# Road show presentation March 2018

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# **Today's speakers**



#### CLAUDIO ALBERTINI Chief Executive Officer

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



#### ANDREA BONVICINI Director of Finance Division

- Head of IGD Group's Finance Division since September 2009
- Director of Finance and Treasury Department since 2012
- Over 20 years of professional experience in the credit sector, first in Cooperbanca and, from 1997, in the Bank of Bologna



#### **RAFFAELE NARDI**

Head of Planning, Control and Investor Relations

 Joined IGD in October 2010
 Head of the division in charge of planning, control and investor relations

Formerly head of the Advisory Service of UGF Merchant, bank of the Unipol Financial Group, where he matured over 10 years of professional experience



#### CLAUDIA CONTARINI Investor Relator

 Joined IGD in 2007
 Formerly Foreign Subsidiary Supervisor at Mandarina Duck Ltd where she matured over 5 years of professional experience



# Why we are here today

IGD is launching a €150M capital increase to finance the acquisition of a strategic portfolio of shopping malls and strengthen the balance sheet of the group

**IGD is a leading player in the Italian retail real estate sector** Distinctive business model focused on locally dominant shopping centres, proactive asset

Distinctive business model focused on locally dominant shopping centres, proactive asset management and well defined strategic guidelines



#### 2017 results confirmed the strong growth path of IGD cash flows

Over 20% CAGR of FFO/share over 2014-2017



### In Dec 2017, IGD announced the acquisition of a strategic property portfolio from ECP

Acquisition of 4 strategic shopping malls and a retail park  $^{(1)}$ , dominant in their catchment area Total investment of c.  $\leq 200M$  including transaction costs  $^{(2)}$ , resulting in an accretive net yield of 6.4%  $^{(3)}$ 

### €150M equity raising to finance, inter alia, this accretive transaction, fostering IGD's value creation

Issuance of new shares with preferential subscription rights in favour of existing shareholders





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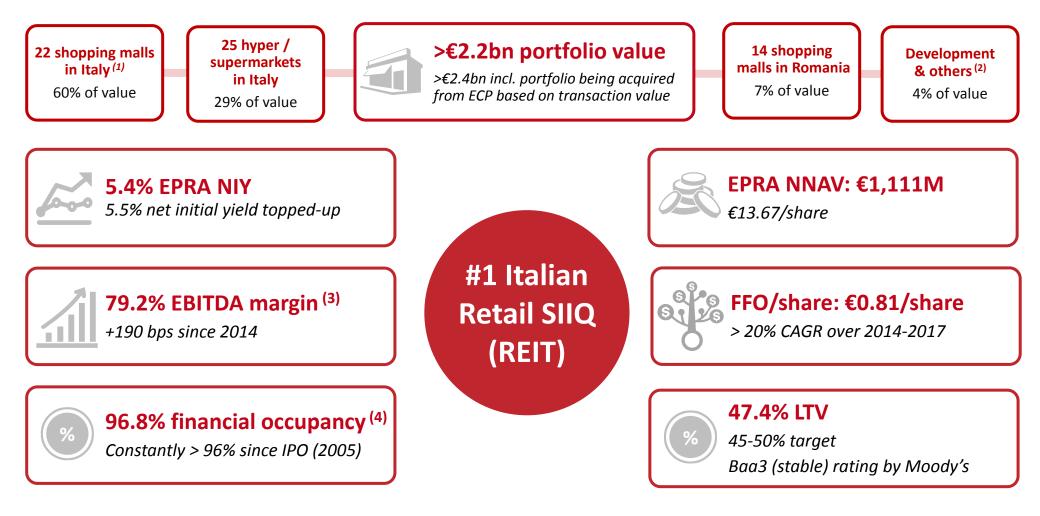
# **1. IGD strategic positioning**

Conè - Conegliano

Ogni cuera ha il suo cuo

# A leading player in the Italian retail real estate sector

# Quick facts and figures (FY 2017)





 Note:
 FY 2017 data, do not include the acquisition of 4 shopping malls from ECP

 (1)
 23 including 50% owned Darsena City shopping centre

 (3)
 Margin from freehold properties

Includes mainly the Porta a Mare project in Livorno Financial occupancy for Italian properties

# A cluster of retail assets dominant in their catchment area

**IGD** main Italian Assets







SESTO S. GIOVANNI (MI)





LE MAIOLICHE FAENZA (RA)



CENTRO BORGO BOLOGNA



PUNTADIFERRO

FORLI



CONÈ CONEGLIANO (TV)





**CENTRO PIAVE**<sup>(1)</sup> SAN DONA' DI PIAVE (VE)



CHIOGGIA (VE)



MONDOVICINO SHOPPING VILLANOVA DI CASTENASO (BO) **CENTER & RETAIL PARK** MONDOVÌ (CN)



MILLENNIUM GALLERY ROVERETO (TN)



CREMA (CR)



CESENA

CASILINO



I BRICCHI ISOLA D'ASTI (AT)





PIAZZA MAZZINI LIVORNO





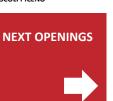
MAREMA' GROSSETO



**CENTRO PORTO GRANDE** PORTO D'ASCOLI (AP)



**CITTÀ DELLE STELLE** ASCOLI PICENO







**GRAN RONDO' Extension** CREMA (CR)



**OFFICINE STORICHE** LIVORNO

FONTI DEL CORALLO (1)

LIVORNO



**CENTRO D'ABRUZZO** PESCARA



LE PORTE DI NAPOLI AFRAGOLA (NA)

GUIDONIA (RM)



LA TORRE PALERMO



CATANIA























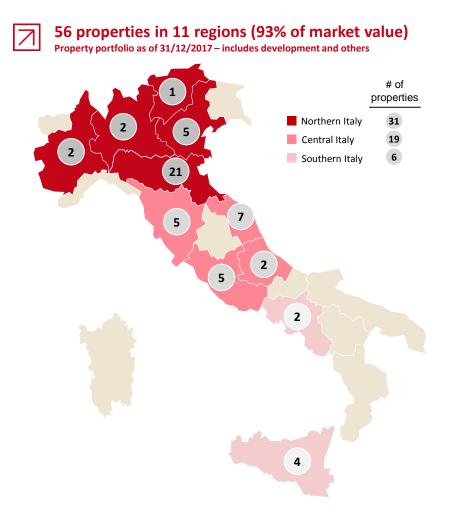






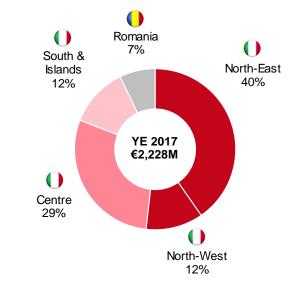
# **Property portfolio focused on wealthier Italian regions**

### The bulk of IGD's portfolio is focused on selected regions featured by a solid economic environment



> 80% of value of Italian portfolio concentrated in Northern & Central Italy

Property portfolio as of 31/12/2017 - includes development and others





# Portfolio allocation strategy confirmed by recent track-record of development and acquisitions

- ECP portfolio acquisition (2017): located in Emilia Romagna (2), Lombardy (1) and Liguria (1)
- ESP Ravenna restyling and extension (2017): located in Emilia Romagna
- Maremà (2016): located in Tuscany
- Punta di Ferro (2015): located in Emilia Romagna

# Distinctive positioning in the Italian retail property sector

# Business model focused on locally dominant shopping centres, proactive asset management and well defined strategic guidelines

- Large portfolio of retail property assets with a strong customer base generating sound and visible revenues and growing cash flows
  - Significant competitive positioning in the attractive Italian retail property market
    - Presence throughout Italy but mainly focused on strategic areas of North and Central Italy, featuring average GDP per capita above EU average

- Medium sized and easily accessible shopping centers: in line with the geographical structure of Italy which is characterized by medium sized cities and provinces
- The presence of a strong food anchor (COOP), intimately integrated in the Italian territory contributes to keep a high and steady level of footfalls
- 6

5

2

3

4

Strong track-record of direct management: proactive approach, careful merchandising mix, marketing activity adapted to each context and wide offer of customer related services



Low exposure to commercialization risks related to development activities



# A company inspired by the best market standards

# Solid management team, best-in-class corporate governance and attention to reporting transparency and sustainability

#### Solid management team

Consolidated management team in place since 2009 Mr. Albertini (CEO) is a member of the EPRA Advisory Board

### Best in class governance and reporting

Company listed on the STAR segment of the Italian stock exchange BoD including 7 independent members (since the listing, the majority of the directors have been independent) and 4 directors of the less represented gender Presence of 5 ad-hoc committees to ensure full transparency EPRA Silver award for 2016 annual report

### **Sustainability**



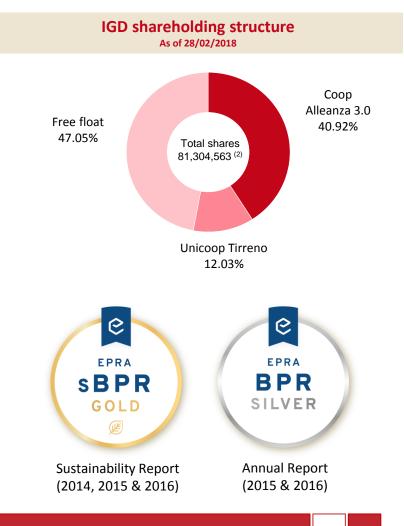
Long-lasting and tangible attention to sustainability under the "Becoming G.R.E.A.T." program:

- $-~8^{th}$  sustainability report approved in 2017 and subject to assurance
- 2014, 2015 and 2016 reports ranked "GOLD" by EPRA

All the Shopping Centers' electricity supply comes from renewable energy sources and photovoltaic plants installed in 5 shopping centres

60% of the portfolio featured by led lighting

3 key assets to be certified BREEAM in 2018  $^{(1)}$  and 14 shopping centres already certified ISO14001





# Italian macro and real estate fundamentals highly supportive

#### Italian economy Italian shopping centres Italian real estate market Strongly attractive market thanks to Positive macro-economic trends in 2017 A record year several structural advantages expected to continue in 2018 **One-stop-shop, cost effective Real GDP growth gaining pace** +21% total investment vs 2016 solution vs. downtown street retail Evolution of Italian real GDP growth 2017 real estate investment, €bn 2018 OECD forecast Population spread through several medium-€11.0bn sized cities across the country +1.5% +1.5% Deeply rooted cultural heritage towards ß €1.9bn Mixed-other guality / fresh food +1.0% One of the eldest (but healthiest) populations HOTEL €1.5bn Hotel +0.7% in the world fostering proximity retail 10 €1.2bn Industrial dvnamics +0.1% Low levels of household indebtedness €2.4bn Retail Low pace of e-commerce trends provides 2015 2016 2014 2017 2018e time to manage a smoother business model integration within physical shopping centres Ż €4.0bn Office **High level of consumer confidence** Low shopping centre density Evolution of ISTAT consumer confidence index, last 5 years Shopping centre GLA / 100 inhabitants, sqm 115.6 More than 70% of total invested capital came 218 from foreign investors 1.1 In the retail subsector, strong demand from 152 5-year average: 105.1 international retailers: many brands not previously present in Italy opened new shops **Positive outlook** for retail real estate in 2018: 43 35 32 26 22 two important transactions already concluded 83.9 and other significant deals are in pipeline Canada Feb-15 Feb-16 JSA France Feb-13 Feb-14 Feb-17 Feb-18 Jt.

# 2. FY 2017 results

Constant of the second

Centro Sarca -Milano

# Another outstanding year

FY 2017 economic and financial highlights



**Core business revenues** + 6.0% vs 2016

€101.2M **Core business EBITDA** + 6.7% vs 2016 69.7% margin (+40bps vs. 2016)

€86.5M Net income + 26.5% vs 2016



79.2% **EBITDA** margin from freehold + 50bps vs 2016

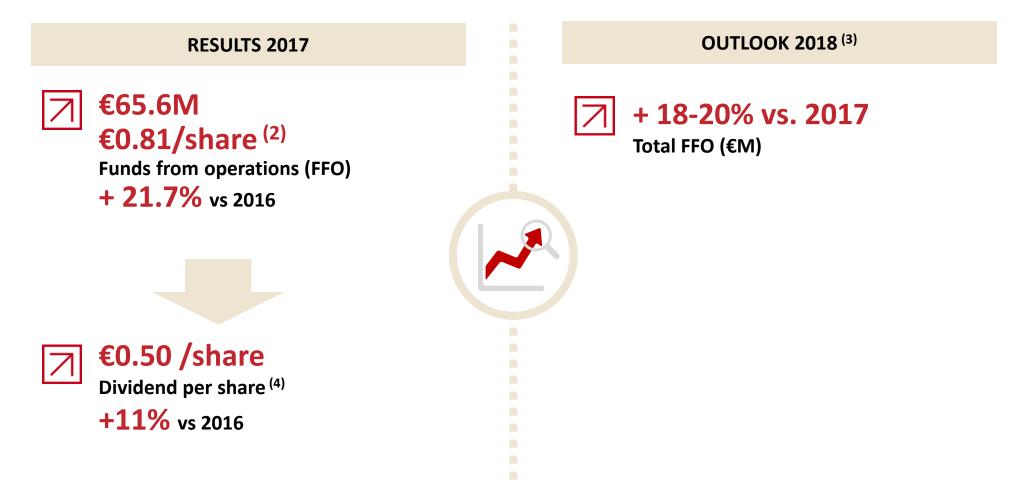


€13.67 per share<sup>(1)</sup> **EPRA NNNAV** + 6.3% vs 2016



# 2017 FFO and dividend above guidance

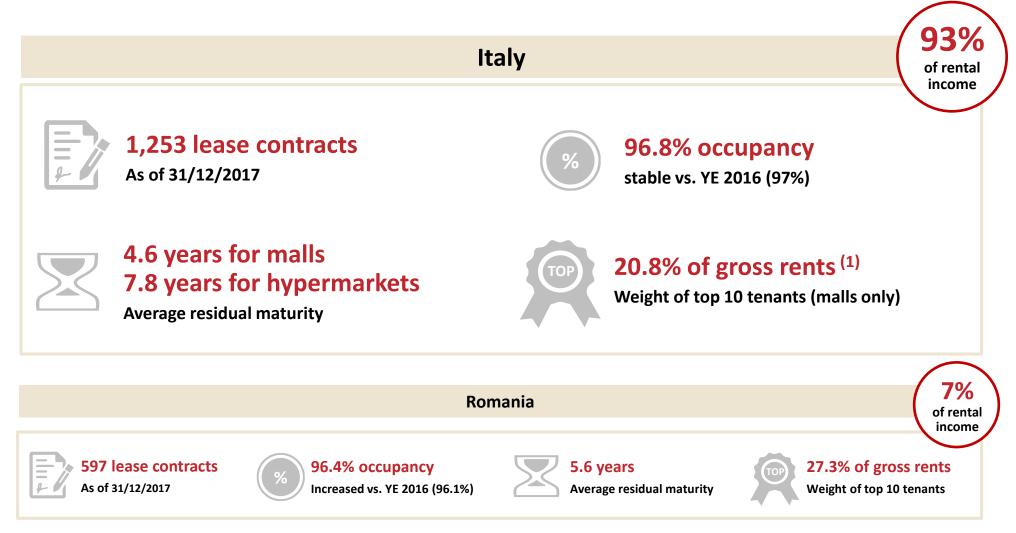
2017 FFO +21%, beating guidance provided to the market in February 2017 (+18%/19%)<sup>(1)</sup>





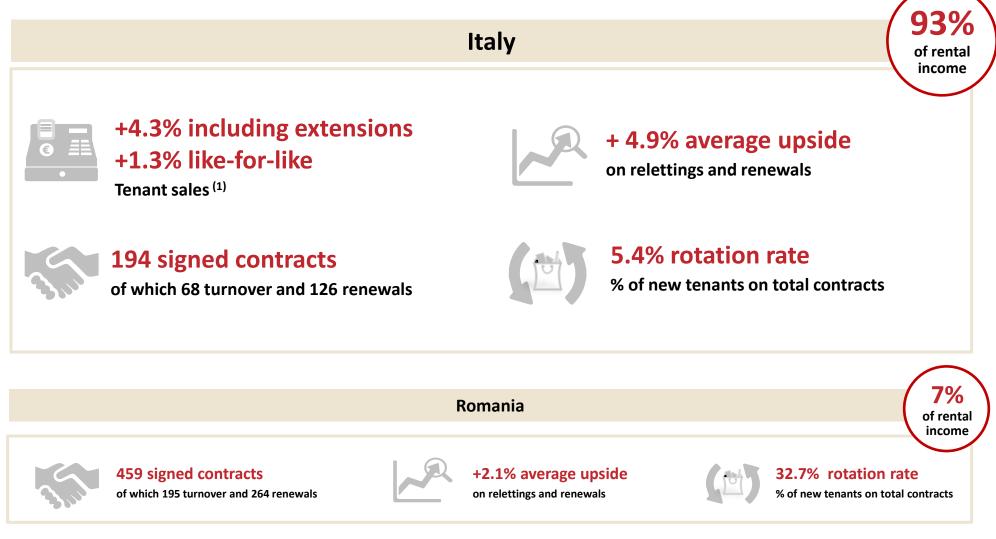
# A resilient and diversified portfolio of lease agreements...

# FY 2017 operational highlights



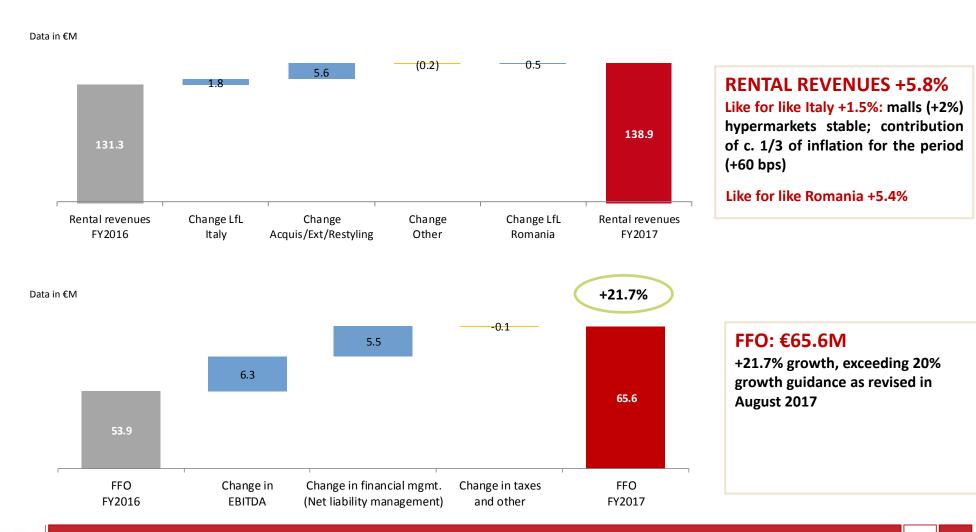
# ... featured by strong operational performances

### FY 2017 operational highlights



# Above guidance FFO growth mainly thanks to strong progression of rental revenues

### **Rental revenues and Funds from Operations (FFO)**



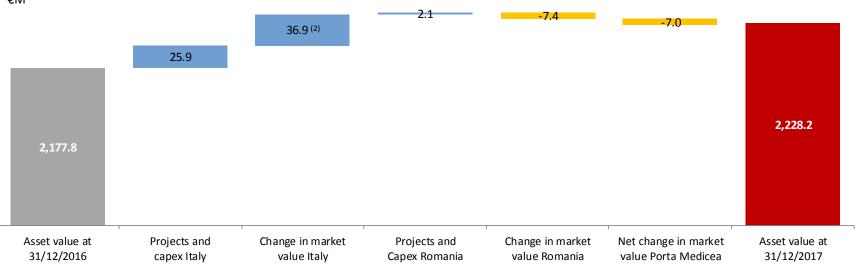


# **Consistent and growing portfolio value...**

### Summary of property portfolio

€ mln	FV 2016 <sup>(1)</sup>	FV 2017	∆ %	∆ % Like for Like	Gross Initial Yield	Net Initial Yield	Net Initial Yield topped up	Financial occupancy		
Malls Italy	1,274.2	1,331.6	+ 4.5%	+ 1.3%	6.3%	5.4%	E 40/	F F0/	95.4%	Tot. Italy
Hyper Italy	646.3	647.2	+ 0.1%	+ 1.3%	6.2%		5.5% *	100.0% _	96.8%	
Romania	164.9	159.5	-3.3%	-3.3%	6.5%	5.5%	5.7%	96.4%		
Porta a Mare + development + other	92.4	89.9							<b>~</b>	
Total IGD portfolio	2,177.8	2,228.2	+ 2.3%							

€M





Note: 2017 figures do not include the acquisition of 4 shopping malls from ECP (1) Reclassified with the addition of Piazza Mazzini and ESP extension among the malls and other minor changes

Includes €2M increase related to the perimeter extension due to consolidation of Arco Campus

E

EUROPEAN PUBLIC

REAL ESTATE ASSOCIATION

# ... contributing to value creation through the year

#### **EPRA NAV and EPRA NNNAV per share**

€ per share		31/12/2016	31/12/2017	Δ
EPRA EUROPEAN PUBLIC REAL ESTATE ASSOCIATION	NAV	13.69	14.30	+ 4.5%
EPRA EUROPEAN PUBLIC REAL ESTATE ASSOCIATION	NNNAV	12.85	13.67	(+6.3%)





# 2016-2018 development pipeline being successfully pursued

IGD is promoting an attentive investment program to create value and consolidate the local leadership of its properties

# A plan of new openings

Maremà in 2016 and ESP (restyling and extension) in 2017 15,000 retail GLA at Officine Storiche Livorno to be opened in 2019 Around 71,500 sqm new GLA delivered



# >8% YoC already achieved on Maremà and ESP (vs. 7% announced target)

Target widely exceeded on the 2 major projects (totalling c. 50% of the total 2016-2018 pipeline) 6.5% net yield on cost on Città delle Stelle



# 6 properties concerned by extensions / restyling over the last 3 years

Continuous attention to tenants and consumers needs Deployment of value accretive initiatives (e.g. conversion of excess hypermarket area into new stores part of the mall) Creation of new, fresh locations, adapted to today's and tomorrow's omni-channel shopping trend



### Strong attention to corporate social responsibility

Attention on environmental sustainability and energy saving Projects qualifying for UNIENISO14001 certification + BREAM Seismic improvement work: voluntary action plan to improve the safety of customers and employees



# Update on main projects



**COMPLETION: JUNE 2017** 



**19,000 sqm extension** (11 MS + 40 units) and internal / external restyling (total capex: €52M)



> 8% gross yield on cost



+7.2% in tenants' sales Existing mall (Jun-Dec 2017 vs. 2016)

+34.5% footfall Jun-Dec 2017 vs. Jun-Dec 2016

CENTRO COMMERCIALE





**EXPECTED OPENING: H1 2018** 



Crema

GRAN

New medium surface (+ 2,850 m<sup>2</sup> GLA) + restyling of the outside of the center (total capex: c. €7M)



**100% pre-letting** of the new medium surface







Ascoli Piceno



**Reshaping and restyling** 4,200 sqm of the hypermarket transformed into mall (total capex: €1.4M)

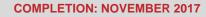


6.5% net yield on cost



**97% occupancy** vs. 84.6% at acquisition

+17.8% in footfall Nov-Dec 2017 vs Nov-Dec 2016







OFFICINE STORICHE

EXPECTED OPENING: H2 2019

Urban redevelopment of the former Cantier Navali Orlando (total capex: c. €52M)



**Modern retail concept** with personal care services (fitness, leisure, food court)



**4,500 sqm pre-let** Additional significant interests collected

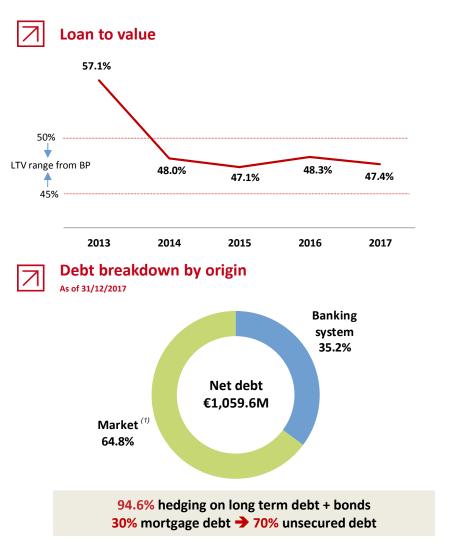


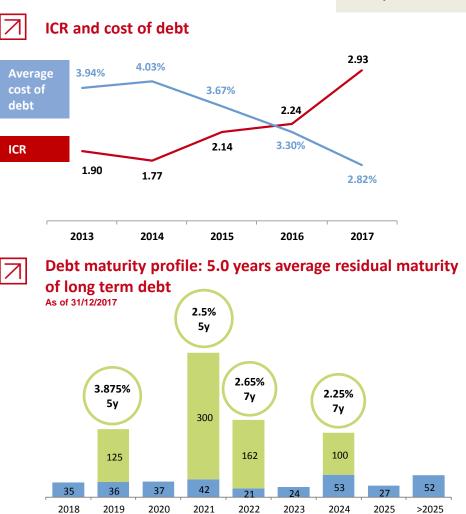




# Leverage structure

#### Investment grade rating underpinned by improving leverage metrics





Bank debt

Bond





# 3. The Transaction: a new value creation step for IGD

Puntadiferro - Forlì

# Strategic acquisition and capital increase



#### Acquisition of a strategic shopping malls portfolio for c. €200M

- Acquisition of 4 strategic shopping malls and a retail park <sup>(1)</sup>, dominant in their catchment area and anchored to top-performing prime hypermarkets operated by "Coop"
- Total investment of c. €200M including transaction costs <sup>(2)</sup>, resulting in an accretive net yield of 6.4% (gross yield: 6.8%) <sup>(3)</sup>
- Portfolio being acquired from the shopping mall specialist Eurocommercial Properties, listed on the Amsterdam Stock Exchange
- Leadership consolidation in IGD's reference market
- Reconstitution of individual ownership of two assets in which IGD already owns the hypermarket and for which IGD is already responsible for the management on behalf of the seller



#### Capital increase up to €150M

- Coop Alleanza 3.0, IGD main shareholder, has committed to subscribe pro-quota for its stake (c. 41%)
- An underwriting agreement has been entered into with a consortium of 3 national and international primary banks
- LTV reduction that will lead to further improvement of financial profile, supporting investment grade rating achieved in May 2016 and confirmed in December 2017
- Increased market capitalization and stock liquidity





# Transaction portfolio: 4 locally dominant assets, anchored to top-performing prime hypermarkets

Assets anchored to hypermarkets generating over €8,000/sqm sales <sup>(1)</sup> Shopping malls generating over €4,600/sqm tenants' sales <sup>(2)</sup>



5

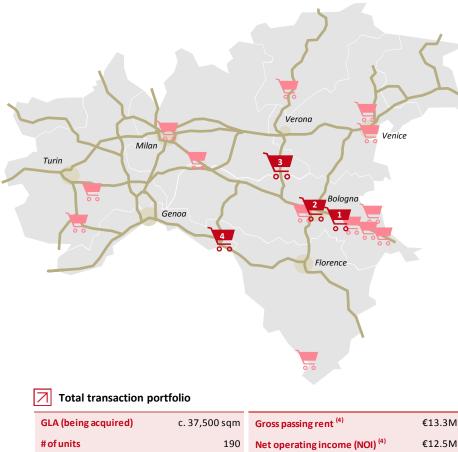
Imola, Centro Leonardo Leading shopping centre in a wealthy c. 240k inhabitant area <sup>(3)</sup> featured by solid economic textile



#### Mantua, la Favorita

Dominant mall in Mantua city, deeply rooted in local consumers' habits



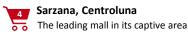


14.4M

99%

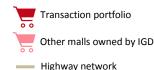
Bologna, Centro Lame Strong in-town location, serving the daily needs of a consistent part of the city







#### LEGEND



Footfall (2016)

Occupancy

Source: C&W, CBRE and Seller for GLA data



Excluding transfer taxes and transaction costs

Total purchase price (5)

Gross / Net vield (6)

Gross yield calculation based on rental contracts (stabilized and annualized) compared to the total investment. Net yield calculated excluding non recoverable costs (stabilized and annualized) from the gross yield calculation

€187M

6.8%/6.4%

26

# **Transaction driven by a strong industrial rationale**



# Consolidating leadership on the local market

Acquisition of dominant proximity malls, in line with IGD's asset allocation strategy Medium sized and easily reachable shopping centres tailored to the geographical structure of Italy (several relevant medium size cities) Strategic fit with IGD's existing portfolio → Strengthened local leadership → Increased bargaining power with tenants / suppliers

# Value creation potential

Reconstitution of full site ownership (on 2 assets) and strengthened partnership with Coop food anchor (in all assets) Increased operational flexibility and eased the implementation of several identified potential value creative asset management actions

# Attractive location with positive financial and demographic trends

Assets located in Northern Italy, within catchment areas with high spending capacity Local population featured by above average growth rate over the last 5 years



# In-depth knowledge of the properties and superior track-record in management of proximity shopping centres

2 of the properties being acquired already managed by IGD on behalf of the seller Proven track-record and best practices for the management of proximity malls

# Increased size of the platform and portfolio rebalancing

New assets' net rental income directly contributing to IGD's cash flow with limited/no additional structure cost 188 new lease contracts added to the existing 1,253 lease contracts already in place <sup>(1)</sup> Further reduction of the hyper/supermarkets and Rumanian assets relative weight of the portfolio



# Improved operating flexibility to deploy asset management strategies and meet customers' needs thanks to full site ownership

### Reconstitution of full ownership on 2 assets



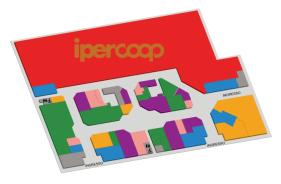
#### **CENTRO LAME (CURRENT OWNERSHIP)**



# CENTRO LEONARDO (POST TRANSACTION) Entire asset GLA: 30,593 sqm

#### **CENTRO LAME (POST TRANSACTION)**

Entire asset GLA: 20,776 sqm





# Full site ownership and consolidated partnership with Coop bring additional advantages

#### IGD empowered to deploy its asset management best practices



#### IGD enjoys a unique control on its portfolio

IGD currently holds the entire shopping centre site (hypermarket + mall) for 16 malls out of 22 owned Post transaction, IGD will enjoy full shopping centre ownership on 2 additional assets (Centro Lame, Centro Leonardo)



#### Simpler and swifter day-to-day management

Possibility to easily adapt the asset to operators' and visitors' needs (e.g. hypermarkets reconfiguration) <u>Facility management</u>: target standards for services (e.g. cleaning, surveillance, ordinary maintenance...), energy efficiency best practices and selection of providers, marketing initiatives, introduction of amenities

Asset management: restyling and restructuring of spaces

#### Leaner management results in cost savings



Possibility to leverage on IGD in-house asset management platform Centralization of the procurement of externalized services (facility, maintenance) Synergetic capital deployment on capex (spread over a wider ownership) Easier monitoring: group standards can be deployed across malls facilitating the monitoring of KPIs Single and consistent approach in the dialogue with local authorities and tenants Leaner legal and administrative processes (e.g. co-owners assembly, ...)



# Focus on portfolio being acquired: several identified potential value creation levers (1/2)

Identified restyling and energy efficiency initiatives in line with asset management strategies





# centro



#### Centro Lame, Bologna (BO)

Asset GLA o/w being acquired	<b>20,776 sqm</b> 5,575 sqm
# of units	44
Footfall	3.7M
Occupancy	100%
NOI <sup>(1)</sup>	€2.7M

#### Identified potential value creation opportunities



Leverage on prime food hypermarket (sales >10.3 k/sqm) to drive additional footfall



Dominant shopping centre in its catchment area, catering for recurring clients' daily needs, providing for opportunities to extend merchandising mix and offering

# Focus on portfolio being acquired: several identified potential value creation levers (2/2)

Identified restyling and energy efficiency initiatives in line with asset management strategies

laFavorita

Asset GLA o/w being acquired	<b>24,613 sqm</b> 13,613 sqm
# of units	42
Footfall	2.9M
Occupancy	97%
NOI <sup>(1)</sup>	€3.2M

#### Identified potential value creation opportunities

Possibility to further integrate the shopping gallery with the retail park to offer a more attractive client's journey

Potential creation of a more modern and wider food court

Possibility to connect the multiplex cinema to the gallery in order to reinforce the food court and leverage on evening show traffic

CENTROLUNA



#### Centroluna, Sarzana (SP)

La Favorita Mantua (MN)

Asset GLA o/w being acquired	<b>15,076 sqm</b> 3,576 sqm
# of units	39
Footfall	2.9M
Occupancy	100%
NOI <sup>(1)</sup>	€1.8M

#### Identified potential value creation opportunities

Potential expansion of the retail gallery: two alternatives identified on adjacent surface



Optimization of shopping center surface and potential creation of additional retail area

Expansion of food court, currently serving the demand of the nearby hospital



# Supporting positive financial metrics (1 of 2)

### Transaction expected to be cash-flow accretive while strengthening IGD's financial profile



#### **Enhanced cash flow generation**

- €12.5M net operating income expected to be almost entirely reflected in the FFO net of transaction financing costs linked to the debt-financed portion of the transaction
- Strong operational metrics of the Portfolio: c. 99% occupancy and healthy c. 13% OCR <sup>(1)</sup>, stable over the past few years



#### Strengthened financial profile

 Equity raising will contribute to support IGD's balanced financial structure in line with investment grade rating through a slight deleveraging



#### Appealing property valuation and yield

- Properties valued €187M, excluding transfer taxes, transaction costs and adjustments for other assets/liabilities <sup>(2)</sup>
- Portfolio net yield of 6.4% <sup>(3)</sup> (gross yield of 6.8%) <sup>(3)</sup>, above IGD's mall portfolio current appraisal yields



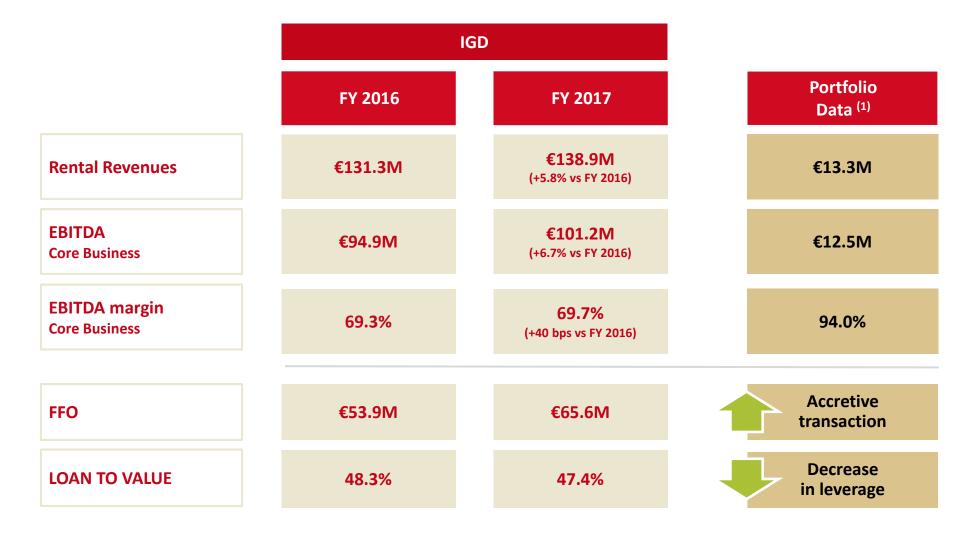
#### Listing profile improved

- Market capitalization and stock liquidity increased
- Weight in main reference indexes reinforced
- IGD's growth and value creation equity story strengthened



# Supporting positive financial metrics (2 of 2)

Transaction expected to be cash-flow accretive while strengthening IGD's financial profile





# Key terms of the right issue and timetable

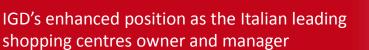
ISSUER	Immobiliare Grande Distribuzione SIIQ S.p.A.
OFFER STRUCTURE	Public offer in Italy Issuance of new shares with preferential subscription rights in favour of existing shareholders No offering in the US, Japan, Australia and Canada
OFFER SIZE	Amount: €149,977,861.10 29,037,340 new shares
SUBSCRIPTION PRICE	€ 5.165 / share
SUBSCRIPTION RATIO	5 new shares for every 14 existing shares
DISCOUNT TO TERP	Reference price: € 7.47 per share (closing price on March 21, 2018) Theoretical ex-right price: € 6.8634 per share Discount to TERP: 24.75%
LOCK-UP	180 days for the Issuer and 120 days its main shareholder (Coop Alleanza)
TRADING AND LISTING	The subscription rights will trade on the MTA (Italy) The new ordinary shares will be fungible with the existing ordinary shares and listed on the MTA (Italy)
BANK SYNDICATE	Joint Global Coordinators: Banca IMI, BNP Paribas and Morgan Stanley
EXPECTED TIMETABLE	26/03/2018: beginning of the subscription period and start of subscription rights trading 09/04/2018: end of subscription right trading period 13/04/2018: end of the subscription period 13/04/2018: delivery of shares resulting from the exercise of subscription rights



# **Final remarks**

An accretive transaction on a strategic portfolio to foster IGD's growth and value creation story

Transaction with a prime listed counterpart and valuation in line with market value



Cash flow accretive on IGD's financial profile

Increased market capitalization and stock liquidity

Strengthened financial profile improving LTV and supporting IGD's investment grade rating (assuming 100% subscription of the right issue)





# 4. Appendix

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# 4.1 Additional elements on IGD

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## Italian Portfolio at YE 2017: hypermarkets and shopping malls

	23 SHOPPING MALLS <sup>(1)</sup>	25 HYPERMARKETS	HYPERMARKET TENANT		
	CENTRO D'ABRUZZO -Pescara	CENTRO D'ABRUZZO -Pescara	Coop Alleanza 3.0		
	CLODI' - Chioggia	CLODI' - Chioggia	Coop Alleanza 3.0		
	PORTO GRANDE - Porto d'Ascoli (AP)	PORTO GRANDE - Porto d'Ascoli (AP)	Coop Alleanza 3.0		
	ESP - Ravenna	ESP - Ravenna	Coop Alleanza 3.0		
FULL OWNERSHIP OF	CENTRO BORGO -Bologna	CENTRO BORGO -Bologna	Coop Alleanza 3.0		
14 SHOPPING CENTRES	CONE' RETAIL PARK - Conegliano (TV)	CONE' RETAIL PARK - Conegliano (TV)	Coop Alleanza 3.0		
	LE MAIOLICHE - Faenza	LE MAIOLICHE - Faenza	Coop Alleanza 3.0		
(MALL + HYPERMARKET)	LUNGO SAVIO - Cesena	LUNGO SAVIO -Cesena	Coop Alleanza 3.0		
	CITTA' DELLE STELLE - Ascoli Piceno	CITTA' DELLE STELLE - Ascoli Piceno	Coop Alleanza 3.0		
	KATANE' - Catania	KATANE' - Catania	Coop Sicilia		
	TORRE INGASTONE - Palermo	TORRE INGASTONE - Palermo	Coop Sicilia		
	CASILINO -Roma	CASILINO -Roma	Distribuzione Lazio Umbria srl		
	LE PORTE DI NAPOLI -Afragola (NA)	LE PORTE DI NAPOLI -Afragola (NA)	Distribuzione Centro Sud Srl (Ipercoo		
	TIBURTINO -Guidonia (RM)	TIBURTINO -Guidonia (RM)	Distribuzione Centro Sud Srl (Ipercoo		
8 SHOPPING MALLS	MILLENNIUM GALLERY - Rovereto (TN) MAREMA' - Grosseto CENTRO SARCA - Sesto S. Giovanni (MI) PUNTADIFERRO -Forlì (FC) MONDOVICINO RETAIL PARK -Mondovì (CN) PIAZZA MAZZINI Livorno Gran Rondò (Crema) I BRICCHI - Isola d'Asti (AT) DARSENA CITY - Ferrara (50% owned by Beni Stabili)	Hypermarkets not totally owned by IGD			
		Supermarket Civita Castellana (Viterbo)	Distribuzione Lazio Umbria srl		
		Supermarket Cecina (Livorno)	Unicoop Tirreno		
		Hypermarket Le Fonti del Corallo - Livorno	Unicoop Tirreno		
		Hypermarket Schio-Schio (Vicenza)	Coop Alleanza 3.0		
		Hypermarket LAME - Bologna	Coop Alleanza 3.0		
11 HYPERMARKETS		Hypermarket LEONARDO - Imola (BO)	Coop Alleanza 3.0		
	Malls not owned by IGD	Hypermarket LUGO - Lugo (RA)	Coop Alleanza 3.0		
		Hypermarket IL MAESTRALE - Senigallia (AN)	Coop Alleanza 3.0		
		Hypermarket MIRALFIORE - Pesaro	Coop Alleanza 3.0		
		Supermarket AQUILEJA - Ravenna	Coop Alleanza 3.0		
		Hypermarket I MALATESTA - Rimini	Coop Alleanza 3.0		



## **IGD top management**



#### ELIO GASPERONI (1953) Chairman

- Chairman of IGD's Board since April 2017
- ☑ Vice Chairman of Coop Alleanza
- Board member of IGD since 2015
- He has held numerous roles in Public Administrations and Local institutions



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

- More than 20 years of experience in 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)

#### **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

## 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
- Graduated in Business Economics



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

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



#### ROBERTO ZOIA (1961)

#### Director of Asset Management and Development

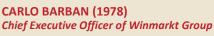
- Director of Asset Management and Development since 2006
- Joined GS Carrefour Italia Group in 1999 as Head of Hypermarket and Shopping Center Development
- In 2005 became Head of Asset Management and Development for Carrefour Italia
- Previously, Business Manager at Coopsette with responsibility in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





#### 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



- 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 a qualified accountant and for international consultancy companies
- Graduated in Economics and Commerce



## **IGD Governance**

IGD's governance has been in line with the criteria of the Self Regulatory Code of Italian Stock Exchange since the listing. Since 2008, an internal Corporate Governance Code has been adopted

**COMMITTEES:** Chairman's Committee

Nominations and compensation Committee

**Control and Risks Committee** 

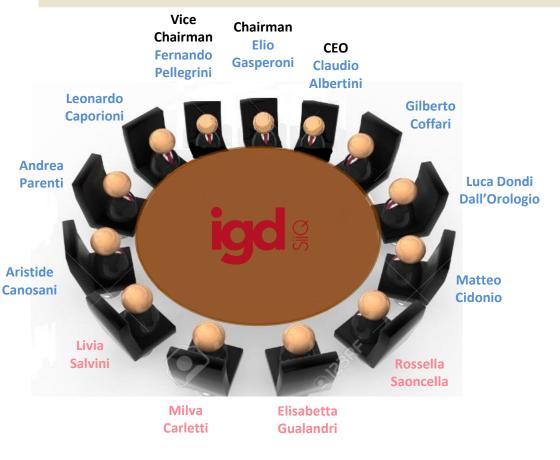
CommitteeforRelatedPartiesTransactions (3 independent directors)

In addition to Compliance Committee

### INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

Held by the Chairman, including the Internal Audit and Risk Management

#### **Composition of the current Board of Directors**



BoD appointed by AGM on 15 April 2015 for the period 2015-2018 will expire at the approval of FY2017 Results (in 2018) 13 Directors of which:

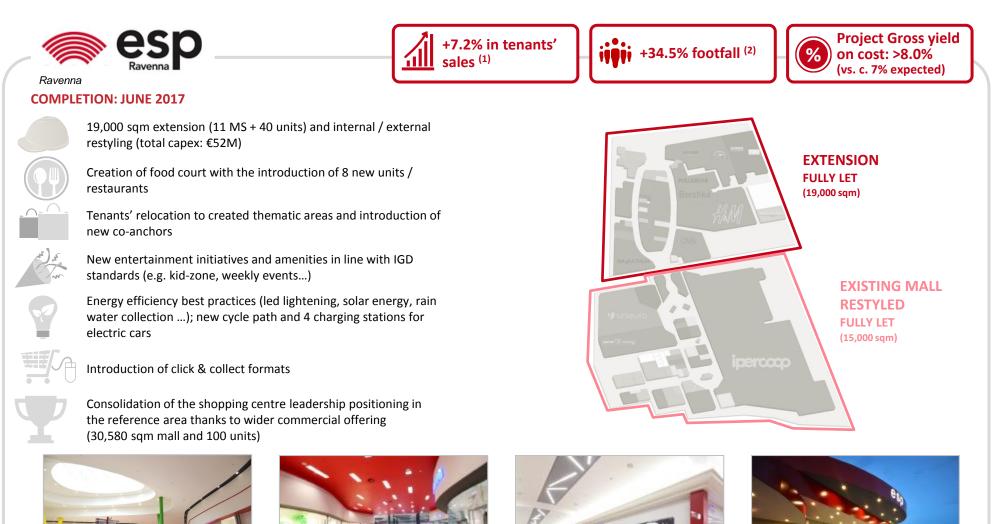
- 7 independent (since IPO, the majority of the directors have been independent)
- 4 directors of the less represented gender



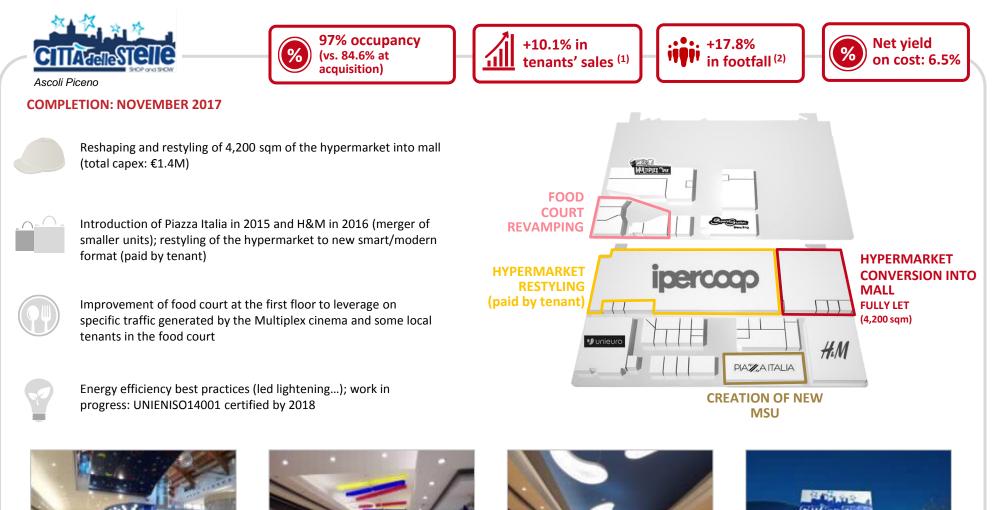
## **SIIQ regime: main features**

SIIQ STATUS FOR IGD SINCE 1 JANUARY 2008					
KEY PARAMETERS	At least 80% of total assets must be rental assets At least 80% of total positive components of P&L must be rental income (excluding change in FV)				
SHAREHOLDING LIMITS	Largest shareholder stake $\leq$ 60% (vs. previous 51%) <sup>(1)</sup> Free float (shareholders < 2%) $\geq$ 25% (vs. previous 35%) <sup>(1)</sup> (only at the time of admission to the regime)				
DIVIDEND DISTRIBUTION	Dividend payout at least 70% (vs. previous 85%) <sup>(1)</sup> of net rental income available for distribution				
CORPORATE INCOME TAX EXEMPTION	Exemption from Italian corporate income tax (IRES and IRAP) Capital gains on the disposal of properties, SIINQ and SIIQ 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) <sup>(1)</sup>				
ΕΧΙΤ ΤΑΧ	20% tax rate applies to capital gains from asset contributions				

## ESP: 2017 restyling and extension



## **Città delle Stelle reshaping**









## **Consolidated Income Statement as at 31/12/2017**

	CONSOLIDATED		CO	RE BUSINESS		PORTA A MARE PROJECT			
€/000	31/12/2016	31/12/2017	$\Delta\%$	31/12/2016	31/12/2017	$\Delta\%$	31/12/2016	31/12/2017	$\Delta\%$
Revenues from freehold real estate and rental act.	118,882	126,276	6.2%	118,882	126,276	6.2%	0	0	n.a.
Revenues form leasehold real estate and rental act.	12,414	12,639	1.8%	12,414	12,639	1.8%	0	0	n.a.
Total revenues from real estate and rental act.	131,296	138,915	5.8%	131,296	138,915	5.8%	0	0	n.a.
Revenues from services	5,529	6,176	11.7%	5,529	6,176	11.7%	0	0	n.a.
Revenues from trading	1,999	5,116	n.a.	0	0	n.a.	1,999	5,116	n.a.
OPERATIN REVENUES	138,824	150,207	8.2%	136,825	145,091	6.0%	1,999	5,116	n.a.
COST OF SALE AND OTHE COST	(2,189)	(5,258)	n.a.	0	0	n.a.	(2,189)	(5,258)	n.a.
Rents and payable leases	(10,145)	(10,218)	0.7%	(10,145)	(10,218)	0.7%	0	0	n.a.
Personnel expenses	(3,914)	(4,333)	10.7%	(3,914)	(4,333)	10.7%	0	0	n.a.
Direct costs	(17,307)	(18,544)	7.1%	(17,032)	(18,289)	7.4%	(275)	(255)	-7.2%
DIRECT COSTS	(31,366)	(33,095)	5.5%	(31,091)	(32,840)	5.6%	(275)	(255)	-7.2%
GROSS MARGIN	105,269	111,854	6.3%	105,734	112,251	6.2%	(465)	(397)	-14.6%
Headquarter personnel	(6,473)	(6,715)	3.7%	(6,402)	(6,642)	3.7%	(71)	(73)	2.9%
G&A expenses	(4,813)	(4,677)	-2.8%	(4,477)	(4,422)	-1.2%	(336)	(255)	-24.2%
G&A EXPENSES	(11,286)	(11,392)	0.9%	(10,879)	(11,064)	1.7%	(407)	(328)	-19.5%
EBITDA	93,983	100,462	6.9%	94,855	101,187	6.7%	(872)	(725)	-16.8%
Ebitda Margin	67.7%	66.9%		69.3%	69.7%				
Other provisions	(154)	(153)	-0.7%						
Impairment and Fair Value adjustments	19,582	23,886	22.0%						
Depreciations	(1,119)	(1,027)	-8.2%						
DEPRECIATIONS AND IMPAIRMENTS	18,309	22,706	24.0%						
EBIT	112,292	123,168	9.7%						
FINANCIAL MANAGEMENT	(42,008)	(34,343)	-18.2%						
EXTRAORDINARY MANAGEMENT	(336)	(95)	-71.7%						
RISULTATO ANTE IMPOSTE	69,948	88,730	26.9%						
PRE-TAX PROFIT	(1,116)	(1,356)	21.5%						
Taxes	(1,928)	(920)	-52.3%						
PROFIT FOR THE PERIOD	66,904	86,454	29.2%						
(Profit/Loss) for the period related to third parties	1,425	0	n.a.						
GROUP NET PROFIT	68,329	86,454	26.5%						



## Margins from activities as at 31/12/2017

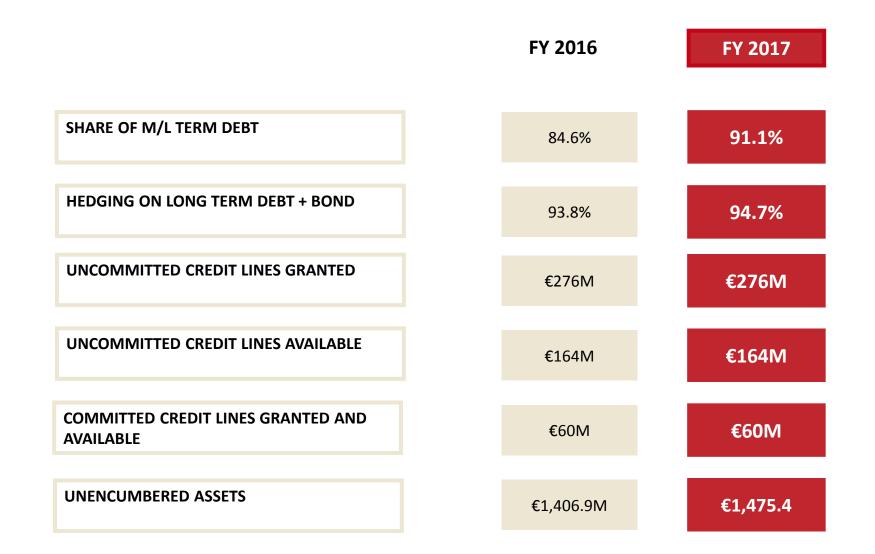
	CONSOLIDATED			CORE BUSINESS			PORTA A MARE PROJECT		
€/000	31/12/2016	31/12/2017	%	31/12/2016	31/12/2017	%	31/12/2016	31/12/2017	%
Margin from freehold properties	102,999	109,668	6.5%	102,999	109,668	6.5%	0	(0)	n.a.
Margin from leasehold properties	2,171	2,219	2.2%	2,171	2,219	2.2%	0	0	n.a.
Margin from services	564	364	(35.5)%	564	364	(35.5)%	(0)	0	n.a.
Margin from trading	(465)	(397)	(14.6)%	0	0	n.a.	(465)	(397)	54.3%
Gross margin	105,268	111,854	6.3%	105,733	112,251	6.2%	(465)	(397)	(14.6)%

Margin from freehold properties: very significant (86.8%) and increasing compared to the previous year (higher revenues and stability of the related cost)

Margin from leasehold properties: slight increase at 17.6% from 17.5% in 2016



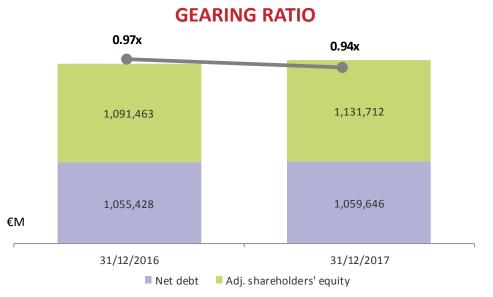
## More financial highlights as at 31/12/2017





## **Re-classified balance sheet as at 31/12/2017**

Sources - Uses of funds	31/12/2016	31/12/2017	Δ	Δ%
Fixed assets	2,050,728	2,157,176	106,448	5.2%
Assets under construction	75,004	40,466	-34,538	-46.0%
Other non-current assets	25,543	23,245	-2,298	-9.0%
Other non-current liabilities	-32,150	-29,082	3,068	-9.5%
NWC	56,378	28,768	-27,610	-49.0%
Net deferred tax (assets)/liabilities	-21,901	-24,777	-2,876	13.1%
TOTAL USE OF FUNDS	2,153,602	2,195,796	42,194	2.0%
Net debt	1,055,428	1,059,646	4,218	0.4%
Shareholders equity	1,069,426	1,115,753	46,327	4.3%
Net (assets)/liabilities for derivative instruments	28,748	20,397	-8,351	-29.0%
TOTAL SOURCES	2,153,602	2,195,796	42,194	2.0%





## **Detailed FFO and NNNAV EPRA calculations**

EPRRA EUROPEAN PUBLIC REAL ESTATE ASSOCIATION NNNAV Calculation	31-De	c-16	31-Dec	Δ%	
	€'000	€p.s.	€'000	€ p.s.	
Number of total shares (1)		81,304,563		81,304,563	
1) Group shareholders' equity	1,060,701	13.05	1,115,753	13.72	5.2%
Excludes					
Fair value of financial instruments	28,748		20,397		(29.0%)
Deferred taxes	23,633		26,517		12.2%
Goodwill as a result of deferred taxes					
2) EPRA NAV	1,113,083	13.69	1,162,667	14.30	4.5%
Includes					
Fair value of financial instruments	(28,748)		(20,397)		(29.0%)
Fair value of debt	(15,749)		(4,713)		(70.1%)
Deferred taxes	(23,633)		(26,517)		12.2%
3) EPRA NNNAV	1,044,952	12.85	1,111,040	13.67	6.3%

Funds from Operations	FY 2016	FY2017	∆ vs FY2016	Δ%
Core business EBITDA	94,855	101,187	6,332	6.7%
Adj. Financial Management	-39,817	-34,350	5,466	-13.7%
Gestione Partecipazione/Straordinaria Adj	-125	0	125	n.a.
Adj. Current taxes for the period	-1,004	-1,204	-200	19.9%
FFO	53,910	65,633	11,723	21.7%



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Punta di ferro - Forlì

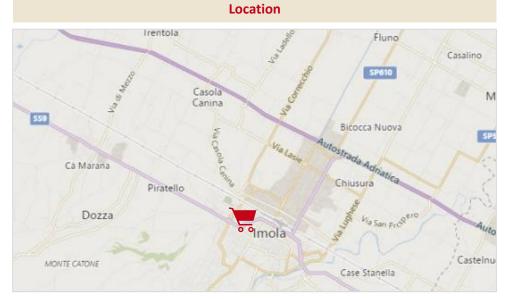
## Imola – Centro Leonardo

#### Description

- Opened in 1992, extended / refurbished in 2006
- Core catchment area: 240k people <sup>(1)</sup>
- Annual footfall: 4.9M visitors <sup>(1)</sup>

#### Shopping mall

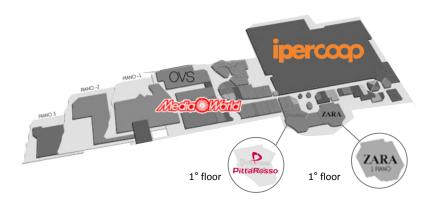
- # of units: 65 <sup>(1)</sup>
- GLA: 14,731 sqm (2)
- Gross rent: €5.1M<sup>(3)</sup>
- Net operating income: €4.8M<sup>(3)</sup>
- Occupancy rate: 100% <sup>(1)</sup>
- OCR: 11% <sup>(1)</sup>
- Average tenant sales: €3,872/sqm<sup>(1)</sup>





- Turnover: €72M <sup>(1)</sup>
- Turnover / net sales area: €9.3k/sqm<sup>(1)</sup>

#### Shopping centre plan



#### **Property pre-view**





## **Bologna – Centro Lame**

Description

- Opened in 1996, refurbished in 2003
- Core catchment area: 532k people <sup>(1)</sup>
- Annual footfall: 3.7M visitors <sup>(1)</sup>

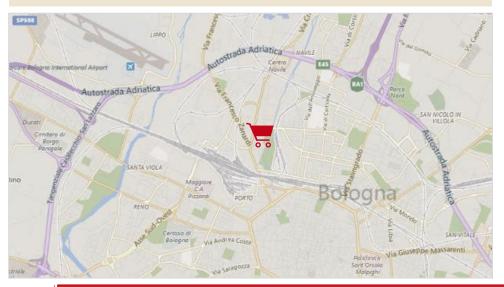
#### Shopping mall

- # of units: 44<sup>(1)</sup>
- GLA: 5,575 sqm <sup>(2)</sup>
- Gross rent: €2.9M <sup>(3)</sup>
- Net operating income: €2.7M<sup>(3)</sup>
- Occupancy rate: 100%<sup>(1)</sup>
- OCR: 15.1%<sup>(1)</sup>
- Average tenant sales: €3,939/sqm<sup>(1)</sup>

## Hypermarket (already owned) GLA: 15,201 sqm

- Turnover: €80M<sup>(1)</sup>
- Turnover / net sales area: €10.1k/sqm<sup>(1)</sup>

#### Location



# CAMATEU

Shopping centre plan

#### **Property pre-view**





## Mantua – La Favorita

Description

- Opened in 1996, refurbished in 2007
- Core catchment area : 285k people <sup>(1)</sup>
- Annual footfall: 2.9M visitors <sup>(1)</sup>

#### Shopping mall + retail park

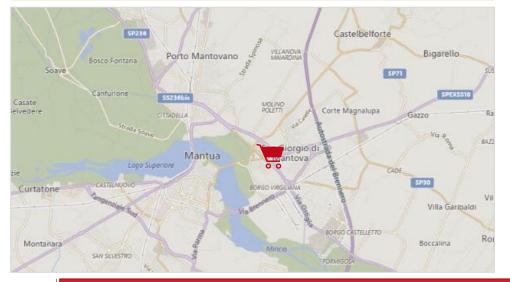
- # of units: 42<sup>(1)</sup>
- GLA: 13,613 sqm <sup>(2)</sup>
- Gross rent: €3.4M<sup>(3)</sup>
- Net operating income: €3.2M<sup>(3)</sup>
- Occupancy rate: 97% <sup>(1)</sup>
- OCR: 13.1% <sup>(1)</sup>
- Average tenant sales: €3,054/sqm<sup>(1)</sup>



- Turnover: €31M<sup>(1)</sup>
- Turnover / net sales area: €5.4k/sqm<sup>(1)</sup>



#### **Property pre-view**



Location





## Sarzana – Centroluna

Description

- Opened in 1992
- Core catchment area: 260k people <sup>(1)</sup>
- Annual footfall: 2.9M visitors <sup>(1)</sup>

#### Shopping mall

- # of units: 39<sup>(1)</sup>
- GLA: 3,576 sqm <sup>(2)</sup>
- Gross rent: €1.9M<sup>(3)</sup>
- Net operating income: €1.8M<sup>(3)</sup>
- Occupancy rate: 100%<sup>(1)</sup>
- OCR: 12.9%<sup>(1)</sup>

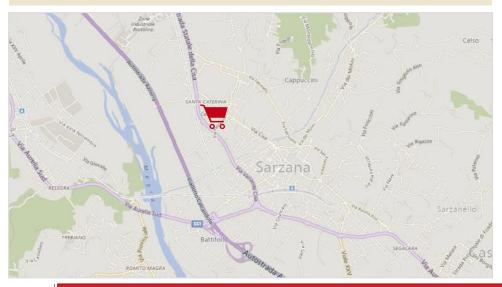
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■ Average tenant sales: €4,460/sqm<sup>(1)</sup>

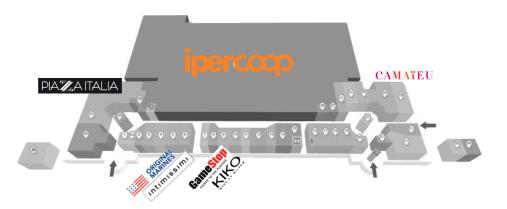
## Hypermarket (not part of transaction) GLA: 11,500 sqm

- Turnover: €58M<sup>(1)</sup>
- Turnover / net sales area: €9.6k/sqm<sup>(1)</sup>

#### Location



#### Shopping centre plan



#### **Property pre-view**







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