



**igd** S.p.A.  
SPAZI DA VIVERE

**IGD PRESENTATION**

**1Q 2015 Results Presentation and 2015 – 2018 Business Plan**

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**INTRODUCTION TO THE IGD GROUP**

**4**

**SUMMARY OF 1Q2015 RESULTS**

**16**

**BP 2015-2018**

**29**

**ATTACHMENTS 1Q 2015**

**62**

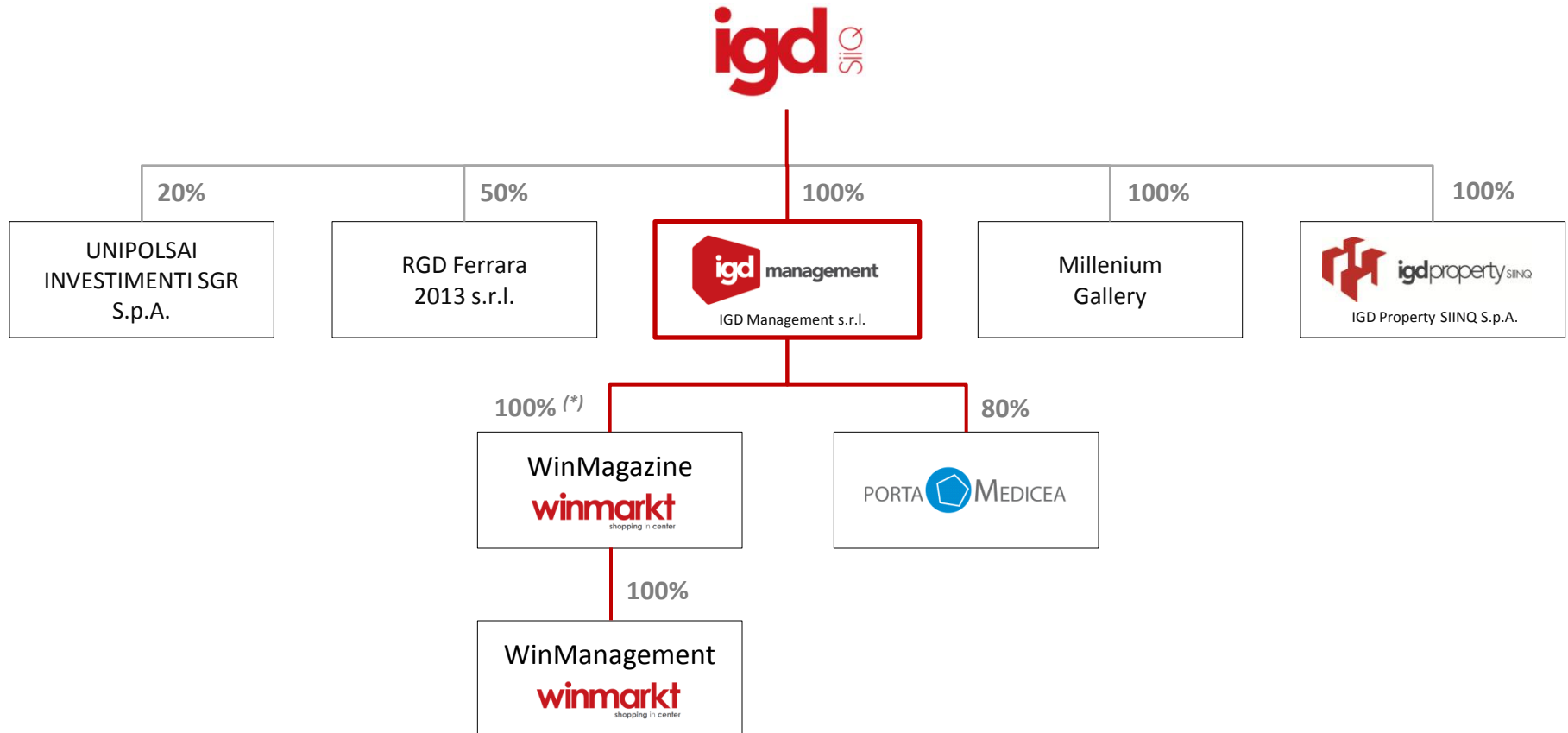


A photograph of a modern shopping mall interior. The scene is captured from a low angle, looking up at a mezzanine level. In the foreground, a man in a red shirt is standing on a glass-enclosed escalator, leaning over and handling a large, wrapped package. The escalator's glass panels are decorated with a grid of small portraits. To the right, a woman in a white top and dark pants is walking past, her figure slightly blurred. The background shows a brightly lit shopping area with various retail stores, including Swarovski and H&M. The ceiling is high and features large windows and several colorful, circular pendant lights. A prominent red text box is overlaid on the right side of the image, containing the text "INTRODUCTION TO THE IGD GROUP" in white, bold, uppercase letters.

**INTRODUCTION TO  
THE IGD GROUP**

**5** IGD is one of *the main player in the Italian real estate sector of the large organized distribution: develops and manages shopping centers* across the country and has a significant presence in retail distribution in Romania

*Presence throughout the territory, capital strength, processing power, control and management of all phases of the centers life cycle:* these, in summary, are the key strengths IGD



(\*) 0.1% stake held directly by IGD SIQ S.p.A.

## 6 | Our business model

### DIRECT MANAGEMENT OF THE SHOPPING CENTRES

A careful merchandising mix, marketing activity adapted to each context and various customer related services but, especially in this economic environment, careful attention paid to tenants' needs

### MEDIUM SIZED AND EASILY REACHABLE SHOPPING CENTERS

In line with the geographical structure of Italy which is characterized by a lot of MEDIUM SIZED provinces

### PRESENCE IN THE WHOLE OF ITALY

Presence from North to South in 11 of the most densely populated regions out of 20

In this moment of economic downturn LOCATION is rewarding

### SHOPPING CENTERS WITH FOOD ANCHORS

The presence of COOP which is completely integrated in the territory guarantees a high and steady level of footfalls

# 7 Italian Portfolio: hypermarkets and shopping malls (as at 31/05/2015)

	20 SHOPPING MALLS	24 HYPERMARKETS	TENANTS OF HYPERMARKETS
<b>FULL OWNERSHIP OF 13 SHOPPING CENTRES (MALL + HYPERMARKET)</b>	CENTRO D'ABRUZZO -Pescara CLODI' - Chioggia PORTO GRANDE - Porto d'Ascoli (AP) ESP - Ravenna CENTRO BORGO -Bologna CONE' RETAIL PARK - Conegliano (TV) LE MAIOLICHE - Faenza LUNGO SAVIO -Cesena <b>CITTA' DELLE STELLE - Ascoli Piceno</b> KATANE' - Catania TORRE INGASTONE - Palermo CASILINO -Roma LE PORTE DI NAPOLI -Afragola (NA) TIBURTINO -Guidonia (RM)	CENTRO D'ABRUZZO -Pescara CLODI' - Chioggia PORTO GRANDE - Porto d'Ascoli (AP) ESP - Ravenna CENTRO BORGO -Bologna CONE' RETAIL PARK - Conegliano (TV) LE MAIOLICHE - Faenza <b>LUNGO SAVIO -Cesena</b> <b>CITTA' DELLE STELLE - Ascoli Piceno</b> KATANE' - Catania TORRE INGASTONE - Palermo CASILINO -Roma LE PORTE DI NAPOLI -Afragola (NA) TIBURTINO -Guidonia (RM)	Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Ipercoop Sicilia Ipercoop Sicilia Unicoop Tirreno Campania distribuzione srl (ipercoop) Unicoop Tirreno
<b>6 SHOPPING MALLS</b>	MILLENNIUM GALLERY - Rovereto (TN) CENTRO SARCA - Sesto S. Giovanni MONDOVICINO RETAIL PARK - Gran Rondò (Crema) I BRICCHI - Isola d'Asti (AT) DARSENA CITY - Ferrara (50% owned by Beni Stabili)	Hypermkts not totally owned by IGD	
<b>11 HYPERMARKETS</b>	Malls not owned by IGD	<b>Supermkt Civita Castellana (Viterbo)</b> <b>Supermkt Cecina (Livorno)</b> Hypermkt Le Fonti del Corallo - Livorno <b>Hypermkt Schio-Schio (Vicenza)</b> Hypermkt LAME - Bologna Hypermkt LEONARDO - Imola (BO) Hypermkt LUGO - Lugo (RA) Hypermkt IL MAESTRALE - Senigallia Hypermkt MIRALFIORE - Pesaro Supermkt AQUILEJA - Ravenna Hypermkt I MALATESTA - Rimini	Unicoop Tirreno Unicoop Tirreno Unicoop Tirreno Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica Coop Adriatica

# 8 | Main lease terms

## Italian Shopping Malls

Main lease terms:

**Average maturity:**

- ☑ Lease agreement (only space): 6 years (+ 6 years)
- ☑ Rental agreement (space + licence): 5 years

**Rental income:** a minimum guaranteed rent plus a percentage based on the occupier's sales

**Rents indexation:**

- ☑ Lease agreement of the going concern: 75% of CPI
- ☑ Rental agreement: 100% of CPI

Lease of temporary spaces

IGD can benefit from a very diversified tenants base, with limited credit risk, thanks to a careful screening of potential new tenants

## Italian Hypermarkets

Main lease terms:

**Average maturity:** 6 to 18 years (+ 6 years)

**Rents indexation:** 75% of CPI

**Maintenance:** ordinary and extraordinary maintenance works charged to the tenant. External maintenance of the properties (façade, etc.) payable by the landlord

Hypermarkets and supermarkets of IGD Portfolio are leased as follow

- ☑ 14 hypermarkets and 1 supermarket to Coop Adriatica
- ☑ 2 hypermarkets and 3 supermarket to Unicoop Tirreno Group
- ☑ 2 hypermarket to Ipercoop Sicilia

Coop Adriatica and Unicoop Tirreno are among the major cooperatives of Coop Network, the first retailer in **Italy**

## Romanian Shopping Malls

Main lease terms:

**Average maturity:**

- ☑ **2 years** for local tenants
- ☑ **5 years** for national tenants
- ☑ **10 years** for international tenants

**Rents indexation:** all the contracts are EUROLINKED

The rents are paid in EURO



## SIQ STATUS FOR IGD SINCE 1 JANUARY 2008

### KEY PARAMETERS

At least 80% of total assets must be rental asset

At least 80% of total positive components of P&L must be rental income (excluding change in FV)

### SHAREHOLDING LIMITS

New SIQ law\*

Largest shareholder stake  $\leq 60\%$  (vs. previous 51%)

Free float (shareholders  $< 2\%$ )  $\geq 25\%$  (vs. previous 35%) (only at the time of admission to the regime)

### DIVIDEND DISTRIBUTION

New SIQ law\*

Dividend payout at least 70% (vs. previous 85%) of net rental income available for distribution

### CORPORATE INCOME TAX EXEMPTION

New SIQ law\*

Exemption from Italian corporate income tax (IRES and IRAP)

Capital gains on the disposal of properties, SIINQ and SIQ shares and real estate fund units are exempted from corporate income tax subject to distribution of at least 50% of the gain in the 2 years subsequent to the disposal (vs. previous full taxation of capital gains)

### EXIT TAX

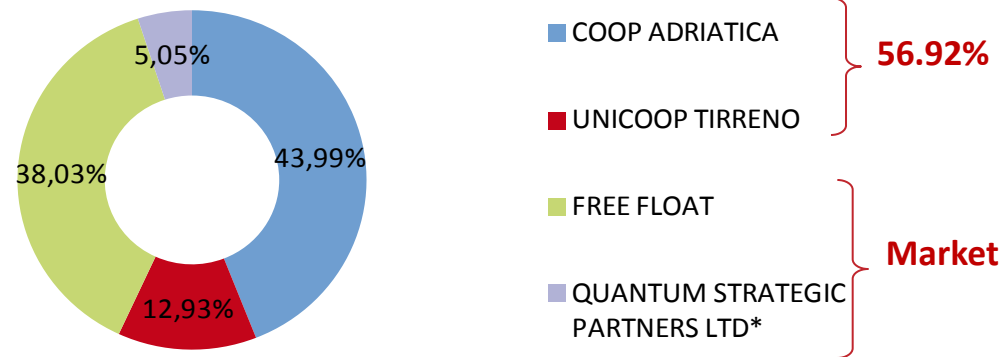
20% tax rate applies to capital gains from asset contributions

(\*) Law 133/2014, so called "Sblocca Italia" («Unlock Italy»)

# 10 IGD's shareholders and governance



IGD IS LISTED ON THE STAR SEGMENT OF BORSA ITALIANA  
TOTAL SHARES 756,356,289 *SHARE CAPITAL* € 549,760,278.52



## MARKET SHAREHOLDING REFLECTED IN A GOVERNANCE STRUCTURE IN LINE WITH BEST STANDARDS

- ☑ **Board Composition:** 13 members, out of which **7 independent members**
- ☑ **Ad-hoc committees led by independent members:** nomination & compensation, control & risk and related party transactions
- ☑ BoD has been renewed by the AGM on 15 April, 2015

# 11 IGD top management



**GILBERTO COFFARI (1946)**  
*Chairman*

- ☑ Chairman of IGD's Board since its creation in 2000
- ☑ Chairman of Coop Adriatica from 2006 to 2011
- ☑ Currently board member of the BancaSAI and of Federazione delle Cooperative di Ravenna
- ☑ Acted as Director and Chairman for a number of cooperatives, a world he has been part of for more than 40 years



**CLAUDIO ALBERTINI (1958)**  
*Chief Executive Officer*

- ☑ Appointed in May 2009
- ☑ Board member at IGD since 2006
- ☑ More than 20 years of experience with the Unipol Group, where he ultimately acts as General Manager of Unipol Merchant
- ☑ Certified financial auditor registered in Bologna



**DANIELE CABULI (1958)**  
*Chief Operating Officer*

- ☑ More than 20 years of experience in the retail distribution
- ☑ Joined IGD in 2008 as Network Management Director and COO since 2009
- ☑ Worked for Coop Adriatica since 1986 with several roles: Head of Projects in the Marketing Division (1989), Head of different geographical areas and Hypermarket Manager (until 2003), Director of Marketing and Commercial Development (from 2003)



**ROBERTO ZOIA (1961)**  
*Director of Asset Management and Development*

- ☑ Director of Asset Management and Development since 2006
- ☑ Joined GS Carrefour Italia Group in 1999 as Head of Hypermarket and Shopping Center Development
- ☑ In 2005 becomes Head of Asset Management and Development for Carrefour Italia
- ☑ Previously, Business Manager at Coopsette with responsibility in projects involving mainly shopping centres (since 1986)



**GRAZIA MARGHERITA PIOLANTI (1953)**  
*Director of Administration, Legal & Corporate Affairs*

- ☑ Part of IGD since its creation, played a key role in SIIQ adoption
- ☑ Appointed Head of Legal Affairs, Tax and Subsidiaries of the new Coop Adriatica Group in 1995
- ☑ Appointed Administrative Director of Coop Romagna Marche in 1989, previously worked as Head of Accounting in a cooperative of constructors
- ☑ Registered Chartered Accountant and Official Financial Auditor



**ANDREA BONVICINI (1963)**  
*Director of Finance Division*

- ☑ Head of the IGD Group's Finance Division since September 2009
- ☑ In July 2012 he was appointed Director of Finance and Treasury Department
- ☑ More than 20 years of professional experience in the world of credit, first in Cooperbanca and, subsequent to 1997, in the Bank of Bologna



**RAFFAELE NARDI (1976)**  
*Head of Planning, Control and Investor Relations*

- ☑ Head of the division to which 3 different departments report: planning, control and investor relations.
- ☑ Joined IGD in October 2010
- ☑ Formerly head of the Advisory Service of UGF Merchant, bank of the Unipol Financial Group, where he matured more than ten years of professional experience
- ☑ Holds a degree in Business Economics



**CARLO BARBAN (1978)**  
*Chief Executive Officer of Winmarkt Group*


- ☑ Appointed CEO in April 2014
- ☑ Worked in Winmarkt as Operating & Reporting Manager since January 2009 with responsibilities also for administration, planning and control and finance
- ☑ Previously working as qualified accountant and for international consultancy companies
- ☑ Graduated in Economics and Commerce

# coop WORLD (1/2)

## 9 LEGAL ENTITIES THROUGHOUT ITALY

-  Veneto, Emilia Romagna, Marche, Abruzzo
-  Toscana, Lazio, Umbria, Campania
-  Lombardia, Sicilia
-  Piemonte
-  Liguria, Piemonte
-  Emilia Romagna, Lombardia, Trentino, Veneto, Friuli Venezia Giulia
-  Emilia Romagna, Puglia, Basilicata
-  Toscana
-  Toscana, Umbria, Abruzzo



 Regions covered by Coop

20/03/2015 - THE BOARDS OF COOP ADRIATICA, COOP ESTENSE AND COOP CONSUMATORI NORDEST VOTE UNANIMOUSLY IN FAVOR OF THE MERGER PROJECT

# coop WORLD (2/2)

Market share in Italy: 19.1% (+0.6% vs 2012)

Turnover : €12,724M

N° of point of sale: ~ 1,200

Employees: ~ 54,700

Members: 8 million people (+3.4% vs 2012)

## COOP PRODUCTS AND SERVICES

- ☑ Goods with Coop brand: Market share of 27% (+1% vs 2012) 
- ☑ Coop Salute: 119 points of sale 
- ☑ Coop Voce: 1.25 million of new contracts 
- ☑ Enercoop: 13 gas station 
- ☑ Coop online: online from autumn 2013 (3.2M of visitors to date) 

Note: data as at 31/12/2013






**Turnover:** €2.1 billion

**Point of sale:** 175







**Employees:** 8,979

**Members:** 1,258,452 (+3.79% vs 2012)

### STRATEGIC PARTNERSHIPS

- ☑ UNIPOL GRUPPO FINANZIARIO (Insurance and banking) 
- ☑ IGD SIIQ SPA 
- ☑ IPERCOOP SICILIA SPA, SUPERCOOP SICILIA SRL and DISTRIBUZIONE ROMA SRL 

### DIVERSIFICATION INITIATIVES

- ☑ ROBINTUR (Travel agency) 
- ☑ EATALY (the largest high quality food market) 
- ☑ LIBRERIE COOP (Bookstore) 
- ☑ PHARMACOOOP (Drugstore) 
- ☑ ENERCOOP ADRIATICA (Distribution of petrol) 
- ☑ COOPCICONTO SRL (sale of insurance products, financial and banking) 

Note: data as at 31/12/2013



**Turnover:** €1.18 billion

**Point of sale:** 112

**Employees:** 5,118

**Members:** 942,466 (+2.40% vs 2012)

### STRATEGIC PARTNERSHIPS

- ☑ UNIPOL GRUPPO FINANZIARIO (Insurance and banking) 
- ☑ IGD SIIQ SPA 

### UNICOOP TIRRENO HAS SET-UP 2 E-COMMERCE PLATFORMS



allows you to purchase food products online and have them delivered directly to your home (active duty only in the area of Rome)



offers the opportunity to shop from home or from anywhere else using a handheld device, and switching to withdraw shopping at the supermarket (active duty only in Viareggio)

Note: data as at 31/12/2013

1Q Results presentation and  
2015-2018 Business Plan Presentation



Results presentation as at 31/03/2015

# 17 Highlights

## REVENUES

•Core business revenues

**31.0 € mn**  
(4.6% vs 31/03/2014)

## EBITDA

•EBITDA (core business)

**21.0 € mn**  
(+4.2% vs 31/03/2014)

•EBITDA margin Freehold

**77.5%**  
(-1 percentage points)

Group Net Profit

**9.2 € mn**  
(+48.8% vs 31/03/2014)

Funds From Operations (FFO) core business

**10.5 € mn**  
(+20.8% vs 31/03/2014)

## EPRA FINANCIAL OCCUPANCY at 31/03/2015

•ITALY

**96.0 %**

•ROMANIA

**86.2%**



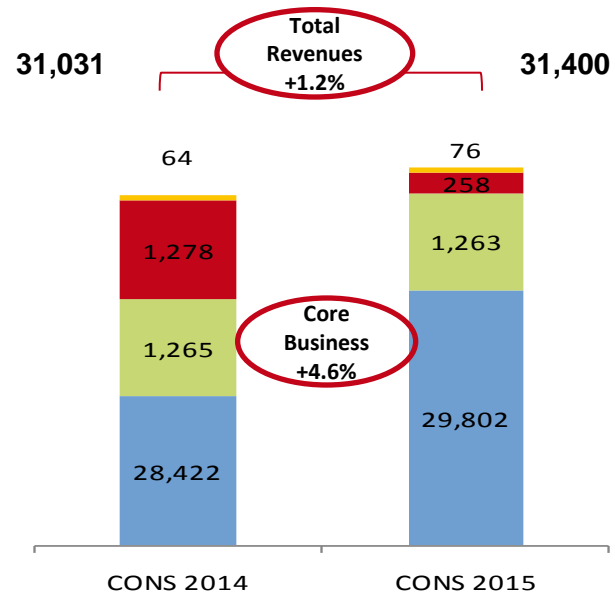


**ECONOMIC AND  
FINANCIAL RESULTS**

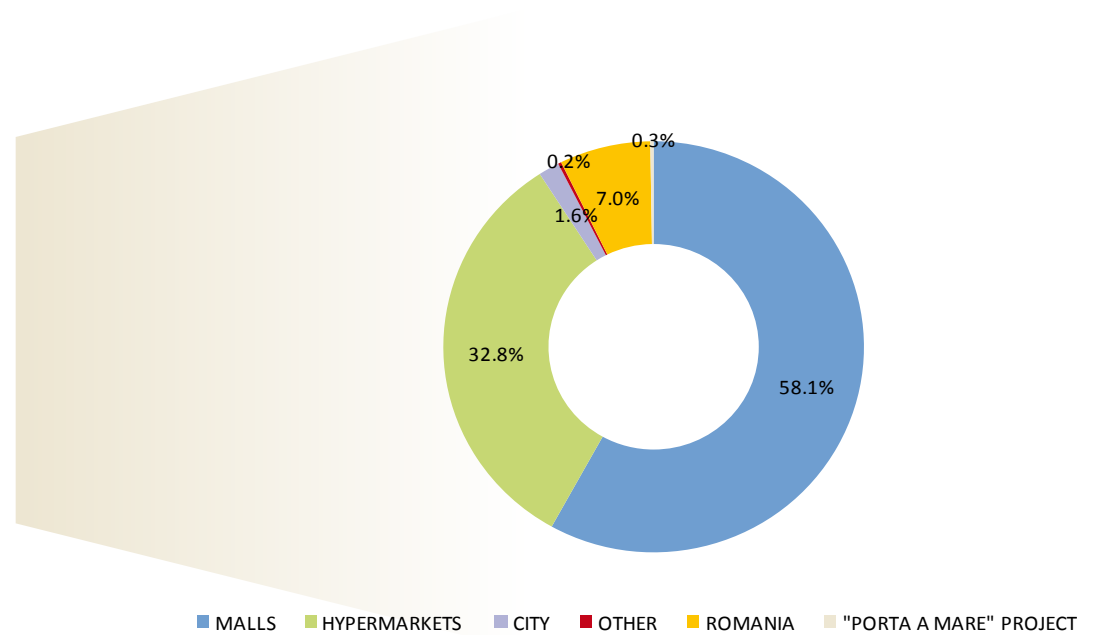


# 19 Revenues

TOTAL REVENUES (€/000)

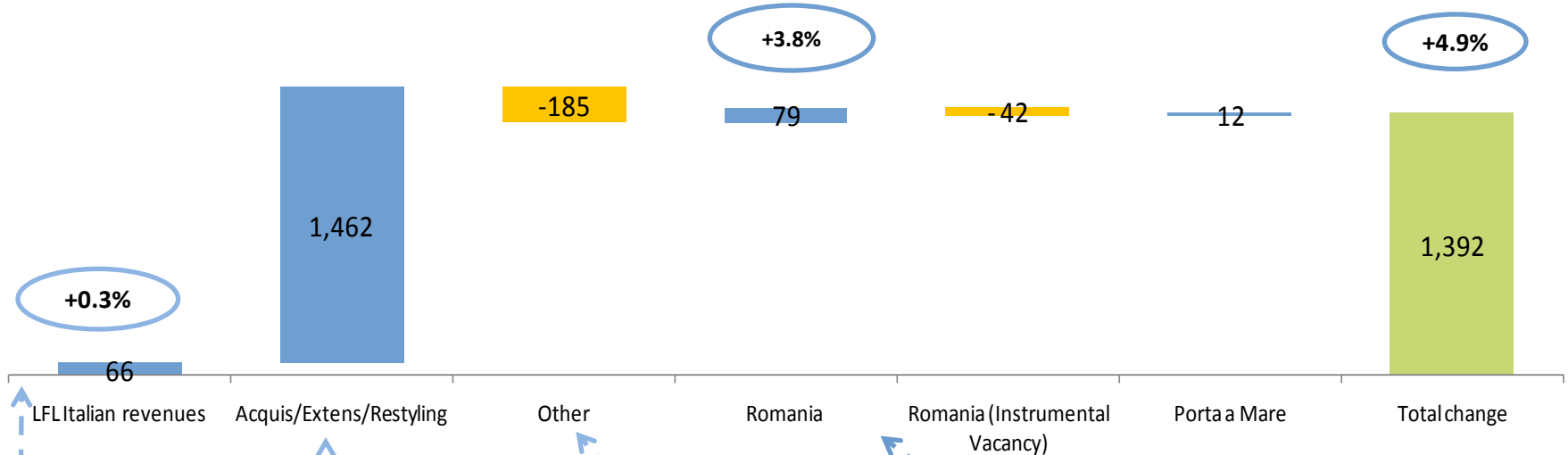


BREAKDOWN OF RENTAL AND REAL ESTATE ACTIVITY INCOMES BY TYPE OF ASSET



- Non-core business revenues from rental act.
- Revenues from trading
- Revenues from services
- Core business revenues from rental act.

# 20 Rental Income Drivers (€/000)



**LFL Italy: +0.3%**  
 Hypermarkets in line  
 Growth in malls (+0.5%)  
 Renewals and turnover substantially stable

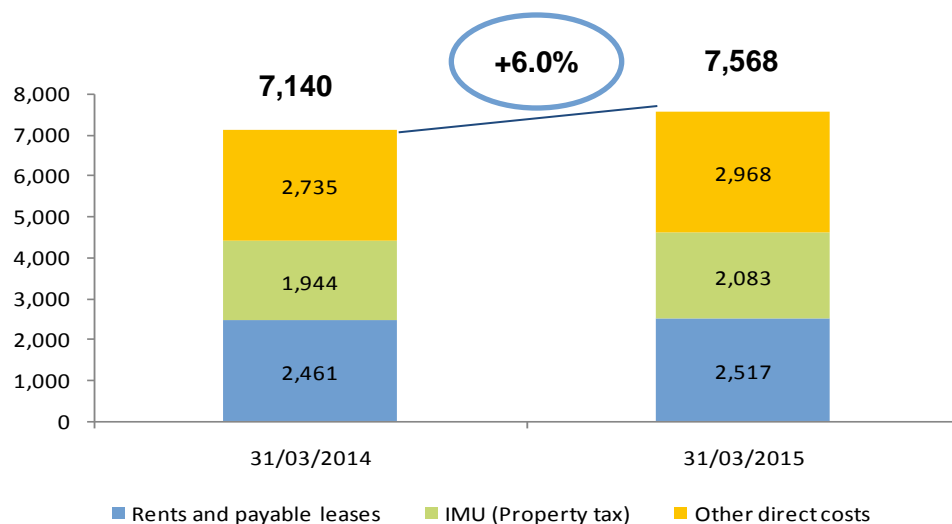
Higher revenues in non LFL perimeter:  
 Centro d'Abruzzo extension; Le Porte di Napoli remodelling; acquisition and opening of Piazza Mazzini; portfolio acquisition after capital increase

Strategic vacancy and other

**ROMANIA**  
 LFL: increase due to the marketing activities carried out in the period (average upside +7%)  
 Instrumental vacancy (-2%) due to continuing investment plan.

# 21 Core Business Direct costs and G&A expenses

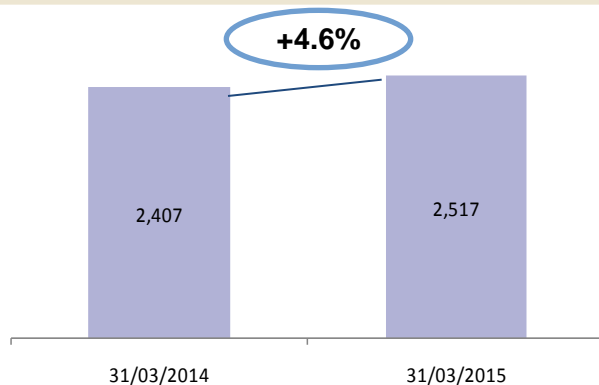
## CORE BUSINESS DIRECT COSTS (€ 000)



Main variations due mainly to:

- *IMU* (property tax) (also because of more assets);
- Condominium expenses (also due to the drawing up of new contracts with rents including part of these expenses);
- Less allocations to the provision for doubtful accounts.

## CORE BUSINESS G&A EXPENSES (€ 000)

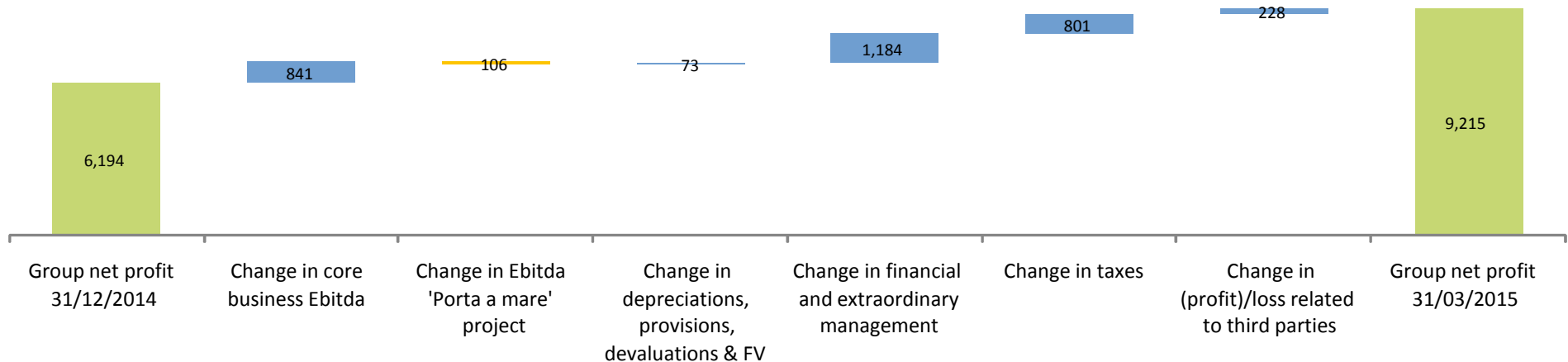


G&A expenses shows a slight increase of about € 100k compared to 2014

The effect of G&A expenses on core business revenues is equal to approx. 8.1% **in line with 2014**

## 22 Net Group Profit: € 9.2 mn (+48.8%)

### NET PROFIT EVOLUTION (€ 000)



### PERFORMANCE OF GROUP NET PROFIT, EQUAL TO € 9.2 MN COMPARED TO 31/03/2014 REFLECTS:

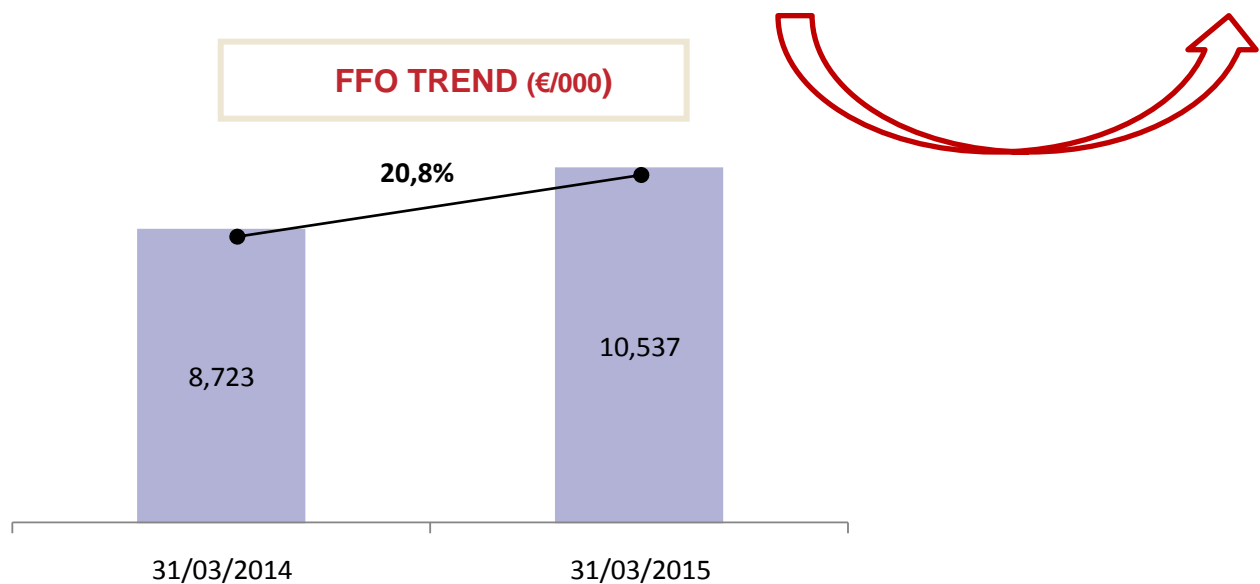


- A positive change in Core business Ebitda (€ 0.8mn)
- An improvement in financial and extraordinary management of + € 1.2 mn mainly due to net debt after the capital increase and to the spread and Euribor decrease
- A positive change in deferred taxes (€0.8 mn), mainly due to less taxes related to the Porta Medicea disposals and to the ACE contribution (tax benefit thanks to the capital increase)

# 23 Core Business Funds From Operations

Funds from Operations	31/03/2014	31/03/2015	Δ	Δ%
<b>Pre-tax profit</b>	<b>7,923</b>	<b>10,003</b>	<b>2,079</b>	<b>26.24%</b>
Depreciation and other provisions	372	339	-34	-8.90%
Change in FV and devaluations	453	413	-41	-8.96%
Extraordinary management	-120	50	171	-141.57%
Gross margin from trading activity	0	0	0	n.a.
Adjusted financial management	0	0	0	n.a.
Income taxes for the period	95	-267	-362	-382.21%
<b>FFO</b>	<b>8,723</b>	<b>10,537</b>	<b>1,814</b>	<b>20.80%</b>

- Of which:
- **+€0,9 mn** for Ebitda increase
  - **+€1.3 mn** thanks to improvement in financial management
  - **-€0.4 mn** higher current taxes





A nighttime photograph of a modern industrial building. The building features large, illuminated corrugated metal panels on the left side. A large, dark sign with the word "ipercoop" is mounted on the roof. To the right, another part of the building is lit up with blue lights. The sky is dark blue, and the foreground shows a paved area with some trees in wooden planters and a street with a white arrow pointing right.

**OPERATING  
PERFORMANCE**

## Commercial Highlights

**Footfalls in Italian IGD Shopping Malls**

**-0.3%** *progressive change*

**Tenant sales in Italian IGD Shopping Malls**

**+6.8%** *progressive change*

 **Hypermarket sales**

**-1.8%** *progressive change*

**IGD's hypermarket and supermarket sales \***

**-1.4%** *progressive change*

**Footfalls in Romanian WINMARKT Shopping Malls**

**+2%** *vs 31/03/2014*

\*Sales of Porta a Mare supermarket was not considered because not like for like



**FINANCIAL  
STRUCTURE**

## Financial Highlights (1/2)

	31/12/2014	31/03/2015
GEARING RATIO (D/E)	0.95	0.94
LOAN TO VALUE	48.3%	48.2%
AVERAGE COST OF DEBT*	4.03%	4.03%
INTEREST COVER RATIO	1.77X	2.02X
AVERAGE LENGTH OF LONG TERM DEBT (bond included)	6.2 years	6 years

The exchange bond was issued for an amount equal to € 162 mn with an annual fixed coupon equal to 2.65% and maturity in 2022

\*net of charges on loans (both recurrent and not )

## Financial Highlights (2/2)

	31/12/2014	31/03/2015
HEDGING ON LONG TERM DEBT + BOND	90.9%	90.9%
BANKING CONFIDENCE	€ 267,5 mn	272.5€ mn
BANKING CONFIDENCE AVAILABLE	€ 234 mn	235.4€ mn
MKT VALUE OF MORTGAGE FREE ASSETS/LANDS	€ 618,9 mn	618.9€ mn

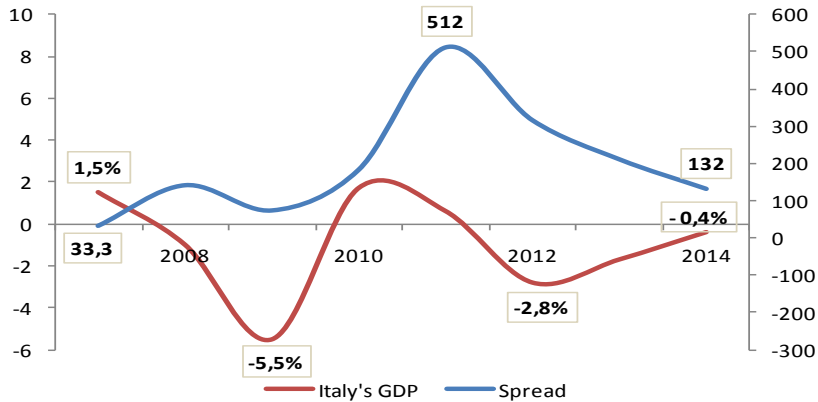






# 30 | A look back...

## Italy's GDP and BTP spread 2007 – 2014\*



## CONCRETE EFFECTS OF THE CRISIS

- **GDP:** -8.9% from 2007 to 2014\*\*
- **Consumption:** - 7.7% from 2007 to 2014\*\*

## But IGD...

2009: first year of strategic planning with new Management Team:

Coffari (Chairman – 2000)  
 Albertini (CEO – 2009)  
 Cabuli (COO – 2009)  
 Bonvicini (CFO – 2009)  
 Zoia (CIO – 2006)  
 Piolanti (Adm & Legal – 2005)  
 Nardi (P&C, IR – 2010)  
 Barban (CEO, Romania – 2009)

Stable  
 Management  
 Team



## PERIOD RESULTS

- Financial statements always **in the black**
- Continuous cash flow generation (**FFO**) (€237mn from 2009)
- Maintained a **high occupancy rate** (>96%)
- **Dividends** always paid (€122.4 mn since 2009)
- Continued with pipeline **investments** (MV rose from €1.4 bn to €1.9 bn)

\*Spread 10Y Italian BTP vs 10Y.German Bund Source: ISTAT and Bloomberg data compiled by IGD

\*\* Il Sole-24 ore – Centro Studi Sintesi \_ 16 March 2015

# 31 | New BP: it is time to grow!!!

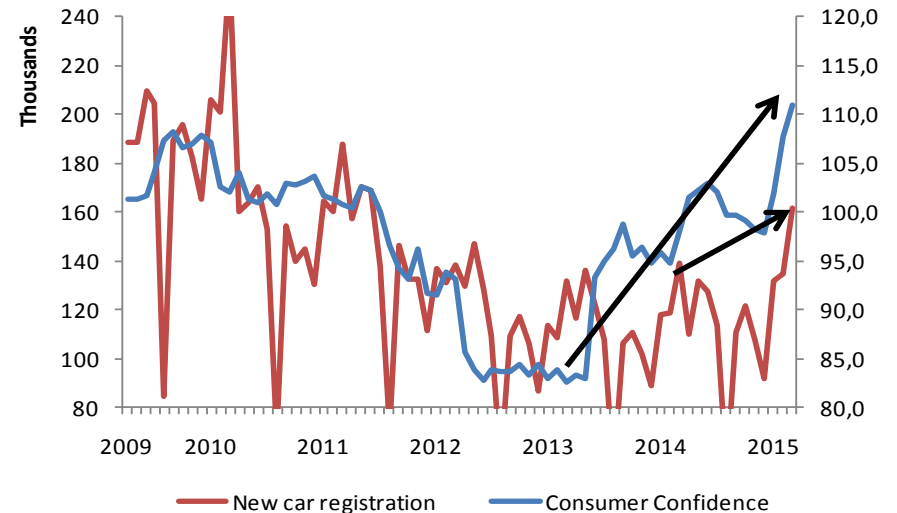
## What has changed?

### In the macroeconomic context

- First concrete signs of a trend reversal: all the growth forecasts have been revised upward against Q4 2014
- The Italian consumer confidence index is rising constantly
- ECB monetary policy (QE)

### In IGD

- Financial structure strengthened (LTV went from >55% to ~ 48%)
- Continuous pipeline execution
- More frequent debt capital market transactions
- Portfolio turnover

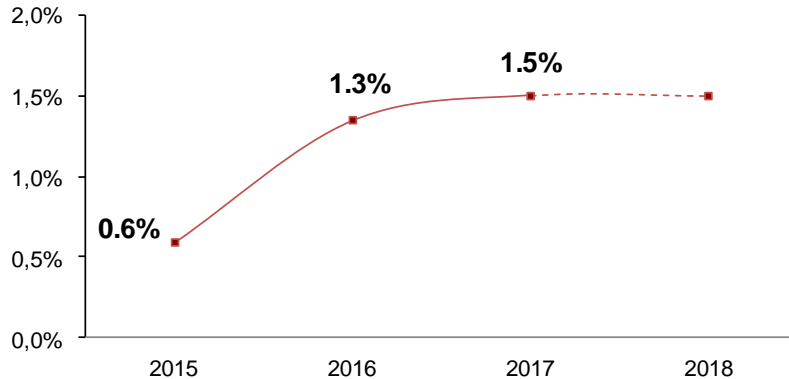


Source: ISTAT and Italian Infrastructure Minister data compiled by IGD

**We believe we have overcome a particularly difficult and eventful period with good results and are in a position to seize future growth opportunities**

# 32 Macroeconomic indicators

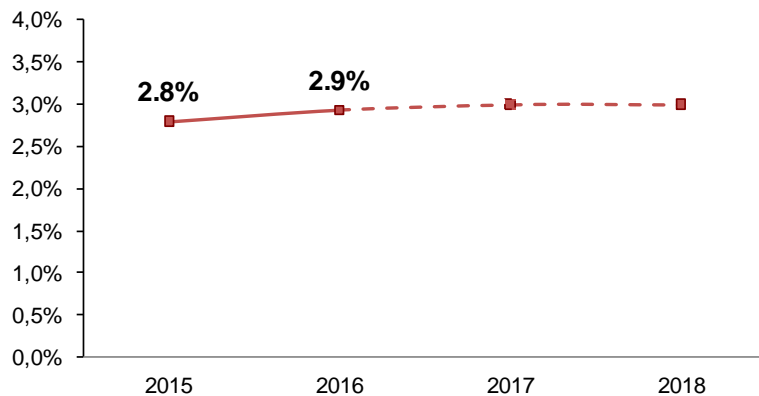
Italy's GDP trend (% change)



## In Italy

- Positive effects of the ECB's QE, lower oil prices and a weaker Euro;
- Growth driven by internal demand (consumption forecast to grow from 0% in 2014 to +1.5% in 2018)
- Inflation rate slowly recovering (expected to rise from approx. 0% in 2014 to approx.+2% in 2018)

Romania's GDP trend (% change)



## In Romania

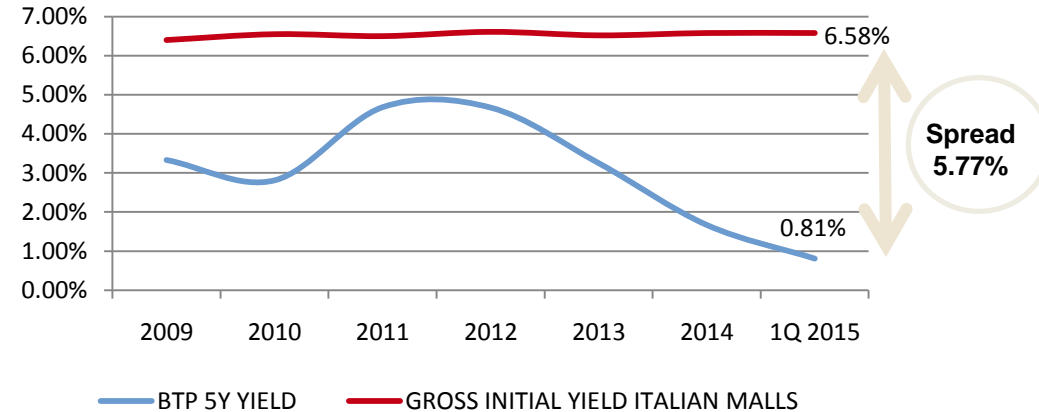
- Real GDP is expected to grow constantly driven by internal demand with stable growth in consumption (> + 2% a year) and by exports
- Room for public sector investments thanks to greater use of EU funds
- Romania is expected to join the Euro Area by the last year of this Business Plan

# 33 The retail real estate

## Italy

- the Italian real estate market's positive trend confirmed in Q1 2015: total investments reached € 2.1 billion, 10% of which in the Retail sector\*
- Italy is one of the most interesting markets for international retailers\*\*
- Retailers confirm their preference for opening new stores which continue to be preferred by consumers \*\*

BTP Yields vs Gross Initial Yields of IGD's Italian Malls



Source: Italian Treasury Minister

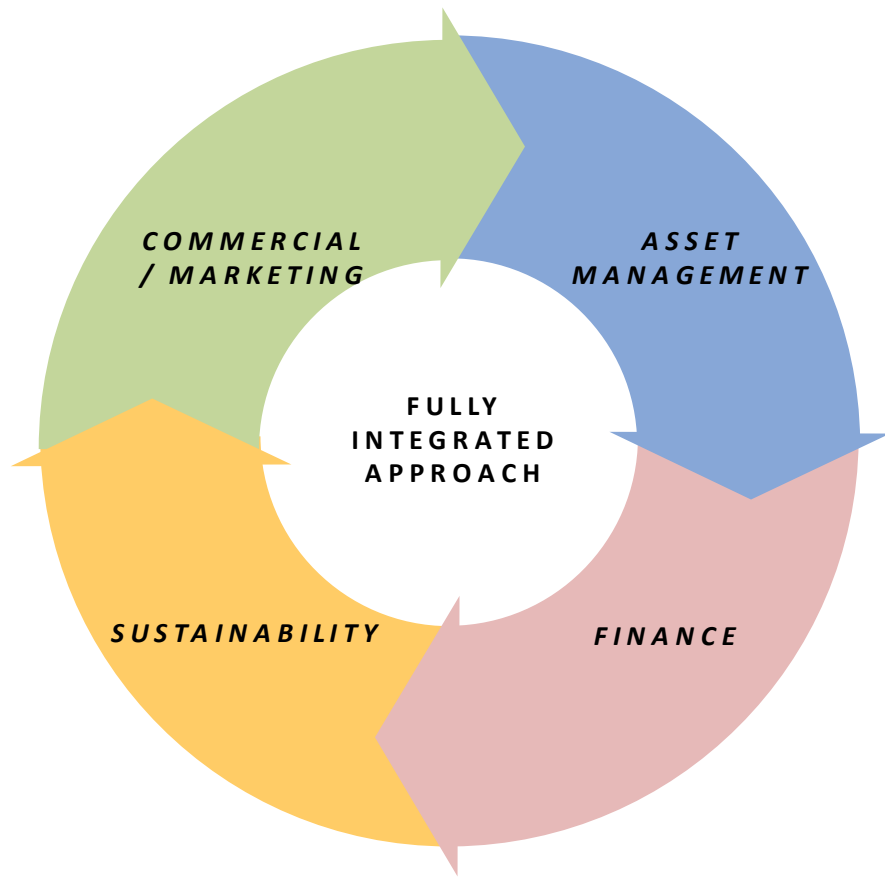


- This leads us to believe that moving forward, as the global market conditions gradually improve, market yields will shrink.
- We have also assumed that capex will not increase the value of existing assets.

\* Source: Il Quotidiano Immobiliare 11/04/2015, CBRE "Italy Retail, Q1 2015", JLL

\*\* Source: CBRE, "How Active Are Retailers Globally?"

# 34 Strategy and operational areas



## Our goal:

**Confirm our position as a leading owner and manager of shopping centers in Italy.**

Our shopping centers, **local points of reference**, have reinforced their **positions**, maintained a **solid base of visitors** and proven to possess the staying power needed to successfully navigate these years of crisis.

This will fuel the **sustainable growth path** we have undertaken in coming years.

# 35 Commercial/marketing area (1/2)



## Close attention to consumers' changing needs and, therefore, to the innovation that retail offers

Ability to understand and react to changes in consumer trends: new food anchor needs, development of temporary shops, introduction of traditional shops selling typical products and food design, a new second-hand area (both clothing and electronics).



New hypermarket in Tiburtino, after restyling



"Le Porte di Napoli" extension with kiosks and temporary shops

## Dynamic merchandising mix:

- Capture new national/international brands that are considering the shopping center sector and which may help to overcome the concept of standardized centers
- Not only shopping but also personal services (such as dental clinics..) → the shopping center as a place providing integrated solutions

**4%** Rotation rate of brands in 2014

New brands in 2014

**21**



Dental clinics



# 36 Commercial/marketing area (2/2)



## Marketing/management

- Shopping centers as “Spaces to be lived in”
- Centrally coordinated marketing plans → shared identity and cost optimization
- Planning/hosting of events with widespread appeal (relating to charities, recreation/sports, as well as commercial and local/regional initiatives)
- Use of social networks to create a community loyal to the shopping centre (content marketing)
- Constant quest for reduction in facility management costs (maintaining the quality)

## E-commerce/new technologies

- Monitor development and growth carefully
- Shopping center as the showcase for the virtual platform
- Spaces that can be used as showrooms by retailers committed to multichannel commerce
- Social network: active presence of IGD and its shopping centers

**441** Events held in 2014

**10%** Visitors attracted by IGD events, (source: internal event satisfaction survey)



Tenants' saving regarding facility management costs in 2014 **-2,4%**



# 37 Focus Romania



- The macroeconomic outlook confirms a moderate but clear recovery trend with an expected positive effect over consumption and retail performance of the assets
- Completion of refurbishment pipeline began in 2010; focus on retail investment and energetic efficiency
- Continuation of national/international brand research in order to strengthen the market positioning of assets
- Occupancy increase (target > 95% at the end of BP timespan)
- Steady increase of cash generating capacity distributable to the Parent Company



Omnia Ploiesti



Galati

# 38 Asset management area



**Revision/remodeling of the internal spaces** based on commercial needs and consumer trends (ie: structural remodeling of spaces, creation of medium surface areas with particularly attractive tenants...)



Le Porte di Napoli: mall, extension, remodeled interiors and downsized hypermarket

**Restyling** in prime shopping centers to maintain high level of appeal

Restyling Centro Borgo



**Extensions** dictated by commercial needs and to maintain high level of appeal

Extension ESP



**Strong focus on energy efficiency** in both maintenance and new systems in order to limit general expenses, as well as attract tenants sensitive to environmental issues

# 39 Investment Plan



We will continue to work on and complete the **committed pipeline** presented in the business plan 2009-2013

## 2009 - 2014

- Total investments 2009-2014: €790 mn\*
- 13 new assets in the portfolio\*\*
- Total GLA added: 227,220 m<sup>2</sup>

## 2015 - 2018

- Total investments: approx. €260 mn
- approx. €185 mn of which in development
- Average yield on cost (for development: ≈ 7%)
- 
- New GLA ca 80,000 m<sup>2</sup>

**NEW**

The new financial and capital structure leaves space for new investment opportunities, already assumed in the plan timespan (possibility of making a new acquisition in 2016, in addition to GROSSETO)

\*Including €94.8 mn portfolio acquired post cap increase  
1Q Results presentation and  
2015-2018 Business Plan Presentation

\*\* 6 Shopping Centers, 1 Mall, 2 City Centers and 4 Hyper/Super

# 40 Disposals



✓ We will **complete the disposals** included in the previous BP (2/3 of the €150mn in disposals planned already completed) at levels equal to or higher than book value (as already demonstrated in the previous disposals)

✓ Total disposals planned for the **Porta a Mare project**: ca € 40mn

With a view to both **financing the pipeline**, as well as **portfolio turnover**

We will continue  
to

**Monitor the market**, as we did for the shopping mall acquisition in Grosseto

N.B.

The Plan does not include any extraordinary transactions involving assets, like the sale of the entire Romanian portfolio.

# 41 Investment Pipeline



Investment	Openings expectations		Before 2015					Total in BP ('15-'18)
	month	year		2015	2016	2017	2018	
CHIOGGIA	may	2015	30.0					6.4
PORTO GRANDE - Medium surface areas	Apr	2017	4.3					4.9
ESP EXTENSION	Apr	2017	18.6					35.5
CREMA EXTENSION	sep	2018						6.3
OFFICINE STORICHE (Porta Medicea works)	jan	2018	18.5					28.2
OFFICINE STORICHE (IGD works)								5.8
GROSSETO	sep	2016						47.0
INVESTMENT X	jan	2016						50.0
<b>Total development</b>			<b>71.3</b>	<b>23.8</b>	<b>135.2</b>	<b>20.2</b>	<b>4.8</b>	<b>184.1</b>
Capex Italia								48.1
Capex Romania								6.3
<b>Total Capex</b>				<b>27.5</b>	<b>10.9</b>	<b>8.6</b>	<b>7.4</b>	<b>238.5</b>
Porta Medicea (not retail)			102.0					19.5
<b>TOTAL</b>			<b>173.3</b>	<b>55.0</b>	<b>150.3</b>	<b>32.1</b>	<b>20.5</b>	<b>258.0</b>



# 42 Pipeline Focus: Clodi Retail Park - Chioggia (Ve)



**Start of work:** November 2013

**End of work:** Opening scheduled May 14, 2015



The project comprises a total GLA of 16,900 m<sup>2</sup>, which includes a 7,490 m<sup>2</sup> Hypercoop (sales area of 4,500 m<sup>2</sup>), 8 medium surface areas for a total of 9,575 m<sup>2</sup> and 8 stores, one of which will be used for a restaurant, for a total of 9,410 m<sup>2</sup>. Parking places should amount to some 1,465.

**Total expected investment** about € 36 mn



Clodi Retail Park, rendering inside and outside



# 43 Pipeline Focus: Grosseto



**Start of work:** work in progress

**End of work:** second half 2016

The new mall comprises a total GLA of 17,050m<sup>2</sup>, and it will house 45 stores, 6 of which medium surface areas. The mall will be adjacent to a hypermarket with a sales area of 4,200m<sup>2</sup> for a GLA of 7,346m<sup>2</sup>, owned by Unicoop Tirreno. Unicoop Tirreno will also continue to be the owner of outdoor areas covering 8,000 m<sup>2</sup>.

**Total investment** about € 47 mn





# 44 Pipeline Focus: Officine Storiche – Livorno



**Start of work:** 1 Half 2015

**End of work:** 2 Half 2017

Requalification of the industrial warehouses of the former Cantieri Navali Orlando inside of which vast reception facilities and accommodations will be created housing personal services (fitness centers, leisure time activities, restaurants, etc), in addition to the completion of the shops and services already present in Piazza Mazzini, finished in July 2014.

**Total expected investment** about €52 mn



# 45 Pipeline Focus: ESP - Ravenna



**Start of work:** June 2014  
**End of work:** April 2017



The project calls for an increase in the mall's GLA of 19,000 m<sup>2</sup> and the creation of 1,100 parking places.

**Total expected investment** about € 54 mn



Rendering of the extension's interior and exterior.



# 46 Pipeline Focus: remodeling of spaces



## “La Torre” Shopping Center - Palermo

**Start of work:** May 2015  
**End of work:** February 2016



Remodeling of the shopping mall which will result in the introduction of a multiplex cinema and optimization of the food court.

**Total expected investment:** about € 1.7mn



# 47 Pipeline Focus: main restylings



## CENTRO SARCA RESTYLING

**Start of work:** 2013

**End of work:** 2015



The first part of the restyling (involving underground parking and connecting stairs) has already been completed. The internal restyling was completed and the external restyling is expected to be finished by 2015.

**Total expected investment** about € 8 mn



## CENTRO BORGIO RESTYLING

**Start of work:** 2014

**End of work:** 2015



Restyling of the mall interior and of the external facade of the shopping center.

**Total expected investment** about € 3.5 mn



# 48 Pipeline Focus: other extensions



## GRAN RONDO' - RESTYLING and EXTENSION

**Start of work:** 2015

**End of work:** May 2018



The project calls for the creation of a new medium surface area, with a total GLA of 2,850 m<sup>2</sup>, and the complete restyling of the shopping mall.

**Total expected investment** about € 6 mn



## PORTO GRANDE EXTENSION

**Start of work:** September 2016

**End of work:** April 2017



The urban planning is underway with the municipality. The extension calls for 2 new medium surface areas covering 5,000 m<sup>2</sup>, in addition to green areas of 1,700 m<sup>2</sup> of and a new parking lot of 10,531 m<sup>2</sup>.

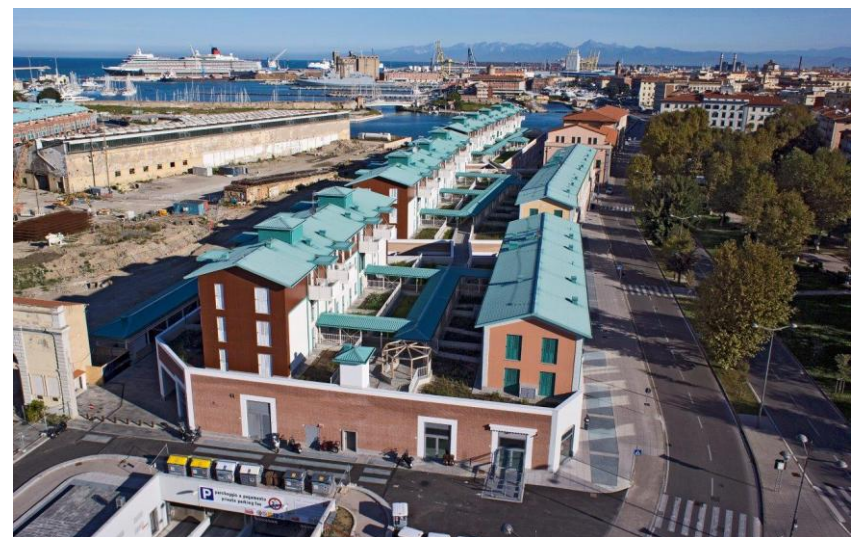
**Total expected investment** about € 9 mn

# 49 Focus Pipeline - Porta a Mare (1/4)



## PORTA A MARE PROJECT - LIVORNO

The purpose of the project is to transform an area of the port of Livorno, near the city center, with the construction of a multi-purpose complex of about 70,000 m<sup>2</sup> which will house shops, residential units, services, accommodations and leisure time facilities, as well as a newly built marina. IGD will retain ownership of the entire retail section.



Piazza Mazzini



# 50 Pipeline Focus - Porta a Mare (2/4)



# 51

## Pipeline Focus - Porta a Mare (3/4)



2013-2014  
Piazza Mazzini  
Retail and  
Residential

2017-2018  
Mazzini: Residential + office sales  
Officine: Retail and begin  
residential sales

PORTA MEDICEA - Revenue development	Ante 2015	2015	2016	2017	2018
Total	36,0	3,3	5,4	75,9	9,7

Cumulative Total 130,3

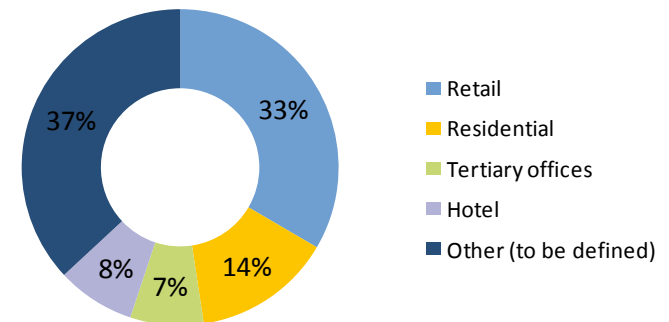
PORTA MEDICEA - Building development	Ante 2015	2015	2016	2017	2018
Total	120,5	9,8	18,4	11,1	8,3

Cumulative Total 168,2

The works include also those related to the retail area Officine that is intended to be sold to IGD

Sub area	Use	Start of work
Piazza Mazzini	retail, residential and offices	2010
Officine storiche	retail and residential	in progress
Lips	retail, touristic and hotel	2018
Molo Mediceo	retail	t.b.d
Arsenale	retail and offices	t.b.d

### SURFACES BREAKDOWN



## 52 Pipeline - Porta a Mare (4/4)



**Palazzo Orlando:** all 14 remaining office buildings are expected to be rented between 2015 and 2017 and the entire building should be sold by year-end 2017;

**Piazza Mazzini:** 28 flats were sold at 1Q 2015 and the remaining 45 residential units are expected to be sold between 2015 and 2018; the pre-letting of the retail area is expected to be completed;

**Officine Storiche (retail):** work in progress; it should be completed in second half 2017. The retail portion will then be sold to IGD.

**Officine Storiche (residential):** 40 residential units are planned, 20 of which are expected to be sold by 2018 which will generate revenue of €6.8 mn;

**Lips:** work is expected to begin in 2018 and will be completed after the end of Business Plan, when disposals will also begin.

# 53 SGR/Fund



A partnership with institutional investors was one of the assumptions included in the previous Business Plan



***We acquired 20% of Unipolsai Investimenti Sgr***



## **IGD's Opportunities**

### **Initiatives being considered**

**Creation of a specialized retail real estate Fund for institutional investors**

**Possible contribution of assets to be evaluated**



Expansion of the **commercial network / increase the mass of tenant contracts** managed in Italy

**Increase in service revenue** from shopping centers that will be part of the fund (*asset management, facility and pre-letting*)

Chance to enhance the Group's **professionalism**

Expansion of the **contacts with the financial community**: as a result of both fund raising and market communication



**These opportunities can be seized with a limited use of capital**



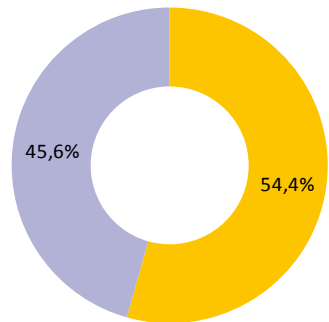
# 54 Financial area (1/2)



## What we worked on

- Accessing the bond market more frequently which resulted in a substantial balance between resources gathered through debt capital markets and the banking system
- Extending the average debt maturity
- Starting to reduce the cost of debt (after a period in which the spread increased)
- Increasing the assets unencumbered by mortgages/liens

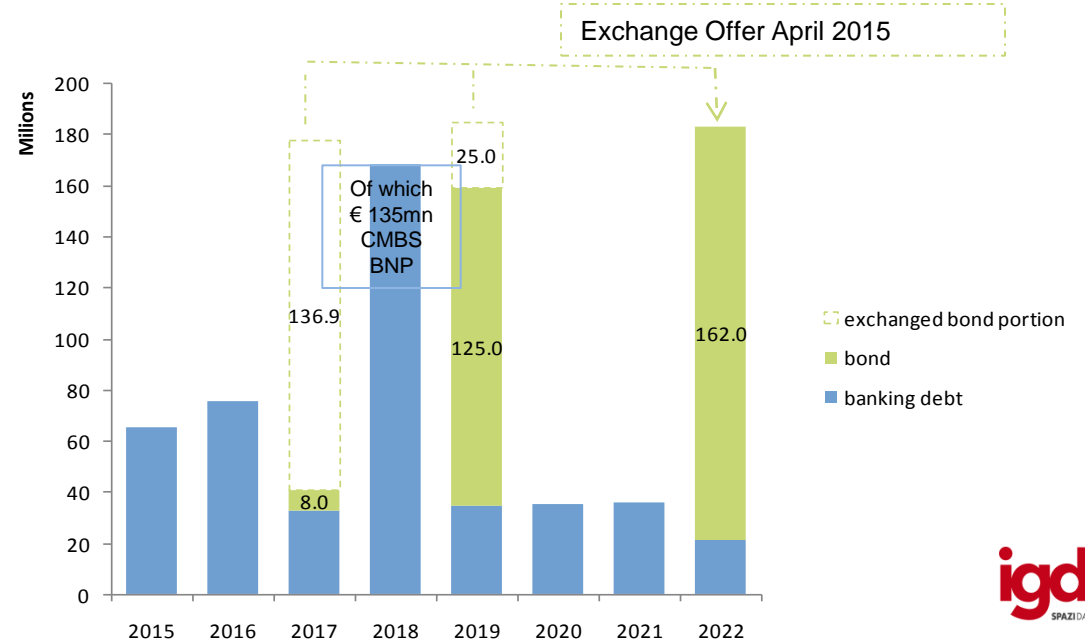
## Breakdown market/banking system



■ BANKING SYSTEM ■ MARKET

1Q Results presentation and  
2015-2018 Business Plan Presentation

## Debt maturity



# 55 | Financial area (2/2)



## Targets

- **Maintain rigorous financial discipline and a conservative capital structure**

LTV >45% - < 50% (BP time span)

GEARING (D/E) <1 (BP time span)

- **Improve financial management and reduce the average cost of debt**

ICR >3 (end of 2018)

Average cost of debt about 3% (end of 2018)

- **Receive a rating from a premier rating agency by the end of the plan.**

Assumed that this will reduce the costs (lower spread) of future issues.

# 56 Sustainability area



## The strategy

*“Between 2015 and 2018 we want to work for an IGD that is increasingly more green, open to dialogue with all its stakeholders and innovative in its core business, with its Shopping Centers as local landmarks both for shopping and leisure time.”*

(Gilberto Coffari, IGD’s Chairman)

## The actions implemented

- ✓ **International standard adopted** 
- ✓ **Latest recommendations adhered to** 
- ✓ **Material topics identified**
- ✓ **Sustainability now part of the business planning process**

## Planned investments

To achieve its goals, IGD in 2015-2018 plans to invest ~ **EUR 10 million\*** in sustainability

\* This amount, among capex, include only investments in energy efficiency

# 57 Sustainability area: *material* topics



## Business and managerial integrity



- Corporate governance
- Transparency
- Lawfulness
- Business ethics

## Quality and efficiency of the shopping centers



- Structures' environmental impact
- Shopping Center's appeal and livability

## A changing context



- Stakeholder engagement and raising awareness

## The "Spaces to be lived in" concept



- Social role of the shopping center
- Local roots
- Communication
- Innovation

## The people



- Stable and engaging employment
- Equal opportunities and diversity
- Corporate culture
- Employee welfare

There are qualitative and quantitative targets for each of the *material* topics that IGD will be working to achieve in the period 2015/2018\*

\* Details can be found on IGD's website and in the Company's Sustainability Report 2014

# 58 Key figures - Business Plan 2015-2018

<b>RENTAL REVENUE</b>	Total growth approx. > +20% cagr > 5% cagr LFL approx. + 2%
<b>EBITDA MARGIN Core Business</b>	>70% (end of 2018)
<b>EBITDA MARGIN Freehold</b>	>80% (end of 2018)
<b>Funds From Operations Core Business</b>	Approx. € 70mn (end of 2018) cagr > 15%
<b>LTV</b>	>45% <50% (BP time span)
<b>PIPELINE</b>	About € 260mn in BP time span (of which about € 185mn for development)

Growth concentrated at the end of the business plan when the impact of the investments made will materialize



## 59 | Dividend policy

***Committed to maintaining an attractive dividend policy***

linked to FFO

( $\approx$  2/3 of the gross FFO)

***and***

***Dividend Reinvestment Option (DRO)***

As announced at the time of the share capital increase,

the DRO will not be offered in 2015

But it will continue to be an option that we will consider moving forward, financial market conditions permitting.

## 60 | Final Remarks 1/2

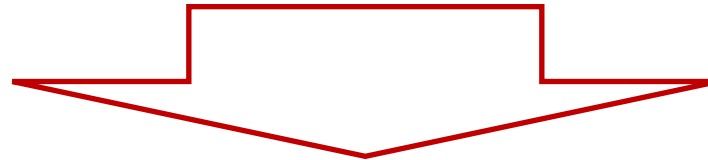
**Over the next years IGD will continue its investment pipeline, increase its cash flows (FFO) and strengthen the visibility of the dividends that will be paid, by leveraging solely on ORGANIC growth and while respecting all the predetermined financial constraints**



**Leader of shopping center segment in Italy  
with assets of more than Euro 2 billion**

## 61 | Final Remarks 2/2

- HOWEVER**  
if we also consider:
- ✓ the recent SIIQ reform
  - ✓ that the market is still very fragmented



The context appears favourable to completing, over the next few years,  
**contribution transactions at market conditions**  
and/or entering into **partnerships with industrial/financial players**  
**that would create even more value for our shareholders**

bert



**ATTACHMENTS**  
**1Q 2015**

Princess Cafe

laTorre  
centro commerciale



# 63 Consolidated Financial Statement

€/000	CONSOLIDATED			CORE BUSINESS			PORTA A MARE PROJECT		
	31/03/2014	31/03/2015	Δ%	31/03/2014	31/03/2015	Δ%	31/03/2014	31/03/2015	Δ%
Revenues from freehold real estate and rental activities	25,643	26,856	4.7%	25,579	26,780	4.7%	64	76	19.1%
Revenues from leasehold real estate and rental activities	2,843	3,022	6.3%	2,843	3,022	6.3%	0	0	n.a.
<b>Total revenues from real estate and rental activities</b>	<b>28,486</b>	<b>29,878</b>	<b>4.9%</b>	<b>28,422</b>	<b>29,802</b>	<b>4.9%</b>	<b>64</b>	<b>76</b>	<b>19.1%</b>
Revenues from services	1,267	1,264	(0.3)%	1,267	1,264	(0.3)%	0	0	n.a.
Revenues from trading	1,278	258	(79.8)%	0	0	n.a.	1,278	258	(79.8)%
<b>OPERATING REVENUES</b>	<b>31,031</b>	<b>31,400</b>	<b>1.2%</b>	<b>29,689</b>	<b>31,066</b>	<b>4.6%</b>	<b>1,342</b>	<b>334</b>	<b>(75.1)%</b>
<b>INCREASES, COST OF SALES AND OTHER COSTS</b>	<b>(1,129)</b>	<b>(241)</b>	<b>(78.7)%</b>	<b>0</b>	<b>0</b>	<b>n.a.</b>	<b>(1,129)</b>	<b>(241)</b>	<b>(78.7)%</b>
Rents and payable leases	(2,461)	(2,517)	2.3%	(2,461)	(2,517)	2.3%	0	0	n.a.
Personnel expenses	(932)	(970)	4.0%	(932)	(970)	4.0%	0	0	n.a.
Direct costs	(3,840)	(4,179)	8.8%	(3,747)	(4,081)	8.9%	(93)	(98)	5.5%
<b>DIRECT COSTS</b>	<b>(7,233)</b>	<b>(7,666)</b>	<b>6.0%</b>	<b>(7,140)</b>	<b>(7,568)</b>	<b>6.0%</b>	<b>(93)</b>	<b>(98)</b>	<b>5.5%</b>
<i>Direct cost effect on revenues</i>	<i>23.31%</i>	<i>24.41%</i>		<i>24.05%</i>	<i>24.36%</i>		<i>6.93%</i>	<i>29.34%</i>	
<b>GROSS MARGIN</b>	<b>22,669</b>	<b>0</b>	<b>29.3%</b>	<b>22,549</b>	<b>23,498</b>	<b>4.2%</b>	<b>120</b>	<b>(5)</b>	<b>n.a.</b>
Headquarters personnel	(1,548)	(1,539)	(0.6)%	(1,531)	(1,521)	(0.7)%	(17)	(18)	9.3%
G&A expenses	(990)	(1,088)	9.9%	(876)	(996)	13.7%	(114)	(92)	(19.2)%
<b>G&amp;A EXPENSES</b>	<b>(2,538)</b>	<b>(2,627)</b>	<b>3.5%</b>	<b>(2,407)</b>	<b>(2,517)</b>	<b>4.6%</b>	<b>(131)</b>	<b>(110)</b>	<b>(15.5)%</b>
<i>G&amp;a expenses effect on revenues</i>	<i>8.18%</i>	<i>8.37%</i>		<i>8.11%</i>	<i>8.10%</i>		<i>9.65%</i>	<i>33.00%</i>	
<b>EBITDA</b>	<b>20,131</b>	<b>20,866</b>	<b>3.7%</b>	<b>20,140</b>	<b>20,981</b>	<b>4.2%</b>	<b>(9)</b>	<b>(115)</b>	<b>n.a.</b>
<i>Ebitda Margin</i>	<i>64.9%</i>	<i>66.5%</i>		<i>67.8%</i>	<i>67.5%</i>				
Other provisions	(31)	(31)	0.0%						
Impairment and fair value adjustment	(453)	(413)	(9.0)%						
Depreciations	(341)	(308)	(9.7)%						
<b>DEPRECIATIONS AND IMPAIRMENTS</b>	<b>(825)</b>	<b>(752)</b>	<b>(8.8)%</b>						
<b>EBIT</b>	<b>19,306</b>	<b>20,114</b>	<b>4.2%</b>						
<b>NET FINANCIAL RESULT</b>	<b>(11,675)</b>	<b>(10,321)</b>	<b>(11.6)%</b>						
<b>EXTRAORDINARY MANAGEMENT</b>	<b>120</b>	<b>(50)</b>	<b>n.a.</b>						
<b>PRE-TAX INCOME</b>	<b>7,751</b>	<b>9,743</b>	<b>25.7%</b>						
Taxes	(1,377)	(576)	(58.2)%						
	17.77%	5.91%							
<b>NET PROFIT FOR THE PERIOD</b>	<b>6,374</b>	<b>9,167</b>	<b>43.8%</b>						
* (Profit)/Loss for the period related to third parties	(180)	48	n.a.						
<b>GROUP NET PROFIT</b>	<b>6,194</b>	<b>9,215</b>	<b>48.8%</b>						

**Total Rental Income:**  
**€ 29.9 /000**

**From Shopping Malls: €19.4 /000 of which:**

Italian malls € 17.3 /000

Winmarkt malls € 2.1 /000

**From Hypermarket: € 9.8 /000**

**From City Center Project – v. Rizzoli e P.za Mazzini: € 0.5 /000**

**From Other: € 0.2 /000**



# 64 Margins from activities

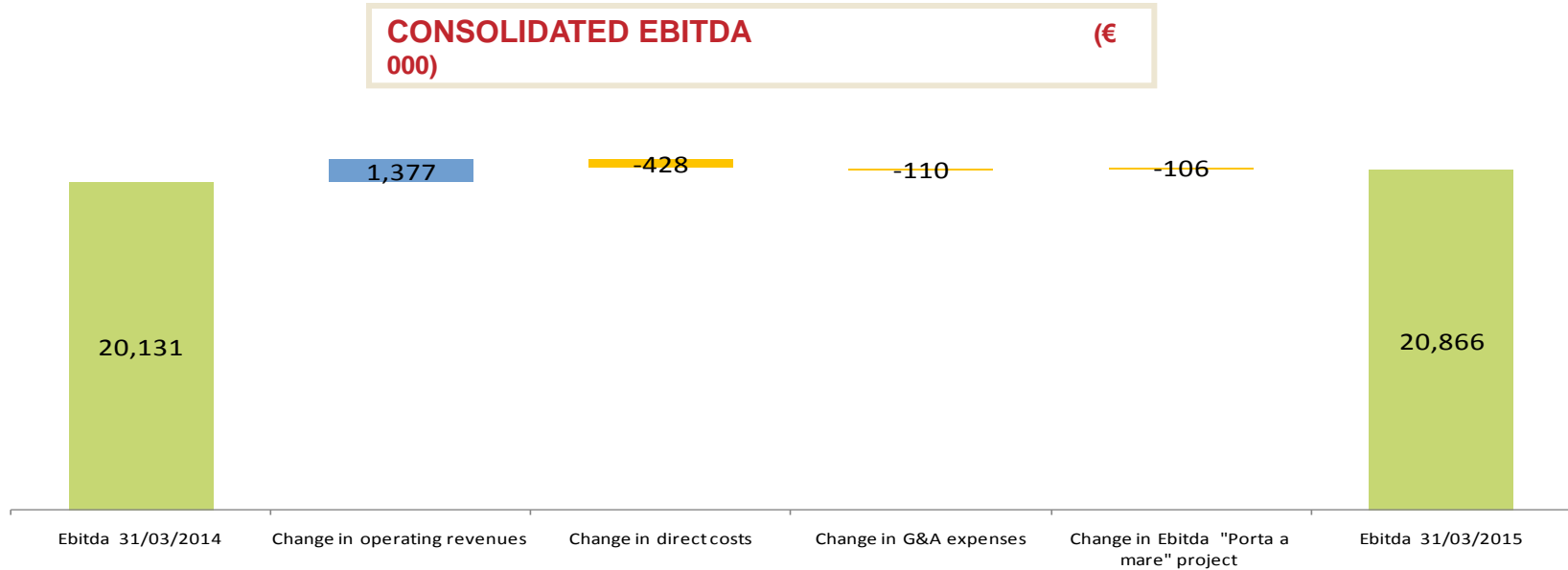
	CONSOLIDATED			CORE BUSINESS			PORTA A MARE PROJECT		
	31/03/2014	31/03/2015	%	31/03/2014	31/03/2015	%	31/03/2014	31/03/2015	%
Margin from freehold properties	22,206	22,999	3.6%	22,157	22,929	3.5%	49	70	43.1%
Margin from leasehold properties	242	466	92.5%	242	466	92.5%	0	0	n.a.
Margin from services	143	100	(30.1)%	150	103	(31.2)%	(6)	(3)	(57.4)%
Margin from trading	78	(72)	n.a.	0	0	n.a.	78	(72)	n.a.
<b>Gross margin</b>	<b>22,669</b>	<b>23,493</b>	<b>3.6%</b>	<b>22,549</b>	<b>23,498</b>	<b>4.2%</b>	<b>120</b>	<b>(5)</b>	<b>n.a.</b>

**Margin from freehold properties: 85.6%** slightly decreasing compared to the 86.6% of the previous year, mainly due to a larger effect of the direct costs (higher condominium fees)

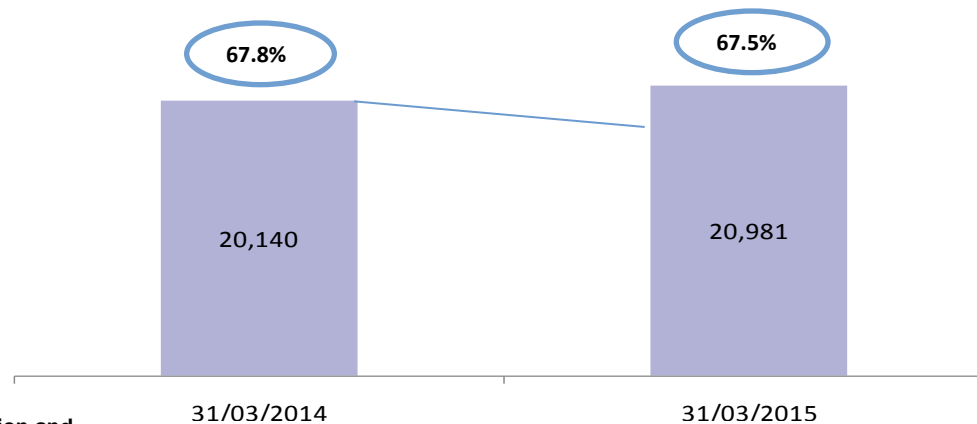
**Margin from leasehold properties: 15.3%** almost double than the previous year (8.5% in 2014). The increase is mainly caused by the positive effect of moving Le Fonti del Corallo in this cluster

65

Total consolidated Ebitda : €20.9 mn  
 Ebitda (Core business): €21 mn (4.2%)



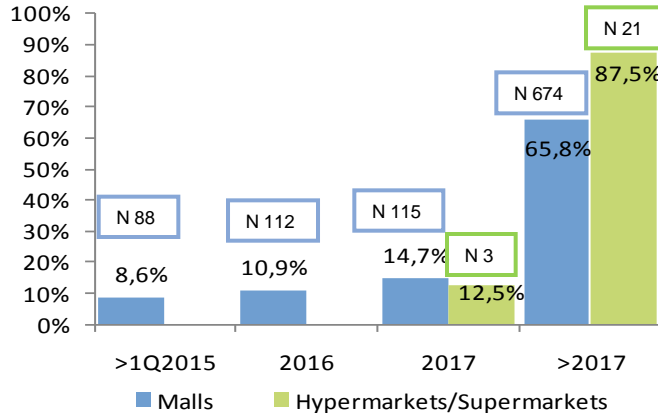
**EBITDA and EBITDA MARGIN CORE BUSINESS(€ 000)**



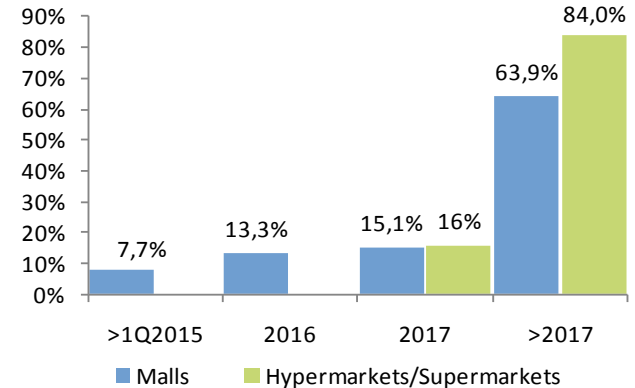
**EBITDA MARGIN from FREEHOLD MANAGEMENT is at 77.5%**

# Contracts in Italy and Romania

**EXPIRY DATE OF CONTRACTS OF HYPERMARKETS AND MALLS IN ITALY (% no. of contracts)**



**EXPIRY DATE OF CONTRACTS OF HYPERMARKETS AND MALLS IN ITALY (% of value)**



**ITALY (total mall contracts 1025)**

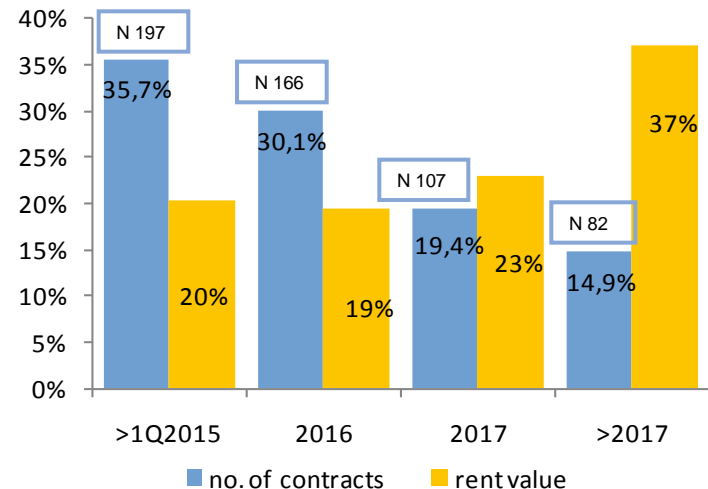
In the first 3 months of 2015 24 contracts were signed, of which 14 turned over and 10 renewed  
Slight upside on renewal



**ROMANIA (total contracts no. 552)**

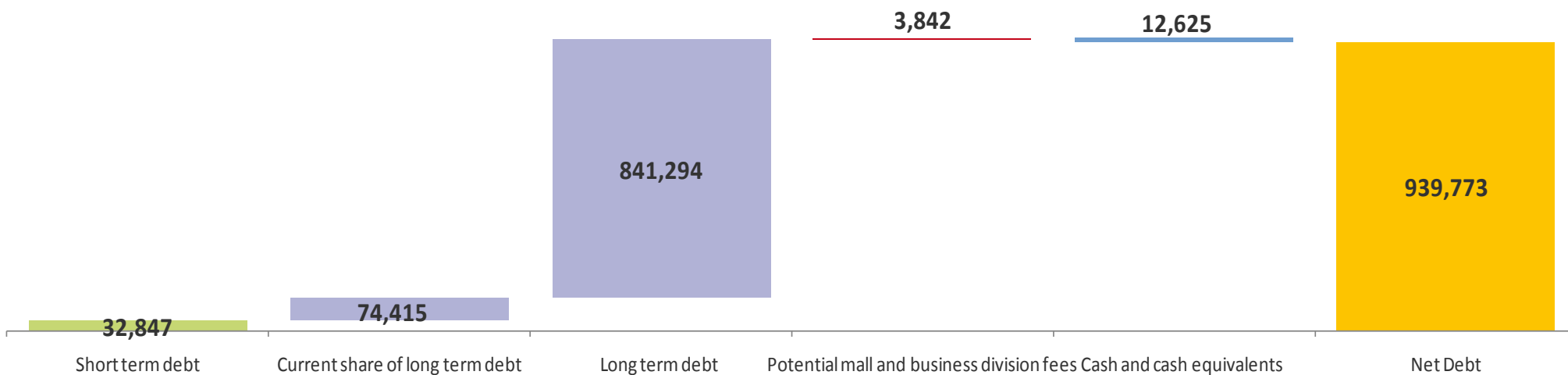
In the first 3 months of 2015 contracts 57 were renewed (upside +6%) and 56 new contracts were signed.  
(Renewals and new contracts of the first 3 months of 2015 represent 6 % and 3 % of Winmarket's total revenues)

**EXPIRY DATE OF CONTRACTS OF MALLS IN ROMANIA (no. and % of contracts and % of value)**

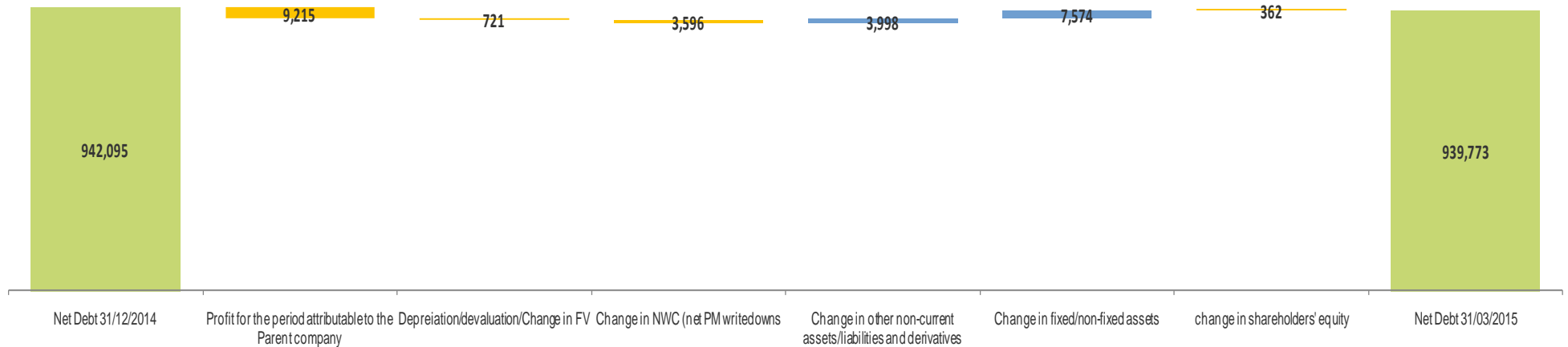


67

## Net Debt composition (€000)



## NET DEBT EVOLUTION (€ 000)

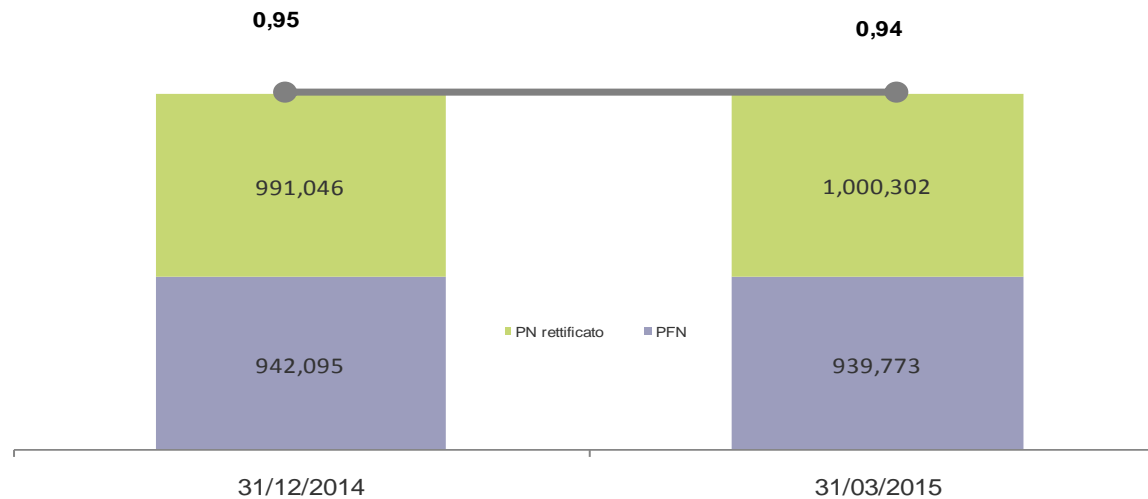




# Reclassified balance sheet

SOURCES/USE OF FUNDS (€ 000)	31/12/2014	31/03/2015	Δ	Δ%
Fixed assets	1,900,357	1,911,272	10,914	0.6%
Non-current assets held for sale	28,600	28,600	0	n.a.
NWC	66,637	63,041	-3,596	-5.4%
Other long term liabilities	-48,769	-49,216	-447	0.9%
<b>TOTAL USE OF FUNDS</b>	<b>1,946,825</b>	<b>1,953,697</b>	<b>6,872</b>	<b>0.4%</b>
Net debt	942,095	939,773	-2,322	-0.2%
Net (assets) and liabilities for derivative instruments	43,912	43,529	-383	-0.9%
Shareholders' equity	960,818	970,395	9,577	1.0%
<b>TOTAL SOURCES</b>	<b>1,946,825</b>	<b>1,953,697</b>	<b>6,872</b>	<b>0.4%</b>

## GEARING RATIO (€ 000)



➤ **Claudia Contarini, IR**  
T. +39. 051 509213  
[claudia.contarini@gruppoigd.it](mailto:claudia.contarini@gruppoigd.it)

➤ **Federica Pivetti**  
T. +39. 051 509242  
[federica.pivetti@gruppoigd.it](mailto:federica.pivetti@gruppoigd.it)