the implementation of audits regarding individuals with physical disabilities was included in the 2012 sustainability targets

WHO CARRIED OUT THE AUDITS

The audits were carried out by Excalibur, a social cooperative with headquarters in Modena which has been active in these types of issues for many years

THE PROCESS

With Excalibur Cooperative, the Sustainability Committee laid out a questionnaire to assess the usability of IGD's shopping malls (with the exception of the hypermarkets). The areas analysed were: car parks, malls, public conveniences and shops. The Centres chosen for the audit were: CentroSarca, Portogrande and Centro d'Abruzzo (in preparation of the upcoming restyling/expansion), Borgo (being an "old" Centre and potentially less suitably equipped), CentroNova and ESP (already having undergone restyling work).

THE CARRYING OUT OF THE AUDITS

The 6 centres were visited several times by individuals with different disabilities between December 2012 and January 2013

FOCUS

The results obtained:

- The audits highlight that IGD’s malls are suitably designed to be used by individuals with disabilities, although with a few modifications it would be possible to further improve the results. The most important critical situations detected concern usability by the visually impaired or blind.

There two possible areas of action are:

COMMUNICATION/INFORMATION:

- Improve the visibility of **paths from car park** towards entrances
- Warnings regarding the danger of **existing moving walkways** when arriving on floors **for individuals in wheelchairs**
- Increase and render **signs for public services** clearer

THE STRUCTURES:

- **Increase the size of the individual parking places**, to facilitate getting in and out of cars
- Raise awareness in the tenants to ensure that the **structures of the shops do not result as being unwelcoming** (too high counters, inaccessible push button pads, unusable fitting rooms), keeping up to date with the relative technological development

Starting with these macro results, along with the identification of individual problems in each Shopping Centre, IGD is determining what actions should be carried out, with the direct involvement of the Operating Management.

stands at 13, with a total of 124 parking spaces, usually situated in convenient positions making it easier and safer for female customers to load their purchases, in addition to helping mothers with children and pushchairs.

The accessible nature of IGD’s Shopping Centres can also be seen by means of other services offered that are useful to visitors:

- **Kids’ areas**, present in 86% of the Centres, where children can have fun (in complete safety) whilst the adults go shopping in the Mall stores.
- **Female parking spaces:** The number of IGD Centres (out of 21 freehold properties) that have reserved female parking

The Centres with shuttle bus services suitably equipped for individuals with disabilities decreased to 4 (from 5 in the previous year). This was due to the fact that Porto Grande Shopping Centre decided to replace the shuttle service (the use of which had been reduced over the years) with another service, that of refunding the cost of the bus ticket to those visitors that could prove they had reached the Centre by public bus.

SHOPPING CENTRE SERVICES FOR VISITORS (ITALY)

TABLE 1

	2012 (N)	2012 (% CC)	2011 (N)	2011 (% CC)	2010 (N)	2010 (% CC)
KIDS’ AREAS	18	86%	18	86%	17	81%
FEMALE PARKING SPACES	13	62%	13	62%	11	52%
SHUTTLE	4	19%	5	24%	5	24%
TOTAL SC	21		21		21	



4.1.2 Safety in shopping centres

The necessary checks to ensure the structural safety of the Centres were carried out in 2012 following the earthquake in May which particularly affected Emilia Romagna.

First of all, the required actions regarding properties situated in areas that have undergone alterations in seismic classification were set in motion in accordance with the law (Ordinance of the Prime Minister 3274/2003): these actions consist mainly in the completion of “fact finding” forms (level “0” form) and in the planning of technical verifications to define the “vulnerability of strategic buildings” (level “1” or, if necessary “2” forms). The expiry date for these obligations was repeatedly extended until the last extension which came about with the so called “2013 Stability Law”, which once again postponed the expiry date for presenting the evaluation forms from 31st December 2012 to 31st March 2013.

The terms and conditions for presenting the documentation were delegated to the

Regions, therefore the relative bureaucracy resulted rather varied. At any rate, by 31st December 2012, IGD had already presented to the appropriate authorities, the level “0” forms and where not explicitly excluded by the regional provisions also the level “1” forms for 11 of its freehold properties.

Furthermore, IGD Group voluntarily subjected all its properties to technical verifications carried out by appointed specialists, the results of which highlighted that no significant structural damage had been caused by the seismic events.

In Romania, Winmarkt continued with its safety improvements in 2 other external offices following the work previously carried out in 3 structures in 2011. These activities are part of the 2012-2015 Investment Plan which calls for the complete refurbishment, both with regards to compliance with the law and to layout, of all the management offices located in its centres.



4.2 COMMUNITY AND LOCAL AREA

Liaison with the local area represents one of IGD’s guidelines. There are numerous daily contacts that the individual Shopping Centres have with the variety of stakeholders in the surrounding area:

Liaisons with...	In order to...
Local authorities	<p>Create projects that are useful to the local Community</p> <p>Fulfil administrative obligations</p>
Workers	<p>Contribute to creating jobs: between 300 and 500 people work in a Shopping Centre.</p>
Citizens	<p>Broaden the commercial offer and services available in the local community</p> <p>Create moments of amusement and entertainment, to make it into a meeting place for the local community</p>
Associations	<p>Offer areas that are useful for Associations to achieve their purposes, sometimes also sharing the aims with them and enabling joint projects to be formed</p>
Suppliers	<p>Offer work opportunities to local suppliers which numerically speaking represent over 50% of the total suppliers</p>
Tenants	<p>Offer highly appealing and well equipped areas</p>

IGD SHOPPING CENTRE

The Marketing Plan initiatives, which IGD creates in cooperation with the Shopping Centres, both in Italy and in Romania, are the means by which the Group establishes direct contact with some of these stakeholders: Citizens, Associations, and Local Authorities.

ITALY

The underlying element of the Marketing Plan is to guarantee and strengthen the role of “Spaces to be lived in” for IGD’s shopping centres.

Operationally, this can be divided into 4 courses of action:

- **Local initiatives**
- **Social events common to more Shopping Centres**
- **“Social-environmental” activities**
- **Economic support for specific projects deemed distinguishing for IGD**



FOCUS

**IGD AWARDS**

In 2012 the “IGD AWARDS” initiative was started up. This is an annual recognition reserved for shopping centres managed by IGD, to add value to the marketing activities promoted within the structures, and at the same time, to spread good internal practices. There are four categories of award winning events:

- **COMMERCIAL:** initiatives useful for improving the Shopping Centre's performance or building customer loyalty
- **RECREATIONAL-SPORTS:** sheer entertainment events for the absolute benefit of the customers in the Centre.
- **SOLIDARITY OR SERVICE:** events where sustainability or customer service is the prime objective

The events that won awards were:

COMMERCIAL EVENTS

- **Shopping Centre:** “Tiburtino”, Guidonia (Roma)
- **Initiative Name:** LA STAR SEI TU (YOU ARE THE STAR)
- **Reason:** an event that made customers, shopping centre retailers and local vocational schools all protagonists at the same time. The organisation of the event and of the communication strategy was excellent.

RECREATIONAL-SPORTS EVENTS

- **Shopping Centre:** “CONE”
- **Initiative Name:** DINOSAURI (DINOSAURS)
- **Reason:** for having managed to create an appealing and original event with an amusing teaser campaign without forgetting the educational aspect nor that of the local involvement.

- **LOCAL:** programmes, events, initiatives or activities relating to public relations that involve public opinion, local and/or neighbouring Public Authorities

There are two special awards in addition to these: for innovation and for team spirit.

45 activities were judged by the IGD AWARDS Committee made up of members of the Business Division.

The award ceremony took place during the evening event of the company convention (December 2012), an event that was particularly appreciated by the participants.

SOLIDARITY EVENTS

- **Shopping Centre:** “LA TORRE” in Palermo
- **Initiative:** WEEK END DELLA LEGALITA' (WEEKEND OF LEGALITY)
- **Reason:** an important event which contributed to spreading the value of legality, manifesting solidarity with local institutions.

LOCAL EVENTS

- **Shopping Centre:** “I Bricchi” in Asti
- **Initiative Name:** PALIO D'ASTI (Asti bareback horse race festival)
- **Reason:** as a simple sponsor of the “Palio di Asti”, the Centre managed to become not only partner in the initiative but also an important location of events of the festival itself.

SPECIAL AWARDS

- **Innovation:** CENTRO SARCA for “PROGETTO DIDIT” (“DIDIT PROJECT”)
- **Team spirit:** ROMAGNA AREA for “CONCORSO OLIMPICO” (OLYMPIC CONTEST)

4.2.1 Local initiatives

In each local context, the Shopping Centre becomes a reference point for the community as it is a prominent meeting place. The Centres are out and out event holders in which cultural, entertainment, sports and other initiatives alternate weekly.

IGD takes on the role of promoter, co-author, supporter of various types of initiatives.

The events organised in 2012 increased in number, as did the typically local ones.

TOTAL EVENTS AND PERCENTAGE OF LOCAL ONES (ITALY)

TABLE 2

	2012	2011
TOTAL NUMBER OF EVENTS	470	382
THOSE OF A CULTURAL, RECREATIONAL SPORTS NATURE HELD TOGETHER WITH LOCAL ASSOCIATIONS	163	95
% OF LOCAL EVENTS OUT OF TOTAL	34,7%	24,9%

The increase in events is also linked to the increase of 3.8% in Shopping Centre opening days.

It is also important to note that the average frequency of events in 2012 was equal to one event every 3 days: this means constant commitment is necessary all week and not only on those days of greater turnout.

The local initiatives represent 35% of the total number of events in the Shopping Centres, with a growth of 10 percentage points compared to the previous year.

This sphere includes events with completely different characteristics, that, however, have in common the fact that they are organised in cooperation with local associations or institutions which become promoters and partners.

This is how, for example, the Centre can become the stage for a musical show, the characteristic being that it is organised by local schools.

This was the case with ESP Shopping Centre which hosted the concert of an orchestra made up of 100 pupils attending music courses at three middle schools in Ravenna, during the “Alle 7 Della Sera” (At 7 in the

Evening) event of the Ravenna Festival. Sometimes events are hosted in the external areas of the shopping malls: for example, an out and out sports festival was organised in the park adjacent to Centro d’Abruzzo for the under 16s who competed in various sports (mini volleyball , mini basketball, skating, cycling, football, dancing and rugby). 1,000 boys and girls took part in the event.





4.2.2 Social events common to more Shopping Centres

2012 was the first year in which, in relation to a target set out in the Marketing Plan, a significant number of across-the-board initiatives were carried out. The formats were exclusive with a social value and were held

in a number of structures, altogether involving over 130,000 people. The following table summarises the events organised and the results obtained.

Title	Event Description	Results obtained
Bussola del lavoro (Work Compass)	Organisation of meetings with human resource operators to make job hunting more effective by refining tools like CVs and improving how you present yourself.	<ul style="list-style-type: none"> • Held in 6 Centres involving 1,700 people • A workshop on the world of employment organised in each Centre. • About 15,000 contacts reached through social networks (Facebook and LinkedIn)
Creativitalia (Italian Creative Talents)	An exhibition on Italian culture excellences (also with multimedia aid) and a contest to be entered upon presentation of a receipt for a purchase made in one of the Mall's sales outlets	<ul style="list-style-type: none"> • Held in 26 Centres involving 120,000 people. • Many local schools involved
"La prevenzione è proprio una robina intelligente", (Prevention is really an intelligent thing) in cooperation with ANT	A campaign aimed at offering the visitors to IGD's Shopping Centres a free melanoma prevention programme, with dermatological check ups carried out by specialists from ANT (National Tumour Association). IGD also promoted ANT fund-raising activities with "i cANTucci" (ANT solidarity boutiques) by providing temporary stores free of charge in the Malls	<ul style="list-style-type: none"> • 22 Centres involved as well as IGD headquarters • 66 check up days for a total of 2,640 people visited: 905 men and 1,735 women
Fumetti al Centro (Comics in the Centre)	Comic competition for schools organised by IGD, Coop Adriatica and Unicoop Tirreno, in cooperation with the Hamelin Association on the issue of intercultural dialogue ending with an award for the winning schools and an exhibition in the Shopping Centre malls.	<ul style="list-style-type: none"> • Project carried out in 12 Centres • 90 classes involved, for a total of approximately 2,500 pupils
Racconti dello scontrino (Shopping Narratives)	Award for narratives of 1500 characters on stories set in a shopping centre. In cooperation with Coop Adriatica	<ul style="list-style-type: none"> • Held in 12 Centres, with 250 narratives from the same number of writers



IGD RECEIVES THE “EUBIOSIA” AWARD

On 22 November 2012 IGD received the Eubiosia (from Greek: “the good life”) award from the NPO Italy Foundation; the award, now in its fourth edition, was given to IGD thanks to its cancer prevention project and fund-raising activities which “further promoted the participation and involvement of citizens and employees”. IGD was chosen for the Eubiosia award out of 80 candidate companies that in 2012 provided support to the projects fostered by ANT Foundation, which since 1985 has been at the forefront in prevention activities by means of early diagnosis and assistance for cancer patients. The award ceremony was officiated by Raffaella Pannuti, Chairman of ANT. The assessment panel included several representatives of the national press.

As well as these new events in 2012 there was also “A canestro con IGD” (Basketball with IGD) the purpose of which since 2010 has been that of educating young people about sport with the aid and involvement of Virtus Basketball Team in Bologna. Like in the previous years, in 2012 this initiative consisted in distributing tickets, offered by the Shopping Centres for the Bologna team’s next championship game, to those visitors in the Centres that participated in the event.

Altogether the results were once again positive: 4,500 tickets were given to visitors and continuous interest regarding this initiative was ensured also thanks to the coverage of the local and regional press.

4.2.3 Social-environmental activities

The development of social-environmental activities by Centres occurs mainly thanks to close cooperation with non profit organisations.

In 2012, these relations resulted in 49 events corresponding to 11% of the total number. This figure is slightly lower than that of the previous year (-3 percentage points) largely due to the increase in the total number of events (as shown above).

Two courses of action were followed:

- **Cooperation with NPOs in individual shopping centres for projects in common.** On the basis of a project proposal, the non profit organisations and the Centres create projects regarding issues like health, prevention, spreading of local culture, education etc. In Lungo Savio (Cesena), for example, meetings were organised with the people of the Cesena area that were personally, or had contact with



4. VISITORS AND COMMUNITY

people, affected by disabilities or that were experiencing social problems.

The Shopping Centre sometimes becomes a place where those that want to can make a real contribution to the needs and social problems in the area: one example was the project “Donare sarà il regalo più bello” “Donating will be the best gift ever”, carried out by Centro Sarca, in Sesto San Giovanni (Milano); the project involved children with the collection of no longer used toys to be donated to charity and was carried out in cooperation with two local voluntary associations. The result was the collection (and subsequent donation) of 3,000 toys.

In the same manner, it is sometimes the Centre itself, along with its tenants, that personally carries out initiatives for the wellbeing of the surrounding community: this was the case with Le porte Shopping Centre in Napoli which purchased vouchers and donated them to families in need with the help of the town council and local parishes.

Since the Centre is integrated into its surrounding area, it also becomes a “voice” and acts as a promoter of positive messages for the community. This was the case with “Week-end della legalità” (Weekend of legality) organised by La Torre Shopping Centre in Palermo. The purpose of

the event was to keep attention focused on mafia phenomena by means of organising various events: a procession with 1,400 families taking part, a photography exhibition, a presentation held at the Shopping Centre. The involvement of the neighbourhood schools and parishes was very significant. The closing moment was held at the Shopping Centre where the authorities and the management rewarded the work carried out by the schools and the children.

- **Areas designated to fund raising.** In these cases it is the associations themselves that organise the promotion of projects in line with their objectives set out in their articles of association, in an extremely appealing area capable of drawing attention. During 2012 the Centres were host to many associations, from national ones like AIL (Italian Association against Leukaemia and Lymphoma), Unicef, Médecins Sans Frontières, Save the Children, to others with more local objectives. Compared to last year the number of associations involved, especially local ones, dropped slightly. This fall can be attributed to the increase in across-the-board events (which were organised together with national associations or organisations).



ASSOCIATIONS AND OTHER NON-PROFIT ORGANISATIONS RECEIVED IN THE CENTRES (ITALY)

TABLE 3

ASSOCIATIONS AND NON PROFIT ORGANISATIONS RECEIVED	2012 (N)	2011 (N)	2010 (N)
LOCAL ASSOCIATIONS INVOLVED	103	132	125
OTHER NON PROFIT ORGANISATIONS	60	55	50
TOTAL	163	187	175



On account of the decrease in number of associations, the amount of funds raised also fell slightly.

RESULTS FROM EVENTS HOSTED IN THE CENTRES (ITALY)

TABLE 4

RESULTS FROM EVENTS	2012 (€)	2011 (€)	2010 (€)
FUNDS RAISED BY ASSOCIATIONS AND NON PROFIT ORGANISATIONS IN IGD CENTRES	44.978	48.437	21.743

4.2.4 Economic support/partnership

In 2012 IGD continued its partnership with Virtus Basketball Club in Bologna and at the same time gave economical support to several small local sports and cultural organisations.

The institutional partnership with Bologna basketball was intensified following IGD's participation in the Foundation created to acquire the ownership of Virtus Basketball Club in Bologna. Once again for the 2012/2013 season, IGD's name is present on the warm-up shirts of this team which plays in the A1 basketball championship.

Economic support was also given to small organisations or important events with a strong social impact:

- **Cooperation began with "Gli Ultraleggeri"** ("The Ultra-light"), a volleyball team for individuals with intellectual and relational disabilities: IGD became the official sponsor of the team, whose name changed into IGD Navile Lame Volleyball

sports club for the tournaments played during the year.

- **For the second year running IGD cooperated in the "Happy hand" festival** dedicated to sports and social inclusion and held in the Province of Bologna
- **Support continued also for "I Bradipi" sports club**, a wheelchair basketball team founded in Bologna in 2002, which IGD supports by financing several activities.

These economic contributions, together with the emphasis placed on accessibility to its Centres, bear witness to IGD's commitment to the lowering of those barriers that cause social inequality.

The Shopping Centres, together with their consortiums, continued their support work, albeit with a slight decrease in funds raised, to economically support cultural, sports or social activities in their area.

SPONSORSHIPS AND DONATIONS MADE BY THE CENTRES (ITALY)

TABLE 5

	2012 (€)	2011 (€)
SPONSORSHIPS AND DONATIONS BY CONSORTIUMS TO LOCAL INSTITUTIONS AND ASSOCIATIONS FOR EVENTS AND SHOWS	148.324	231.409



4.2.5 Communication/community relations: use of the social media

IGD's "Spaces to be lived in" are also virtual; indeed, in all the Malls it is possible to connect to the internet by means of Wi-Fi, 19 out of 21 have their own website and 10 are on Facebook.

With this social network, the Centres interact with their visitors to keep them informed and spread the news about:

- **marketing events** that are about to be carried out in the shopping centre
- **photos** of the events underway
- **how some organised or sponsored events** of a social-cultural nature **are proceeding**

- **special offers** carried out by the individual stores

- **new store openings** in the Centre

Furthermore, the use of Facebook establishes direct contact with the customers who can obtain all types of information including real time information regarding the use of the Centre (including extra opening days, closing days, opening times, special services). The customers appear to appreciate this tool: the average number of "friends" for each Centre is over 3,500 and information regarding the programming of events is the most appreciated.

ROMANIA

The events carried out at the 15 Winmarkt Centes were consistent with the 3 Guidelines of the Marketing Plan:

1. **Enhancing the presence and the opening of shops also by means of co-marketing activities:** these activities were carried out in 6 Centres, involving altogether 200 tenants.
2. **Building customer loyalty by means of public holiday fringe activities,** like the sponsorship of the "Best pupil of the year" award given during the city festival (in Alexandria). Here Winmarkt rewards the pupil with the best results in the last school year from a list provided by the Schools Inspectorate. Everything is carried out in the central square in the city and represents the most important event of "City Days" organised by the municipality.
3. **Promoting and/or directly supporting children's activities,** for example the sponsorship of events like the Regio-

nal Music Festival (in Buzau), National Anthem Day (in Ramnicu Valcea), the Children's national contest "Friends of the Firemen" organised in partnership with the Civil Defence (Piatra Neamt), or cooperation with Tulcea Municipality for humanitarian action in favour of orphans accommodated in local structures or economic support for the orphanage in Ploiesti with the donation of household appliances and other equipment thanks to the proceeds on the 24th December from the Shopping Centre's car parks.

Overall funds donated in sponsorships decreased as those destined for co-marketing activities increased.

This reflects the company's decision to reduce events that are outside the Centres and favour internal ones, to increase the visibility of the Centres themselves and to better respond to their tenants' needs.

TABLE 6

SUPPORT GIVEN TO LOCAL EVENTS (ROMANIA)



	2012 (€)	2011 (€)	2010 (€)
CONTRIBUTIONS FOR SPONSORING OR SUPPORTING LOCAL EVENTS	3.000	15.500	12.000

IMPROVEMENT TARGETS

Organisation of an information campaign aimed at citizens on actions that can be taken in order to be more sustainable (2013 Italy)

Organisation of events on the issue of promoting healthier lifestyles (menus in restaurants, sports displays, promotions of books on wellbeing) in cooperation with tenants (2013 Italy)

Accessibility to Centres for individuals with disabilities: define perimeter expansion plan of the Centres involved in the 2012 survey and carry out work recommended by the survey.

Increase in moments of edutainment, by organising events specifically aimed at educating in an entertaining way the visitors to the Centres (2013 Romania)





igd SIQ SPACES TO BE LIVED IN



EMPLOYEES



EMPLOYEES

GUIDELINES

- Transparency in professional growth processes
- Periodic assessment of skills and performance
- Enhancement of internal advancement
- Sense of belonging and sharing of corporate values, targets and style
- Emphasis on equal opportunities
- Commitment towards diversities



CHECK ON PREVIOUS YEAR'S TARGETS (SUMMARY)

2012 IMPROVEMENT TARGETS

ACTIONS CARRIED OUT DURING THE YEAR

Identification of any necessary improvement actions following the results of the internal atmosphere assessment:

- Specific training courses for groups, designed to their needs, aimed at developing professional skills (2012/2013 Italy)
- Specific training on strengthening leadership and team spirit (2012 Italy)
- Improvement of internal communication tools (2012 Italy)

1. Training courses: technical training, defined on the basis of Management requests, continued. Training for homogeneous groups on 231, including the contents of the Code of Ethics.

2. Leadership training: two training days were carried out in Cervia in May. An in-depth course to be carried out in 2013 is in the planning process

3. Internal communication: the project to form a workshop to improve internal communication, made up of individuals from the headquarters and the network, was started in the first few months of 2013.

- Introduction, where possible, of CSR features in targets for Directors, managerial staff, service heads and area heads (2013 Italy)

- Target reached for individuals in the network (with the "limiting of management costs") and for most of those in the headquarters.

- Organisation of training for managers and employees on sustainability (2013 Italy)

- In 2012 a training course was planned in cooperation with *Impronta Etica*; the training will take place in the first half of 2013

- Implementation of training programme, changing and improving certain features where necessary (2012 Romania)

- Yearly training increased, both in terms of people involved and in courses carried out.

- Completion of benchmarking project, with trip specifically aimed at learning about formats similar to Winmarkt's (2012 Romania)

- Trip to Serbia carried out
- Comparison of management approaches between Italian and Romanian Shopping Centres set underway with the transfer of 4 Winmarkt employees to Italy

EMPLOYMENT PERFORMANCE

In 2012 the workforce was consolidated which enabled IGD to get the organisational changes that had characterised the last few years up and running smoothly.

The only new addition to the company organisation in 2012 regarded the Asset and Development Division with the creation of a new role, Head of Asset Technical Area, an important reference figure for the Commercial Division with regard to the adaptation of areas destined for tenants inside the shop-

ping malls. The role of Health and Facility Manager was also introduced by means of an internal reorganisation of the workforce, to aid the Shopping Centre managers in routine maintenance activities.

The benefits, in addition to improving safety, were also undeniable in the monitoring of energy consumption.

The overall number of the workforce is one employee less related to the expiry of a management contract (the employee however



5. EMPLOYEES

became part of the workforce of the new management company).

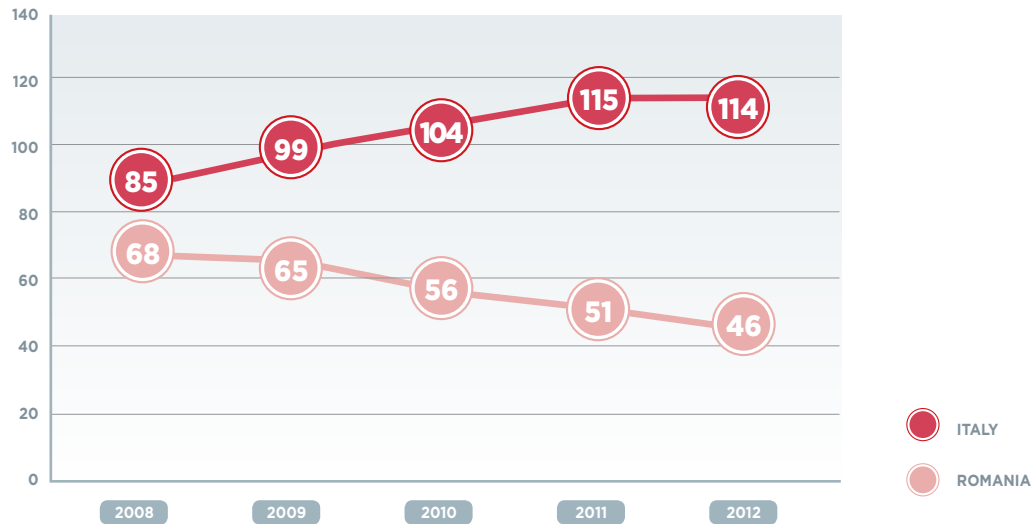
With regard to Winmarkt Group, the workforce was reinforced in the headquarters with the placement of an office worker in the

Contracts Office and the creation of the role of General Secretariat.

Altogether, the workforce decreased due to the expiry of a few fixed-term or project based contracts that terminated in 2012.

CHART 1

CORPORATE WORKFORCE FLOW (2008-2012)



The number of managerial staff grew in Italy following one external placement and several internal promotions.

TABLE 1

STAFF FLOW BY JOB TITLE (ITALY)

	2012 TOTAL	2011 TOTAL	2010 TOTAL
DIRECTORS	5	5	5
MANAGERIAL STAFF	20	16	16
HEADS	43	47	37
OFFICE WORKERS	46	47	46
TOTAL	114	115	104

Following important changes made over the last two years, Winmarkt, in line with its targets to focus on its core business as descri-

bed in its corporate business plan, is progressively adapting its organisational structure.

TABLE 2

STAFF FLOW BY JOB TITLE (ROMANIA)

	2012 TOTAL	2011 TOTAL	2010 TOTAL
DIRECTORS	1	1	1
MANAGERIAL STAFF	6	7	6
HEADS	16	18	17
OFFICE WORKERS	23	25	32
TOTAL	46	51	56

There was no change in the turnover for IGD: the value remained at 3%, confirming the high employee retention rate. However, the turnover in Romania went up, due to the decision made in the previous ye-

ars to outsource non-core services (in 2012 the management of the freehold car park in Ploiesti was outsourced).

OUTGOING TURNOVER (ITALY AND ROMANIA)*

TABLE 3

	2012 (%)	2011 (%)	2010 (%)	2009 (%)
TURNOVER ITALY	3%	3%	8%	10%
TURNOVER ROMANIA	22%	17%	26%	14%

* NB: the turnover is calculated as number of contract terminations (excluding those fixed term) / total employees (excluding those fixed term) at 31.12 of the previous year



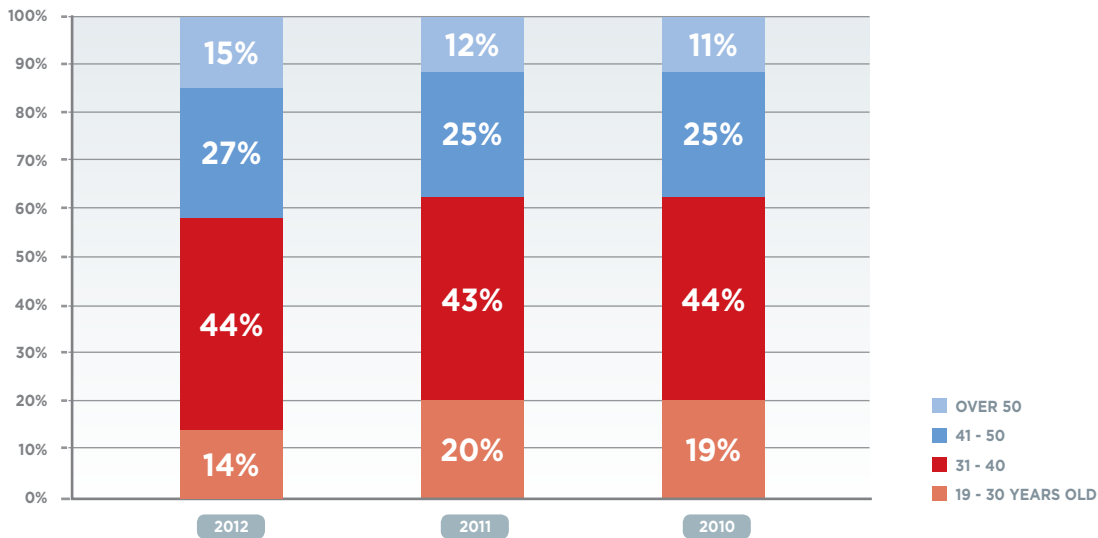
A “YOUNG AND STEADY” WORKFORCE

The average age of IGD employees rose slightly in 2012: from 38 in the previous two years to 40 today. 58% of the workforce however are under 40. The trend seen in 2011 regarding the reduction in the under 30s age

group continued: only two new placements, whereas 7 employees passed into the subsequent age group. In Romania the situation is stable, with an average age of 42.

STAFF BY AGE GROUP - ITALY

CHART 2



The IGD and Winmarkt staff were confirmed as having a high level of education: in Italy 66% have a degree whereas in Romania 85% of the staff have a degree or post graduate degree. Both figures have continuously been on the increase over the last 3 years.

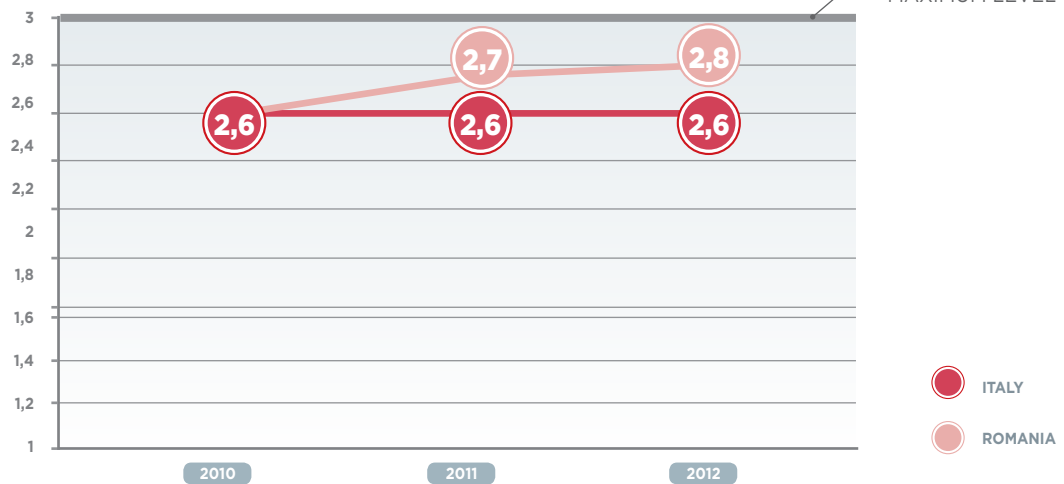
The average education rate, which summarises the level of education in the company, is stable in Italy and on the increase in Romania. In both cases, however, the levels are very near to the maximum value of 3.



5. EMPLOYEES

CHART 3

EDUCATION RATE (ITALY AND ROMANIA)



* NB: The average education rate is calculated by giving a value of 3 for each individual with a degree, 2 for those with a high school diploma and 1 for "other qualifications". The average rate is calculated by dividing the result obtained by the number of each year's employees.

One of IGD's strengths is job stability: 97% of contracts are permanent contracts. This figure has risen over the years, in line with

the company's decision to strengthen its workforce guaranteeing internal growth processes.

TABLE 4

STAFF BY CONTRACT TYPE (ITALY)



	2012 TOTAL	2012 (% OUT OF TOT.)	2011 TOTAL	2011 (% OUT OF TOT.)	2010 TOTAL	2010 (% OUT OF TOT.)
PERMANENT CONTRACTS	111	93%	107	93%	95	91%
FIXED-TERM CONTRACTS	3	3%	8	7%	9	9%

Winmarkt has also confirmed its choice of contract stability for its employees, with

the percentage of permanent contracts still exceeding 90% despite a slight drop.

TABLE 5

STAFF BY CONTRACT TYPE (ROMANIA)

	2012 TOTAL	2012 (% OUT OF TOT.)	2011 TOTAL	2011 (% OUT OF TOT.)	2010 TOTAL	2010 (% OUT OF TOT.)
PERMANENT CONTRACTS	42	91%	48	94%	53	95%
FIXED-TERM CONTRACTS	4	9%	3	6%	3	5%

As in 2011, summer work experience programmes were again set in motion in 2012 for students in their penultimate year of a

Scientific High School in Bologna within their work-related learning programme.

TABLE 6

INTERNSHIPS AND WORK EXPERIENCE (ITALY)

	2012 TOTAL	2011 TOTAL	2010 TOTAL
INTERNSHIPS AND WORK EXPERIENCE	3	3	7

5.1 PEOPLE DEVELOPMENT

The policy of human resources development continued also by means of both the staff performance assessment system and the “Management By Objectives” (MBO) system.

The decision by Winmarkt to define personal targets for individuals, after having determined the responsibilities of each individual in 2011, was also confirmed.

5.1.1 Management by objectives and reward system

By means of the MBO system, IGD assigns both common and specific targets to each employee with a permanent contract or to each office.

In 2012 in Italy, 105 employees received targets, with a total distribution equal to 70% of

the maximum amount.

In Romania, 41 employees received targets. The MBO system is based on IGD’s one with 2 common targets and 3 related to the results of each individual employee.

5.1.2 Skills assessment

This system has by now been fully tried and tested and it is aimed at all Managerial staff and Department Heads that are fully operational in covering their role (44% of the workforce). The outcome of the assessment leads to merit pay increases.

The percentage of merit pay increases given throughout the year remained more or less steady.

The notification of the results by the assessor to the employee has proven to be an important occasion with regard to both the possibility to discuss the work carried out and to understand any areas for improvement: the assessment data sheet (which takes into consideration responsibilities, social skills and behaviour styles) is the first training requirement detection tool.

SKILLS ASSESSMENT (ITALY)

TABLE 7

	2012 TOTAL	2012 (% OUT OF TOT.)	2011 TOTAL	2011 (% OUT OF TOT.)	2010 TOTAL	2010 (% OUT OF TOT.)
EMPLOYEES THAT REGULARLY UNDERGO SKILLS ASSESSMENT	50	44%	42	37%	39	38%
MERIT INCREASES AWARDED DURING THE YEAR	13	11%	14	12%	14	13%





5.1.3 Training

ITALY

In 2012 IGD's commitment to programming and implementing training for all employees continued.

Training involved:

- **English language courses**, to practice or maintain those language skills that are necessary for those involved to carry out their duties;
- **In-depth refresher courses** both external and in house on specific corporate professional skills (legal-corporate, administration, financial, management of real estate assets etc.);
- **Study tour** to Germany with visits to important shopping centres in Berlin, Potsdam and Hamburg, to become updated on commercial and technical trends in the retail real estate market.

FOCUS



TEAM BUILDING ACTIVITIES AIMED AT ALL EMPLOYEES

Starting from the requests that emerged from the internal atmosphere assessment in 2011, all the workforce took part in a team building event in May 2012.

Specific targets: to work together to improve internal communication and extend empowerment.

This event was held in Cervia over a two day period, the purpose of which was to implement a complex project based on the cooperation and coordination of the participants by means of role playing activities.

The results obtained highlighted several strong points:

- focus on results
- learning ability
- creativity

- cooperation
- eagerness to feel like a key player in a distinctive entrepreneurial project

A few critical areas requiring attention were also detected. The targets being:

- to align the top management team on priority actions
- for the top management to identify the managerial skills that need to be distributed within the structure
- to implement development paths on mapped skills

A follow up to this event is being scheduled for 2013 in order to take action on the critical aspects that surfaced.

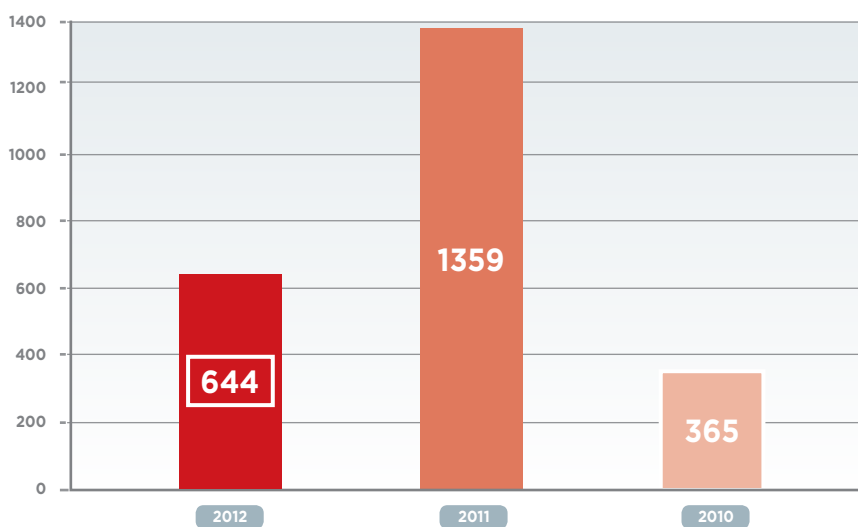
TRAINING (ITALY)

TABLE 8

	2012	2011	2010
EMPLOYEES THAT TOOK PART IN TRAINING ACTIVITIES (N)	112 (98,2% of the total)	81	104
COSTS INCURRED FOR INTERNAL AND/OR EXTERNAL TRAINING (€)	74.123	110.067	37.933
TRAINING HOURS	2.851	1.831	1.939
PERCENTAGE OF REVENUES INVESTED IN TRAINING (€)	0,06	0,09	0,03

INVESTMENT IN TRAINING PER CAPITA (IN EUROS)

CHART 4



As a result of the two days of training aimed at all IGD employees, the parameters regarding employees that underwent training increased as did the training hours.

The lower investment in training in 2012 compared to the previous year is due to the study tour in London which took place in 2011 involving more than half the workforce.

Furthermore, following the definition of the State/Regions agreement regarding training on safety at work which was completed on 21/12/2011, IGD organised:

- **2 training modules of 4 hours** for two Managers whose activities are related to safety issues.
- **One training module of 8 hours** for 12 employees that, as at 11/1/2012, had not yet been trained on corporate prevention, specific risks, safety procedures etc.

A specific training activity for the southern network Shopping Centre Managers, due to their position of responsibility, was also organised with regard to receiving the high fire risk certificate.

Altogether 16 hours of training were carried out and will be repeated for the northern network in 2013.

In addition to training aimed at improving employees' professional skills, in 2012 IGD was once again involved in training activities orientated towards the university world, with the continuation of the partnership with the Faculty of Architecture at "La Sapienza" University in Rome, where IGD management played a role in the Master in "Real Estate Management for Large Scale Retail Trade".



5. EMPLOYEES

ROMANIA

In line with the plan that was defined in 2011, Winmarkt's training programme involved in particular:

- **Refresher courses on professional skills** (Romanian and international tax systems, international accounting principles, in-depth study on bankruptcy law, participation in ICSC events)
- **Team building**, project management and professional training courses
- **Benchmarking** of intra-group and market best practices
- **English and Italian language courses**

TABLE 9

TRAINING (ROMANIA)



	2012	2011	2010
TRAINING HOURS (N)	200	170	150
NUMBER OF EMPLOYEES TRAINED (N)	45	40	12
COSTS INCURRED FOR TRAINING (€)	15.000	8.000	5.500

The significant increase in training costs was due by and large to a fuller and more structured training programme compared to the previous years and, more particularly, to the

cost burden of the project management programme which called for the assistance of a specialised consultancy firm.

5.1.4 Internal communication

The main tools used by IGD to aid internal communication and to circulate corporate

information in an appropriate manner are:

Tool	Frequency	Contents
COMPANY CONVENTIONS	SIX-MONTHLY	Two company conventions were held in 2012 with the participation of all IGD employees and a delegation from Winmarkt. The issues covered in the one held in Cervia in May were: <ul style="list-style-type: none"> • The presentation of the 2011 Sustainability Report • Team building (see above) In the December one, held in the Bologna headquarters, the contents of the corporate Strategic Plan were presented, with focus on the Porta a Mare project in Livorno.
NEWSLETTER	THREE-MONTHLY	The newsletter was sent to all employees and it dealt with issues on quarterly economic-financial performance and specific projects implemented by the Group. A new feature for 2012 was the introduction of a section dedicated to IGD's CSR policies.
PRESS RELEASES	AD HOC	14 press releases regarding the Group's main events (economic-financial results, special transactions etc.) were sent to all employees in 2012
COMPANY INTRANET	CONTINUOUS	In addition to reporting announcements and corporate documents, in 2012 this service was enhanced with information on across-the-board events carried out in IGD Shopping Centres.
LINKEDIN E FACEBOOK	CONTINUOUS	IGD accounts were opened in both social networks in 2012. Their use will be promoted throughout the workforce

Following the results of the internal atmosphere assessment carried out in 2011, IGD created in the first few months of 2013 a working group on internal communication with the aim of improving its processes.

Furthermore, with the aim of sharing with one another the activities that were carried out in separate locations and of giving greater visibility to the work conducted throughout the country (through the organisation of events), the first "IGD AWARDS" event was launched in 2012 4 categories of events were

awarded recognition, along with two special awards (more details on the organisation of "IGD AWARDS" can be found in the section "Visitors and Community").

The evening event of the end of year convention, during which the award ceremony was held, was particularly appreciated by the employees. The objective to share with one another the activities carried out in different locations was also fulfilled, as was the greater visibility given to the work carried out throughout the country (by organising events).

5.2 QUALITY OF WORK

5.2.1 Promotion of equal opportunities

IGD and Winmarkt confirmed their high percentage of female workers in their workforce: in 2012 the percentage of women in the company rose to 59% (+3 percentage points compared to the previous year).

In Italy the percentage of women in the workforce remained above half, settling at

56% and confirming the figure of the previous year. In Romania there was an increase in the percentage of female workers, due to the 2012 turnover.

41% of Centre managers in Italy are women compared to 54.5% in Romania.

PERCENTAGE OF WOMEN IN DIFFERENT CORPORATE ROLES (ITALY)

TABLE 10

	2012 (TOTAL)	OF WHICH WOMEN	% OF WOMEN IN ROLE	2011 (TOTAL)	OF WHICH WOMEN	% OF WOMEN IN ROLE	2010 (TOTAL)	OF WHICH WOMEN	% OF WOMEN IN ROLE
DIRECTORS	5	1	20%	5	1	20%	5	1	20%
MANAGERIAL STAFF	20	7	35%	16	6	38%	16	6	38%
HEADS	43	23	53%	47	23	49%	37	18	49%
OFFICE WORKERS	46	33	72%	47	34	72%	46	33	72%
TOTAL	114	64	56%	115	64	56%	104	58	56%

PERCENTAGE OF WOMEN IN DIFFERENT CORPORATE ROLES (ROMANIA)

TABLE 11

	2012 (TOTAL)	OF WHICH WOMEN	% OF WOMEN IN ROLE	2011 (TOTAL)	OF WHICH WOMEN	% OF WOMEN IN ROLE	2010 (TOTAL)	OF WHICH WOMEN	% OF WOMEN IN ROLE
DIRECTORS	1	0	0%	1	0	0%	1	-	0%
MANAGERIAL STAFF	6	3	50%	7	3	43%	6	3	50%
HEADS	16	8	50%	18	8	44%	17	8	47%
OFFICE WORKERS	23	20	87%	25	19	76%	32	24	75%
TOTAL	46	31	67%	51	30	59%	56	35	62%



5.2.3 Work stress

The “Work-related stress” assessment process, which was begun in 2011, (Legislative Decree 81/2008) also continued in the company in 2012, with the identification of indi-

cators and parameters like those shown in the table below. The slight increase in days of absence due to illness can be explained by two rather long episodes of sick leave.

TABLE 12

CAUSES OF ABSENTEEISM



	2012 TOTAL	2011 TOTAL	2010 TOTAL
INJURY	2*	1	1
SICK RATE %	2,52%**	2,12%	2,40%
DISCIPLINARY MEASURES	1	0	1

* The injuries happened during the journey to/from work; ** Sick rate: days of absence due to illness / total days worked.

5.2.4 Trade union relations

In the last few months of 2012 the process for the renewal of the enterprise bargaining agreement was commenced.

This commitment, which demonstrates the importance that IGD gives to negotiations regarding the supplement to the collective

labour agreement signed in 2012, is embedded within a perspective of trade union relations that are orientated towards dialogue and cooperation and therefore constructive when facing a problematic economic situation like the current one.

5.2.5 Actions for the wellbeing of IGD employees

IGD promoted several initiatives aimed at increasing the wellbeing of its employees:

- **“Protocol for the development of positive actions** in the field of equal opportunities, solidarity and reconciliation of work and private life”, signed with the Trade Unions in 2008 and which is incorporated as an appendix and an integrating part of all employment contracts. This agreement concerns support for maternity/paternity, for personal and family health needs, and for reconciliation between work and private life.
- **Screening with ANT:** thanks to “La prevenzione è proprio una robina intelligente” (“Prevention is really an intelligent thing”), aimed at tumour prevention and carried out both in the headquarters and in IGD’s Shopping Centres, 26 women in the Bologna headquarters were able to have a check up for the prevention of melanoma, a rather aggressive form of skin cancer.

- **Special agreements with discounted prices** both for headquarter employees and Shopping Centre employees to improve purchasing terms and conditions with regard to both goods and services. In the headquarters 7 special agreements are in place until the end of 2012, whereas each Shopping Centre identifies the best terms and conditions for its employees in the local area.

In addition to this, and in order to increase the possibilities for social gatherings and employee involvement, the people that work for IGD launched the idea to set up a Company Recreational Group to organise cultural, recreational and sports activities. This idea was presented during the company convention in December 2012 and was largely appreciated with an initial subscription of 50% of employees. This Group will be formed during the first half of 2013.

IMPROVEMENT TARGETS

Development of initiatives following the internal atmosphere assessment: implementation of a training programme project focused on competitive behaviour and of a workshop on internal communication (2013 Italy)

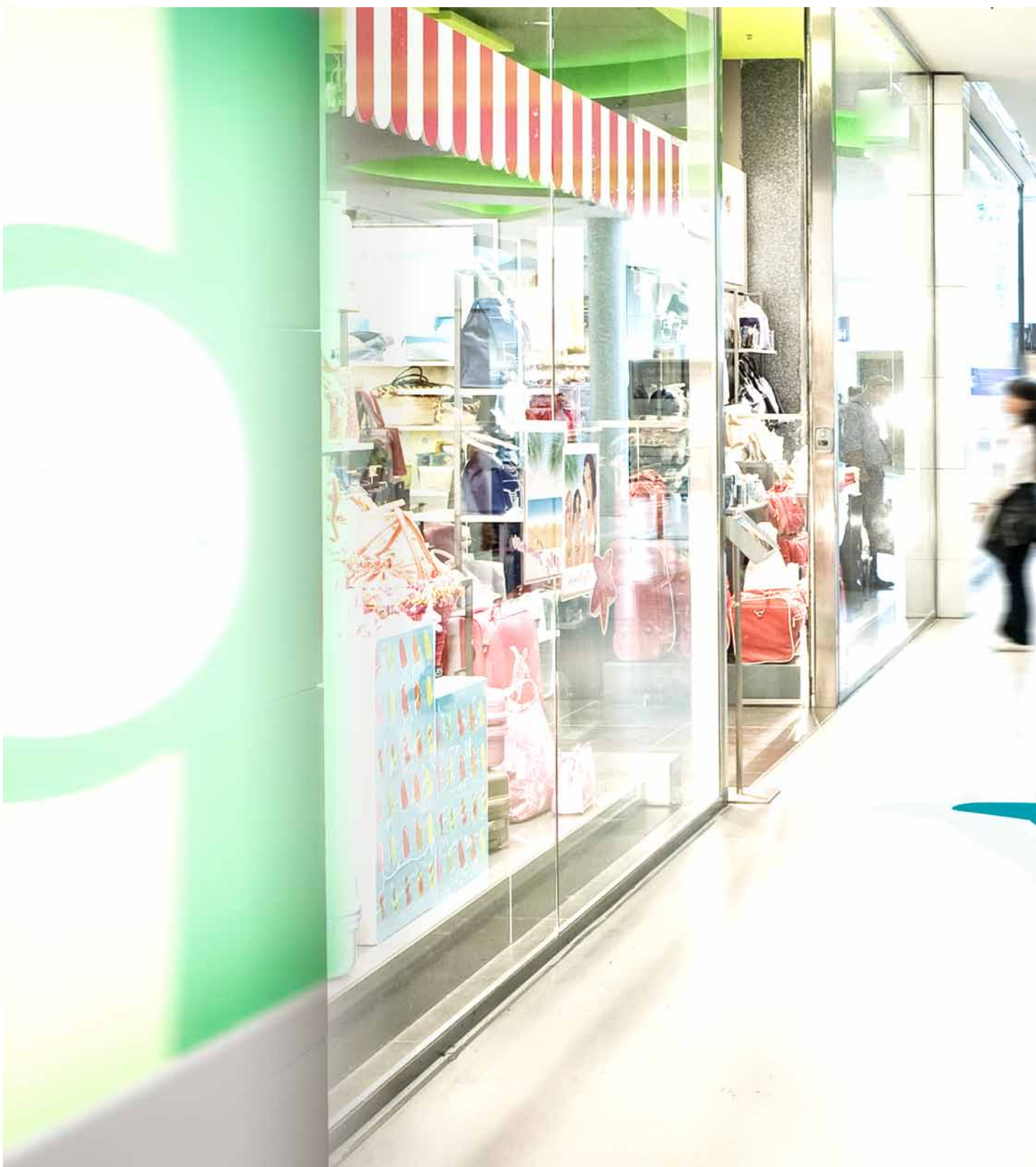
Introduction, where possible, of CSR features in targets for Directors, managerial staff, service heads and area heads (2013 Italy)

Training on sustainability for all employees (2013 Italy)

Enhancement of quality in training (2013 Romania)

Increase in professional meetings between IGD and Winmarkt staff to aid the exchange of knowledge and skills (2013 Romania)





igd SIQ SPACES TO BE LIVED IN



SUPPLIERS



SUPPLIERS

GUIDELINES

- Legality as the basis for relations
- Focus on local area
- Promotion of good practices with regard to social and environmental responsibility



CHECK ON PREVIOUS YEAR'S TARGETS (SUMMARY)

2012 IMPROVEMENT TARGETS

- Formalisation of a process aimed at sharing social-environmental needs with suppliers (2012/2013 Italy)

- Continuation of the rotation of contracts starting with yearly ones due to expire, with the aim of focusing in particular both on the supplier's curriculum and on the economic terms proposed. (2012 Italy and Romania)

ACTIONS CARRIED OUT DURING THE YEAR

- Updating of supplier contracts in relation to legislative decree 231/01 (with reference to environmental violations)
- The procedures required by ISO 14001 regarding suppliers were defined: controls on compliance with environmental parameters are also foreseen.

- Rotation criteria adopted for suppliers with contracts due to expire

IGD's commitment towards its suppliers is aimed at maintaining mutual correctness throughout the entire duration of supplier relations. Right from the selection process,

emphasis is placed on their ethics, legality and their territorial status.

6.1 ETHICS AND LEGALITY IN MANAGEMENT

The parameters that are essential for IGD when selecting and managing suppliers are compliance with the laws and the pursuit of ethical criteria, as well as obviously the quality of service and economic stability.

In pursuit of this, IGD has also set the objective to raise awareness in its suppliers regarding the spreading of good practices and conduct.

The actions implemented concern:

- **Contract work**, which includes the obligation to sign the Company Code of Ethics;
- **Service contracts** (cleaning and security), for which, in addition to the documentation necessary to guarantee legal forms of employment, the issue of a surety is also required;
- **The mandates and service tenders** awarded by IGD, which contain contractual clauses on the basis of which the supplier, when carrying out the activities to which the contract/mandate applies, undertakes, also on behalf of its directors, employees and/or associates, to strictly comply

with the regulations contained in the Organisational, Management and Control Model adopted, ex Legislative Decree 231/2001, and with those contained in the relevant Code of Ethics.

In the event of breach of the above mentioned model, IGD has the right to terminate the contract/mandate with immediate effect.

In 2012 some new features were introduced:

- **Ex UNI EN ISO 14001 procedures**
- **Legality Rating**

UNI EN ISO 14001

All suppliers are provided with the documentation regarding IGD’s Environmental Policy for both information and conduct purposes. Furthermore, all the suppliers of the 4 Shopping Centres with ISO certifications and those of the headquarters have been provided with a copy of any certifications relating to quality, environment and safety.

The suppliers of the 4 Centres have proven to possess the following certifications

SUPPLIERS CERTIFICATIONS

TABLE 1

CERTIFICATION TYPE	PERCENTAGE OUT OF TOTAL SUPPLIERS
ENVIRONMENTAL CERTIFICATION (ISO 14001)	66,7%
QUALITY CERTIFICATION (ISO 9001)	81,8%
SAFETY CERTIFICATION (ISO 18001)	63,6%

LEGALITY RATING

In 2012, with the Antitrust resolution of 14th November, a “Legality Rating” was introduced which runs alongside the other regulations for the prevention against risks of criminal infiltration and the latest means of prevention introduced in Italy following the earthquakes in Aquila and Emilia, and the regulations for Expo 2015 in Milan. This rating has brought about the introduc-

tion of a “reward” system for those companies that abide by the principle of legality and adapt their organisation to fulfil such principle. More precisely, the awarding of said rating will be taken into consideration when seeking bank credit or public administration funding.

The rating given will range from a minimum of 1 to a maximum of 3 “stars” awarded by the Authorities on the basis of the state-



6. SUPPLIERS

ments made by the companies which will then be verified by cross checking the information with the data in the relevant public administration's possession.

The Regulations were published in the second half of December in the Official Gazette and up until the moment of the drawing up

of this Report the implementation decrees had not yet been issued by the Ministry of Economic Development. In the meantime, IGD set up an internal working group to define the necessary steps in order to achieve the maximum assessment value.

FOCUS



“PROTOCOL TO PROMOTE BUSINESS SUSTAINABILITY” IN ROMANIA

In 2012 Winmarkt defined a Protocol appended to the contract signed by the supplier committing the latter to behave in such a manner that is consistent with several ethical principles (defined in the contract), and failure to do so constitutes a breach of contract.

The ethical principles to which the supplier is required to comply with concern:

- 1** Relations orientated towards correctness and ethics
- 2** Compliance with workers' rights, in other words:
 - Prohibition of discrimination, harassment and abuse at work;
 - Prohibition of child labour;
 - Freedom of association;
 - Safety at work
- 3** Protection of the environment

Signing the Protocol is essential for the contract to be valid, and by signing the protocol the supplier accepts responsibility for its conduct and its compliance with that required and agreed.

Once the document has been signed, if the supplier's conduct does not comply with that laid out in the Protocol, Winmarkt has the right to first send written notification informing the supplier of said violation of the Protocol, demanding urgent remedial steps; in the event that no corrective actions are taken to alter the reported situation, Winmarkt reserves the right to unilaterally terminate the contract without further formalities and without court action.

The Protocol was introduced in May 2012, since then 170 Sustainability Protocols have been signed, corresponding to 100% of the contracts signed.

6.1.1 Territorial Importance

When selecting suppliers, IGD favours territorial importance, especially with regard to minor work and services where attachment to the local area can be particularly significant with regard to the promptness and continuity of the service supplied and can offer better opportunities of control over com-

pliance with criteria and regulations. An example is the work carried out within the shopping centre which is necessary for the ordinary management of the shopping centre itself: cleaning, security, communication and advertising agencies.

LOCAL SUPPLIERS

TABLE 2

	2012	2011	2010
NUMBER OF LOCAL SUPPLIERS	751	686	611
% OUT OF TOTAL SUPPLIERS	56%	51%	60%



The number of local suppliers continued to increase, in line with the last two years. This increase can be associated with two factors:

- **In ordinary facility management:** IGD's decision not to use global service contracts

- **In marketing/advertising:** the significant increase in events (both local and global), with the subsequent increase of suppliers involved.

IMPROVEMENT TARGETS

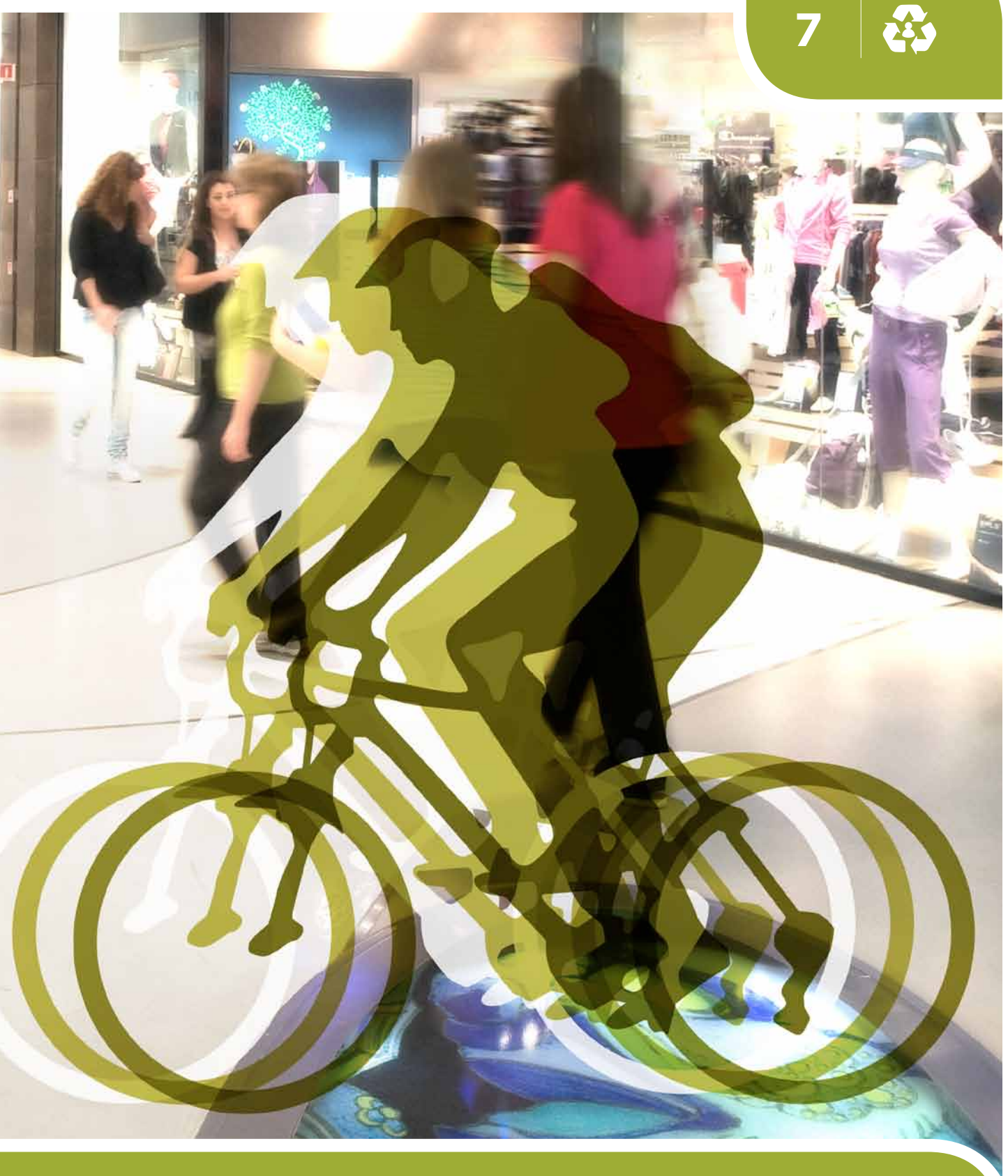
Growing involvement of suppliers on matters relating to social and environmental sustainability (continuous commitment in Italy)

Continuation of the rotation of contracts, starting from yearly ones due to expire, with focus both on economic terms and on the reliability of suppliers (continuous commitment in Italy and Romania)

Structure the Sustainability Protocol with implementation regulations and a suitable control plan (Romania 2013)



igd SIQ SPACES TO BE LIVED IN



ENVIRONMENT



ENVIRONMENT

GUIDELINES

- Raising all stakeholders' awareness for a better protection of the environment by means of reducing consumption and wastage, waste management etc.
- Reduction of environmental impact caused by investments
- Development of planning quality that is integrated into the local environment of each Centre



CHECK ON PREVIOUS YEAR'S TARGETS (SUMMARY)

2012 IMPROVEMENT TARGETS	ACTIONS CARRIED OUT DURING THE YEAR
<ul style="list-style-type: none"> Implementation of two pilot projects for photovoltaic systems (Italy) 	<ul style="list-style-type: none"> "Photovoltaic" project on hold due to the review of incentives foreseen by the 5th feed-in-tariff. New proposals are being analysed
<ul style="list-style-type: none"> Use of only ecological or recycled paper for activities in the headquarters (Italy) 	<ul style="list-style-type: none"> Recycled paper used starting from first order in 2012
<ul style="list-style-type: none"> Continuation of the project for UNI EN ISO 14001 certification, with the definition of procedures (to be applied in Centro Sarca on an experimental basis) with regard to: reduction in energy consumption, optimisation of waste management, creation and management of green areas, noise reduction, legal compliance and optimisation of road network (Italy) 	<ul style="list-style-type: none"> Project completed according to plan, with the scope of application of the project being broadened from one to four Shopping Centres in addition to the headquarters in Bologna; specific improvement actions defined for each asset and roll out plan defined for the remainder of the freehold real estate portfolio
<ul style="list-style-type: none"> Gradual replacement of lighting systems with low energy consuming lights / led lights (Italy) 	<ul style="list-style-type: none"> In the forthcoming restyling work planned for Centro Sarca and Centro d'Abruzzo the replacement of traditional lighting systems with led lighting systems is foreseen, according to ad hoc illumination engineering projects
<ul style="list-style-type: none"> Improvement of heat insulation in structures (2012-2014 time span Romania) 	<ul style="list-style-type: none"> Doors with lower heat dispersion have been installed in 3 Shopping Centres
<ul style="list-style-type: none"> Introduction of low energy consuming lights as a pilot test in some shopping centres (2012-2013 time span Romania) 	<ul style="list-style-type: none"> Low energy consuming lights have been installed in Ploiesti Shopping Centre

In 2012 there were numerous activities related to the improvement of environmental performance, in line with the continuous improvement plan in place over the last few years.

First of all, the project to adopt a Uni En Iso 14001-2004 certified environmental management system was completed. This project began at the end of 2011 and already during the first implementation phase it proved to be an important tool for environmental management for five properties (four Centres and the headquarters) which obtained the certification.

Monitoring of energy consumption in the Shopping Centres also continued and, from this year, also that of water consumption. The

good results in terms of a decrease in energy consumption in 2012 are the consequence of specific investments, part of which were included in a voluntary agreement for the improvement of environmental performance undertaken with the Province of Bologna.





7.1 UNI EN ISO 14001 CERTIFICATION

This process, which began at the end of 2011, to adopt an Environmental Management System (EMS) in accordance with UNI EN ISO 14001-2004 regulation was successfully completed in March 2013 by IGD SIIQ SPA (including the Bologna headquarters) and, for IGD Management, in Centro Sarca in S.S. Giovanni (Milan), Gran Rondò in Crema (Cremona), I Bricchi in Isola d'Asti (Asti) and Mondovicino in Mondovì (Cuneo).

The aim of IGD Group's Environmental Management System (EMS) is to define and implement a working method that protects the environment during the company's activities, guarantees accordance with the laws in force and establishes a virtuous continuous improvement system.

The project, which lasted eighteen months, involved a cross-section of corporate divisions, creating a work group of twenty employees (twelve from IGD SIIQ and eight from IGD Management) with the support during the entire process of a specialised consultancy firm.

The inspiring principles of the Environmental Management System (EMS) voluntarily adopted by the Group are:

- **awareness** that the correct management from an environmental point of view of corporate processes is a duty towards its Stakeholders;
- **commitment to promote** environmental culture within its structure, amongst its shopping centre tenants and visitors;
- **correct environmental management** of processes as an additional value for the company.

The main areas of implementation of the EMS are:

- **Real estate portfolio management;**
- **Ordinary maintenance** of systems, stairs, lifts and car parks;

- **Development and creation** of new shopping centres;
- **Improvement work** (extensions, restyling) to update and modernise the structures;
- **Supplementary maintenance** and structural work like roofing, system replacement;
- **Purchase of** already up and running **shopping centres;**
- **Management of tenants** and co-owners of shopping centres;
- **Management of suppliers;**
- **Marketing activities** (advertising campaigns, events).

The tools at hand for the implementation of the EMS are the procedures and the Environmental Plan. The procedures are the following:

- 1) **identification of important environmental aspects** during normal operating activities and inspections, measuring and monitoring;
- 2) **check of site planning** and assessment of systems;
- 3) **management of legal provisions** and other provisions;
- 4) **waste management;**
- 5) **emergency** and exceptional event **management;**
- 6) **management of purchases** and tenders;
- 7) **promotion of environmental culture;**

The Environmental Plan, reviewed yearly, contains all the short term, medium term and long term improvement targets for the environmental management of each property. In addition, the Group's EMS calls for the following organisational structure:

- **throughout the Shopping Centres**, the EMS involves the Network by means of the Area Manager, aided by the Centre Manager, who is responsible for the implementation of the procedures and for

reaching the improvement targets and it involves the Asset Management Division by means of the Asset Manager who is responsible for verifying the running of the property's systems and the technical aspects in accordance with the law.

- **in the headquarters**, the EMS involves the Commercial Division by means of the Head of Contracts, aided by the Head of General Services, who is responsible for the implementation of the procedures and for reaching the improvement targets and it involves the Asset Management Division by means of the Head of Design and Planning who is responsible for verifying the running of the property's systems and the technical aspects in accordance with the law.

The person responsible for monitoring updates in regulations and for informing the pe-

ople concerned throughout the company is the Head of Health, Safety and Maintenance. All the EMS supporting documentation, the real estate data sheets and the deadlines are stored in the Asset Technical Office database.

Furthermore, for the implementation of all activities relating to the supervision and re-assessment of target achievement progress, the EMS organisation is completed by the following :

- **Head of "Investment analysis and planning"**: EMS contact person
- **EMS Committee**: technical support

A roll out plan of the Project covering 65% of the IGD Group freehold malls is foreseen over the next five years, with an average inclusion of about two Shopping Centres a year.

7.2 ACTIONS CARRIED OUT AND RESULTS OBTAINED

7.2.1 Energy efficiency in Italy

The monitoring of electric energy consumption in the Centres continued during 2012 with specific monthly reports which enabled a prompt analysis of the results obtained.

Also in light of this commitment it is necessary to point out that:

1. **Energy consumption was reduced**, despite a total of 265 more opening days compared to 2011;
2. **Daily consumption fell by 4%**, going from 6,550 kw/h in 2011 to 6,276 in 2012.



This data takes on even more meaning when considering that also particularly high energy-consuming Centres had a significant effect on the increase in the number of opening days (Centro Sarca +20 days, Centro Nova +22, Città delle Stelle +14).

TOTAL ENERGY CONSUMPTION (IN KW/H) AND EQUIVALENT CO₂ IN KG SAVED DURING THE YEAR

TABLE 1

	2012	2011	DELTA %
KWH CONSUMPTION	45.451.795	45.692.745	-0,5%
KCO ₂ SAVED (2012 ON 2011)	127.703		

NOTE: The equivalent CO₂ saved arises from the conversion of consumption expressed in kWh in CO₂ equivalent, compared to the specific production mix of the energy supplied to the shopping centres. Data used: 0.53 Kco₂/kwh (source CBEG 2011)





7. ENVIRONMENT

CHART 1

CONSUMPTION IN KW/H PER SHOPPING CENTRE (ARRANGED ACCORDING TO THE DIFFERENCE BETWEEN 2012 AND 2011, FROM POSITIVE TO NEGATIVE)

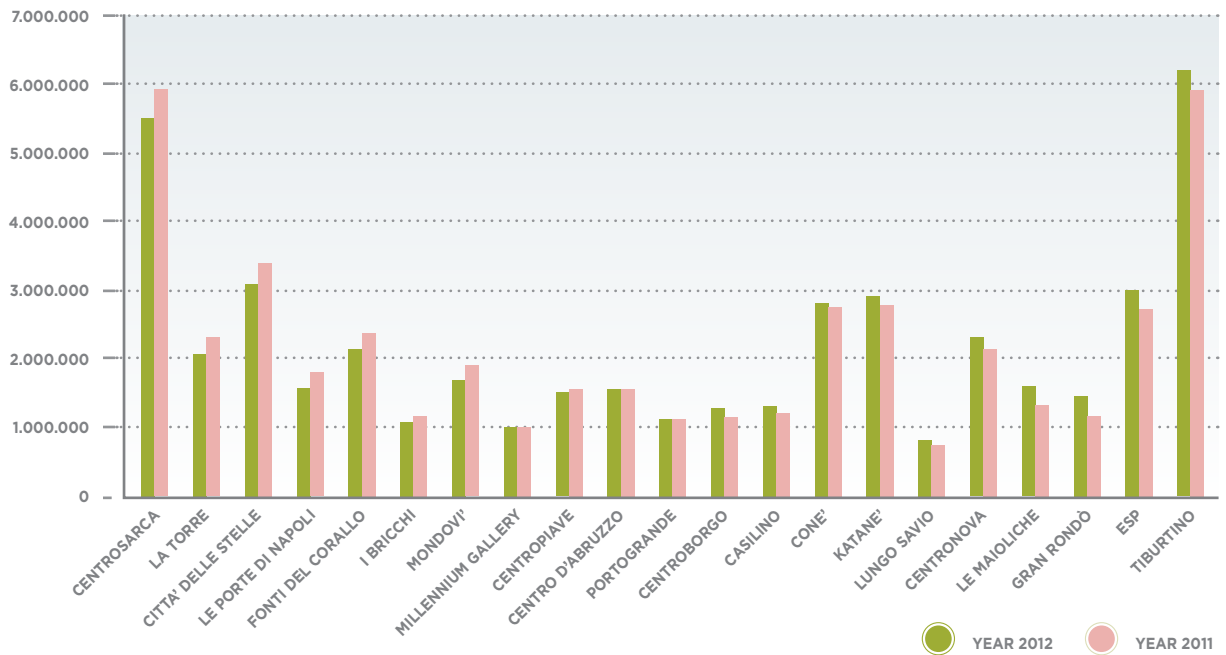
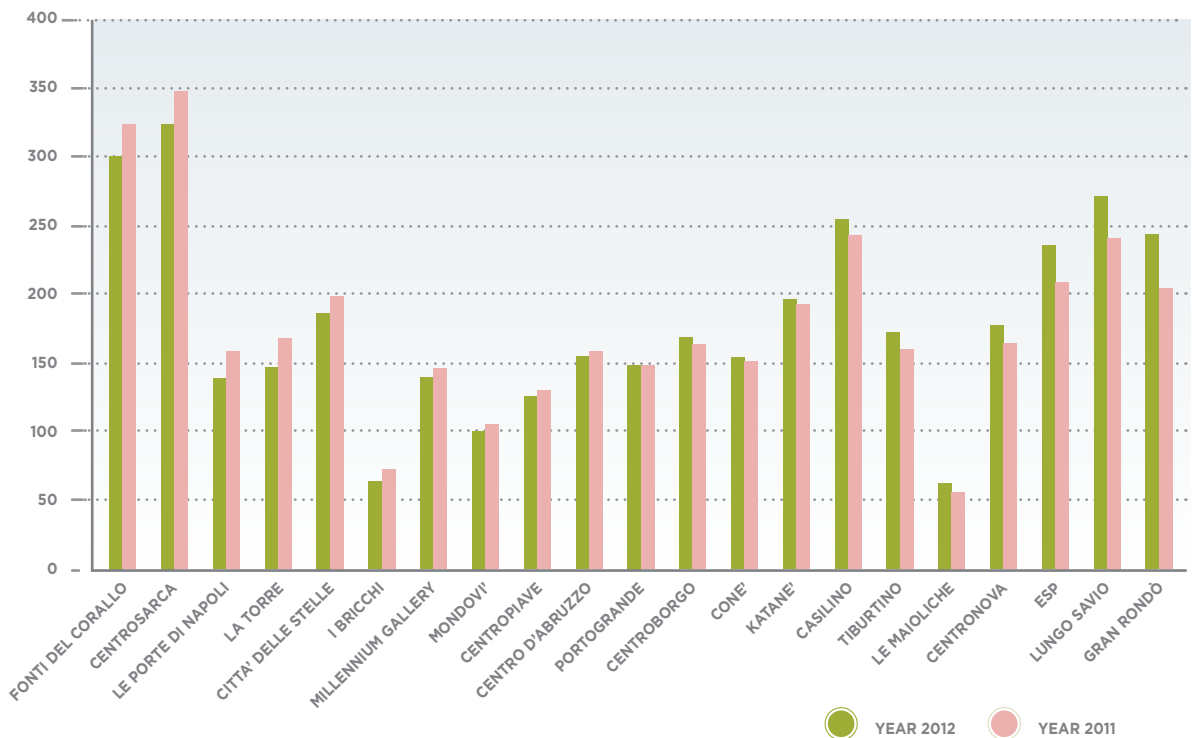


CHART 2

CONSUMPTION IN KW/H PER GLA M, PER SHOPPING CENTRE (ARRANGED ACCORDING TO DIFFERENCE BETWEEN 2012 AND 2011, FROM POSITIVE TO NEGATIVE)



Taking into consideration that 2012 recorded the second hottest summer in Italy since 1800 (source: ISAC CNR), the reduction in consumption takes on a particular significance, showing that both the attention paid to correct usage of the air conditioning system and

the work carried out over the past two years to improve energy efficiency in each Centre, are starting to yield benefits.

In particular, the following work was carried out:

- **Structural, electrical and mechanical partitioning off of a portion of the mall** was carried out at the beginning of 2012 in Centro Sarca, which contributed to a decrease in consumption of 6.5%.
- **Work was carried out on the electrical system** in Mondovì, which contributed to a reduction of 5% in consumption in the Centre compared to 2011.

tro Sarca, Fonti del Corallo and Tiburtino) underwent an energy audit with the aim of analysing consumption and its origin and to define corrective actions to improve energy performance.

The demand for electric energy, besides the external temperature, also depends on the number of visitors inside the shopping malls. As much as this refers to aggregate data, the reduction in consumption is a sign of improvement in energy efficiency and temperature management within the malls.

It is also important to highlight that between October 2011 and November 2012, 4 of the 18 freehold Centres (Centro Borgo, Cen-

ENERGY CONSUMPTION PER NUMBER OF VISITORS

TABLE 2

	2012	2011	DELTA %
KWH/VISITORS	0,65	0,66	-1,2%

ENERGY CONSUMPTION PER GLA M₂

TABLE 3

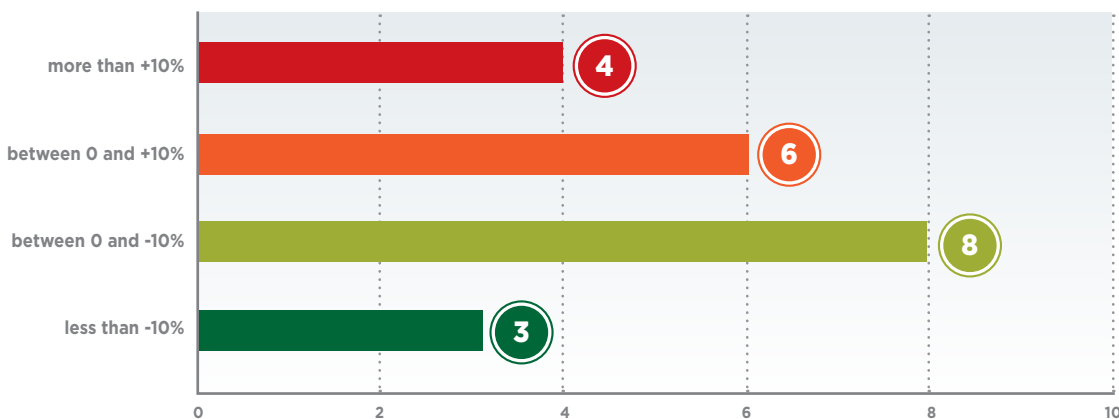
	2012	2011	DELTA %
KWH/MQ	167,04	167,92	-0,5%

The total decrease of 0.5% in electric energy consumption derives from an almost symmetrical performance in the Shopping Centres

compared to the previous year: 52% are decreasing against 48% which are on the increase.

DISTRIBUTION OF THE CENTRES BASED ON THE DELTA % COMPARED TO THE PREVIOUS YEAR

CHART 3



The “older” Shopping Centres were the ones that mainly increased their consumption, showing that there is an ongoing efficiency loss in the structures. They are, however, relatively small properties, with their consumption having a bearing of only 16% on total consumption. Instead Centres built

between 2003 and 2007 (6-10 years old) recorded a considerable decrease in consumption thanks also to structural work carried out during the year (Centro Sarca and Mondovì). As this category is the category with the highest consumption due to size, this decrease is particularly significant.



CHART 4

ENERGY CONSUMPTION BASED ON AGE CATEGORY

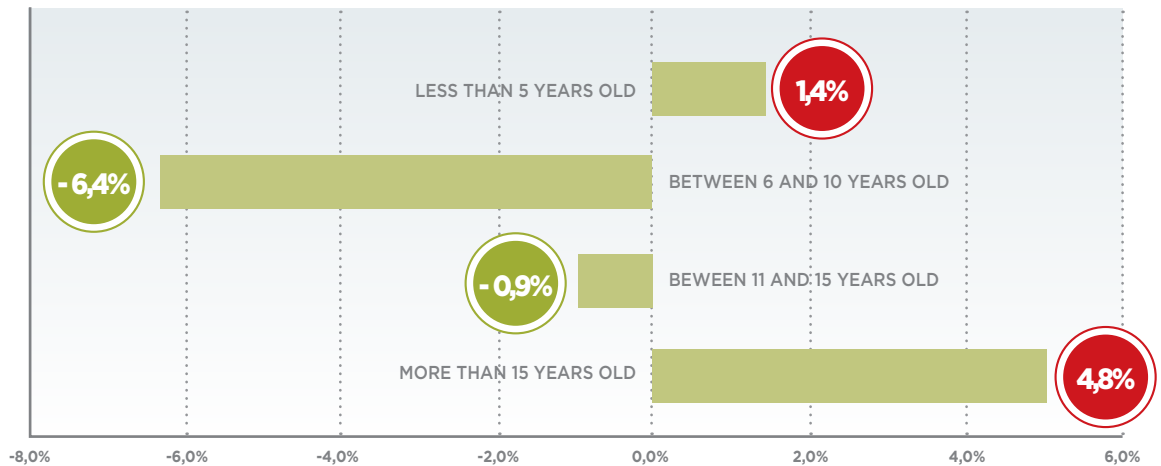


TABLE 4

CONSUMPTION PER GLA M₂ PER AGE CATEGORY

	2012	2011	DELTA %
LESS THAN 5 YEARS OLD	136,7	134,9	+1,4%
BETWEEN 6 AND 10 YEARS OLD	214,7	229,4	-6,4%
BETWEEN 11 AND 15 YEARS OLD	190,9	192,6	-0,9%
MORE THAN 15 YEARS OLD	166,3	158,6	+4,8%
AVERAGE	167	167,9	-0,5%

Most of the Centres (18 out of 21) analysed buy energy from *Consorzio Bolognese Energia Elettrica Galvani (CBEG)* (Galvani Electric Energy Bolognese Consortium) obtaining in this way lower prices deriving from the critical mass managed by the consortium. However, despite the reduction in consumption, an increase in total energy costs was recorded for IGD's Shopping Centres between 2011 and 2012 due to an increase in the average energy supply price on the market. To steer clear of instability in the energy market, IGD, through CBEG, has purchased on the market part of its required energy supply for 2013 in the electricity market trading platforms at a price significantly lower compared to that of 2012.



TABLE 5

TOTAL COST OF ELECTRIC ENERGY SUSTAINED BY IGD CENTRES

	2012	2011	DELTA %
€*MW/H	4.087.025	4.041.980	+1,1%

NOTE: values obtained by multiplying the abovementioned consumption (in MW/h) by average prices (including grid losses) of all centres supplied through CBEG for 2011 and 2012



FOCUS

ADOPTION OF VOLUNTARY AGREEMENT WITH THE PROVINCE OF BOLOGNA

In 2008 the **Province of Bologna**, in cooperation with **Unindustria, CNA, Impronta Etica and Legacoop**, launched a process to promote energy efficiency in local businesses by means of the **MicroKyoto Imprese project**. This process, which has involved about 100 businesses belonging to different sectors has, since 2011 been further enhanced thanks to the participation of the Province in the European Voluntary Agreements for CO₂ reduction (VACO2R) project, by means of which an experimental public-private partnership has been set in motion to act as a tool to achieve the goals relating to the reduction of greenhouse gases. The VACO₂R project led to the definition of a voluntary agreement model between public bodies

and businesses for the reduction of CO₂, agreed upon by the participating Countries (Italy, Sweden, Denmark and Spain), to be proposed and tested in the different local realities. IGD decided to sign this agreement. By accepting this agreement, a business commits itself to contributing to the reduction of CO₂ emissions in the field of its activities. This cooperation between Public body and company followed IGD's participation in the "Microkyoto" project (which it conducted in 2011 for the preparation of work aimed at reducing energy consumption in Centro Borgo in Bologna) and, in 2012 the "VACO₂R" project, which involved 3 members of the company in a training programme aimed at environmental sustainability.

7.2.2. Energy efficiency in Romania

Winmarkt, continuing with its work to increase energy efficiency in its structures which already in the past had resulted in all the Romanian centres being fitted with telemanagement systems to improve energy management, added several environmentally important investments to the 2012-15 Business Plan.

During 2012 the following were installed:

- **2 inverters on the escalators** in Galati and Braila, reducing in this way electric energy consumption when no one is using them. This project will be extended to the entire Winmarkt Centre network
- **3 doors with lower heat dispersion** in the 2 Shopping Centres in Ploiesti
- **Low energy consuming lights** in Centro Ploiesti Big as a pilot project.

7.2.3. Water consumption in Italy

For the first time in 2012 IGD organised the monitoring of water consumption in its structures. The assessment of water consumption must be carried out individually or according to homogenous property categories as it can be influenced by structural aspects as well as climatic ones.

For example, in the structures where cooling is guaranteed by cooling towers (as is the case with Centro Sarca or others), consumption is higher due to the substantial use of water. Instead, where irrigation is guaranteed by rainwater tanks, consumption is lo-

TOTAL WATER CONSUMPTION (IN MC)

TABLE 6

	2012	2011
Mc	523.226	N.D.
Mc/mq GLA	1,9	N.D.

NOTE: The values relating to water used refer to tenants' usage, common areas, fire fighting and irrigation systems

wer (as is the case for newer centres). Taking into consideration these factors, IGD is however assessing the results obtained from its monitoring activities with the purpose of identifying any possible corrective actions in order to reduce water consumption.



7.2.4. Sorted waste collection

TABLE 7

SORTED WASTE COLLECTION* (tonnes, ITALY)

TYPE	2012
PAPER AND CARDBOARD	793,7
PLASTIC	66,4
WET	35,7
UNSORTED	999
MIXED	1.024,1
GLASS	60
WOOD	201,6
OTHER	102,6
TOTAL	3283,2

* data referring to 17 Shopping Centres. The data in Centres where waste collection is carried out directly by the Municipality is not available: ESP in Ravenna, Città delle Stelle in Ascoli, Mondovicino in Mondovì (Cuneo) and Lungo Savio in Cesena (Forlì-Cesena).

The data relating to sorted waste collection for 2012 reached a level of reliability, thoroughness and degree of detail that cannot be seen in the previous years. This is one of

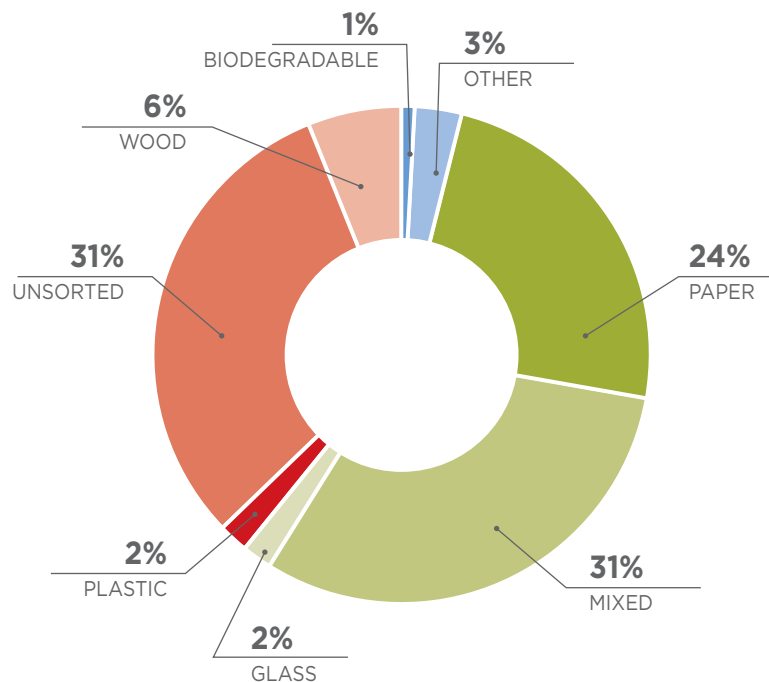
the benefits of the ISO 14001 environmental certification which enabled analytical tools to be used to improve environmental performance management.

This change in data collection method means that it is not possible to compare the new data with that of previous years. In the past, waste was assessed according to disposal, whereas from this year it has been assessed starting from the production process it originated from (as provided for in directive 75/442/EEC which establishes List of Waste (LoW) codes to identify waste in an unambiguous manner at European level).

The 2012 data highlight that 59% of waste collected comes from various packing material: paper, glass, wood, plastic and mixed packaging. The latter, which represents more than half the packing material collected, is sent to recycling or the dump according to the individual regulations of the local authorities.

CHART 5

WASTE BY TYPE (BASED ON LOW CODES)



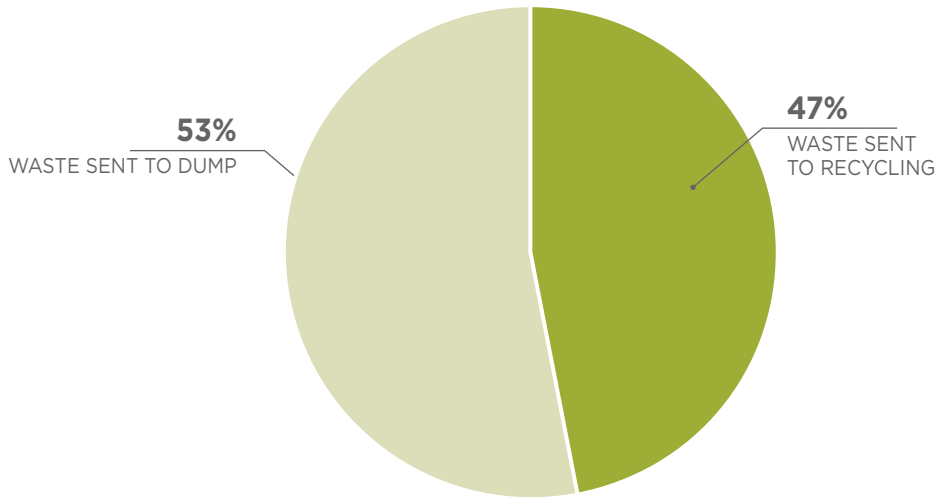
Altogether 47% of waste collected is recycled and 53% is sent to the dump.

This is slightly higher than the Italian average

where 49% of waste is sent to the dump (source: Eurostat 2011).

BREAKDOWN OF WASTE BY DISPOSAL METHOD

CHART 6



Sorted waste collection in the headquarters in Bologna, which began in October 2011, continued in 2012.

The introduction of specific bins for paper, plastic and used batteries in the offices, has meant that it has been possible both to strengthen the habitual action of sorted waste collection and to obtain the first waste collection data.

In Romania, where sending waste to the

dump represents 99% of waste collection methods (source EUROSTAT 2011), there are no national regulations. For several years Winmarkt has, where possible, been committed to defining agreements on a local level with the authorities in charge of sorted waste collection for paper, cardboard and plastic. At the moment, this system is up and running in 3 areas where 6 Winmarkt Centres are located.

7.2.5. Transport

ACCESSIBILITY TO SHOPPING CENTRES

IGD's Shopping Centres, built in different eras and situated in different urban contexts, are, on average, reachable by means of public transport: indeed, three-quarters of

them have a stop or station near the entrance to the centre and for half of these cases the public transport runs every 15 minutes.

In all cases, the local public transport is made up of buses or trains. None include subways.

PUBLIC TRANSPORT AVAILABLE NEAR THE SHOPPING CENTRES

TABLE 8

	2012
% OF CENTRES LESS THAN 200 METRES FROM A PUBLIC TRANSPORT STOP OR STATION	76%
% OF CENTRES WHERE PUBLIC TRANSPORTS IS PRESENT AND RUNS AT LEAST EVERY 15 MINUTES	38%



7. ENVIRONMENT

7.2.6. Headquarters consumption

IGD kept to its sustainability objective that it set at the beginning of the year: that is to use only recycled paper in the headquarters. The data for the year also show that the use of paper decreased thanks both to more awareness regarding its use and to an incre-

ased use of IT aids to substitute paper (starting with printed material during the Board of Directors).

The amount of paper saved corresponds, in terms of size, to the equivalent of 8 basketball courts (3,200 m₂).

TABLE 9

TOTAL PAPER CONSUMPTION (IN KG)

	2012	2011	DELTA %
REASME	1.120	1.225	-8,7%
KG	2.782	3.042	-261

A system of sorted waste collection for paper and plastic was introduced in the headquarters in May 2012: in eight months 1593 kg of paper and 103 of plastic were sent to

recycling . From 2013 it will be possible to analyse and report information relating to the whole year.

7.3 STRUCTURAL WORK

7.3.1 Flooring in “Le Porte di Napoli” Shopping Centre

For the new flooring in the Shopping Centre in Afragola, IGD decided to use entirely recycled materials. The suppliers, in confirmation of the environmental sustainability of this choice, provided IGD with the appropriate product certifications on the material and colours used.

The work was completed in March 2012.



7.3.2 Photovoltaic system

A project regarding the installation of photovoltaic systems on the roofs of some Shopping Centres was planned in 2011; this project has been put on hold as the reduction of incentives in the 5th feed-in-tariff has made the return on the investment unrewarding.

Regardless of this, IGD is aware of the importance of investing in this kind of alternative energy and it is analyzing other production methods for creating photovoltaic systems.



IMPROVEMENT TARGETS

ITALY

Installation of divisional meters in all freehold Centres, capable of recording and analysing specific consumption in each individual area of the Shopping Centre (2013-2014)

Extension of ISO 14001 certification to new Shopping Centres, as per the Roll Out Plan (2013-2018)

Emphasis placed on the reduction of environmental impact in planned restyling projects (2013/2014)

Resuming of analysis of photovoltaic system (2013)

ROMANIA

Continuation of heat insulation improvement in its structures (time span 2012-2014)

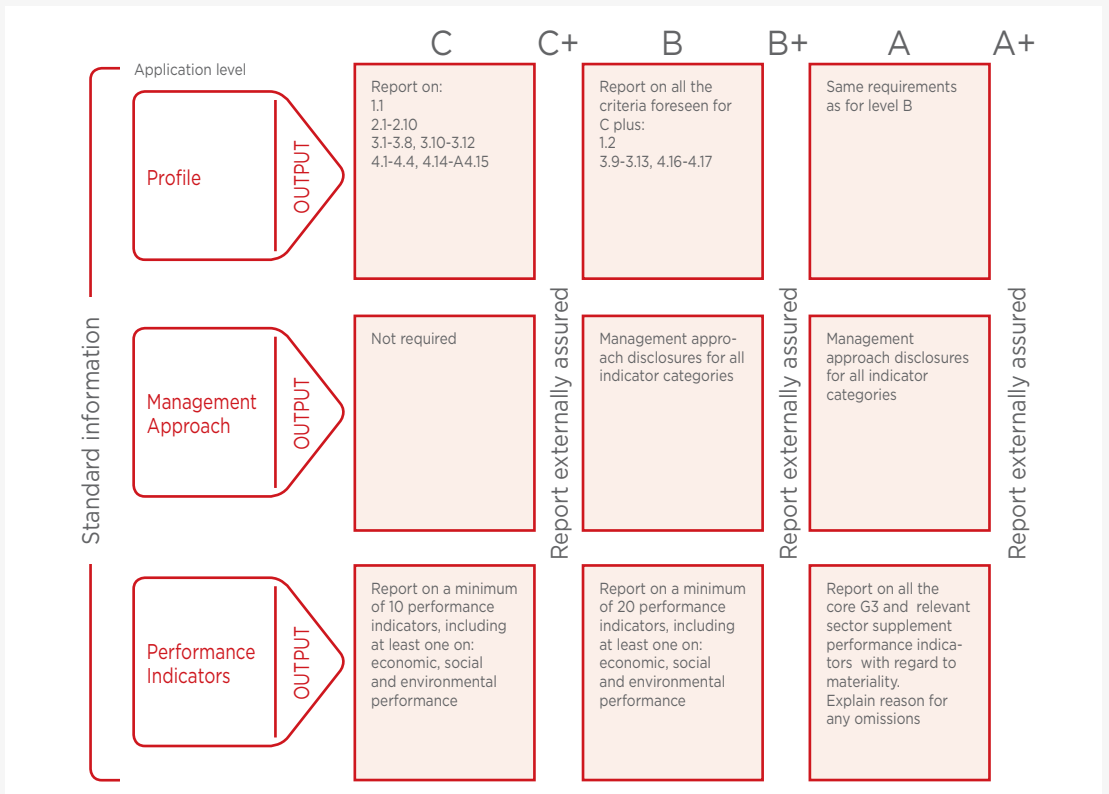
Further development of project relating to the introduction of low energy using lights (2013)

Increase in number of Shopping Centres involved in the installation of inverters on their escalators (2013)

GRI-G3 TABLE OF CONTENTS

GRI-G3 APPLICATION LEVEL

With reference to the different application levels identified in the GRI-G3 guidelines (shown in the figure below), this report has reached application level C.



GRI INDICATOR COVERAGE

The following table shows the indicators foreseen by the Global Reporting Initiative-G3, international reporting standard.

The coverage level (or rather the extent to

which the indicator is present in the IGD 2012 Sustainability Report) is shown alongside each indicator.

KEY FOR TABLE BELOW

COVERAGE	T P - N/A	TOTAL PARTIAL NOT COVERED NOT APPLICABLE	INDICATOR TYPE	C A	CORE ADDITIONAL
----------	--------------------	---	----------------	--------	--------------------

ORGANISATIONAL PROFILE

ASPECT	CODE	INDICATOR	COVERAGE LEVEL
STRATEGY AND ANALYSIS	1.01	STATEMENT OF THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICE	T
	1.02	DESCRIPTION OF MAIN IMPACTS, RISKS AND OPPORTUNITIES	P
PROFILE	2.01	NAME OF ORGANISATION	T
	2.02	MAIN BRANDS, PRODUCTS AND/OR SERVICES	T
	2.03	OPERATIONAL STRUCTURE OF THE ORGANISATION	T
	2.04	LOCATION OF ORGANISATION'S HEADQUARTERS	T
	2.05	NUMBER OF COUNTRIES WHERE THE ORGANISATION OPERATES	T
	2.06	NATURE OF OWNERSHIP AND LEGAL FORM	T
	2.07	MARKETS SERVED	T
	2.08	SIZE OF REPORTING ORGANISATION	T
	2.09	SIGNIFICANT CHANGES DURING THE REPORTING PERIOD	T
	2.10	AWARDS RECEIVED DURING THE REPORTING PERIOD	N-A
REPORT PARAMETERS	3.01	REPORTING PERIOD	T
	3.02	PUBLISHING DATE OF MOST RECENT REPORT	T
	3.03	REPORTING CYCLE	T
	3.04	CONTACT FOR QUESTIONS REGARDING THE REPORT AND ITS CONTENTS	T
	3.05	PROCESS FOR DEFINING REPORT CONTENTS	T
	3.06	REPORT BOUNDARY	T
	3.07	DEFINITION OF SPECIFIC RESTRICTIONS REGARDING THE SCOPE OR BOUNDARY OF THE REPORT	T
	3.08	INFORMATION REGARDING JOINT VENTURES, SUBSIDIARIES ETC.	T
	3.09	DATA MEASUREMENT TECHNIQUES AND BASIS FOR CALCULATIONS	T
	3.10	EXPLANATION OF THE EFFECT OF CHANGES IN CALCULATIONS	T
	3.11	SIGNIFICANT CHANGES COMPARED TO PREVIOUS REPORTING PERIOD	T
	3.12	GRI TABLE	T
	3.13	EXTERNAL ASSURANCE	-
GOVERNANCE, COMMITMENTS, STAKEHOLDER INVOLVEMENT	4.01	GOVERNANCE STRUCTURE OF THE ORGANISATION	T
	4.02	INFORMATION ON WHETHER THE CHAIRMAN OF THE HIGHEST GOVERNANCE BODY IS ALSO AN EXECUTIVE OFFICER	T
	4.03	NUMBER OF MEMBERS OF BOD THAT ARE INDEPENDENT AND/OR NON –EXECUTIVE	T
	4.04	MECHANISMS FOR SHAREHOLDERS AND EMPLOYEES TO PROVIDE RECOMMENDATIONS TO THE BOD	P
	4.05	LINK BETWEEN COMPENSATION FOR MEMBERS OF THE HIGHEST GOVERNANCE BODY, DIRECTORS AND EXECUTIVES AND THE ORGANISATION'S PERFORMANCE	P
	4.06	PROCESSES USED TO ENSURE CONFLICTS OF INTEREST ARE AVOIDED	T
	4.07	PROCESSES FOR DETERMINING THE QUALIFICATIONS AND EXPERTISE OF THE MEMBERS OF THE HIGHEST GOVERNANCE BODY	T
	4.08	MISSION, VALUES, CODES OF CONDUCT AND PRINCIPLES	T
	4.09	PROCEDURES OF THE HIGHEST GOVERNANCE BODY FOR OVERSEEING THE DEFINITION AND THE MANAGEMENT OF THE ORGANISATION'S ECONOMIC, ENVIRONMENTAL AND SOCIAL PERFORMANCE	T
	4.10	PROCESSES FOR ASSESSING THE HIGHEST GOVERNANCE BODY'S PERFORMANCE	-
	4.11	EXPLANATION OF THE IMPLEMENTATION OF THE PRECAUTIONARY APPROACH	-
	4.12	ADOPTION OF CODES OF CONDUCT	T
	4.13	MEMBERSHIP IN ASSOCIATIONS	T
	4.14	LIST OF STAKEHOLDERS	T
	4.15	PRINCIPLES FOR IDENTIFYING AND SELECTING STAKEHOLDERS	P
	4.16	APPROACH TO STAKEHOLDER INVOLVEMENT	P
	4.17	KEY TOPICS AND ISSUES RAISED BY STAKEHOLDERS AND THE ORGANISATION'S RESPONSE	P

ECONOMIC PERFORMANCE INDICATORS				
ASPECT	TYPE	CODE	INDICATOR	COVERAGE LEVEL
MANAGEMENT APPROACH			DISCLOSURE ON MANAGEMENT APPROACH (GOALS AND PERFORMANCE, POLICY, CONTEXTUAL INFORMATION)	T
ECONOMIC PERFORMANCE	C	EC 1	DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	T
	C	EC 2	FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES FOR THE ORGANISATION'S ACTIVITIES DUE TO CLIMATE CHANGE	-
	C	EC 3	COVERAGE OF THE PENSION PLANS DEFINED BY THE ORGANISATION	-
	C	EC 4	SIGNIFICANT ASSISTANCE RECEIVED FROM GOVERNMENT	-
MARKET PRESENCE	A	EC 5	RATIO BETWEEN STANDARD ENTRY LEVEL WAGE AND LOCAL MINIMUM WAGE WITH REGARD TO SIGNIFICANT OPERATING LOCATIONS	-
	C	EC 6	POLICIES, PRACTICES AND PROPORTION OF SPENDING TOWARDS LOCAL SUPPLIERS WITH REGARD TO SIGNIFICANT OPERATING LOCATIONS	P
	C	EC 7	PROCEDURES FOR LOCAL HIRING AND PROPORTION OF DIRECTORS HIRED FROM THE LOCAL COMMUNITY WITH REGARD TO SIGNIFICANT OPERATING LOCATIONS	-
INDIRECT ECONOMIC IMPACTS	C	EC 8	INVESTMENTS FOR "PUBLIC BENEFIT" SERVICES	P
	A	EC 9	UNDERSTANDING AND DESCRIBING INDIRECT ECONOMIC IMPACTS INCLUDING THE EXTENT OF SUCH IMPACTS	P

PRODUCT RESPONSIBILITY				
ASPECT	TYPE	CODE	INDICATOR	COVERAGE LEVEL
MANAGEMENT APPROACH			DISCLOSURE ON MANAGEMENT APPROACH (GOALS AND PERFORMANCE, POLICY, ORGANISATIONAL RESPONSIBILITY, TRAINING AND AWARENESS, MONITORING AND FOLLOW-UP, CONTEXTUAL INFORMATION)	N/A
CONSUMER HEALTH AND SAFETY	C	PR 1	LIFE CYCLE STAGES OF PRODUCTS/SERVICES IN WHICH IMPACTS ON HEALTH AND SAFETY ARE ASSESSED	N/A
	A	PR 2	TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE REGARDING HEALTH AND SAFETY OF PRODUCTS/SERVICES	N/A
PRODUCT AND SERVICE LABELLING	C	PR 3	TYPE OF PRODUCT AND SERVICE INFORMATION REQUIRED	N/A
	A	PR 4	TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE REGARDING PRODUCT AND SERVICE LABELLING	N/A
	A	PR 5	POLICIES RELATING TO CUSTOMER SATISFACTION	N/A
ADVERTISING AND MARKETING COMMUNICATIONS	C	PR 6	PROGRAMMES OF COMPLIANCE WITH LAWS AND STANDARDS REGARDING MARKETING AND ADVERTISING	N/A
	A	PR 7	TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH LAWS AND STANDARDS REGARDING MARKETING AND ADVERTISING	N/A
RESPECT FOR PRIVACY	A	PR 8	TOTAL NUMBER OF DOCUMENTED COMPLAINTS	N/A
COMPLIANCE	C	PR 9	MONETARY VALUE OF MAIN SANCTIONS FOR NON-COMPLIANCE WITH LAWS OR REGULATIONS REGARDING THE PROVISION AND USE OF PRODUCTS AND SERVICES	N/A

ENVIRONMENTAL PERFORMANCE INDICATORS

ASPECT	TYPE	CODE	INDICATOR	COVERAGE LEVEL
MANAGEMENT APPROACH			DISCLOSURE ON MANAGEMENT APPROACH (GOALS AND PERFORMANCE, POLICY, ORGANISATIONAL RESPONSIBILITY, TRAINING AND AWARENESS, MONITORING AND FOLLOW-UP, CONTEXTUAL INFORMATION)	T
RAW MATERIALS	C	EN 1	MATERIALS USED BY WEIGHT OR VOLUME	N/A
	C	EN 2	PERCENTAGE OF MATERIALS USED THAT HAVE BEEN RECYCLED	N/A
ENERGY	C	EN 3	DIRECT ENERGY CONSUMPTION BY PRIMARY ENERGY SOURCE	T
	C	EN 4	INDIRECT ENERGY CONSUMPTION BY PRIMARY SOURCE	-
	A	EN 5	ENERGY SAVED DUE TO CONSERVATION AND EFFICIENCY IMPROVEMENTS	T
	A	EN 6	INITIATIVES TO PROVIDE ENERGY-EFFICIENT OR RENEWABLE ENERGY BASED PRODUCTS AND SERVICES AND REDUCTIONS IN ENERGY REQUIREMENTS AS A RESULT OF THESE INITIATIVES	T
	A	EN 7	INITIATIVES TO REDUCE INDIRECT ENERGY CONSUMPTION	T
WATER	C	EN 8	TOTAL WATER WITHDRAWAL BY SOURCE	P
	A	EN 9	WATER SOURCES SIGNIFICANTLY AFFECTED BY WITHDRAWAL OF WATER	-
	A	EN 10	PERCENTAGE AND TOTAL VOLUME OF WATER RECYCLED AND REUSED	-
BIODIVERSITY	C	EN 11	LOCATION AND SIZE OF LAND OWNED, LEASED OR MANAGED, IN OR ADJACENT TO PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS	-
	C	EN 12	DESCRIPTION OF SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY IN PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS	-
	A	EN 13	PROTECTED OR RESTORED HABITATS	-
	A	EN 14	STRATEGIES, CURRENT ACTIONS AND FUTURE PLANS FOR MANAGING IMPACTS ON BIODIVERSITY	-
	A	EN 15	NUMBER OF IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN THE AREAS AFFECTED BY OPERATIONS BY LEVEL OF EXTINCTION RISK	-
EMISSIONS, DISCHARGES AND WASTE	C	EN 16	DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT	-
	C	EN 17	OTHER RELEVANT INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT	-
	A	EN 18	INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS AND RESULTS OBTAINED	-
	C	EN 19	EMISSIONS OF OZONE DEPLETING SUBSTANCES BY WEIGHT	-
	C	EN 20	NO, SO, AND OTHER SIGNIFICANT EMISSIONS BY TYPE AND WEIGHT	-
	C	EN 21	TOTAL WATER DISCHARGE BY QUALITY AND DESTINATION	P
	C	EN 22	TOTAL WASTE WEIGHT BY TYPE AND DISPOSAL METHOD	T
	C	EN 23	TOTAL NUMBER AND VOLUME OF SIGNIFICANT ACCIDENTAL SPILLS	-
	A	EN 24	HAZARDOUS WASTE	-
	A	EN 25	IDENTITY, SIZE, PROTECTED STATUS AND BIODIVERSITY VALUE OF WATERWAYS AND RELATED HABITATS SIGNIFICANTLY AFFECTED BY THE REPORTING ORGANISATION'S WASTE WATER AND RAINWATER	-
PRODUCTS AND SERVICES	C	EN 26	INITIATIVES TO REDUCE ENVIRONMENTAL IMPACTS OF PRODUCTS AND SERVICES AND EXTENT OF SUCH IMPACTS	N/A
	C	EN 27	PERCENTAGE OF PRODUCTS SOLD AND THEIR PACKAGING MATERIALS THAT ARE RECOVERED, BY CATEGORY	N/A
COMPLIANCE	C	EN 28	MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	-
TRANSPORT	A	EN 29	SIGNIFICANT ENVIRONMENTAL IMPACTS OF TRANSPORTING PRODUCTS AND OTHER GOODS AND MATERIALS USED FOR THE ORGANISATION'S OPERATIONS AND IMPACTS OF TRANSPORTING EMPLOYEES	P
OVERALL	A	EN 30	TOTAL ENVIRONMENTAL EXPENSES AND INVESTMENTS BY TYPE	-

SOCIAL PERFORMANCE INDICATORS				
LABOUR PRACTICES				
ASPECT	TYPE	CODE	INDICATOR	COVERAGE LEVEL
MANAGEMENT APPROACH			DISCLOSURE ON MANAGEMENT APPROACH (GOALS AND PERFORMANCE, POLICY, ORGANISATIONAL RESPONSIBILITY, TRAINING AND AWARENESS, MONITORING AND FOLLOW-UP, CONTEXTUAL INFORMATION)	T
EMPLOYMENT	C	LA 1	TOTAL WORKFORCE BY EMPLOYMENT TYPE, EMPLOYMENT CONTRACT AND REGION	T
	C	LA 2	TOTAL NUMBER AND TURNOVER RATE BY AGE GROUP, GENDER AND REGION	P
	A	LA 3	BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES, BY MAIN ACTIVITIES	-
INDUSTRIAL RELATIONS	C	LA 4	PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE LABOUR CONTRACTS	T
	C	LA 5	MINIMUM NOTICE PERIOD REGARDING OPERATIONAL CHANGES, INCLUDING WHETHER THIS NOTICE PERIOD IS SPECIFIED IN COLLECTIVE LABOUR CONTRACTS	-
OCCUPATIONAL HEALTH AND SAFETY	A	LA 6	PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN FORMAL MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES THAT HELP MONITOR AND ADVISE ON HEALTH AND SAFETY PROGRAMMES	-
	C	LA 7	RATES OF INJURY, OCCUPATIONAL DISEASES, LOST WORKDAYS AND ABSENTEEISM AND NUMBER OF WORK-RELATED FATAL ACCIDENTS, BY REGION	T
	C	LA 8	EDUCATION, TRAINING, COUNSELLING, PREVENTION AND RISK CONTROL PROGRAMMES FOR WORKERS, THEIR FAMILIES OR MEMBERS OF THE COMMUNITY REGARDING SERIOUS DISEASES	-
	A	LA 9	HEALTH AND SAFETY TOPICS INCLUDED IN FORMAL AGREEMENTS WITH TRADE UNIONS	-
TRAINING AND EDUCATION	C	LA 10	AVERAGE HOURS OF TRAINING PER EMPLOYEE PER YEAR, BY EMPLOYEE CATEGORY	T
	A	LA 11	PROGRAMMES FOR SKILLS MANAGEMENT AND CONTINUOUS LEARNING THAT SUPPORT CONTINUOUS EMPLOYABILITY OF EMPLOYEES AND ASSIST THEM IN MANAGING CAREER END	-
	A	LA 12	PERCENTAGE OF EMPLOYEES THAT RECEIVE REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	T
DIVERSITY AND EQUAL OPPORTUNITY	C	LA 13	COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES BY CATEGORY WITH REGARD TO GENDER, AGE GROUP, MINORITY GROUP AND OTHER INDICATORS OF DIVERSITY	P
	C	LA 14	RATIO OF BASIC MALE AND FEMALE SALARY BY CATEGORY	-
HUMAN RIGHTS				
MANAGEMENT APPROACH			DISCLOSURE ON MANAGEMENT APPROACH (GOALS AND PERFORMANCE, POLICY, ORGANISATIONAL RESPONSIBILITY, TRAINING AND AWARENESS, MONITORING AND FOLLOW-UP, CONTEXTUAL INFORMATION)	-
INVESTMENT AND PROCUREMENT PRACTICES	C	HR 1	PERCENTAGE AND TOTAL NUMBER OF SIGNIFICANT INVESTMENT AGREEMENTS THAT INCLUDE CLAUSES ON HUMAN RIGHTS OR THAT HAVE UNDERGONE RELATIVE ASSESSMENT	-
	C	HR 2	PERCENTAGE OF MAIN SUPPLIERS AND CONTRACTORS THAT HAVE UNDERGONE HUMAN RIGHTS SCREENING AND RELATIVE ACTIONS TAKEN	P
	A	HR 3	TOTAL HOURS OF EMPLOYEE TRAINING ON POLICIES AND PRACTICES REGARDING ALL ASPECTS OF HUMAN RIGHTS THAT ARE RELEVANT TO THE ORGANISATION'S OPERATIONS AND PERCENTAGE OF EMPLOYEES TRAINED	-
NON-DISCRIMINATION	C	HR 4	TOTAL NUMBER OF INCIDENTS LINKED TO DISCRIMINATION AND ACTIONS TAKEN	-
FREEDOM OF ASSOCIATION AND COLLECTIVE NEGOTIATION	C	HR 5	IDENTIFICATION OF OPERATIONS IN WHICH THE FREEDOM OF ASSOCIATION AND COLLECTIVE NEGOTIATION MAY BE EXPOSED TO SIGNIFICANT RISKS AND ACTIONS TAKEN TO DEFEND THESE RIGHTS	-

SOCIAL PERFORMANCE INDICATORS

HUMAN RIGHTS

ASPECT	TYPE	CODE	INDICATOR	COVERAGE LEVEL
CHILD LABOUR	C	HR 6	IDENTIFICATION OF OPERATIONS WITH HIGH RISK OF INCIDENTS OF CHILD LABOUR AND THE MEASURES TAKEN TO CONTRIBUTE TO ABOLISHING IT	-
FORCED LABOUR	C	HR 7	OPERATIONS WITH HIGH RISK OF FORCED OR COMPULSORY LABOUR AND MEASURES TAKEN TO CONTRIBUTE TO ABOLISHING IT	-
SAFETY AND SECURITY PRACTICES	A	HR 8	PERCENTAGE OF SECURITY STAFF THAT HAVE BEEN TRAINED ON THE PROCEDURES AND POLICIES CONCERNING HUMAN RIGHTS THAT ARE RELEVANT TO THE ORGANISATION'S OPERATIONS	T
LOCAL INHABITANTS' RIGHTS	A	HR 9	NUMBER OF VIOLATIONS OF THE RIGHTS OF THE LOCAL COMMUNITY AND ACTIONS TAKEN	N/A
SOCIETY				
MANAGEMENT APPROACH			DISCLOSURE ON MANAGEMENT APPROACH (GOALS AND PERFORMANCE, POLICY, ORGANISATIONAL RESPONSIBILITY, TRAINING AND AWARENESS, MONITORING AND FOLLOW-UP, CONTEXTUAL INFORMATION)	T
COMMUNITY	C	SO 1	NATURE, SCOPE AND EFFECTIVENESS OF PROGRAMMES TO ASSESS AND MANAGE IMPACTS ON THE COMMUNITY	P
CORRUPTION	C	SO 2	PERCENTAGE AND TOTAL NUMBER OF ORGANISATIONAL UNITS ANALYSED FOR RISKS RELATED TO CORRUPTION	T
	C	SO 3	PERCENTAGE OF EMPLOYEES TRAINED ON THE ORGANISATION'S ANTI-CORRUPTION PROCEDURES AND POLICIES	T
	C	SO 4	ACTIONS TAKEN IN RESPONSE TO INCIDENTS OF CORRUPTION	T
PUBLIC POLICY	C	SO 5	PUBLIC POLICY POSITIONS AND PARTICIPATION IN LOBBYING ACTIVITIES REGARDING PUBLIC POLICY DEVELOPMENT	-
	A	SO 6	TOTAL VALUE OF FINANCIAL AND IN-KIND CONTRIBUTIONS TO POLITICAL PARTIES AND RELATED INSTITUTIONS, BY COUNTRY	-
ANTI-COMPETITIVE BEHAVIOUR	A	SO 7	TOTAL NUMBER OF LAW SUITS FOR ANTI-COMPETITIVE BEHAVIOUR, ANTITRUST AND MONOPOLY PRACTICES AND THEIR OUTCOMES	-
COMPLIANCE	C	SO 8	MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS DUE TO NON-COMPLIANCE WITH THE LAWS AND REGULATIONS	-



REGISTERED OFFICE
via Agro Pontino, 13
48100 Ravenna - Italy

HEADQUARTERS
via Trattati Comunitari Europei 1957-2007, 13
40127 Bologna - Italy

tel +39 051 509111
fax +39 051 509247

For information and comments on this Report
and on IGD Group sustainability, please contact the
following e-mail address:
sustainability@gruppoidg.it

Further information on IGD sustainability
can be found on the Group website on page:
<http://www.gruppoidg.it/Sostenibilita>