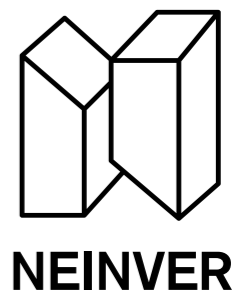


# annual 2021 report



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# Message from our CEO



It is my pleasure to share with you our latest Annual Report which covers NEINVER's 2021 financial and business performance, offers insights that are relevant to the company and details progress made in environmental, social and corporate governance related matters. The report also lays out some of NEINVER's key plans for the future.

2021 continued to be a challenging year, still heavily affected by the Covid-19 pandemic which has lasted longer than many people could have ever first imagined. Despite the many challenges and adversities that we had to overcome, for us, it was a year marked by the clear objective of supporting our brand partners, offering an outstanding experience to our customers and ensuring business continuity. But first and foremost, putting customer and employee safety as a main priority.

Our portfolio's performance continued to be disrupted with trading temporarily suspended or reduced in the first half of the year. It wasn't until June 2021 that we were able to reopen all 21 of our centres in the six European countries in which we operate. Immediately, we saw

customers return to our centres, confirming the draw of our portfolio and the important social role that they play. Both footfall and sales started to gradually tick back up despite the arrival of the Omicron variant and renewed restrictions. In fact, in the second half of the year, footfall across the outlet portfolio stood as high as 88% of the equivalent pre-pandemic period in 2019, while our brand partners' sales slightly outperformed 2019 levels thanks to a strong recovery in Q3. Our leasing activity gained momentum and by the end of the year the number of new lease agreements equalled 2019 and occupancy reached 95%. Considering the challenges that the retail sector has faced over the past few years, this gives us confidence as it demonstrates retailer sustained demand for our destinations.

We continued to focus our strategy on improving our digital and sustainable initiatives in place at our assets to continue being fresh and attractive for our retail partners and customers. NEINVER remains deeply committed to the digital transformation it first embarked years ago, reinforcing our capabilities and making significant progress in adopting innovative technologies that help create value for our brand partners. One of these projects is Athena, which provides a unique and innovative digital ecosystem that enables us to gain an accurate insight into consumer behaviour in real-time. We started using technology specifically developed to automate the

collection of sales data from stores in a non-invasive way and obtain extremely valuable real-time information. We also launched Minerva, an enhanced retail analytics tool, across our entire portfolio, that allows retailers to easily access and monitor detailed store performance data on a daily basis, obtaining insights that help them make better-informed business decisions. These capabilities leverage technology that reinforces our insight-driven model, generating information and advanced analytics.

The pandemic has fast-tracked a great number of changes which are redefining the relationship between a company, its employees and society as a whole. As a business, we must tackle the challenges that these changes pose and adjust the way in which we work so that we are fully prepared for the major waves of change that are already sweeping through the industry and for those that are still to come. It is paramount that we think about the impact we have on the world around us and vice versa.

In this context, sustainability is part of our DNA and is one of our defining attributes. It is now 15 years since we issued our first corporate social responsibility report, a pioneering testimony to the company's commitment to both society and the environment. To quote the words of our founder, José María Losantos, featured in the 2007 report "Building a better world for all those who dwell in it is a dream come true for me and one that NEINVER wholeheartedly shares". Since then, we have broadened our sustainability goals, championing issues that are key to NEINVER and to our stakeholders and placing them as central themes running through our strategy. In 2021, our company continued to work towards achieving the goals set out in our environmental, social and governance (ESG) strategy Building Tomorrow and the ESG Committee has updated the scope of our sustainability objectives, raising the bar in terms of the targets set and laying out a more ambitious ESG roadmap for the coming years.

We address upfront some of the biggest challenges: decarbonising our portfolio, mitigating climate risks and making our assets more inclusive and resilient, all while protecting their long-term economic value. We have made significant progress in terms of our transition towards a zero-carbon economy, assessing the climate risk of our properties and creating targeted plans for decarbonising our portfolio. We have also evaluated the portfolio using the leading European methodology CRREM in order to define a plan for our assets, aligning them with the 1.5°C decarbonisation pathways set out in the Paris Agreement. Also in this regard, we have been assessing the installation of photovoltaic panels across the portfolio. In line with the Group's certification policy, which states that BREEAM must be obtained for the entire portfolio, 2021 also saw NEINVER successfully achieve BREEAM In-Use certification for the FACTORY Gliwice centre, meaning that 100% of the company's owned assets are currently BREEAM In-Use certified. We strengthened our commitment to social diversity and to providing a fully inclusive shopping environment by improving our assets' accessibility and ensuring that centres and facilities are able to accommodate the needs of all visitors. We secured the international accessibility certification AIS (Accessibility System Indicator) for our entire portfolio of owned assets, and we have committed to introducing further improvements in the near future.

*“We continued to work towards achieving the goals set out in our ESG strategy Building Tomorrow (...) and laying out a more ambitious ESG roadmap for the coming years”*

As part of our commitment to driving social and economic prosperity within the communities in which we operate and to helping our tenants reduce their environmental impact – while also staying relevant to consumers – we prepared a programme which empowers the teams to roll out initiatives in four key areas: sustainability, well-being, community and inclusivity. The programme is based on a series of initiatives designed to positively engage both visitors and local communities. Collaboration with our brand partners is key to this programme's success, working with them in areas such as sustainable management, energy efficiency, waste management, promoting sustainable products and recycling programmes.

Given all the progress made, NEINVER achieved a GRESB 5 Star Rating for our Neptune portfolio in the 2021 Global Real Estate Sustainability Benchmark, obtaining the highest possible rating for the second year in a row.

2021 was a year of anniversaries. We celebrated the 25th anniversary of Las Rozas The Style Outlets, the centre that laid the cornerstone of our leadership in the outlet sector and which was also the first outlet centre in the country. With the opening of Las Rozas The Style Outlets we introduced a pioneering concept that has continued to evolve and become ever more sophisticated over the years and has proven to be one of the most resilient channels in the retail sector. After finally opening its doors in November 2020, Amsterdam The Style Outlets celebrated its first year of trading. It was not an easy year for the team, as we grappled with yet more lockdowns over the course of the year. Although, we continued to expand the retail offer adding new brands to the mix.

We are very excited about everything that we have planned for the near future and coming years. We have recently resumed construction of Alpes The Style Outlets, our second outlet centre in France, which will become NEINVER's 17th outlet centre in the portfolio. France is a strategic market for the company and the centre's location near to Swiss border and Geneva is quite exceptional and unique.

The pandemic has quickly moved us on to a new chapter and we are adjusting the way we work, adapting and transforming our business to prepare for the significant shifts that are and will take place. We have set ambitious business plans for each of our centres and we are confident that each and every one of our centres will continue delivering growth for the years to come. Outlets are an attractive asset class for investors, a profitable sales channel for retailers and offer an appealing value proposition for consumers. We can only look enthusiastically to the future.

I want to finish this letter mentioning the conflict in Eastern Europe. Our thoughts are with all those affected. Given NEINVER's strong presence in Poland, I would also like to express my personal gratitude for the response of our teams, but especially our Polish colleagues who have stepped up to assist those in need of help in remarkable ways. I would also like to end by acknowledging and expressing my sincere gratitude to all NEINVER employees for their commitment, their ability to adapt and indeed overcome all the challenges we have confronted together. The last couple of years have required everyone to give more than they have, so the next few years must be a time of hope, excitement and opportunities for everyone.

*“A year marked by the clear objective of supporting our brand partners, offering an outstanding experience to our customers and ensuring business continuity”*

Madrid, June 2022

**Daniel Losantos Egea**  
Chief Executive Officer







# 01

## Presentation

NEINVER is a Spanish multinational Company specialised in property development, investment and management. Founded in 1969, NEINVER manages 17 outlet centres and 4 retail parks and over 800 brands in six European countries: France, Germany, Italy, Poland, Spain and the Netherlands. As part of its commitment to sustainability, NEINVER's Building Tomorrow roadmap sets out specific goals aimed at creating a positive impact on society and the environment, increasing the Company's resilience and enhancing its employee engagement.



# | NEINVER\* in figures 2021

€ 21.7 M

OIBDA

€ 86.6 M

NET  
REVENUE

€ 386.1 M

GROSS BANK  
BORROWINGS

€ 75.2 M

ECONOMIC VALUE  
DISTRIBUTED

23

(incl. pipeline)

NUMBER OF  
ASSETS UNDER  
MANAGEMENT

c.530,000 m<sup>2</sup>

MANAGED GLA

1.5 Bn

(excl. pipeline)

OWNED PORTFOLIO  
VALUE

95%

OCCUPANCY RATE

(at the end of 2021)

257

GROUP  
EMPLOYEES

(95% with perma-  
nent contracts)

69%

WOMEN

100%

OWNED CENTRES  
CERTIFIED UNDER  
BREEAM

5 stars  
92/100

GRESB SCORE

\* Shareholder ownership: The sole shareholder of NEINVER S.A.U. is Teckel Gestora, S.L. with 96.10%, the remainder being its own treasury shares.



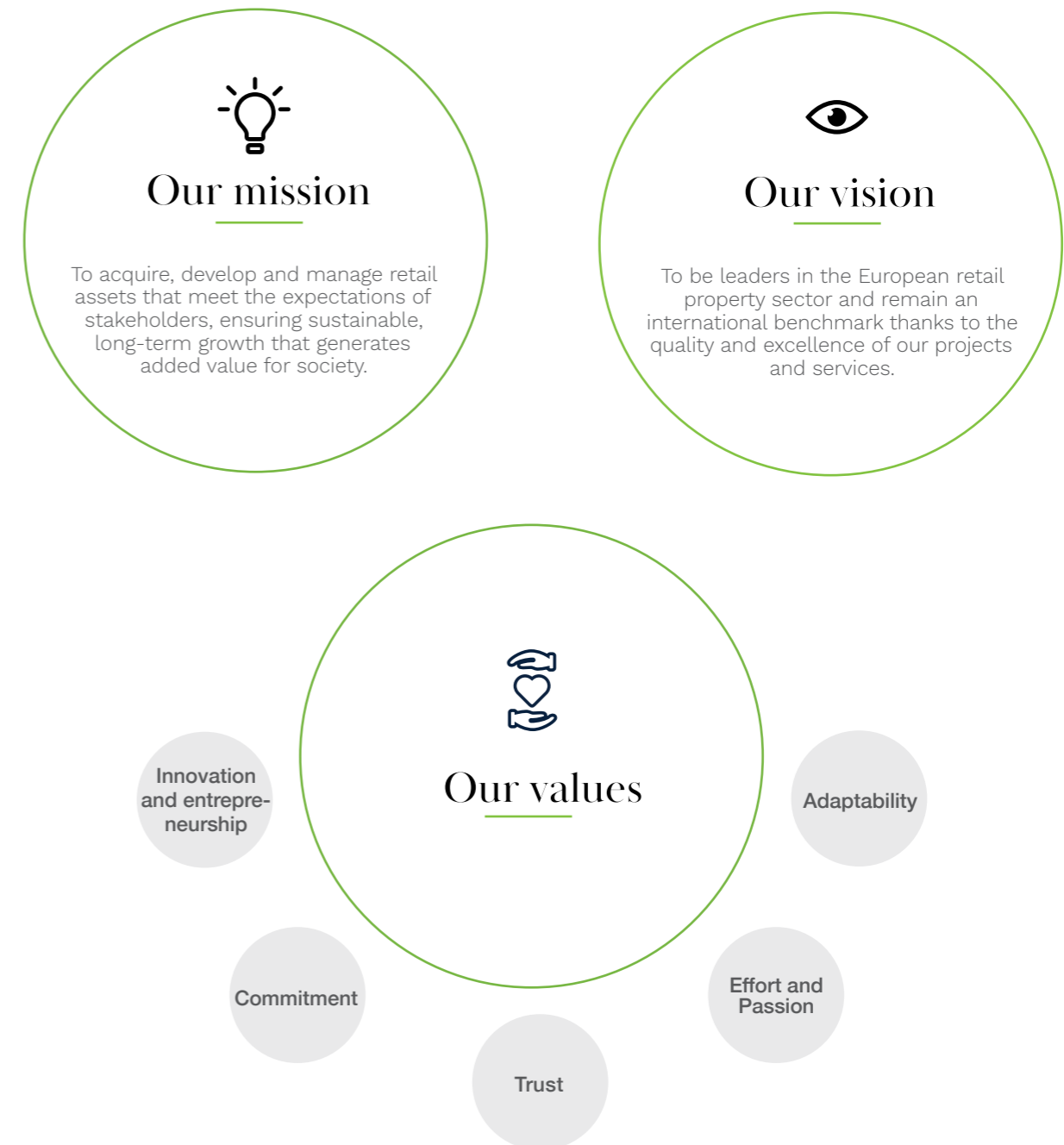
# Who we are

## A LEADING EUROPEAN OUTLET COMPANY

*NEINVER is a Spanish multinational company specialised in managing, developing and investing in retail properties. The leading outlet centre operator in Spain and Poland, and the second largest in Europe, it has two proprietary outlet brands: The Style Outlets and FACTORY. Founded in 1969, NEINVER manages 17 outlet centres and 4 retail parks, including assets under development, and over 800 brands, in six European countries: France, Germany, Italy, Poland, Spain and the Netherlands.*

*Our knowledge of the European market and experience in managing the entire property cycle – from sourcing locations to financing, development, leasing and asset management – have made us a strategic partner of choice for retail projects. This, combined with the strength of our brands, our sound geographic diversification strategy and our in-depth market knowledge, ensures the viability and success of our projects.*

## NEINVER, MISSION, VISION AND VALUES





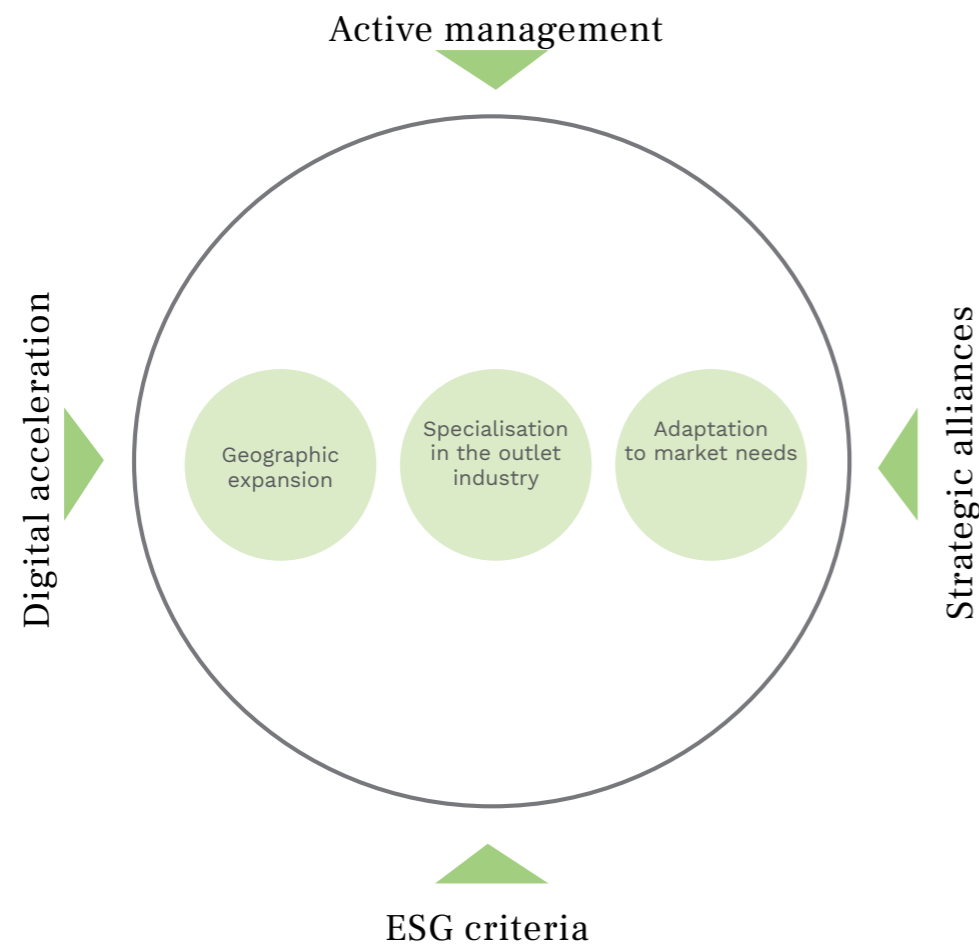


## | LONG-TERM STRATEGY

Outlined by the Executive Committee, NEINVER's leadership strategy is based on specialisation and growth in the outlet sector, innovation and geographical expansion. These strategic pillars are based on the following four principles:

- Increasing the centres' profits and value via active management.
- Ongoing innovation and the strategic rollout of digital tools to increase the value created for brands and consumers, and to improve the efficiency of the management model.
- Integrating sustainability into all key decision-making processes and activities, aligned with our "Building Tomorrow" ESG roadmap, including the development and sustainable management of assets, the relationship with our partners and employees, the end-user experience that we offer our visitors and the creation of value for our local communities.
- Consolidating strategic alliances to strengthen the Company's capitalisation structure and support its expansion strategy.

Together with the NEINVER's ability to understand and adapt to market needs and carefully select strategic growth opportunities, this leadership strategy has allowed the Company to consolidate its position as a leader in the European outlet sector and as a key partner in acquiring, developing and managing new projects, continuously increasing its centres' profits over the years.



## | OVER 25-YEAR EXPERTISE IN THE OUTLET SECTOR

Since it opened its first outlet centre in 1996, the Company's growth strategy has focused on specialising in outlet assets, primarily under The Style Outlets and FACTORY brands. Building a mutually beneficial, long-term relationship with the brands operating at the centres and successfully adapting the assets to ensure they offer exactly what consumers are looking for – such as an attractive retail mix, exclusive services and a unique shopping environment – have been key in establishing NEINVER as a leading operator in the European outlet sector and the leader in Spain and Poland.

## | OUR OUTLET BRANDS







## A DIVERSIFIED RETAIL PORTFOLIO

18 | OUTLET CENTRES\*

5 | RETAIL & LEISURE PARKS

530,000 M<sup>2</sup> | GLA\*\*

OVER 1,600 | STORES

OVER 800 | TOP BRANDS

\* Includes operating centres and those under development (note: incl. Montabaur The Style Outlets managed by NEINVER until 31 January 2022).

\*\* Gross Lettable Area



## | INTERNATIONAL PRESENCE

### Spain

N°. OF ASSETS	<b>10</b>
GLA	<b>265,600 m<sup>2</sup></b>
DIRECT EMPLOYEES	<b>125</b>

### France

N°. OF ASSETS	<b>1+1</b> under development
GLA	<b>47,600 m<sup>2</sup></b>
DIRECT EMPLOYEES	<b>11</b>

### Netherlands

N°. OF ASSETS	<b>1</b>
GLA	<b>19,000 m<sup>2</sup></b>
DIRECT EMPLOYEES	<b>6</b>



### Poland

N°. OF ASSETS	<b>6</b>
GLA	<b>105,800 m<sup>2</sup></b>
DIRECT EMPLOYEES	<b>74</b>

### Germany

N°. OF ASSETS	<b>2</b>
GLA	<b>32,900 m<sup>2</sup></b>
DIRECT EMPLOYEES	<b>16</b>

### Italy

N°. OF ASSETS	<b>2</b>
GLA	<b>58,700 m<sup>2</sup></b>
DIRECT EMPLOYEES	<b>25</b>





# Our business model

## 360° MANAGEMENT OF THE PROPERTY CYCLE

### Management

**Asset management**  
Asset management is one of the Company's main business areas, contributing to its long-term commitment to its assets and maximising value for investors, brands and consumers.

**Investment management**  
Successful track record as a fund and investment manager and strategic alliances with institutional investors have proven our capacity to outperform the market.

### Design

Designing and developing innovative projects with the most exacting of sustainability standards tailored to meet both the needs of clients and the market.

### Development

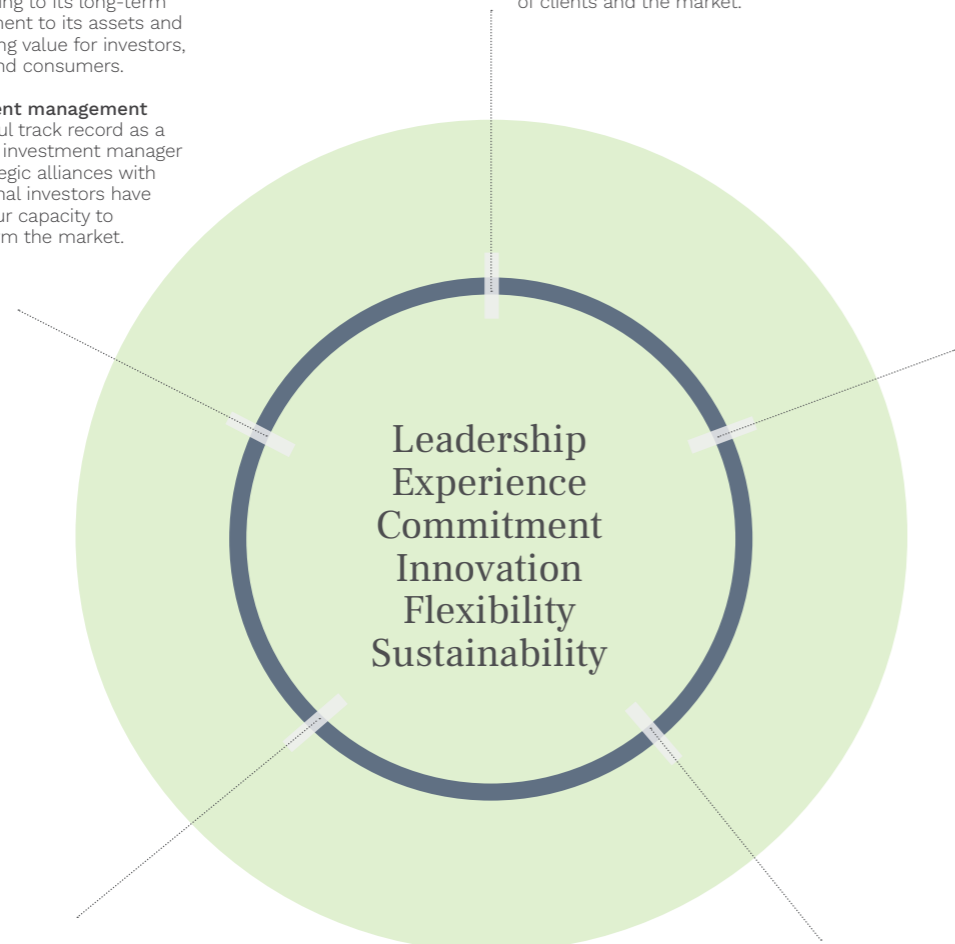
Extensive experience in developing a wide range of logistical assets, business parks, offices, shopping and leisure parks, and outlet centres.

### Financing

Managing the relationship with financial institutions in order to obtain funds to finance new projects, as well as renovate and/or upgrade existing ones.

### Leasing

Over 800 brands have placed their trust in us, with an average asset occupancy rate of 95%.



## A STRATEGIC AND RESPONSIBLE PARTNER FOR INVESTORS

### NEINVER's partners in 2021



- 3 corporate partnerships to operate outlet centres
- Joint venture with TIAA (represented by NUVEEN Real Estate) which includes 15 centres.

Our experience in the retail property market makes us a strategic partner for property investment, development and management. We have established alliances with key investment and financial partners to develop and operate leading retail schemes in Europe.

Neptune, our retail joint venture created in 2014 with the American pension fund TIAA (represented by Nuveen Real Estate), is a leading European outlet platform which owns and operates outlet centres and retail parks with a GAV of €1.4 bn.



## | NEPTUNE

The joint venture has a diversified asset portfolio across five countries: Spain, Italy, France, Poland and the Netherlands. In 2020, NEINVER and Nuveen Real Estate strengthened their portfolio with the opening of Amsterdam The Style Outlets, their first centre in the Netherlands and Neptune's 15<sup>th</sup> asset.

As well as its role as a co-investor, NEINVER is also responsible for continuously analysing new project opportunities and managing the centres to maximise profits and value via active asset management.

## | Neptune's acquisition and development track record

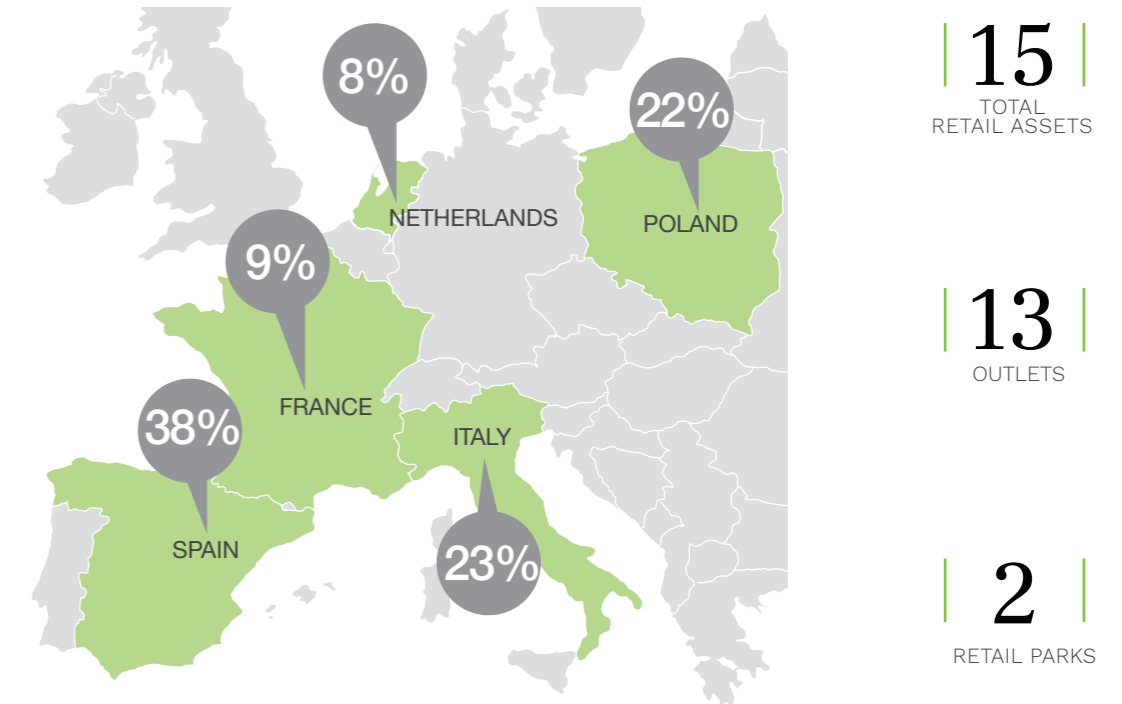
Country	2015	2016	2017	2018	2019	TOTAL ASSETS
SPAIN	Acquisition of Viladecans The Style Outlets	Acquisition of Nassica, and three The Style Outlets centres in Madrid* (Getafe, Las Rozas and San Sebastian de los Reyes) and opening of Viladecans The Style Outlets	-	-	-	5
FRANCE	Acquisition of 50% of Roppenheim The Style Outlets	-	-	-	-	1
ITALY	-	Vicolungo The Style Outlets*	Castel Guelfo The Style Outlets	-	-	2
POLAND	Acquisition of FACTORY Warsaw Annapol, FACTORY Krakow and Futura Park Krakow	-	FACTORY Warsaw Ursus*	-	FACTORY Gliwice	6
NETHERLANDS	-	FACTORY Poznań*	-	Amsterdam The Style Outlets	-	1

\*1 These assets belonged to the IRUS ERPF (European Retail Property Fund), which NEINVER wound up in 2017 with a 9% return.

## | Neptune's key indicators

Creation of the joint venture	Number of countries	Gross Leasable Area (GLA)	GAV
2014	5	350,611 m <sup>2</sup>	€ 1.4 bn

## | Distribution of Neptune's gross asset value by country



## | RESPONSIBLE PARTNER

As an upstanding and responsible partner, NEINVER is fully committed to fulfilling its partners' expectations, whilst also ensuring they operate responsibly and act in accordance with its own principles and values. As such, the Company has rolled out various initiatives to establish a compliance structure:

- SPECIFIC ANTI-CORRUPTION AND ANTI-BRIBERY CLAUSES**  
These clauses include procedures against fraudulent invoicing, to prevent serious crimes against the Treasury, as well as procedures against tenant invoicing corruption. If any such behaviour is proven to have taken place, the contract is terminated.
- COMPLIANCE QUESTIONNAIRES**
- STRICT COMPLIANCE WITH THE FOREIGN ACCOUNT TAX COMPLIANCE ACT (FACTA)**  
American standard, whereby the American government aims to prevent tax evasion, and which includes rules that apply to economic activities outside the United States.

In 2021, no cases were identified that could constitute a situation of corruption and no incidents of corruption were formally reported and no breaches of environmental, social or economic laws or regulations have been identified.



# building tomorrow

## Building Tomorrow: our ESG roadmap for 2030

Throughout our 50-year history, we have continuously adapted our business model to meet the needs of our tenants, partners, visitors, employees, as well as society and the planet as a whole, making the commitment to act responsibly and sustainably. It is part of our corporate culture. To address future challenges and continue to make progress on the environmental, social and governance (ESG) related matters that are most important to the Company and to our stakeholders, we have defined a roadmap for 2030: Building Tomorrow. This agenda sets out ambitious goals designed to steer everything we do and take our aim to create value for our business and have a positive impact on society to the next level.

Building Tomorrow is designed to drive progress on key issues and challenges identified through an extensive materiality review, in the scope of diverse frameworks such as the UN's Sustainable Development Goals, the GRESB benchmark and increasing regulation and disclosure requirements. The strategy is founded on five pillars that are based on specific commitments and target short, medium and long-term actions for achieving them:

### | 5 Pillars



Moreover, the strategy sets key target short, medium and long-term actions for achieving the Building Tomorrow goals. Some of the targets are:

	2030	2022
Assets aligned with 1.5°C decarbonisation paths of CRREM, by GBA	100%	90%
Portfolio energy consumption average below 90 kWh / m <sup>2</sup> of GBA	90 kWh/m <sup>2</sup>	97 kWh/m <sup>2</sup>
Share of energy from renewable sources (on-site or off-site)	95%	89%
Assets with BREEAM IN USE Excellent (Part I)	80%	56%
Assets with BREEAM IN USE Excellent (Part II)	100%	95%
Assets with local biodiversity plan implemented	100%	80%
Assets with AIS certification and at least 3 stars	100%	81%
Centres with more than 3 long-term relationships with local organisation working on local SDG challenges	100%	In progress
Employees with annual ESG Training	100%	44%

## | ESG LEADERSHIP COMMITMENTS

### | UN Global Compact

NEINVER joined the United Nations Global Compact as a signatory in 2012, reaffirming its commitment to the ten principles of the Global Compact, based on respect for human and labour rights, environmental protection and the fight against corruption, and focused on achieving the sustainable development goals. As a member of the Global Compact, it also supports the actions promoted by the United Nations Organisation to achieve its goals and purposes, including the Sustainable Development Goals. Since it joined, the Company has issued regular updates on its progress in fulfilling its commitments, and after not issuing any in 2021, it will once again publish an update in 2022.



### | UN Sustainable Development Goals

Aware of the importance of protecting the planet, ensuring prosperity for all, and pulling together to overcome the global challenges currently facing society, NEINVER continues to support the implementation of the Agenda 2030. To that end, in 2018, NEINVER identified and reported on four Sustainable Development Goals (SDG) and their related targets, where our business has the greatest ability to drive change within our markets. In 2019, we also outlined our support for the SDGs relating to clean water and sanitation, affordable and clean energy, reduced inequality and responsible production and consumption.



↑ FACTORY Krakow. Poland

### | NEINVER commitment to SDG



#### SDG 3. HEALTH AND WELL-BEING

The health and safety of workers, customers, operators and suppliers is a priority for NEINVER. The Company is certified with the ISO 45001 standard for Occupational Health and Safety Management Systems across its entire owned portfolio.



#### SDG 6. CLEAN WATER AND SANITATION

Making efficient use of water resources is a key aspect in the Company's environmental strategy. To ensure the appropriate use of this resource, NEINVER shares best practices among its visitors, employees, operators and suppliers.



#### SDG 7. AFFORDABLE AND CLEAN ENERGY

NEINVER continuously implements energy optimisation measures to reduce energy consumption at its centres. Moreover, 89% of the total energy consumed at the centres, comes from renewable sources.



#### SDG 8. QUALITY EMPLOYMENT AND ECONOMIC GROWTH

NEINVER creates quality employment. Conversely, creating value for society (investors, suppliers and local communities) is a variable which is immersed in every decision taken by the organisation.



#### SDG 10. REDUCED INEQUALITY

As part of its social commitment, the Company has worked intensively to certificate the entire portfolio of owned assets with the Accessibility Indicator System (AIS), in order to make them more comfortable and safer for people with reduced mobility.



#### SDG 11. SUSTAINABLE CITIES AND COMMUNITIES

The energy efficiency of NEINVER centres and its work to improve access and transport to its centres is helping to create more sustainable communities. The Company has certified its entire portfolio under the ISO 50001 standard for Energy Management Systems.



#### SDG 12. RESPONSIBLE CONSUMPTION

NEINVER continuously implements new measures to reduce its environmental footprint, focusing on energy consumption, emissions, water management and waste management.



#### SDG 13. CLIMATE ACTION

Reducing greenhouse gas emissions throughout the entire value cycle of its activity is one of the main characteristics that defines NEINVER in terms of sustainability. An example of this commitment is buying green energy as an electricity source for its entire owned portfolio.





## | 2021 GRESB BENCHMARK

NEINVER achieved a GRESB 5 Star Rating for its Neptune portfolio in the 2021 Global Real Estate Sustainability Benchmark, the world's leading global environmental, social and governance (ESG) benchmark for real estate investments. The GRESB benchmark analyses NEINVER's ESG framework and its joint portfolio with Nuveen Real Estate under the Neptune joint venture, which includes 15 assets with a GAV of €1.4 bn.

Receiving the highest possible rating for a second year in a row, once again GRESB ranked NEINVER's ESG performance among the top 20% of the real estate industry. In addition, NEINVER has increased its overall score to 92/100, two points more than last year and well above the GRESB average of 73/100.

With robust ESG policies and initiatives in place, the Company excelled in aspects such as ESG risk assessment and management, the certification of its portfolio with sustainability standards, its sustainability performance in terms of GHG emissions and ESG reporting, its engagement with tenants and its contribution to the local communities in which it operates.

NEINVER excelled in:

- Leadership
- Policies
- Reporting
- Risk Management
- Risk Assessment
- Targets
- Tenants & Community
- GHG
- Building Certifications
- Stakeholders Engagements

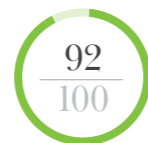
## | GRESB Real Estate Assessment 2021

| GRESB Rating



5 Stars

| GRESB Score



GRESB Average: 73

| Strong results in the three ESG dimensions

| Environmental



GRESB Average 40

| Social



GRESB Average 16

| Governance



GRESB Average 17




↑ Vicolungo The Style Outlets. Italy



# Sector participation and recognitions

NEINVER is a member of various sector-related associations and organisations, actively taking part in sector forums to share best practices, discover the latest sector trends and maximise value creation for all of its stakeholders.

## THE MAIN ASSOCIATIONS OF WHICH NEINVER IS A MEMBER



Royal Institution of Chartered Surveyors (RICS)



Family Office Managers Meetings (FOMM)



European Network of Facility Management (EUROFM)



Italian Council of Shopping Centres



EHI Retail Institute (Germany)



Retail Institute (Poland)



International Association of Facility Management (IFMA)



Spanish Association of SAP Users (AUSAPE)



Spanish Association of Shopping Centres



Italian Confederation of Enterprises, Professions and Self-Employment



Magdus



Urban Land Institute



Polish Council of Shopping Centers (PRCH)



German Council of Shopping Places (GCSP)



Conseil National des centres commerciaux (CNCC)

## COMPANY AWARDS IN 2021

### INTERNATIONAL OUTLET CENTRE - RENOVATION

Vicolungo The Style Outlets won “International Outlet Centre – Renovation” award 16<sup>th</sup> Global RLI Awards.

### INTERNATIONAL OUTLET CENTRE - NEW BUILD

Amsterdam The Style Outlets shortlisted for “International Outlet Centre – New Build” award 16<sup>th</sup> Global RLI Awards.

### 2<sup>nd</sup> PLACE GOOD PRACTICE IFMA ESPAÑA 2021

Award for the implementation of advanced digital systems in asset management (alongside Honeywell) 13<sup>th</sup> International Facility Management Association. Spain (IFMA) Awards

### PARTNER & COMPANY AWARD - PROMOTING SPORTS LOCALLY

San Sebastián de los Reyes acknowledged with “Partner and Company” award for by the San Sebastian de los Reyes city council for its contribution to promoting sports in the region. 34<sup>th</sup> edition of the Sports Gala of San Sebastian de los Reyes city council .





# 02

## Principles of Governance

NEINVER's corporate governance framework ensures that every business activity integrates accountability, transparency and integrity as guiding principles and that the Company balances the interests of all stakeholders when making every single decision.



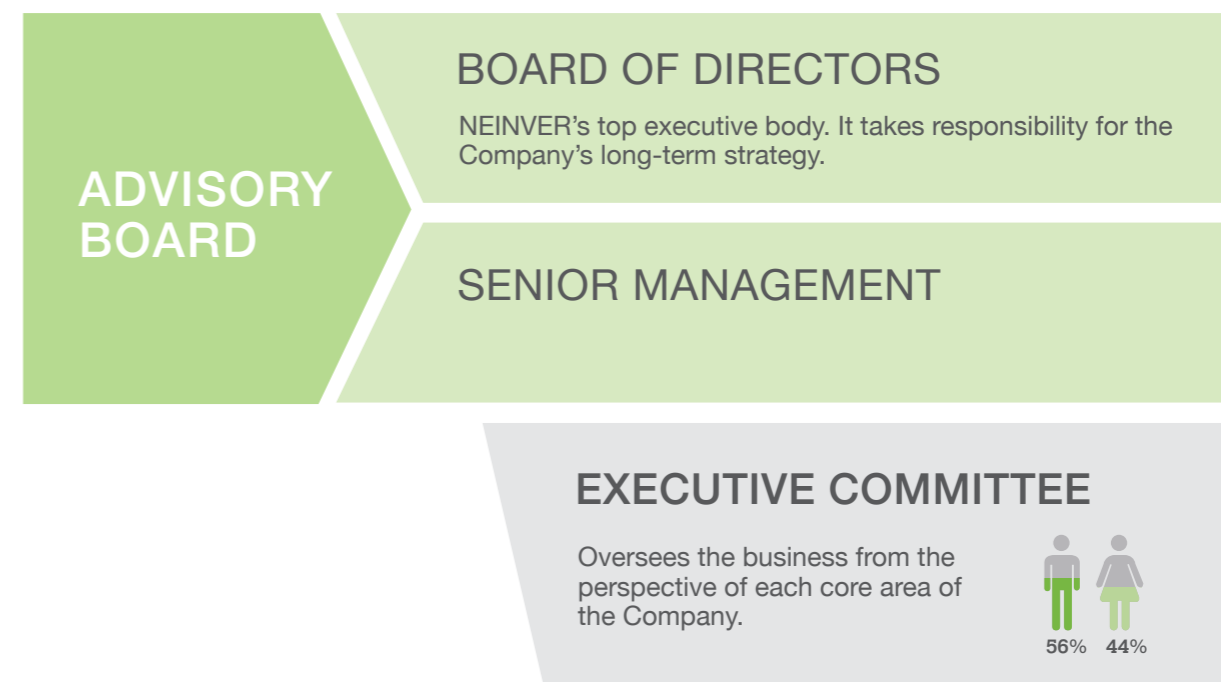


# Corporate Governance Structure



NEINVER's corporate governance structure is based on the following bodies:

- The highest corporate body is the **General Shareholders Meeting**, comprising Losantos family representatives, to whom 100% of the share capital belongs. They are not involved in the day-to-day running of the Company, but receive a regular report from the management.
- The **Board of Directors** is the Group's highest executive body, responsible for the long-term Company strategy.
- The **Executive Committee** is the operational body, whose main role is to strengthen the organisation's different strategic focal points and to monitor business activity.
- Lastly, NEINVER's Corporate Governance structure is supplemented by an **Advisory Council**, formed of independent external professionals with a broad expertise, whose role is to advise the Company on certain strategic matters.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) STRUCTURE AND COMMITTEE

The ESG Committee meets once a month and is responsible for the ESG strategy development and oversight, reporting and target setting and provides subject matter expertise to the corporate, development and asset-level teams. The progress of the Building Tomorrow strategy is monitored bi-annually by the ESG Committee to ensure implementation and advancement of the goals set. The ESG Committee reports to the Group's Executive Committee at least annually on the progress of the Building Tomorrow strategy.

Delivery of ESG strategy and oversight of delivery at asset level and corporate level is the responsibility of the Corporate Working Group and asset-level working groups, composed of all of the people with direct responsibilities regarding the achievement of the ESG targets. Each of these roles has project-specific ESG objectives and reports on its progress bi-annually to the ESG Committee.

Where applicable, but no less than once every two years, the ESG Committee provides the Executive Committee with details on current and emerging ESG matters that may affect the business, and makes recommendations on how the Company's policies, practices and disclosures can adjust to or address current trends.



↑ Amsterdam The Style Outlets. Netherlands

### Executive Committee



### ESG Committee

Includes expertise in relevant and varied disciplines



### Corporate Working Groups

Manage and report on ESG aspects at corporate level



### Asset-level Working Groups

Manage and report on ESG aspects regarding operations





## | Ethical conduct

The Code of Ethics, based on the Company's corporate principles and values, guides the actions of NEINVER employees, setting out the day-to-day principles of conduct, which employees are expected to apply to their relationships with all Company stakeholders. The values that underpin our Code of Ethics are:

- **Integrity and responsibility**
- **Respect for all stakeholders**
- **Transparency**
- **Effort and excellence**
- **Innovation**
- **Respect for the environment**

Several NEINVER employees are accredited by RICS (MRICS), an organisation which accredits property and construction sector experts, serving to ensure international compliance with ethical standards in the property sector. NEINVER's Code of Ethics is developed through different policies and procedures. The Code of Ethics was reviewed in 2021 to adapt it to the new circumstances and to the ESG factors.

The Criminal Compliance Scheme, introduced in 2016, is a criminal risk prevention protocol in line with criminal legislative trends, which also provides a confidential email address for complaints, queries and suggestions. In 2020, NEINVER worked on the adaptation of the Criminal Compliance Scheme to the 2019/1937 European Directive related to the protection of persons that inform on infractions of the Union law ("whistleblowers"), as the States should apply this Directive before the 17th of December 2021 to their local regulations. To ensure that every person in the Company acknowledges and understands NEINVER's values, policies and procedures, all new employees agree to our Code of Ethics when they join the Company.

Corporate Policies, which establish the standards of behaviour that Group employees must follow in specific aspects related to commercial practices and the working environment, such as:

- **Anti-money laundering and counter terrorist financing**
- **Anti-corruption and counter-fraud**
- **Conflicts of interest Data Protection**
- **Supplier relations**
- **Confidentiality**
- **Use of privileged information**
- **Acceptable use of electronic equipment**
- **Health & Safety at work**





# Regulatory Compliance

Regulatory compliance and respecting free competition continue to be the cornerstones for the correct functioning of the business activity. The Company has a disciplinary system in the event of non-compliance. As a signatory of the 10 principles of the United Nations Global Compact since 2012, NEINVER's commitment against corruption and fraud is unwavering. During 2021, no significant fines were imposed for breaches of any legal regulations applicable to the Group.

Moreover, the Company has renewed its Italian compliance model (Model 231) based on Legislative Decree 231/2001. Italian employees have been trained on this new model and the Company's compliance processes were updated in line with strict ESG standards.

The legal department closely monitors the existing and future standards in each country where the Company operates. It is worth noting that there are no anticompetitive elements in its business relationships, such as radius clauses.

In 2021, NEINVER continued to work on implementing the requirements of the EU General Data Protection Regulations, as well as their legislative development locally in each country where the Company operates. This work has included adapting the employee data protection policy, introducing clauses in tenant and supplier contracts and in the contracts between the various Group companies.

# Tax strategy

NEINVER's tax strategy focuses on:

- Tax risk management: identifying, assessing, managing and reviewing tax risks on a regular basis, including operational, transactional, compliance, management and reputation risks associated with taxes.
- Tax planning: optimising tax planning. Artificial tax structures are avoided in the Company.
- Tax compliance: preparing and filing all tax related documents to the relevant tax authorities.
- Tax litigation: managing all legal proceedings on tax matters.
- Tax accounting: calculating current and deferred taxes on an annual basis.

As a general principle, tax matters are managed internally. In certain circumstances external advisors may be used:

- When specialist advice is required and is not available in the Group.
- When a second opinion is needed
- Specific transactions

# Risk management

NEINVER's Executive Committee has continued to actively work on updating the Group's Risk Map, which is a summary, based on the COSO methodology, of the Company's main strategic, operational, compliance and reporting risks prioritised by impact and probability. This document provides a first-glance assessment of the Company's risk exposure. In 2019, an action plan was established to mitigate or eliminate each one of the main risks to the Company's activity. A manager was assigned to monitor and define an action plan aimed at mitigating or even eliminating each of the risks considered as the most significant for the Company. In 2020, the challenges brought by the pandemic pushed NEINVER to add new risks to its risk map, related to health and wellness, climate change, regulatory compliance and IT infrastructure. In 2021, those risks with higher score in 2019 together with new risks related to pandemics, climatic changes and ESG factors have been assessed again. During 2022, NEINVER's Executive Committee will work on controls to mitigate, avoid, or accept them.

NEINVER has a crisis manual to deal with potential emergencies at its assets, and to help define the different scenarios and action protocols in each crisis situation. This manual was thoroughly updated in 2019 and was revised again in 2021.

## RESPONDING TO OUR KEY ESG RISKS

NEINVER has always adopted the principle of a precautionary approach to sustainability and other ESG related risks and continues to do so. The Company's risk map includes the ESG risks most significant for the business, based on the probability of the identified risk occurring and the severity of the impact if it occurs.

The Building Tomorrow ESG strategy aims to mitigate top ESG risks. The main short, medium and long-term risks identified by the Company include the following:

- Partial or temporary closure due to pandemic/health crisis.
- Increased competition.
- Inability to innovate and meet customer demands.
- Retail market saturation.
- Physical and transitional events arising from climate change.
- Financial risks (covenants, interest rate changes).
- Business disruption (e.g., terrorism, vandalism, pandemics, weather, etc.).
- Cyber-attacks.

Climate related risks include extreme weather events such as flooding, heat waves, snowstorms, etc. which could cause physical depreciation to assets. Water shortages, changes in energy prices, lack of energy supply, impacts on the supply chain and limitations to car mobility could also impact the Company operations.



## NEINVER CLIMATE RISK FRAMEWORK

Climate change is clearly having a significant impact on business, and this will only become more exacerbated with the passing of time. The expected climate events and the systemic changes that will need to be implemented to adapt to these changes has led us to draw up a plan for what lies ahead.

NEINVER is creating a framework to mitigate our impact on global warming, as well as to adapt to the effects of these changes. The Climate Risk Strategy will regularly be updated to include the latest scenarios derived from the IPCC studies and to define the actions needed to reduce the impact of these risks on the Company. The strategy is being drafted in line with guidance provided by the G20 working group, the “Task Force on Climate-related Financial Disclosure” (TCFD) and the recently created EU Taxonomy on Sustainable Finances.

## IDENTIFIED CLIMATE-RELATED RISKS FOR THE ORGANISATION

The classification into short, medium, and long term risks depends on the asset. NEINVER is assessing the main risks on an asset-by-asset basis – it is important to remember that each asset is at a different stage of risk assessment.

RISK TYPE	RISK HAZARDS	APPROACH TO IDENTIFY THE RISK
<b>Physical risks</b>	<ul style="list-style-type: none"> <li>Acute: severity of extreme weather events – flood, cyclones.</li> <li>Chronic: rising mean temperatures, rising sea or river levels.</li> </ul>	<ul style="list-style-type: none"> <li>Databases.</li> <li>EU Taxonomy.</li> <li>Local consultants.</li> <li>In-house local knowledge.</li> </ul>
<b>Transitional risks</b>	<ul style="list-style-type: none"> <li>Policy and regulation: compulsory GHG emission control; GHG emission reduction targets; reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Local consultants by country.</li> <li>In-house services for regulation compliance.</li> </ul>
	<ul style="list-style-type: none"> <li>Technological: substitution of existing products with lower emission options.</li> <li>Market: uncertainty in market signals.</li> </ul>	<ul style="list-style-type: none"> <li>Market research.</li> <li>Following guides from recognised institutions.</li> </ul>
	<ul style="list-style-type: none"> <li>Technological: unsuccessful investment in new technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Technical consultants' experts on photovoltaic or electric charger installed.</li> </ul>
	<ul style="list-style-type: none"> <li>Market: changing customer behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Surveys with visitors at NEINVER centres.</li> </ul>
	<ul style="list-style-type: none"> <li>Market: increase in the price of energy, products, or services from suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Local consultants by country.</li> <li>Conversations with suppliers.</li> </ul>
	<ul style="list-style-type: none"> <li>Market: Increased pricing of GHG emissions or GHG carbon credits.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants with international and European knowledge of carbon markets.</li> </ul>
	<ul style="list-style-type: none"> <li>Reputation: change in consumer preferences, increased stakeholder concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Surveys with visitors at NEINVER centres.</li> <li>Market research studies.</li> </ul>

## IDENTIFIED CLIMATE-RELATED OPPORTUNITIES FOR THE ORGANISATION

Some opportunities relating to the transition to a low carbon economy have been identified. These opportunities mainly include:

- Renewable energy production in buildings. The cost optimisation brought by photovoltaic panels during recent years enables reasonable payback periods during the investment period.
- Installation of electric vehicle charging points. This market is not yet mature due to the development of new technologies and the uncertainty of future demand. However, there are third-party companies willing to invest in and install these charging points. This model helps to provide a better service to customers without the risk of investment.

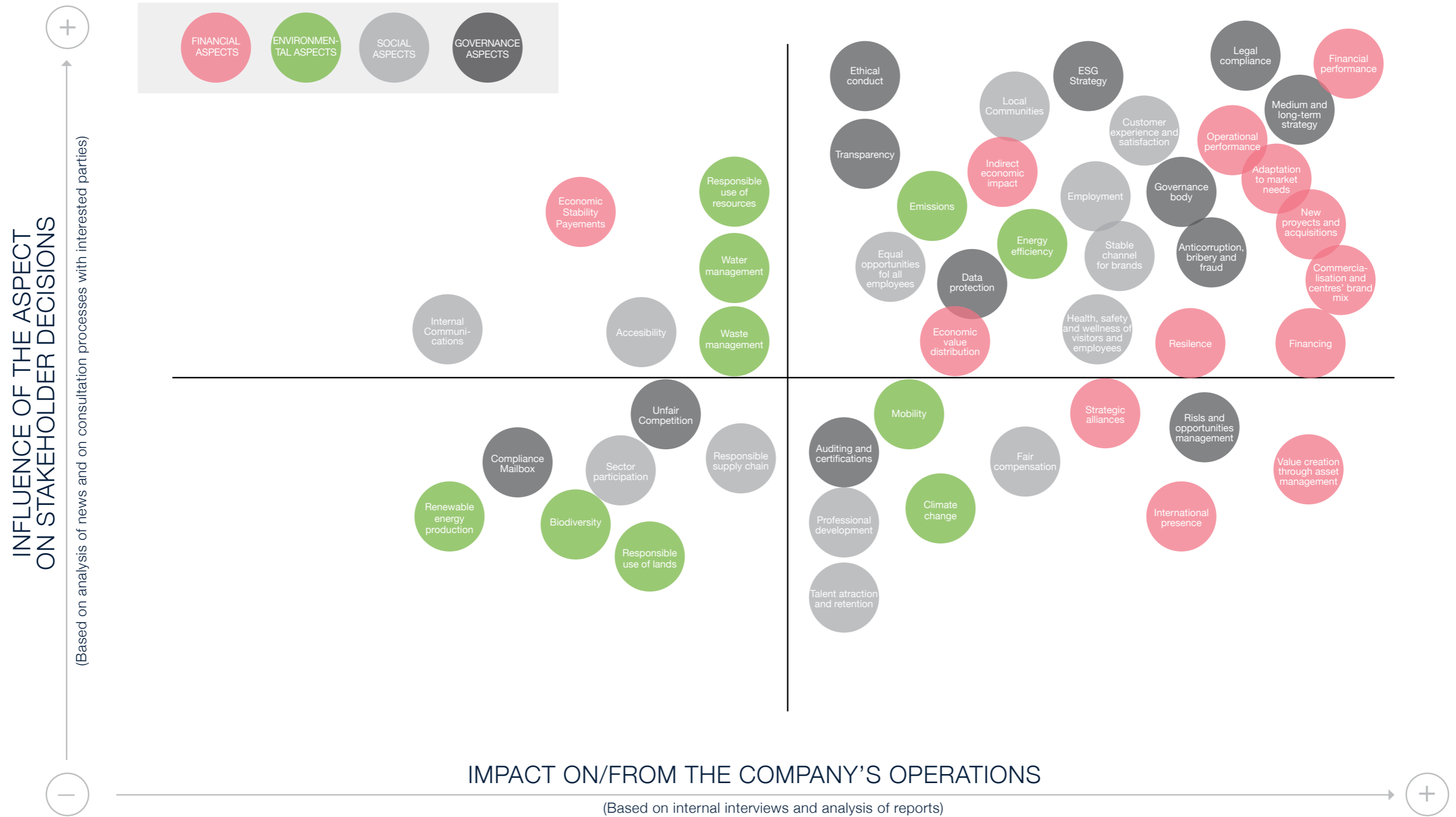
## FINANCIAL COST OF ACTION TAKEN TO MITIGATE RISKS AND CAPITALISE ON OPPORTUNITIES

NEINVER is currently carrying out various studies to define a specific action plan for each centre and defining the investment costs needed for each asset.





# Stakeholder engagement







## STAKEHOLDER RELATIONSHIPS

STAKEHOLDERS	MAIN TOPICS OF INTEREST	COMMUNICATION CHANNELS
<b>Investors and joint venture partners</b>	<ul style="list-style-type: none"> <li>Economic, operational and ESG performance.</li> <li>Business and ESG Strategy.</li> <li>Environmental performance and policies.</li> <li>Regulatory compliance and ethical conduct.</li> <li>Risk and opportunity management.</li> <li>Reputation.</li> <li>Return on investment.</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports.</li> <li>Regular reporting on the performance of shared assets.</li> <li>Regular meetings with senior Company management and centre managers.</li> <li>Website and media.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Strategy, new projects and organisational changes.</li> <li>Training and development opportunities.</li> <li>Working environment.</li> <li>Comfortable working conditions.</li> <li>Work-life balance and flexibility.</li> </ul>	<ul style="list-style-type: none"> <li>Intranet.</li> <li>Executive leadership emails.</li> <li>Personal interviews, briefings between management and teams.</li> <li>Professional development and trainings.</li> <li>Surveys.</li> </ul>
<b>Tenants</b>	<ul style="list-style-type: none"> <li>Centre performance.</li> <li>Company management model.</li> <li>Regulatory compliance and ethical conduct.</li> <li>Actions for boosting sales.</li> <li>In-store efficiency measures.</li> </ul>	<ul style="list-style-type: none"> <li>Performance reports.</li> <li>Satisfaction surveys.</li> <li>Regular contact at centre and corporate level.</li> <li>Bulletin boards and extranet.</li> <li>Complaints and claims system.</li> <li>Mystery shopper.</li> </ul>
<b>Consumers</b>	<ul style="list-style-type: none"> <li>Shopping experience, including new services, promotions and activities at the centres.</li> <li>Attractive brand mix.</li> <li>Health and well-being.</li> <li>Responsible business.</li> </ul>	<ul style="list-style-type: none"> <li>The Style Outlets websites and newsletters to inform on product, promotions and activities.</li> <li>Guest Services direct interactions.</li> <li>Satisfaction surveys.</li> <li>Customer service systems and mechanisms for receiving suggestions (onsite and on-line).</li> <li>Operational screens (MUPI).</li> <li>Social media monitoring and engagement.</li> <li>Information through the media.</li> </ul>

STAKEHOLDERS	MAIN TOPICS OF INTEREST	COMMUNICATION CHANNELS
<b>Society</b>	<ul style="list-style-type: none"> <li>Employment and wealth creation.</li> <li>Development of infrastructure and services.</li> <li>Collaboration agreements with institutions.</li> <li>Support for social projects.</li> <li>Participation in cultural activities and events.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with the main socio-economic players in each area.</li> <li>Collaboration and sponsorship at cultural activities and events.</li> <li>Social media, media and information points at the centres.</li> <li>Channels for sharing complaints and suggestions.</li> </ul>
<b>Government and local authorities</b>	<ul style="list-style-type: none"> <li>Regulatory compliance and ethical conduct.</li> <li>Inclusion.</li> <li>Training opportunities and first work experience for young people.</li> <li>Environmental and biodiversity commitment.</li> <li>Tourism attraction.</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact with local and regional authorities.</li> <li>Regular inspections.</li> <li>Industry events and meetings.</li> </ul>
<b>Industry</b>	<ul style="list-style-type: none"> <li>Information about the activity of the Company and the centres.</li> <li>Knowledge sharing and networking.</li> </ul>	<ul style="list-style-type: none"> <li>Participation in national and international sector conferences, events and fairs.</li> <li>Presence in the steering committees of sector organisations.</li> <li>Participation in industry reports.</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Security and comfort to carry out their work.</li> </ul>	<ul style="list-style-type: none"> <li>On-line occupational risk prevention platform for suppliers.</li> <li>Coordination meetings.</li> </ul>
<b>Financial bodies</b>	<ul style="list-style-type: none"> <li>Regulatory compliance and ethical conduct.</li> <li>Business and ESG strategy.</li> <li>Current situation of the Company.</li> <li>Performance of the financed assets.</li> <li>Performance forecasts.</li> </ul>	<ul style="list-style-type: none"> <li>Regular reports and annual accounts.</li> <li>Regular meetings.</li> </ul>

Note: More information on stakeholders engagement can be found in the Appendixes



# 03

## Results and Business Evolution

Despite the extremely difficult context brought about by the COVID-19 pandemic, we closed the year with a positive OIBDA, with tenant sales making a strong comeback and almost regaining pre-pandemic levels by the end of the year. Our operational performance over the past 12 months fills us with confidence for 2022 and underlines the resilience of our business even amid such a complex environment.





# Main highlights

- OIBDA (“Operating Income Before Depreciation and Amortization”) of €21.7 million, an improvement of 28.3% vs. 2020.
- The Group’s net turnover increased by 11.5% up to €86.6 million.
- Ongoing recovery in H2 with tenant sales across the outlet portfolio approaching pre-COVID levels, especially in Q3 as sales slightly outperformed 2019 (+3% vs. Q3 2019), confirming the improved momentum.
- Total occupancy at NEINVER’s outlet portfolio remained high at 95% demonstrating sustained retailer demand for NEINVER destinations.
- 390 lease agreements, including new leases and renewals, up 86% vs. 2020 and levelling 2019 figures (up 1.8%).



↑ Castel Guelfo The Style Outlets. Italy

# Overview

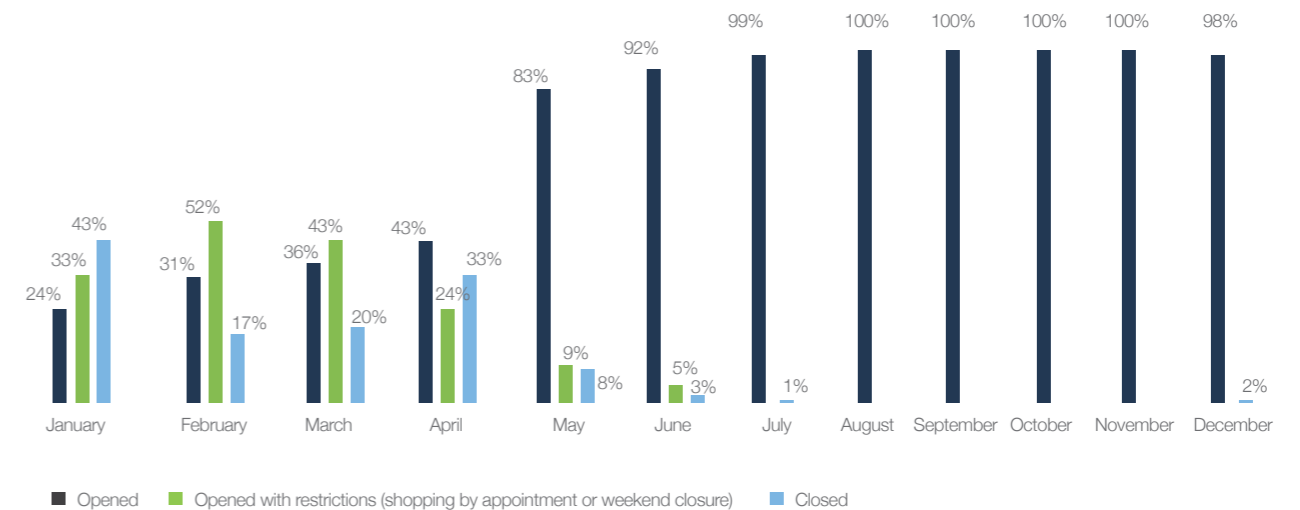
The COVID-19 pandemic, which began in 2020, continued to affect the performance of NEINVER’s portfolio throughout the 2021 financial year owing to the various restrictions and lockdowns implemented during the year. Q1 was the most severely disrupted quarter, with trading temporarily interrupted or reduced during these first three months of the year.

While very strict restrictions were put in place in Poland, the Netherlands and Germany – significantly affecting both the operational and financial performance of the centres – less severe measures were adopted in Spain, particularly Madrid, allowing the assets located in this region to register a positive performance.

The Group’s operating results were negatively affected by the assets located in Germany, where shops were closed to the public for around five months. However, the subsidies implemented by the German government to help cover financial losses were received by NEINVER in Q4 2021 and helped to mitigate the impact of these closures. The Group has also continued its cost reduction policy, which has enabled it to cover the loss of revenues.

As vaccination progressed, governments eased restrictions, including international travel restrictions from the summer onwards. As such, NEINVER reopened all 21 of its centres in six European countries in June 2021 after six months of partial or total closures due to COVID-19. Most centres were able to trade throughout H2 2021, resulting in a gradual recovery of both footfall and sales, despite the Omicron variant and renewed lockdowns in the Netherlands at the end of 2021.

## Opened centres as a % of GLA (including centres operating restrictions)



# Financial Performance

## PILLARS OF NEINVER'S FINANCIAL STRATEGY

NEINVER's financial strategy is based on the following pillars:

1. Increasing recurring revenues and promoting double diversification, both functional (leasing assets and providing management services) and geographical.
2. Efficiency in its operating income statement by increasing revenues and controlling operational expenses.
3. Reducing finance costs.
4. Reducing bank debt by continuing to disinvest in non-strategic assets.
5. Increasing the value of its financial holdings, this being a store of value for the Company.

NEINVER Group reported an OIBDA ("Operating Income Before Depreciation and Amortisation") of €21.7 million for the 2021 financial year, up 28.3% on 2020, although still down on the figure posted for 2019.



















As such, the Group's net turnover increased by 11.5% up to €86.6 million in 2021, mainly owing to improvements in both the centres' operating results and management fees – a direct result of the reduced impact of the pandemic and the easing of restrictions compared to 2020. Also, excluding income from fees related to assisting with site developments, such as those incurred in 2020 and 2019 for the construction of the Amsterdam development, income levels from fees have recovered 2019 figures.

Staffing costs remain below 2020 and 2019 levels, down 5.2% and 6.7% respectively, due to the Group's workforce reduction policy. Other operating expenses increased by 12% compared to 2020, due to an increase in business travel and recovery of marketing campaigns and projects that had been brought to an almost entire standstill due to the uncertainty of the pandemic. However, operating expenses remain 5.6% lower than in 2019 due to the Group's cost-reduction policy, designed to minimise the impact of the pandemic on NEINVER's results and which continued during 2021 financial year.

Right from the very outset of the pandemic, NEINVER's priority has been to safeguard cash flow, entering into negotiations with its financial institutions from a very early stage, as well as implementing the significant cost reduction measures mentioned above. As a result, it successfully refinanced both corporate debt and debt associated with assets owned by the Group in 2021.

Concerning commercial figures, in 2021 NEINVER Group's centres - both owned and managed - sales and footfall levels were up on 2020. The average customer spend ticked up and the customer base was maintained.

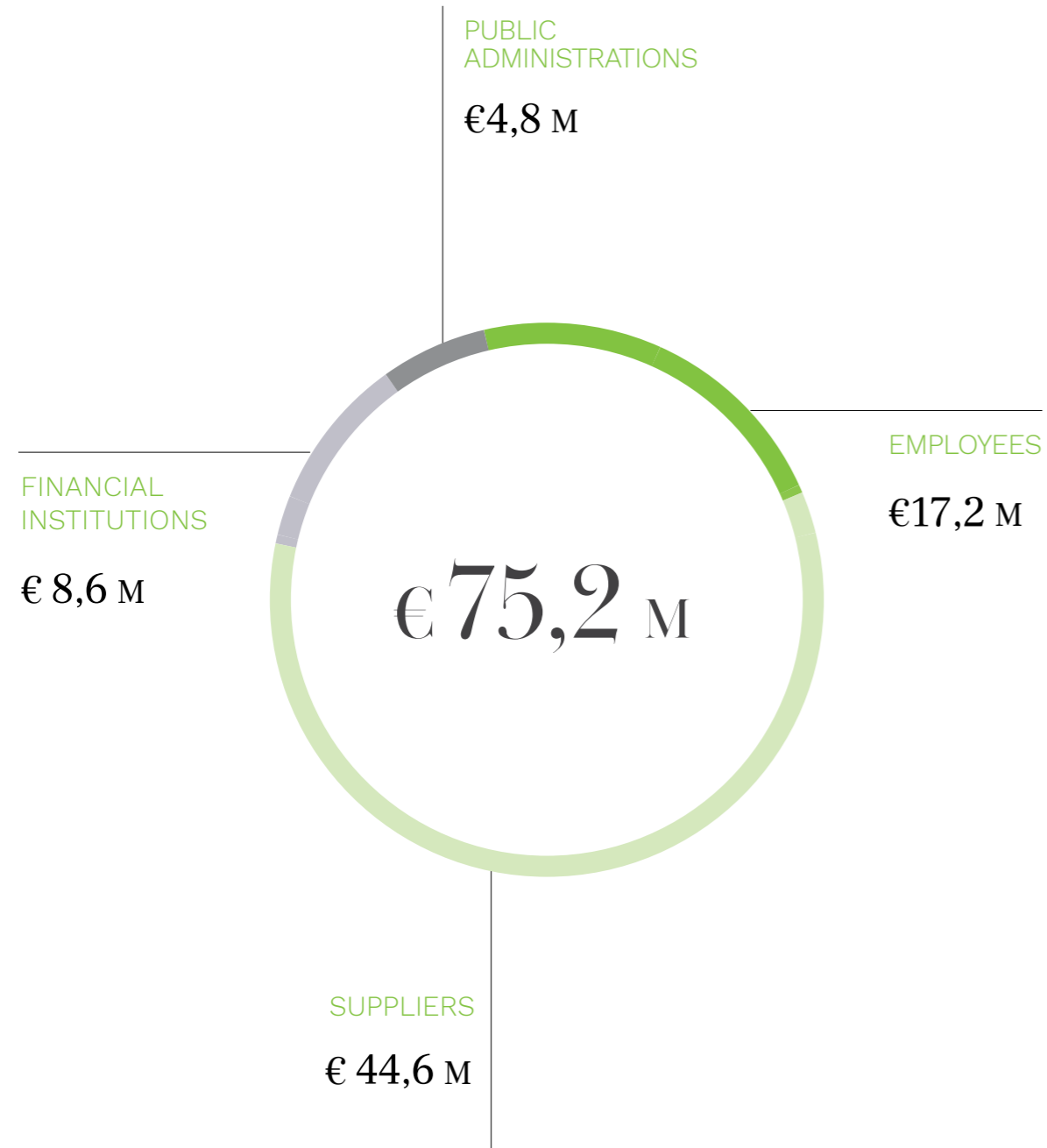
## NEINVER'S MAIN FINANCIAL FIGURES (million of euros)

NET TURNOVER		
2021	2020	2019
€86.6	€77.6	€95.1
		
OIBDA (Operating income before depreciation and amortisation)		
2021	2020	2019
€21.7	€16.9	€26.9
		
EBITDA (Earnings before interest, taxes, depreciation and amortisation)		
2021	2020	2019
€23.4	€17.2	€26.6
		
ASSETS		
2021	2020	2019
€719.6	€733.3	€742.2
		
GROSS BANK DEBT		
2021	2020	2019
€386.1	€389.9	€371.1
		
GROUP 1 GROSS BANK DEBT		
2021	2020	2019
€90.25	€94.7	€90.9
		



NEINVER continues to create shared value, as reflected by the distribution of economic benefits among our various stakeholders: to suppliers, through operating costs, to employees, through salaries and social benefits, to financial institutions, through financial costs and to the public sector through taxes and licence fees.

| Economic value distributed: €75,2 million





# Brand sales and visitors

NEINVER's outlet business started to see a steady recovery in 2021, particularly during the second half of the year as restrictions began to ease and normal trading started to gradually resume. The Company recorded over €910 million in brand sales across its outlet portfolio, up 26.7% like-for-like on 2020, and welcomed more than 35 million visitors over the course of the year, a figure which also climbed 18.7% like-for-like. The total portfolio (outlets and retail parks), excluding Amsterdam The Style Outlets, recorded a 22% increase in sales and footfall rose 18%.

As vaccination progressed and restrictions were eased, this paved the way for greater travel and movement. In June 2021, NEINVER reopened all 21 of its centres in six European countries after six months of partial or total closures. Most centres were able to trade throughout the second half of the year. In H2 2021, across the outlet portfolio footfall stood at just 88% of the equivalent pre-pandemic period in 2019. Tenant sales, however, slightly outperformed 2019 levels thanks to a strong recovery of sales in Q3 (+3% on Q3 2019), confirming the improved momentum. The fact that retail turnover has produced like-for-like growth during this period, despite lower footfall, further demonstrates the high sales conversion rates and the increase in the average spend.

The Company also secured new retailers such as National Geographic, Damat, Pure White, Casa Carmen, Etam, Cities, Arena, Tulipan, Izas and Lovit Pizzeria. The portfolio's occupancy levels remained high, closing out the year at 95%, thanks to active management in terms of both signing new leases and negotiating existing leases with tenants across all centres.

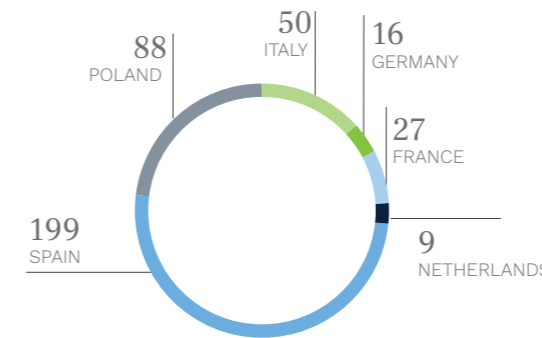
# Leasing activity

Our brand partners remain committed to growing with us, proving that outlet centres are more relevant than ever in the current retail environment. We actively work with them to craft bespoke solutions, for example, offering additional space in centres where they are already trading, either on a temporary or permanent basis, or giving them the opportunity to debut in new centres or markets where they do not have physical outlets.

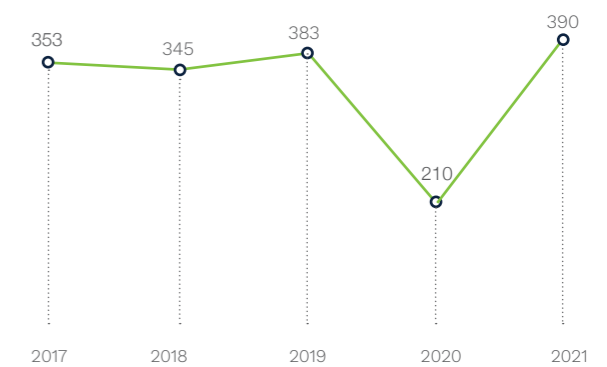
In 2021, NEINVER signed 390 lease agreements, including new leases and renewals, up 86% vs. 2020 and on a par with 2019 figures (up 1.8%). New leases were signed for a total of 20,000 sqm. Considering the challenges that the retail sector has faced over the past few years, this instils the Company with confidence and shows that our locations remain the preferred choice for our brand partners when it comes to growing their businesses.

The Company focused on growing our brand partners, which is also the current brand trend. Hence, despite lockdowns and restrictions, the retail offering grew with anchor brands such as Adidas, Nike, Puma, Under Armour, Hugo Boss, Lacoste, Intrend, Desigual, NA-KD, Brooksfield, Pure White, Ravensburger and Geographical Norway.

Number of contracts signed by country (2021)\*

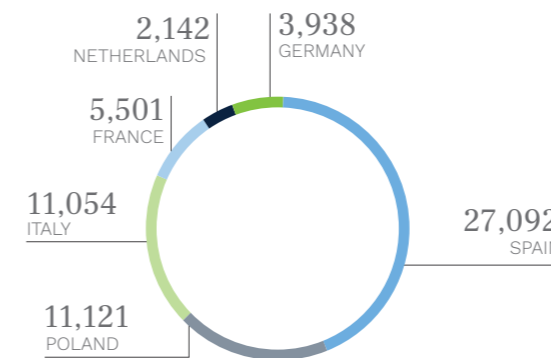


Evolution of number of contracts 2017-2021\*



\*Excluding rent negotiations due to COVID-19 restrictions.

Space let by country (m<sup>2</sup>) in 2021\*







# Joint Venture: Neptune

COVID-19 had a negative impact on NEPTUNE revenues – the joint venture (JV) created in 2014 by NEINVER and TIAA (represented by Nuveen Real Estate) – with lockdowns and restrictions affecting the operations of its properties. However, performance began to improve as soon as the effects of the pandemic started to subside. Tenant sales at NEPTUNE outlet centres reached €891.6 million in 2021, up 30.3% vs. 2020, and footfall increased by 24.4% up to 40.3 million visitors. While the data for trading has registered a significant improvement thanks to the improving situation of the pandemic, it is still below 2019 levels. The average spend per visitor rose by 4.7% vs. 2020 and by 9.3% vs. 2019 as a result of an increasingly purchase-focused customer.

In FY 2021, the JV successfully refinanced €163.4 million of Bank Loans, extending the maturity for debt tied to an Italian property and for debt linked to the Polish companies.

In terms of the JV’s consolidated financial data, the operating result for the 2021 financial year came in at €49.5 million, down 14.6% compared to the previous year.

The JV’s operating results for FY 2022 are expected to improve as vaccination progresses and the effects of the pandemic subside, allowing restrictions to be eased or even completely lifted.



# Property development

After two years of extensive development work – culminating in the opening of Amsterdam The Style Outlets in 2020 – as well as refurbishment activity, including the refurbishment of Getafe, San Sebastian de los Reyes, Vicolungo, and Megapark Barakaldo, NEINVER has recently restarted the construction of Alpes The Style Outlets. Located 25 minutes from Geneva, it will also have direct access to the A-40 motorway, a key transport link between France and Switzerland and to popular winter destinations. It will also be easily accessible by high-speed train thanks to the Paris to Geneva connection, with a TGV station located just 5 minutes from the future centre. Alpes The Style Outlets will feature 20,400 m<sup>2</sup> of GLA and over 90 boutiques and 5 restaurants.

Finely tuned to the local landscape, Alpes The Style Outlets will offer an avant-garde atmosphere, combining natural materials such as wood and stone for a contemporary look. In this open mall concept designed in an “Alpine village” style with chalet-style shops and terraces, NEINVER plans to create a promenade destination and a relaxing day-out providing much more than just shopping. Lyon-based SEV Architectures will project monitor the construction under the coordination and supervision of Arcadis, leading global design and consultancy.

Alpes The Style Outlets is being developed to the strictest of environmental standards, ensuring its carbon footprint is kept to an absolute minimum, and the local landscape and biodiversity are preserved. As well as obtaining BREEAM certification (aiming for a minimum level of Very Good) for the construction phase, there is also an ambitious c.€2 million investment plan to protect and develop local species.

The project recently entered a new stage with construction work starting in March 2022.

COUNTRY	PROJECT	TYPE	GLA	UNITS
France	Alpes The Style Outlets	New Development	20,400 m <sup>2</sup>	Over 90 shops + 5 restaurants



# 04

## Strong Corporate Culture & Employee Engagement

Promote NEINVER's values in order to build a committed and engaged team, a positive culture and resilient Company that enables the creation of value to our business, stakeholders, environment and society.



# Overview

Our employees and their ability to deliver results are the driving force behind the success of our business. We strive to ensure a working environment that helps our people to grow both professionally and personally. This requires the ability to offer a strong corporate culture and a value-add project, and one that also promotes diversity, equal opportunities and a work-life balance.

This pillar includes four specific aspects, which are all broken down into actions focused on our people and our corporate culture. These are: fostering employee engagement, promoting ongoing training and know-how, ensuring good governance and compliance and empowering employees to become sustainability change-makers.

## KEY MILESTONES 2021

- Definition of the Equality and Diversity Plan.
- Definition of the Psychosocial Risks Study.
- Successful implementation of the annual internal “Health Week” initiative across all offices.
- ESG objectives set as part of the individual performance assessments for the executive committee, all centre managers and members of the operational team.
- Enhanced flexible work policy.

## UPCOMING 2022 MILESTONES

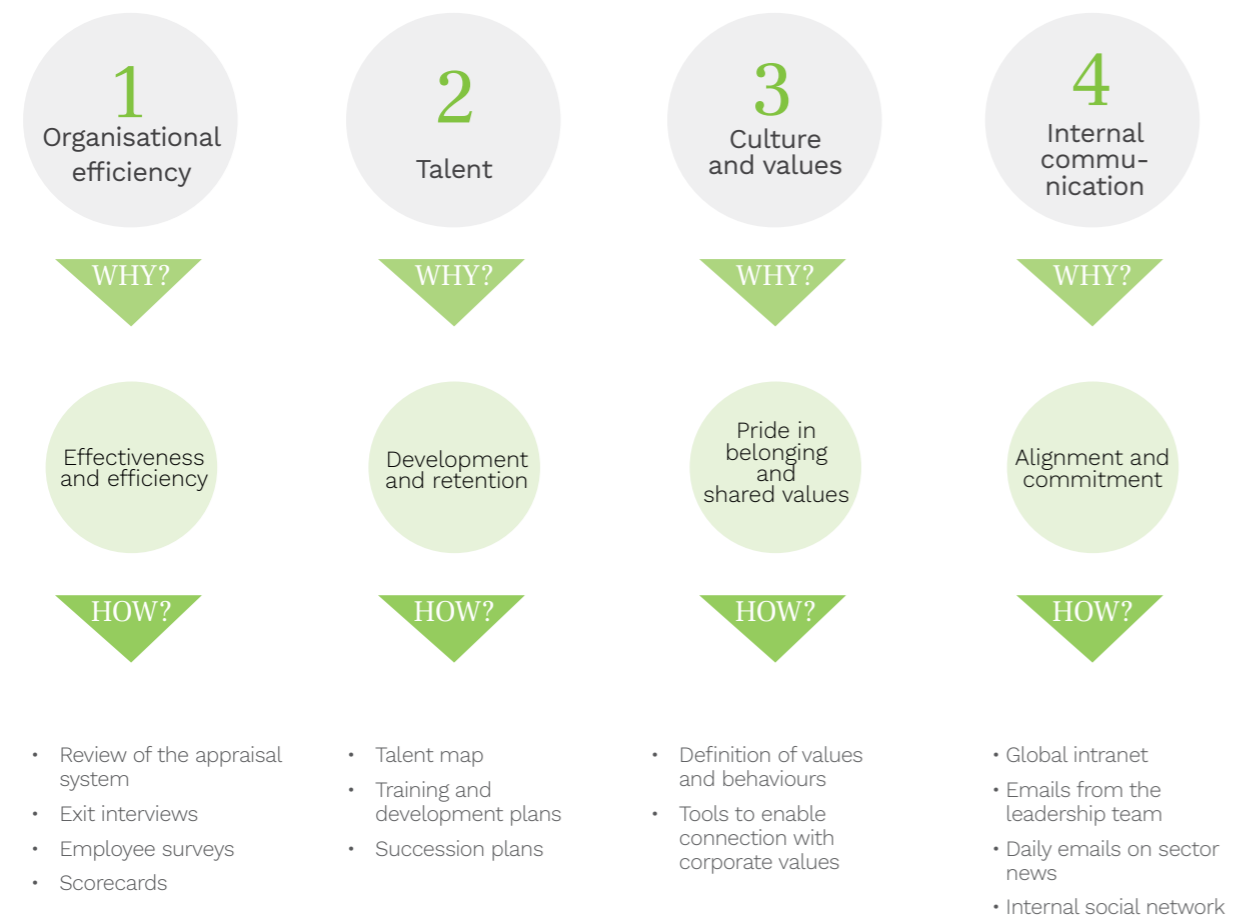
- Implementation of the Equality and Diversity Plan in Spain.
- Communication of the anti-harassment policy.
- Implementation of the Psychosocial Risks action plan.
- Increase the number of employees with annual individual ESG objectives.
- 100% of Group employees to have participated in ESG training by the end of 2022.
- A new Global People Survey conducted among the entire Group.
- An improved training plan.
- Implementation of volunteering programme to support social initiatives.





# Pillars of Human Resources management

As part of the human resources management framework, NEINVER works to drive talent, organisational efficiency, a strong corporate culture and values, as well as efficient internal communication.







# NEINVER's workforce

NEINVER is committed to offering stable and quality employment through a rigorous selection process that aims to recruit the best professionals in the sector. In 2021, NEINVER employed a total of 257 professionals globally, 91% of whom were employed on a full-time contract and 95% of whom had a permanent contract. The Company continues to focus on always recruiting employees within its framework of equal opportunities across all areas.

As the Company's employee turnover rate increased 23.6%, it is actively working to listen to employees and reinforce employee engagement, promoting employee training to help develop and create incentives that drive talent retention. Moreover, to meet the needs of both the business and employees, the Company adopted a new home office policy, setting out the rules for remote working.

NEINVER has recently implemented the "We are hiring" programme which offers our employees the opportunity to recommend someone from their professional or personal network for positions that are open in the Company and also allows employees to apply for the positions themselves, allowing for the possibility of internal mobility between countries.

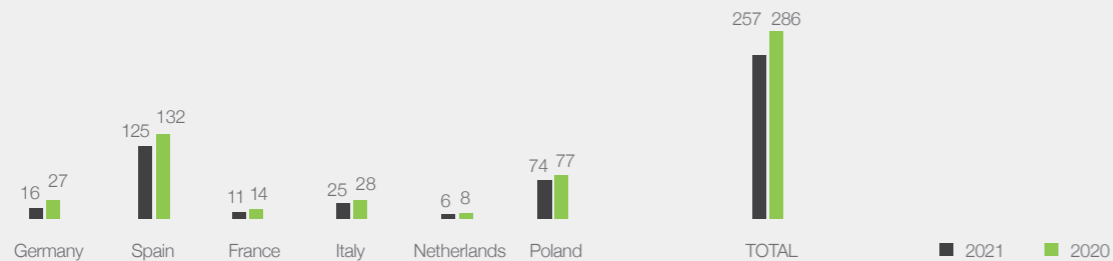
The percentage of employees under a collective agreement has increased to 63%.

# Equal opportunities

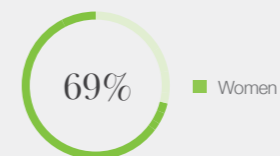
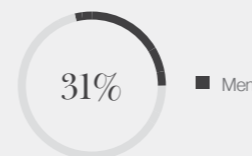
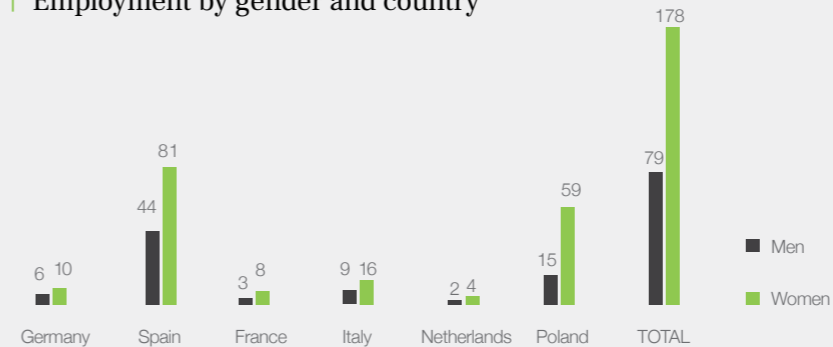
One of NEINVER's priorities and commitments to its employees is promoting equal opportunities, as well as non-discrimination, across all areas and positions within the Company. NEINVER promotes the presence of women in managerial positions, with women accounting for 59% of such positions in 2021, while men accounted for 41%. In addition, at the end of the year, women occupied 44% of the positions in the Executive Committee. In total, 31% of employees are men and 69% women, showing that we are in full compliance with the Company's gender equality and distribution criteria.

During 2021, NEINVER reinforced its commitment to gender equality and diversity by drawing up the "Equality and Diversity Plan" in accordance with the guidelines established by Spain's Ministry of Equality. The Plan's negotiating commission – comprising both Company and Union representatives – has been formed and will be responsible for negotiating the Plan's objectives and goals. Once the "Equality and Diversity Plan" has been authorised in Spain, it will be adapted and rolled out in the other countries that NEINVER operates in.

Employment by country



Employment by gender and country





# Professional training and development

For NEINVER, developing its employees' professional skills, as well as fostering job satisfaction, is fundamental to the success of the Company and, as such, it remains heavily invested in professional training and development.

NEINVER offers its employees a training programme that enables them to both better deal with the challenges they face in their daily work and adapt to the Company's development. It also allows them to keep their technical and management skills up to date and to invest in their personal and professional development.

A range of specific technical training is offered to all relevant staff members, covering areas such as retail, facility management, digital tools, occupational health & safety, defibrillator use, criminal compliance, code of ethics, emergencies, first aid, fire safety, sustainability, well-being, and local tax law.

In a multinational and multicultural business, we value the fact that employees can communicate in various languages to meet the needs of their colleagues, clients, suppliers and other stakeholders. The Company therefore helps its employees to strengthen their language skills and gives them the opportunity to maintain and continue to perfect them. Languages are highly valued in both the selection process and the annual training plan.

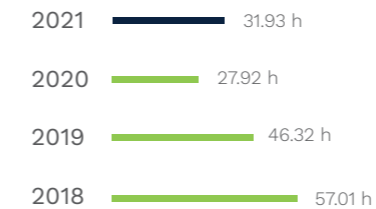
In 2021, NEINVER provided each employee with an average of 31.93 hours of training, which was divided evenly between male and female employees. This figure was up on 2020, but was still lower than in previous years due to the fact that face-to-face training was not able to fully resume in 2021 owing to the pandemic, which resulted in both the content of the courses and the delivery method having to be adapted. In order to guarantee continuity of training in a safe environment, training was available online and offline in 2021.

Financial investment in training in 2021 was slightly higher than in 2020. Group and regional training programmes and sessions are planned for 2022 with the aim of further embedding NEINVER's ESG strategy and processes and empowering and encouraging employees to act sustainably. NEINVER has set itself the goal of ensuring that 100% of Group employees have participated in ESG training by the end of 2022.

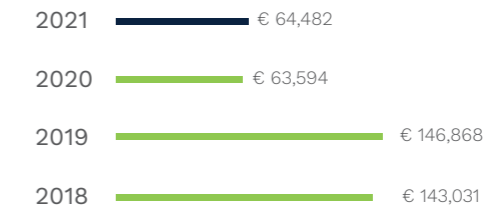
NEINVER has a clearly-defined on-boarding plan – tailored to each new employee's position, area and level of responsibility – for all new recruits as part of its comprehensive on-boarding process. It includes visits to our centres and internal training with colleagues from all departments. It provides detailed information on the Company, the people that form part of it, its structure and the various organisational areas, as well as on its internal processes and corporate policies. It also includes information which enables new employees to acquire a general insight into the sector, the Company's competition, clients and investment partners.

## INVESTMENT AND AVERAGE HOURS OF TRAINING

Average hours of training per employee (h)

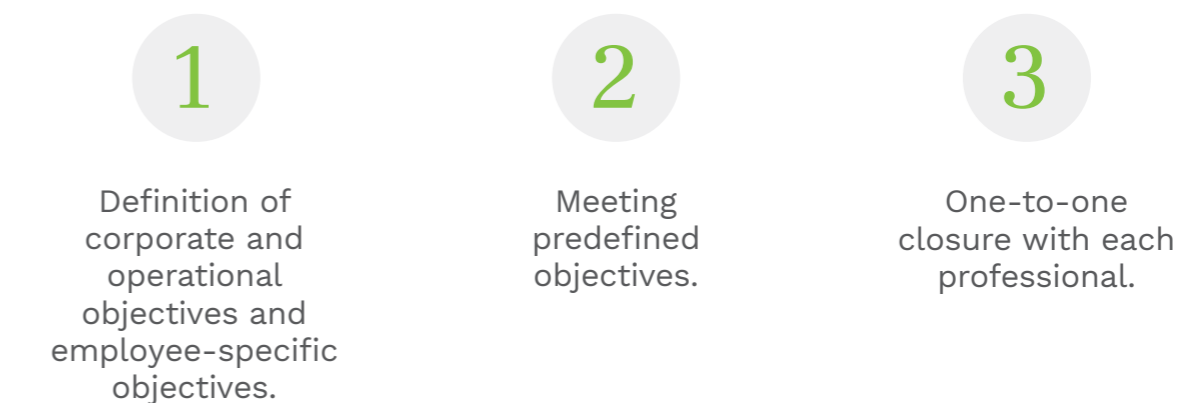


Investment in training (€)



To drive the motivation and improve performance of its employees, NEINVER has an annual appraisal process in place across the entire Group. Annual objectives and performance reviews are carried out for all employees, following the same criteria in every country. While quantitative objectives are continuously assessed, special focus is being put on carrying out a qualitative assessment and evaluate training opportunities to ensure the process is implemented in the same way across the entire organisation.

## STAGES OF PERFORMANCE APPRAISAL



NEINVER has introduced specific ESG-related objectives in the performance appraisals of all members of the Executive Committee, after individual meetings were held with senior management to provide specific training on ESG-related matters. It has also increased the number of employees with ESG-related objectives and will continue to do so in 2022.



# Remuneration policy for fair compensation

NEINVER's remuneration policy is based on international standards and is in line with salaries offered by its main competitors. The Company collates information on the salaries offered in the market and uses this information to adjust its existing internal band system, in order to ensure fairness and objectivity when determining employee salary increases.

In 2021, plans for a remuneration audit were put in place to avoid wage inequality and reduce the gender pay gap. The audit was prepared together with the Equality and Diversity Plan for Spain, and once the finer details have been negotiated and approved, it will be extended to other countries.

The factors which influence an employee's remuneration are their job category, performance and level of responsibility. NEINVER does not make any form of distinction in staff remuneration; the Company's decisions regarding remuneration are all made in line with its equality and non-discrimination policy. The Company also applies a specific remuneration policy for the top level of senior management in order to encourage their commitment through different action plans.

NEINVER also provides a variety of other benefits to its employees, including pension plans, medical insurance for all employees and their immediate family, life insurance and accident insurance. These benefits are available to all staff in all countries, but uptake is not mandatory. In Spain, NEINVER has introduced a scheme of flexible benefits for its employees, so that each employee can take advantage of the benefits that suit their particular needs, such as restaurant vouchers, childcare vouchers, travel cards, insurance upgrades or training expenses. This scheme also brings added tax benefits with it as well.

In France, Germany and Poland, employees can select their own benefits package, selecting between categories – established according to monetary value – to choose the options which are most relevant to their well-being.

All NEINVER employees can also enjoy an additional discount of between 5% and 15% on the outlet price at all restaurants operating in the shopping centres managed by the Company.

## Average salary by category, men vs. women

	2021	2020	Variation
Governance Body	-	-	0%
Senior Management	1.11	1.26	-12%
Middle Management	1.18	1.14	3%
Technical	0.98	1.03	-5%
Administrative	1.23	1.3	-5%





# Health and well-being

Promoting employee health and well-being is one of the Company's key commitments. Proof of this are the excellent results recorded in terms of health and safety – in 2021, work-related accidents continued to have an extremely low incidence rate.

These positive results year on year are a result of the training delivered by NEINVER on occupational risks and preventive management (mainly fire protection, first aid and emergencies), along with the annual risk assessment carried out at each workplace. The Company also has a manual which must be read by all new employees on best ergonomic practices and workplace accident prevention. This is all reinforced through an Improvement Communication Model document which acts as a communication channel for queries and improvements relating to occupational risk prevention.

In 2021, NEINVER continued to focus on maintaining a safe and quality working environment, strictly complying with all relevant safety measures. During the period affected by pandemic restrictions, communication was maintained through newsletters, video conferences, and when restrictions were eased and it became possible to return to the office, extraordinary measures were implemented both at headquarters and the centres (increased cleaning, masks, hand sanitiser stations, social distancing, etc.). The Company's protocols were adapted to the applicable regional legislation in each country, individually informing each employee of the protocols, which were also made available on the Company's intranet so that they could be consulted at any time. The recommendations issued by the various health authorities were followed at all times.

The Company maintained good communication with employees, duly informing Human Resources and management of any potential risk situation (display of symptoms, close contact with a confirmed positive case or a confirmed positive case). We actively encouraged remote working, providing the resources needed for our employees to continue carrying out their professional duties and adapt to the unprecedented situation. We also carried out testing when we deemed it necessary to ensure employee safety.

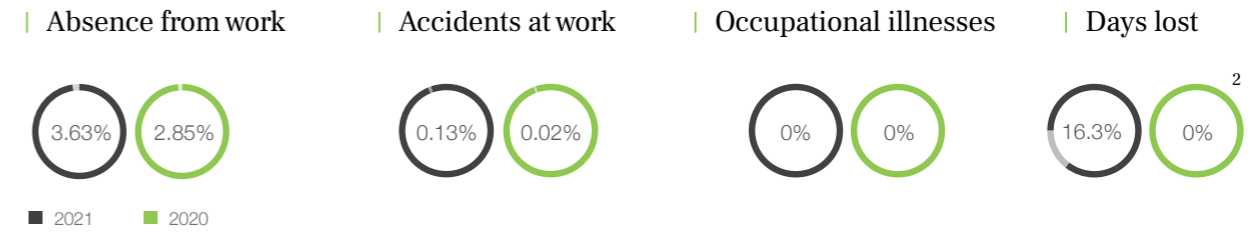
NEINVER also passed a COVID-19 audit in its workplaces in all countries where it operates, except for France. The certification process was completed in 2021 and all the workplaces that were audited received a positive review. Some of the measures reviewed include improved air ventilation and filtration, as well as circadian lighting systems that adjust to the human internal 24-hour clock, enhancing people's focus and well-being and leading to a high-performance work environment.

In 2021, a Psychosocial Risks Study was defined for the Company in Spain and conducted among employees to learn about the exposure of employees to psychological risks and ensure their well-being.

Last year, NEINVER reaffirmed its commitment to the well-being of its team with the organization of its annual "Health Week", an internal initiative that for the first time was held during the same week at all our offices. Throughout the week, the Company organised a variety of activities across the offices aimed at raising general employee health awareness, including different health and wellness activities aimed at providing a healthy work environment and information on various health issues. Events varied in each country, from medical check-ups and employee blood drives to health partners offering information on different health programmes or health and medical tips via a series of seminars.

To increase environmental-friendly practices, a carpooling platform was implemented in three centres in Spain to encourage employees and staff at the stores to use more sustainable means of transport. This comes in addition to the services already available at some centres such as parking for electric scooters or carsharing services.

## HEALTH AND SAFETY INDICATORS<sup>1</sup>



<sup>1</sup> The following calculation methods are used for safety indicators:

- Absence rate and injury rate are calculated taking into account the number of days of absence from work / total number of employees x total working days per employee.
- Rate of days lost is calculated using the number of days of absence from work due to work-related accident / number of working hours x 1000.

<sup>2</sup> Does not apply in 2020 as the calculation procedure has changed.

## Employee engagement

Internal communications play a key role in our journey to build a collaborative workplace and drive employee engagement. The channels established by the Company aim to strengthen the bonds between co-workers, promote values such as commitment and teamwork, create a unique collaborative business culture and allow two-way communication between NEINVER and its workforce. In 2020, the Company launched a brand-new intranet which is more collaborative and user-friendly. The new intranet is a space offering all the latest Company information and updates and one that enhances internal communications and increases employee engagement.

In the context of the Criminal Compliance Programme, the internal mailbox for complaints, queries and suggestions is hosted on this platform, providing an anonymous channel to report irregular behaviour and send suggestions for how to improve the workplace environment. The Company also uses the following tools to communicate and encourage engagement: an internal daily email to inform employees of the latest Company developments and news from the sector, a weekly newsletter featuring news regarding best practices in place at its centres, and an internal social network for sharing personal and professional news. The NEINVER Corporate LinkedIn page also allows us to post stories about our business operations and our people, helping to keep both internal and external audiences informed.

## Digital resources

NEINVER's digital resources allowed the Company to be fully prepared for operating remotely and permitted employees to work effectively from home right from the onset of the pandemic. 90% of NEINVER employees now have laptops to facilitate remote working. Moreover, the Company has continued working to improve the internal digital environment, investing in technology to further facilitate remote working and help make employees' work more collaborative, flexible and efficient, introducing new videoconference solutions and Office 365 cloud-based backup.

In 2021, our systems and communications were available an average of 99.9% of the time each day throughout the year. The Company ensures that the systems are secure and protected from the many cybersecurity threats, guaranteeing data protection and data loss prevention. A new antispam solution to prevent malicious content and provide greater protection was also introduced.





# 05

## Sustainable Assets

Our goal is to reduce the environmental impact of our properties, ensure we adapt them to climate risks and protect their long-term economic value. Providing sustainable properties is a core aspect of the Company's ESG strategy and covers four strategic commitments: decarbonisation, adaptation to transitional and physical climate risks; increasing energy efficiency, and ensuring best-in-class environmental, health & safety management.





# Overview

In 2021, sustainability became even more of a priority thanks to the global pandemic and the EU Taxonomy. Both have accelerated and transformed how companies understand the role of sustainability in their business strategies. Far from being a question of simply doing what is ethical and right, sustainability has become a key talking point for investors, brands, banks, insurers and stakeholders.

NEINVER's real estate business operations are included within the European Taxonomy and can therefore be considered eligible under this regulation. Sustainability aspects such as climate risks, energy consumption, waste generation and biodiversity have been gaining increasing relevance within the Company. The Company is committed to meeting the requirements set out by this new regulation and to improving its performance in the coming years to contribute to the broader EU environmental transition. In 2021, NEINVER progressed with its assessment for and implementation of EU Taxonomy. This included assessing the climate risk of our properties and creating targeted plans for decarbonising the portfolio, which represented a significant step forward in terms of understanding the financial costs and benefits of transitioning towards a zero-carbon economy.

NEINVER is committed to mitigating our impact on climate change. At the same time, we aim to reduce our transitional climate risk, hence why we evaluated our portfolio using the CRREM methodology, which allows us to ascertain how well-aligned our assets are with the 1.5°C decarbonisation pathways set out in the Paris Agreement.

In line with the Group's certification policy, which stipulates that BREEAM certification must be obtained for the entire portfolio, in 2021 NEINVER also successfully achieved BREEAM In-Use certification for the FACTORY Gliwice centre. This centre opened in 2019 and became eligible for certification under this scheme after being operational for 2 years. This achievement also means that 100% of NEINVER's owned assets\* currently benefit from BREEAM In-Use certification and 94% are rated above "Excellent" level for Building Management (Part II) and 100% are rated "very good", or above, for Performance of the asset (Part I).

In 2021 we also achieved an important milestone insofar as the social aspect is concerned. We gained Accessibility Certification (AIS) for the portfolio in Poland and the Netherlands, which means 100% of owned assets are now AIS certified.

Finally, we rolled out the evaluation on the possibility of installing photovoltaic panels across the portfolio. Starting in Spain and expanding the analysis to our centres across France, Italy and Poland, we have a programme to install renewable energy at all of our centres. This will reduce our energy costs, carbon footprint and create a new line of income for the Company.

Given all the progress made, NEINVER achieved a GRESB 5 Star Rating for its Neptune portfolio in the 2021 Global Real Estate Sustainability Benchmark, the highest possible rating for the second year in a row. This rating is testament to NEINVER's steadfast commitment to making progress and continuously working on integrating all sustainability and ESG-related aspects into our daily operations.



↑ Roppenheim The Style Outlets. France

\* 100% of owned assets are eligible for certification under the BREEAM In-Use category. This refers to all assets that have been in operation for at least two years and includes 16 assets across four countries (Italy, Spain, France and Poland).





## KEY MILESTONES 2021

- NEINVER achieved 92 points and a 5 Star Rating for its Neptune portfolio in the 2021 Global Real Estate Sustainability Benchmark.
- Digitalisation and automatization of the sustainability data management of the portfolio.
- Assessment of physical climate risks for the Neptune portfolio.
- Energy consumption: - 5.2% vs. 2019 <sup>1</sup>
- Waste consumption: - 9.9% vs. 2019 <sup>2</sup>
- Factory Gliwice certified with BREEAM In-Use for the first time, obtaining a very good rating in Part I and Excellent in Part II.
- Renewal of BREEAM In-Use certificate for Alegra Retail & Leisure Park, achieving a Very Good rating in Part I and Excellent for Part II. 100% of our owned assets are certified as BREEAM In-Use, of which 100% were rated “Very Good” or above. Asset Performance (Part I) and 94% were rated above “Excellent” for Building Management (Part II).<sup>3</sup>
- We offset CO<sub>2</sub> emissions for the first time through a tree reforestation project in the Amazon. This offsetting will continue in 2022, based on the final calculation of the emissions produced in 2021, once they have been verified by an independent third party. <sup>4</sup>



## UPCOMING 2022 MILESTONES

- Increase the amount of renewable energy generated across the portfolio, reaching at least 2MW of solar power across the centres.
- Roadmap and CapEx definition for the decarbonisation of the assets aligned with the Paris Agreement and the European CREEM Methodology.
- Renewal of the ISO certifications for quality management (9001), environment (14001), energy efficiency (50001) and health and safety (45001) at our sites, ensuring best-in-class management.
- Obtaining Zero Waste certification across all centres and improving the waste recycling ratio at all of our properties.
- Renewal of BREEAM IN USE certifications across the Spanish and French portfolio.
- Development of a sustainable mobility strategy for each asset, implementing mobility plans and identifying the most appropriate initiatives, such as electric vehicle charging points.
- Implementation of the carpooling pilot project at three Spanish centres: Viladecans, Getafe The Style Outlets and Nassica.



<sup>1</sup> like for like (pre-pandemic) – excl. Amsterdam The Style Outlets – opened in Q4 2020

<sup>2</sup> like for like (pre-pandemic) – excl. Amsterdam The Style Outlets – opened in Q4 2020

<sup>3</sup> Included all assets eligible to be certified as BREEAM IN USE. The only asset not currently eligible to be certified in this category is Amsterdam The Style Outlet. BREEAM requires a building to have been in operation for more than 2 years in order to qualify for this scheme.

<sup>4</sup> CO<sub>2</sub> emissions at year-end 2020, corresponding to direct on-site emissions, i.e., Scope 1

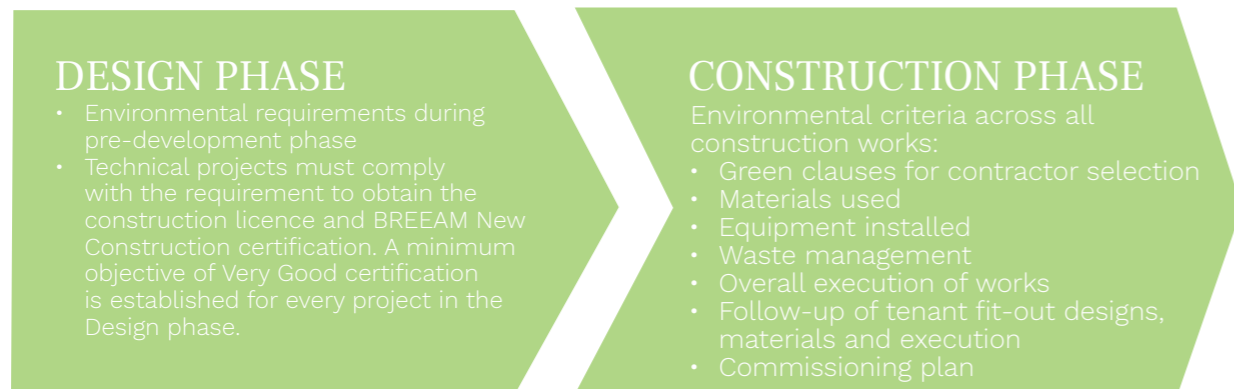


# A sustainable value chain

## SUSTAINABILITY IN PROPERTY DESIGN, CONSTRUCTION AND RENOVATION

NEINVER's environmental policy aims to reduce the environmental impacts of its assets from their initial design through to their daily operation. Right from the outset, at the pre-development stage, NEINVER adopts environmental principles (environmental site studies) for all of its projects. The design and construction phases of new projects and major renovations comply with strict energy efficiency and environmental criteria – a commitment which extends to all stakeholders involved, including contractors, suppliers and tenants.

In the construction phase, we include sustainability criteria when selecting contractors. Some examples of these criteria include specific requirements regarding the type of materials used by contractors, the energy efficiency of the installed equipment and how waste generated during the works is managed. NEINVER also provides tenants with guidelines for the design and installation of retail and catering premises, to comply with the sustainability standards established for each centre by the Company.



The Company is in the process of attaining BREEAM New Construction certification for Amsterdam The Style Outlets, with certification scheduled to be obtained by 2022. The Alpes The Style Outlets project was already registered under the BREEAM New Construction standard prior to 2021, with a minimum objective of Very Good, and all necessary measures are being implemented from the design phase.

As part of our environmental strategy we evaluate solar panels self-consumption and the provision of electrical vehicle charging points in all our new developments.

## SUSTAINABLE MANAGEMENT

NEINVER's holistic sustainability approach integrates all aspects of asset management, focusing particularly on energy, greenhouse gas emissions, water, waste production and management and biodiversity, as these are the environmental topics most relevant to our business and stakeholders. NEINVER has defined specific targets and monitors the environmental performance of its owned and third-party assets under management, in line with the objectives of its ESG strategy.



### ENERGY AND EMISSIONS

High energy efficiency at all centres and low GHG Scope 1 and Scope 2 emissions. 89% of the energy consumed by our portfolio comes from renewable sources



### WATER

Highly efficient measures for water management to help minimise water consumption



### WASTE

Deep commitment to waste segregation and efficiency procedures



### BIODIVERSITY

Biodiversity management plan in place for all centres





As well as taking responsibility for protecting the environment and mitigating the impact of unexpected events on its assets and business continuity, as a real estate owner, NEINVER is responsible for ensuring the safety and well-being of visitors, retailers and its employees. This means maintaining adequate building and equipment maintenance protocols to ensure the risk of injury or illness is minimised.

The Facility Management team is responsible for defining, implementing, monitoring and evaluating the appropriate measures to guarantee the maximum levels of occupier health, safety and well-being at our assets. In line with its Certifications Policy, NEINVER has a certified Management System which complies with the following standards: ISO 9001 for quality management, ISO 14001 for environmental management, ISO 50001 for energy management and ISO 45001 for occupational health and safety – expanded in 2019 to cover nearly its entire portfolio in Europe – all of which are independently verified. This is a multi-site integrated management system, which is implemented across all assets of the portfolio, representing an incentive for NEINVER and proof of its commitment to continuous improvement. Furthermore, NEINVER has certified all its centres under the BREEAM in-Use standard, which includes measures to guarantee health and well-being at the centres, and also under the AIS standard (Accessibility Indicator Standard) – a voluntary certificate which ensures that the centres have adopted adequate measures to provide an inclusive design and experience, regardless of the physical capabilities or sensory needs of the users. This AIS certificate was expanded in 2021 to the Company’s newest centre (Amsterdam The Style Outlets), meaning it now covers the entire owned portfolio.

## GREEN BUILDING CERTIFICATIONS

In 2021, continuing with NEINVER’s asset certification policy, NEINVER obtained BREEAM In-Use certification for FACTORY Gliwice - the latest of its outlets to open in Poland (2019) - for the first time, earning a “Very Good” rating in Part I (Asset Performance) and an “Excellent” rating in Part II (Asset Management) thanks to the strict sustainability criteria introduced in the centre’s management model, serving as testament to the Company’s continued commitment to sustainability across its portfolio. With this, NEINVER has successfully secured certification under this sustainability standard for its entire Polish portfolio.

This also means that 100% of owned assets are BREEAM IN-Use certified, with 100% rated “Very Good” or above for Asset Performance (Part I), and 94% rated above “Excellent” for Building Management (Part II).

Moreover, Alegria Retail and Leisure Park in Spain renewed its BREEAM In-Use certification, improving its rating from “Very Good” to “Excellent” in Part II and maintaining “Very Good” in Part I.

In 2022, nearly all assets in Spain and France will renew their BREEAM In-Use certifications. For the first time, the Group will certify Roppenheim The Style Outlets (France) under the latest version of the BREEAM In-Use framework: this “version 6” comes with improved features for driving environmental performance and occupier health and well-being, with resilience to climate change, social value and the circular economy representing a higher weighting.

Centre name	Asset performance PART 1	Building management PART 2	Certification period
<b>SPAIN</b>			
Las Rozas The Style Outlets	Excellent	Excellent	2019-2022
Getafe The Style Outlets	Excellent	Excellent	2019-2022
San Sebastian de los Reyes The Style Outlets	Excellent	Outstanding	2019-2022
Alegria	Very Good	Excellent	2021-2024
Coruña The Style Outlets	Excellent	Outstanding	2019-2022
Megapark Barakaldo	Very Good	Excellent	2021-2024
Nassica Getafe	Excellent	Outstanding	2019-2022
Viladecans The Style Outlets	Excellent	Excellent	2019-2022
<b>POLAND</b>			
FACTORY Warsaw Ursus	Excellent	Excellent	2020-2023
FACTORY Warsaw Annopol	Excellent	Excellent	2020-2023
Futura Park + FACTORY Kraków	Very Good	Excellent	2020-2023
FACTORY Poznan	Very Good	Excellent	2020-2023
FACTORY Gliwice	Very Good	Excellent	2021-2024
<b>ITALY</b>			
Vicolungo The Style Outlets	Very Good	Very Good	2020-2023
Castel Guelfo The Style Outlets	Very Good	Excellent	2020-2023
<b>FRANCE</b>			
Roppenheim The Style Outlets	Excellent	Excellent	2019-2022

Possible ratings:



In addition to BREEAM certifications, 94% of NEINVER’s managed portfolio is certified under four ISO standards (9001, 14001, 45001, 50001).

## CERTIFICATIONS AND ESG RATINGS



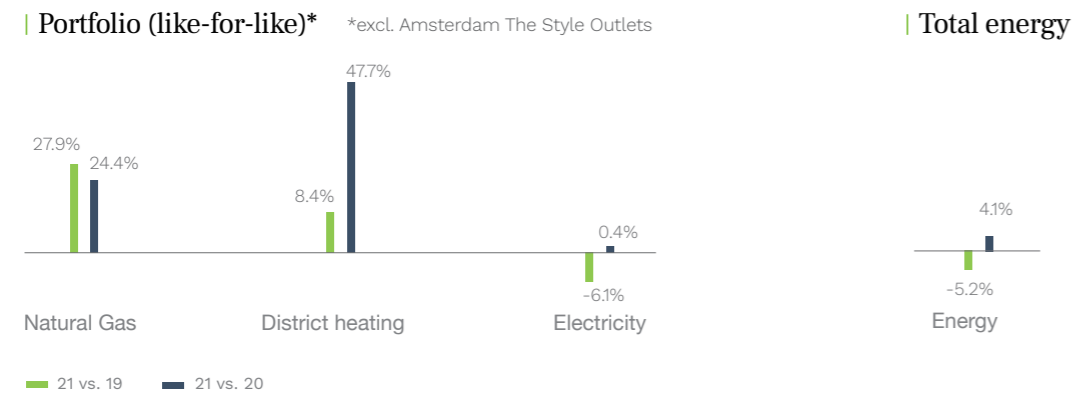




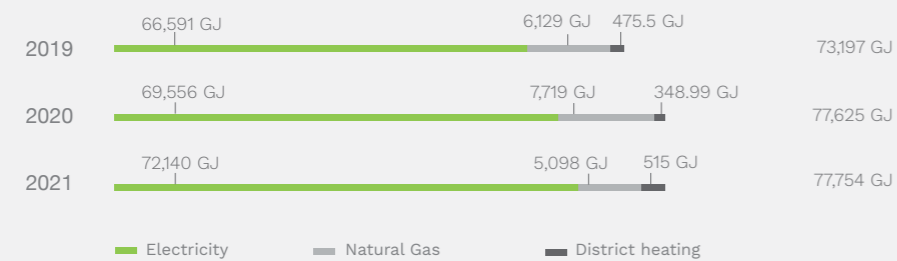
# Energy consumption

In 2021, energy consumption was 4.1% higher than in 2020 due to a higher number of trading days in 2021 than in the previous year and due to cooler temperatures in 2021 across Europe compared to 2020 – conditions which led to higher heating consumption.

Compared to 2019, like-for-like, consumption of natural gas and district heating increased, mainly due to harsher weather conditions (for instance, January's Filomena storm in Spain). Yet, energy consumption decreased around 6% owing to closures or the reduction in operations due to COVID-related restrictions, and to efficient energy management systems in place as part of the centres' ISO 50001 energy reduction action plans.

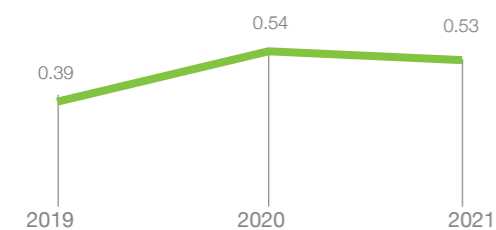


## Absolute total energy consumption (GJ) per source for centres' common areas



Note: This data corresponds to the total energy consumption across all asset, owned and/or managed by NEINVER. The energy consumption increased as of 2019, despite the lockdowns in 2020 and 2021, mainly due to the opening of Amsterdam The Style Outlet in November 2020. Factory Gliwice in Poland was also opened in 2019 and the higher tenant occupancy resulted in a higher energy consumption for common areas.

## kWh / Visitor (like-for-like)

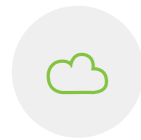


Centre energy use intensity of common areas per visitor (kWh/visitor, like-for-like) – The increase in energy intensity per visitor compared to 2019 is due to the reduction in inflow as a result of lockdown.



Photovoltaic panels. A Coruña The Style Outlets. Spain





# Emissions

Renewable sources are used to produce all the electricity consumed at the owned centres, thus generating no emissions. Scope 1 and Scope 2 greenhouse gas emissions can mainly be attributed to the consumption of natural gas in the centres' common areas. During 2021, natural gas consumption increased vs. 2020 and 2019 due to lower temperatures and anti-COVID-19 measures such as increased ventilation and indoor air renewal rates, which drove up heating and natural gas consumption.

## Portfolio (like-for-like)

PORTFOLIO - LIKE-FOR-LIKE	21 vs. 20	21 vs. 19
Carbon scope 1+2	+29.6%	+22.3%

## Absolute greenhouse gas emissions (tCO<sub>2</sub> eq), Scope 1 and 2

PORTFOLIO - LIKE-FOR-LIKE	2021	2020	2019
Scope 1 (gas) <sup>1</sup>	285	432	312
Scope 1 (fugitive emissions & diesel)	518 <sup>2</sup>	Not available	Not available
Scope 2 (electricity)	279	278	336
Scope 2 (District Heating)	65	35	68
Scope 3 (tenants) <sup>3</sup>	22,653	12,831	16,072
Total	23,800	12,831	16,072

<sup>1</sup> The emission factors used for the calculation of emissions from electricity consumption are from the European Environment Agency. In the case of diesel, natural gas and refrigerant gases, emission factors from the Ministry for Ecological Transition and Demographic Challenge (MITERD) have been used. For district heating, the following emission factors were used: 143.7 kg CO<sub>2</sub>/GJ for the Anapol site and 94.72 kg CO<sub>2</sub>/GJ for the Montabaur site.

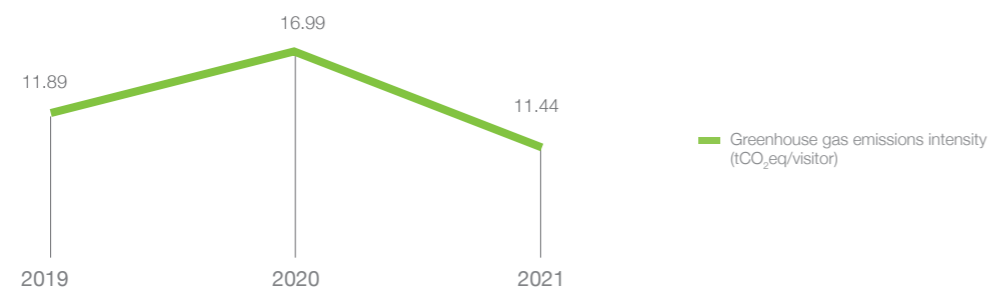
<sup>2</sup> Includes 311 kg of refrigerant.

<sup>3</sup> Scope 3 include tenants electricity and gas consumption. Emission factors used for electricity are from the European Environment Agency. Emission factors for natural gas are from the Spanish Ministry for Ecological Transition and Demographic Challenge (MITERD).

Due to the green electricity purchased for the centres, a total amount of 6.601 tones of CO<sub>2</sub>eq emissions are avoided to be emitted to the atmosphere in 2021. This amount represents the 27% of current GHG emissions from scope 1, 2 and 3.

## Centre Scope 1 and Scope 2 emissions intensity per visitor (gCO<sub>2</sub> eq/visitor)<sup>4</sup>

<sup>4</sup> Intensity indicator does not include fugitive emissions and diesel (scope 1) because this data is only available for the year 2021. However, including the previously mentioned emissions, the emission intensity would be 20.83 gCO<sub>2</sub>eq/visitor.



## POLICY AND PRACTICES ON REDUCING FUGITIVE EMISSIONS

NEINVER continuously monitors CO<sub>2</sub> emissions at its centres which are enclosed buildings. These emissions are controlled through the BMS (Building Management System) tool, which is equipped with temperature and humidity probes that automatically activate recirculation or ventilation when required and according to the established parameters. NEINVER also undergoes annual specialised indoor air quality audits, introducing the appropriate measures if emission limits are exceeded.

## GREEN MOBILITY

In line with its commitment to reducing the carbon footprint of its centres wherever possible, NEINVER has adopted a series of measures aimed at minimising both emissions at its centres and the environmental impact caused by the use of transport among its visitors and employees. These measures include, among others:



### Electric vehicles

Recharge points at 85% of the portfolio.



### Bicycle transport

Bicycle parking at 100% of portfolio assets.



### Public transport

Free transport services to some centres.



### Carpooling/car-sharing solutions

Service already introduced in centres in Poland, France and Spain.

A green mobility plan - implemented in 2020 for Viladecans The Style Outlets (Barcelona) - to increase the use of more sustainable means of transport among its visitors and employees, has been extended to Nassica Retail & Leisure Park and Getafe The Style Outlets (Madrid). As a result, a carpooling platform was implemented in the three centres mentioned above.

An example of best environmental practices recently adopted in new developments is the increased provision of electric vehicle charging points. Our latest project, Amsterdam The Style Outlets, features no less than 40 such points.

## ON-SITE RENEWABLE ENERGY PRODUCTION

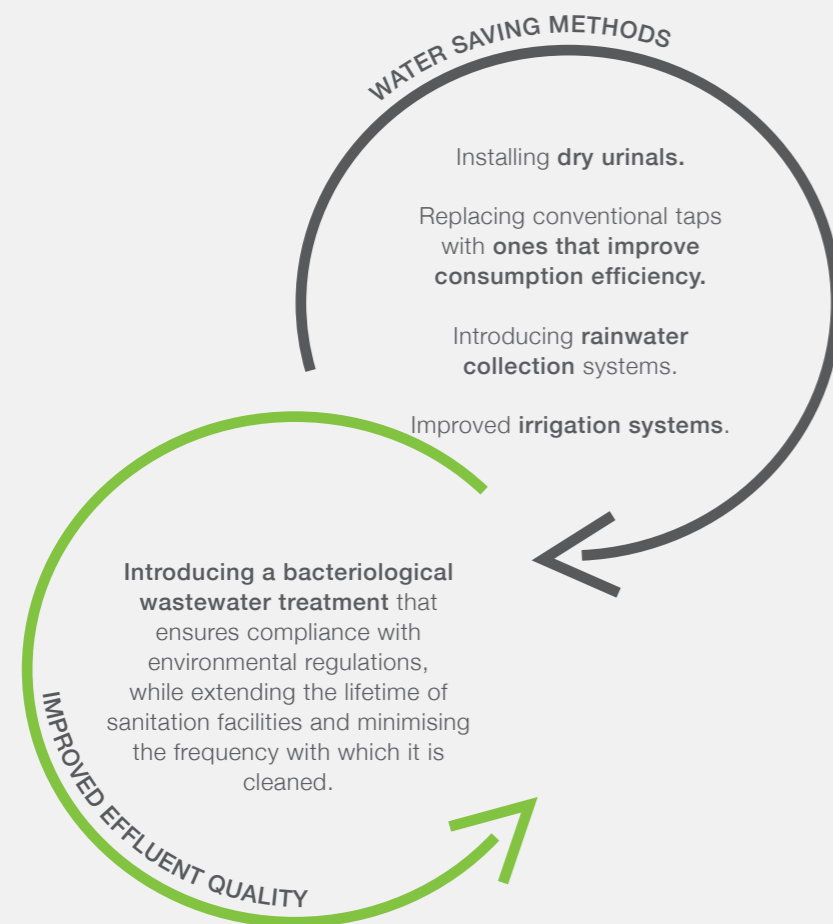
As part of the Company's goal to increase on-site renewable energy production, several centres in NEINVER's portfolio already incorporate renewable energy production systems. In 2021, these centres produced a total of 569 GJ.



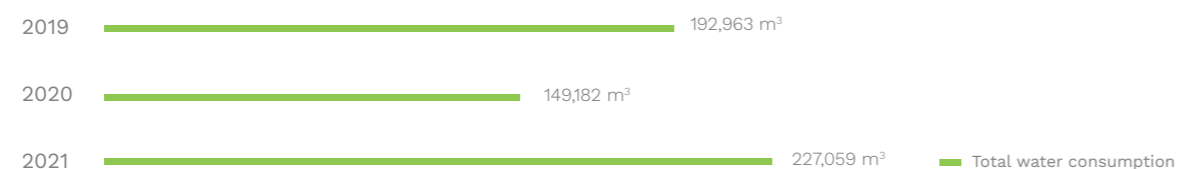
# Water management

Water consumption has increased by 52% due to the recovery of operations and water consumption for building refrigeration. The main aspect for water management is the fresh water consumption and the water discharge on public sewage, due to own nature of the activity. In order to continue driving down water consumption, the Company has set low consumption requirements for new installed water appliances.

## NEINVER's water management best practices



## Total water consumption (m<sup>3</sup>) at NEINVER's centres



## WATER AND EFFLUENTS

Our environmental management system, based on the ISO 14001:2015 standard, includes an annual evaluation of all the environmental aspects derived from our activity in order to establish priority measures to be taken on those considered significant.

The evaluation of environmental aspects is carried out using a standardised methodology approved by NEINVER's external certifier TÜV Rheinland. Each aspect is evaluated based on a minimum of two criteria, which are established depending on the type of aspect (nature, frequency, magnitude, influence capacity, severity, probability, severity). The result is the categorisation of environmental aspects into two types:

- **Significant:** those for which control measures and objectives must be established.
- **Not significant:** those that according to the ISO 14001 standard do not require specific measures.

The Company's business activity does not require continuous water consumption to provide its services, so the impact of the use of water is not considered significant. The cost of water consumption does not exceed 3% of a centre's ordinary budget, meaning it represents a small weighting compared to other environmental costs such as energy consumption. Furthermore, the amount of discharge water is basically the water from toilets area and rainwater, the measurement of this discharge water is not relevant for the water reduction management.



However, in line with the BREEAM in-Use certification, NEINVER establishes control measures for water consumption and management at all of its centres.

The Company also analyses the differences in water use depending on the type of centre to establish priority measures for each one. For example, in an open-air centre the consumption for irrigation is higher than in a closed-roof centre, representing up to 80% of total water consumption. Additionally, the treatment and monitoring of wastewater discharge is more relevant in centres with the highest percentage of restoration.

In terms of water use, the Company's main impacts, activities related to water use and control measures established to minimise it, are summarised in the following table:





Main impacts	Related activities	Operational measures
<b>Drinking water consumption</b>	Irrigation of green areas	Selection of native flora, adapted to the local climate and with lower water consumption requirements Drip irrigation in green areas Reuse of rainwater for washing and irrigation in areas of greater water stress
	Toilets	Low consumption taps Double discharge cisterns Dry urinals Smart sensors
	Water consumption by restaurants (food & beverage tenants)	Continuous monitoring Leak detection systems Environmental awareness Green clauses
<b>Water discharge</b>	Rainwater	Holding tanks required
	Wastewater	Fat separators in restaurants Hydrocarbon separators in parking facilities Non-aggressive cleaning products Periodic analysis of the discharge water Biological treatment with bacteria prior to dumping
<b>Runoff erosion</b>	Runoff water	Sustainable drainage systems (SUDS) Permeable pavements Flood studies carried out by experts

NEINVER is committed to managing water as a scarce resource and to using its influence to address water-related issues with its stakeholders through different channels.

Stakeholder	Channels
<b>Partners</b>	Quarterly reporting Trend analysis Proposal of measures or investments to minimise impacts
<b>Suppliers</b>	Environmental requirements in supplier assessment process
<b>Tenants</b>	Green clauses Environmental awareness
<b>Visitors</b>	Environmental awareness signage onsite Information on the centre's website Sustainability campaigns

In line with the ISO 14001:2015 standard, NEINVER establishes annual objectives for several of the environmental aspects considered significant. Although water-related aspects are not considered significant in the assessment, every year the Company makes improvements to reduce water consumption.

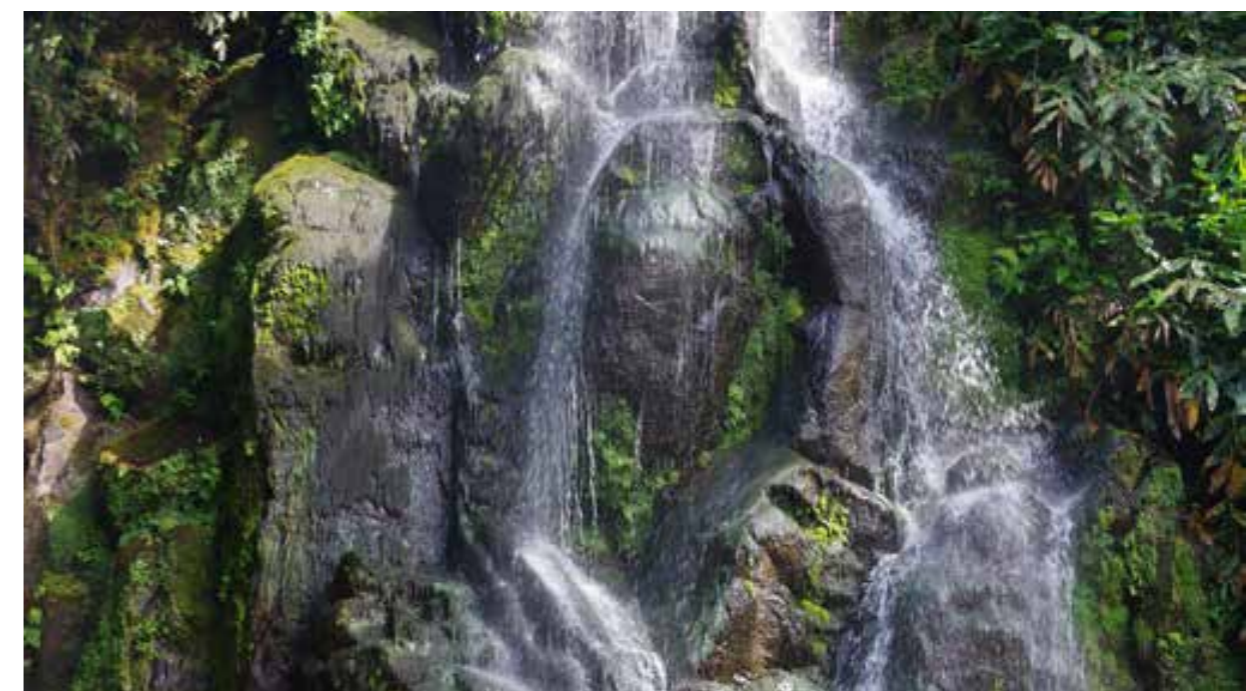
The Company complies with all the applicable regulations for water discharge in each of the regions where it operates. To improve the quality of the effluent, the Company implements measures such as the installation and maintenance of oil and grease separators, periodic analysis of the quality of the discharge and bacteriological treatment of wastewater to prolong the useful life of sanitation facilities and minimise the frequency with which it is cleaned.

Total water consumption in 2021 reached 115,96 megalitres, a 52.2% up on the previous year, largely due to the increase in opening hours. The water consumption figures provided refer to the common areas of the centres, since they are managed directly by the Company. All the centres are directly connected to the municipal supply network, with no intermediate storage.

Water consumption of centres located in areas with water stress: \*

\* The distinction of the centres located in areas with water stress is based on the Aqueduct Water Risk Atlas

- San Sebastian de los Reyes The Style Outlets= 5,3 megalitres
- Alegria Retail & Leisure Park= 2,160 megalitres
- Getafe The Style Outlets= 6,13 megalitres
- Nassica Retail & Leisure Park = 9,80 megalitres
- Las Rozas The Style Outlets = 5,25 megalitres
- Viladecans The Style Outlets = 16,19 megalitres
- FACTORY Gliwice = 1,49 megalitres
- FACTORY Krakow = 10,11 megalitres
- Castel Guelfo The Style Outlets = 7,27 megalitres



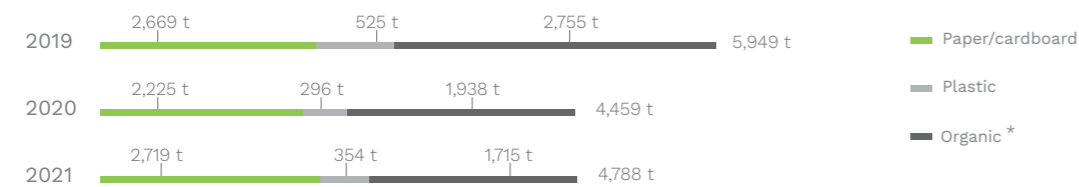


# Waste management

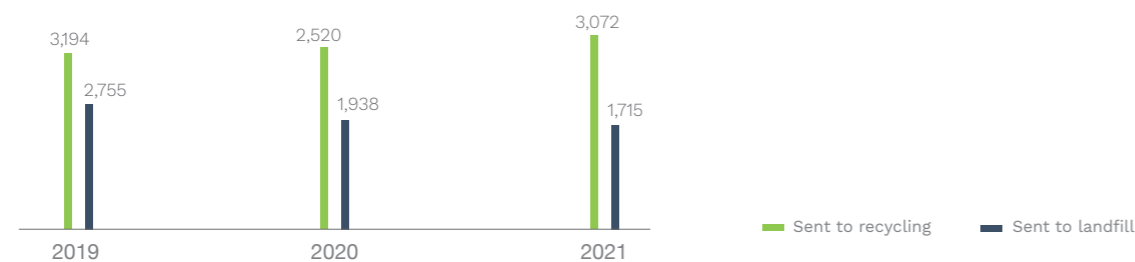
NEINVER is committed to adequately managing waste at all its centres by encouraging waste minimisation and working to improve segregation. The main source of waste in our assets come from the tenant operations. Stores source their products in packaging which afterwards is segregated locally at each centre.

To achieve high rates of waste segregation, the Company involves all its stakeholders by raising awareness and installing containers that help correctly separate waste. Since 2016, the waste management contract has included clauses that have enabled better waste management and treatment. Waste generation increased by 6.3% in 2021 due to the increase in recyclable waste. The Company sends all previously classified recoverable fractions (cardboard, plastic, glass, wood, metals, etc.) to recycling plants.

## Non-Hazardous waste production (t) at centres managed by NEINVER



## Share of non-hazardous waste by disposal route (t)



In 2021, the total amount of hazardous waste was 11,8 tones, which were treated by an authorised waste management organisation according to each country regulations. All the hazardous waste is sent to valorisation by an authorised Company.



# Biodiversity

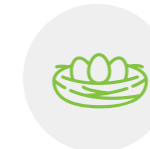
Part of NEINVER's environmental commitment includes minimising its assets' impact on biodiversity. In 2021, there were no new developments in place and therefore no changes to impacts on the land. The current assets are not located in any natural protected or with high biodiversity value. From an operational side, last year the Company continued its Biodiversity Management Plan at all its centres in Europe. This plan, which was launched in 2016 in its Spanish portfolio, includes several extremely noteworthy initiatives to offset the impact of the assets:



↑ Beehives in Factory Gliwice



Plant shrubs that produce fruits to feed **local fauna**.



Improve the management guidelines for **nesting birds**, especially migratory and protected species.



Plant **native plant species** to help the habitats surrounding the centres.



Establish **drip irrigation** in landscaped areas.



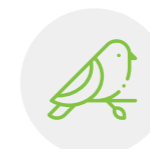
Best practices to ensure the use of **ecological fertilisers and pesticides**.



Best practices to ensure that **invasive species** are not introduced into landscaped areas.



Install **beehives and bat nests** to help preserve these animals which are a key part of the pollination process.



Ensure the **lighting** on **façades** and in exterior areas does not disorientate birds.



# Sharing our commitment with our stakeholders

Our commitment is not solely limited to our direct operations, but also integrates our entire value chain to ensure our activity does not negatively impact the environment. Although the indirect impact of our activity is more challenging to control, we strive to boost and support sustainability commitments among all our stakeholders. Some of the actions and procedures are:

## TENANTS



- Comply with lease clauses that include environmental management and efficiency requirements.
- Comply with requirements detailed in the centre Technical Guides, which are to be followed when designing, building and managing their stores.
- Tenant environmental and energy efficiency best practice guide.
- Organisation of biannual store manager meetings where centre management meets with all store managers to present the centre's most relevant data and remind them of environmental aspects, such as the importance of recycling, location of bins, etc.
- Ongoing training on NEINVER's procedures and policies, as well as on specific issues considered points for improvement at the centre.
- Action guidelines in case of emergency.

## SUPPLIERS



- Inform on NEINVER's environmental, energy efficiency, quality, and health and safety policy.
- Request a pre-screening questionnaire that evaluates environmental certifications.
- "Green clauses" in lease agreements that include environmental, energy efficiency and health and safety best practices.
- Work according to the Service Level Agreements established in contracts, on which their performance is assessed.
- Comply with environmental legislation and use best practices.
- Correctly manage health and safety for their professionals and facilities.
- Properly manage waste, especially in the case of hazardous waste.
- Ongoing training on NEINVER's procedures and policies, as well as on points of improvement of activities at each centre.
- Emergency action guidelines for contractors and tenants.
- Regular performance meetings to evaluate improvements and issues.

## VISITORS



- Environmental awareness campaigns.
- Promotion of green mobility.
- Promotion of sustainable brands and products.
- Section on the centres' websites with all environmental measures in place.





# Responsible supply chain

NEINVER has a detailed assessment process in place to ensure that all its suppliers share the same level of commitment to quality, responsibility and transparency as the Company. The quality of their products and services must be accompanied by respect for the environment and for society. The initial assessment is integrated into NEINVER's business management system and is complemented by an additional ongoing annual assessment designed to ensure that its suppliers' commitment to quality and responsibility continues to meet the levels established by NEINVER. In 2021, 90.32% of suppliers were assessed according to sustainability criteria, including social and environmental criteria.

The criteria included in the process are assessed and rated positively when selecting or renewing a particular supplier. Furthermore, training workshops are provided throughout the year to employees involved in implementing the process.



↑ Community cleanup initiative. Spain.

## SUPPLIERS ASSESSMENT PROCESS







## | RESPONSIBLE AND TRANSPARENT CONTRACTING

In addition to the initial and ongoing assessments, NEINVER has a series of tools and procedures to guarantee that the process of contracting suppliers is carried out responsibly and transparently:

1. It includes environmental, social and good governance (ESG) clauses concerning labour regulations, health and safety and environmental-related matters in the contracting phase.
2. It regulates the minimum number of tenders required, the departments and managers involved in their assessment, and the type of mandatory controls and procedures required to prevent fraud linked to supplier selection in the tender processes.
3. It carries out annual audits of the tenders to guarantee compliance with the defined criteria and transparency in the entire selection process.
4. All Company employees have signed the Conflict of Interests Policy and the Code of Ethics, which regulate aspects such as accepting gifts, preventing conflicts of interest in contracting, and generally carrying out all contracting procedures according to objective ethical criteria. These tools allow the Company to identify potential crimes and apply preventive measures.

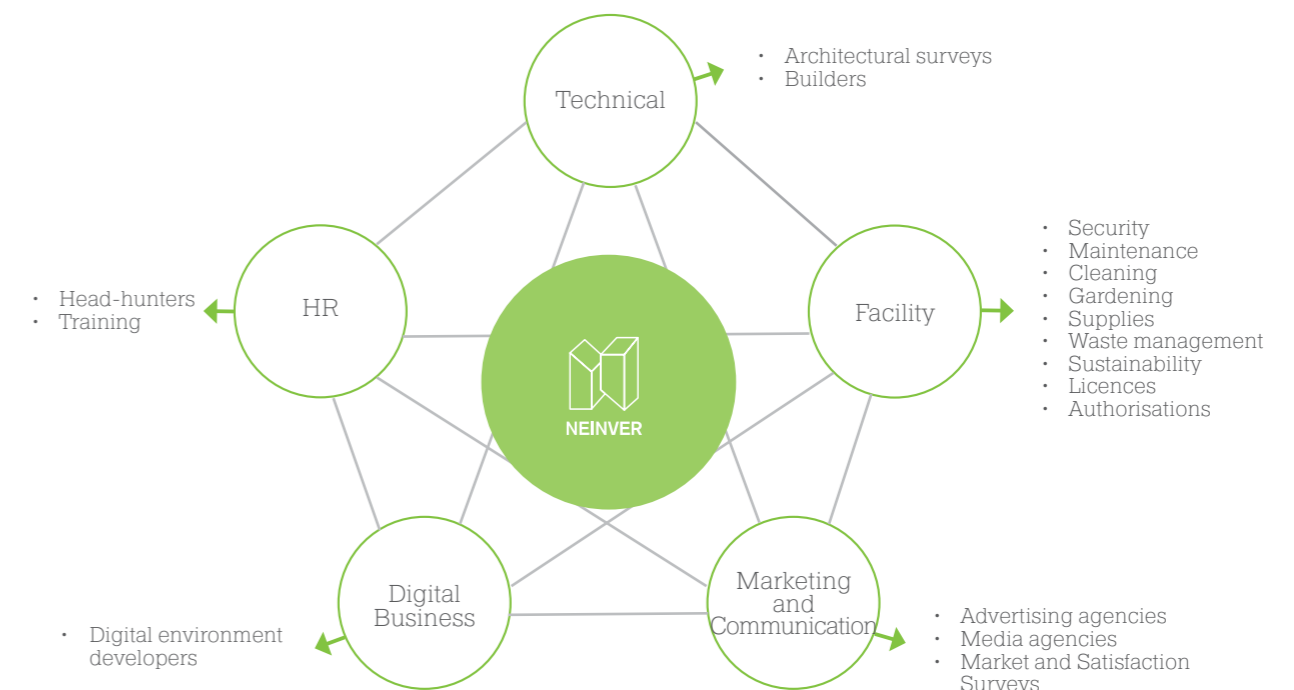


## | SUPPLIER RELATIONSHIP

From a legal point of view, and in the interest of improving supplier knowledge and management, NEINVER distributes the “Know your Client” (KYC) questionnaire to all suppliers. Among its sections, particular emphasis is given to the requirement for suppliers to establish internal measures to prevent money laundering and the financing of terrorism.

In addition, as the training of suppliers is relevant for NEINVER, it provides different activities, such as sharing best environmental and energy practices, continuous personalised advice and constructive feedback on the approval processes, and an evaluation of the quality level of the service provided.

## | NEINVER's supply chain. Types of suppliers\*:



\* This chart only includes the Company's main suppliers. It does not include all suppliers.



# 06

## Collaboration with our brand partners

Support our retailers in implementing their sustainability strategies to minimise their environmental footprint in our centres and adapt to what consumers expect in terms of sustainability.





# Overview

NEINVER works to establish trusting relationships with its tenants and ensure the highest level of satisfaction by fostering active communication based on dialogue and collaborative working. Over the years, the Company has developed a long-term commitment and mutually beneficial relationship with its brand partners, understanding and supporting their strategies, based on flexible and individual solutions to help them grow their businesses.

Throughout 2021, NEINVER continued to support its brand partners, supporting their needs in light of the pandemic and the subsequent enforced closures and trading restrictions. In this regard, NEINVER renegotiated rents in 1,278 tenant lease agreements.

Besides guaranteeing the ongoing communication and support to tenants and brand partners in their business decisions and operations, this pillar is based on aspects that are paramount to both helping brands reduce their environmental impact, while also staying relevant to consumers and increasing tenant satisfaction. The collaboration with brands is key in areas such as sustainable management, eco-efficiency, waste management, etc. but also in other areas such as helping to promote sustainable products and recycling programmes; providing insights on consumers' sustainability preferences and ensuring tenant health and well-being.

## KEY MILESTONES 2021

- **Tracking pilot programmes rolled out in The Style Outlet centres in San Sebastian de los Reyes (Madrid) and Viladecans (Barcelona), with trackers installed in around 70% of shops trading in the centres.**
- **Launch of improved all-in-one retail analytics tool allowing retailers to easily access detailed store performance data on a daily basis.**
- **Initiatives to increase visibility on brands' sustainable products and raise awareness of their sustainability initiatives.**
- **Design and Planning of Retail Academy in Poland.**
- **Implementation of the carpooling pilot project in three Spanish centres: Viladecans and Getafe The Style Outlets and Nassica.**

## Retail management

NEINVER continuously works to improve its management model to bring added-value to its tenants.

- Day-to-day operational support
- Strategic advice
- Attracting customers to the centres
- Service excellence to protect brand equity
- Detailed information and ongoing communication through different channels
- Shared goals



← Halle Leipzig The Style Outlets. Germany



# Sharing our sustainability commitment with tenants

Sustainability-related matters have become increasingly important for both operators and retailers, with new regulations assigning energy and carbon efficiency limits to buildings, and the market demanding ever more sustainable practices. In this context, collaboration between operators and tenants has become paramount and NEINVER is a key partner, offering valuable support in terms of brands' sustainability strategies.

We work closely with retailers from a very early stage, even before their stores are opened for trading, providing them with sustainable design guidelines and including green clauses into the lease agreements – that lay the foundation for our collaboration.

In addition, we support tenants by providing them with performance data for energy, water and waste consumption, thereby allowing them to work on reducing their impact and improving the sustainability of their stores. In 2021 we launched a pilot initiative that gives retailers visibility on the sustainability performance of their stores and helps reduce the environmental impact of the centres as a whole.

This approach, based on information and sharing best practices, encourages tenants to play an active role in the environmental performance of the assets which they occupy.

Tenants are also encouraged to get involved in environmental awareness campaigns, such as “Earth Hour” or the “Energy Efficiency Day”.

## SOME MEASURES TO IMPROVE THE SUSTAINABILITY PERFORMANCE OF TENANTS:

Compliance with lease clauses that include environmental management and efficiency requirements.

Compliance with requirements detailed in the centres' Technical Guides, which are to be followed when designing, building and managing their stores.

Tenant environmental and energy efficiency best practice guide.

Biannual meetings with store management to present the centres's most relevant data and discuss the importance of environmental aspects such as recycling, location of bins, etc.

Ongoing training on NEINVER's procedures and policies, as well as on specific issues identified as points to improve at the centre.

Guidelines for how to act in the event of an emergency.

Looking ahead, NEINVER is encouraging its teams to engage with tenants in a bid to increase collaboration on sustainability and to work together with tenants to improve the information provided concerning their sustainable products and sustainability initiatives. Many retailers are implementing strategies to address climate change and decrease their social and environmental impact. NEINVER's aim is to support the environmental and social performance strategies of its tenants by promoting their existing sustainable alternatives among customers.

Also, the Company aims to gather information on consumer sustainability preferences in order to reflect consumer trends in the tenant mix and support brands in expanding their offer of healthy and sustainable alternatives.



↑ Viladecans The Style Outlets. Spain





# New solutions and digital transformation

In 2021, collaboration with tenants not only addressed the appropriate and required measures to ensure the health and safety of their employees and visitors, but also the implementation of new shopping solutions like the Virtual Shopping service across the entire portfolio. This service offers customers the possibility of shopping and browsing items without being physically present in the shop and as such helps brands to sell their stock.

One of NEINVER's key focuses in order to create value for its brand partners is to provide them with the best information about their businesses. In 2021, significant progress was made in NEINVER's unique digital ecosystem in terms of accurately understanding consumer shopping behaviour in real time. Transaction trackers, developed ad-hoc, have made it possible to automate the collection of sales data from stores in a non-invasive way, obtaining extremely valuable information in real time, with a much lower error rate and allowing in-store staff to dedicate their time to other tasks. Pilot programmes were implemented in The Style Outlet centres in San Sebastian de los Reyes (Madrid) and Viladecans (Barcelona), with trackers installed in around 70% of shops trading in the centres. In 2022, this is being rolled-out in the Style Outlet centres of Las Rozas, Getafe and Coruña and Nassica Retail & Leisure Park with the aim of cover the entire Spanish portfolio by the end of the year and start introducing it in the rest of the portfolio.

Moreover, NEINVER launched an improved retail analytics tool for its entire portfolio which allows retailers to easily access detailed store performance data on a daily basis and gain insights that help them make better-informed business decisions. An all-in-one analytics dashboard, which collects, measures, and analyses sales data both at the centre and at in-store level, now provides analytics right from the day after the close of business. Retailers can track performance against previous time periods on a daily basis and benchmark it against peers within the outlet or at portfolio level through the multiple rankings provided within the tool. As it is cloud-based, data can be viewed and analysed at any time and accessed via any device, another advantage that allows retailers to make decisions quickly and from anywhere.

These business intelligence solutions help to improve brand partners' results across the 21 centres in the Company's portfolio. Combined with regular corporate, regional and local follow-up meetings with our tenants and brands, it generates information that offers great value-add in terms of meeting customer needs.



# Tenant satisfaction and well-being

Our tenants' satisfaction is pivotal for NEINVER. The Company promotes active communication with its tenants through the different communication channels made available to them, with the aim of identifying possible concerns and needs, resolving incidents and gathering suggestions to maximise their experience.

Yearly surveys are rolled out in each centre across the portfolio covering aspects such as security, cleanliness, services and management reporting in order to collect feedback from tenants and meet their needs and requirements through specific action plans.

Guaranteeing the health, safety and well-being of its tenants is one of NEINVER's top management priorities. As such, the Company put several safety and well-being initiatives and protocols in place throughout its centres, from security training, panic alarms, noise control and monitoring ventilation and air quality to offering complementary services. (See chapter 8. Responsible consumption & sustainable communities).

As part of the mobility studies carried out at some of our centres, we have identified interest among tenants for car-sharing services. In order to encourage sustainable travel, we have responded with a new car-pooling initiative in three centres in Spain and one in France that meets this need, reducing costs and CO<sub>2</sub> emissions. Moreover, charging points for electric vehicles have continued to be added, while chargers for electric bicycles and scooters have also been installed.

# Training

In Poland, a new initiative was planned during Q4 2021 and rolled out in 2022 to provide professional training to our tenants' teams in FACTORY Gliwice. Named "Factory Retail Academy" it consisted in a series of training sessions covering areas such as Team management, Customer Service, VM and Styling. The aim of this initiative is to work closely with store employees in order to improve the overall shopping experience at our centres.



# 07

## Responsible consumption & Sustainable communities

Our strategy is shaped by our connection to our customers, the communities where we operate and society in general. We commit to delivering sustainable destinations where visitors can shop, socialise and spend time and to drive growth on the local community. All while ensuring that our centres stay relevant to customer's sustainable shopping preferences and generating a positive impact on our local communities.





# Overview

In 2021, NEINVER continued to prioritise the health and safety of its customers and employees via its “Shop Safe, Stay Safe” commitment, guaranteeing compliance with the strictest hygiene standards and social distancing rules and maintaining a strong emphasis on communication with visitors, communicating with them via both digital and on-site channels to ensure they feel comfortable and safe during their visit.

It also strengthened its commitment to social diversity and providing a fully-inclusive shopping environment – improving accessibility at its assets and ensuring that centres and facilities are able to accommodate the needs of all visitors. In recognition of this, the Company obtained the international accessibility certification AIS (Accessibility System Indicator) for Poland and Amsterdam, meaning that 100% of owned assets are now AIS certified. In 2022, NEINVER plans to take this commitment to the next level, introducing further improvements and raising the certification score for asset.

To further improve NEINVER’s role as a catalyst for social and economic prosperity within the communities it operates in, a plan was prepared in 2021 and rolled out at the beginning of 2022. It empowers the teams to take action around 4 core areas - sustainability, well-being, community, and inclusivity – through a series of initiatives to positively engage both visitors and local communities, primarily via championing responsible consumption, raising visitor awareness of the environment and their social impact, activities to connect people to nature, community-oriented initiatives and promoting healthier lifestyles, to name but a few.

To gain insight on customer’s sustainability preferences, NEINVER included sustainability questions in its customer surveys and in 2022 it aims to conduct sustainability-oriented surveys to its own customer base via its existing proprietary CRM technology to further understand their expectations and better adapt to their needs.

One of NEINVER’s key targets is to gradually attract sustainable products and socially responsible brands, adapting the retail offer to an increasingly socially aware consumer and provide healthy and sustainable alternatives to its visitors.



## KEY MILESTONES 2021

- 100% of assets supported and promoted sustainable consumption initiatives.
- 100% of assets supported at least one local charity or non-governmental project.
- 89% of assets support local entrepreneurship via awareness campaigns and marketing initiatives.
- NEINVER secured the international accessibility certification AIS (Accessibility System Indicator) for its entire European portfolio of owned assets.
- 85% of assets are equipped with electrical vehicle charging spaces.
- In 2021, the Company’s operations created more than 13,500 indirect jobs.
- Almost 13 tonnes of textile were collected for reuse.

## UPCOMING 2022 MILESTONES

- Implementation of a new loyalty initiative, a phygital tool to improve the customer experience, reward customers with personalised incentives and experiences, including rewards for sustainable behaviour.
- New websites focused on customer engagement and information on the latest trends and news.
- Improvement of AIS (Accessibility System Indicator) scores in some assets.
- Increase consumer sustainability intelligence.



# Visitor experience

NEINVER plays a key role in society, as it provides spaces for unique experiences (shopping, events, entertainment, etc.). Its outlet centres' value proposition of top brands and discounted prices is complemented with an upscale experience to remain aligned with shoppers' expectations and demand. The Company's strategy includes providing unique spaces to visitors, investing and transforming the centres through renovations, and offering hospitality and customer services to make shopping more comfortable and sustainable. All this is combined with a retail mix of top brands and dining options tailored to attract each catchment area. Furthermore, investing in digital acceleration and deploying new technologies to provide a more convenient and efficient shopping experience has continued to be a main priority over the past year.

## RANGE OF SERVICES NEINVER OFFERS TO VISITORS

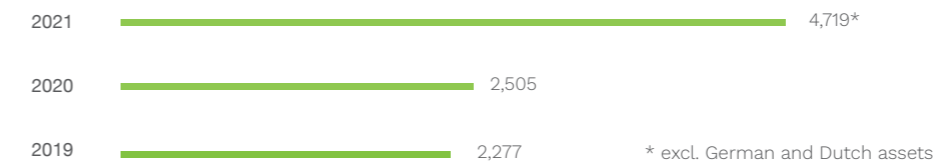
We provide best-in-class amenities that deliver a unique shopping experience, with a special focus on services for families. Some examples are listed below. \*

- Virtual Shopping
- VIP Programme
- Free parking
- Bicycle parking
- Electric scooter parking and charging points
- Electric car charging points
- Motorcycle parking with helmet lockers
- Shuttle bus
- Mini-bike sharing service
- Car wash service
- Pushchair and wheelchair hire
- Umbrella hire (in outdoor centres)
- Book sharing service (temporarily not available)
- Secure storage of belongings (hands-free shopping) (temporarily not available)
- Luggage storage
- Tourist information services
- VAT refund service for travellers
- Cash machines
- Lounges for parents with young children
- Children's play areas with supervisors
- Cinema for children
- Child geolocation
- Free kids' amenities
- Lost teddy bear service
- Wi-Fi network
- App with customised discounts and offers
- Mobile phone charging points and portable battery loan
- Wide range of dining options
- Image consulting (personal shopper)
- Gift card
- Nurse's station and defibrillator
- Outdoor chill-out areas
- Meeting rooms
- Group package
- Pet-friendly centres
- Clothing recycling service

\* Not all services are available at all centres.

In order to improve customer experience, NEINVER has set a target of improving complaints management procedures and protocols, in order to standardise existing procedures across its centres. The channels used for handling customer complaints across the centres include incident and suggestion forms, access to a queries section on the website, email accounts for managing complaints and information points at each centre. The aim is to handle all complaints and suggestions quickly and efficiently. In 2022, there were a total of 4,719 complaints.

## Complaints and suggestions received by NEINVER



All the information gathered is used confidentially and always receives a personalised response.

Moreover, the Company carries out surveys with its customers to gather insights on how they shop and their expectations and preferences when visiting the centres.



↑ FACTORY Ursus. Poland



# New solutions and digital transformation

NEINVER's digital ecosystem continues to evolve to meet the needs of its visitors and retailers. NEINVER has embraced new strategies and developed new tools to interact with customers and respond to their expectations.

COVID-19 furthered the need for easy access to products and services and up-to-the-minute information, and tech tools have continued to play a defining role in the sector, with digital services and tools such as virtual shopping adapting to shoppers' needs, while invisible smart tech solutions such as geolocation systems and tracking tools help analyse consumer behaviour and adapt aspects such as marketing, leasing and facilities management and help support brand strategies.

In 2022, NEINVER will launch new websites and a new loyalty card to strengthen and improve its bond with consumers.

# Data protection

As NEINVER's digital ecosystem has evolved, the Company has made data protection a top priority, ensuring it is accountable for how it handles consumer data and guaranteeing the privacy and security of its customers' personal data. To ensure the implementation of the EU General Data Protection Regulations' requirements, the Company has put in place the correct channels and procedures to guarantee customers can exercise their privacy rights.





# Health, Safety and Well-being

Guaranteeing the health, safety and well-being of its stakeholders – visitors, tenants, investors and the community in general – is one of NEINVER’s key priorities. To do this, the Company focuses on two key areas:

## MAIN ACTIONS TO ENSURE STAKEHOLDER SAFETY AND SECURITY

### Security

- Action protocols to guarantee the security of visitors and their belongings
- Theft prevention studies
- Panic alarms in centre shops
- Security training for NEINVER staff
- Renewal of security service contracts with greater provisions

### Health and well-being

- Strict COVID-19 measures and protocols
- Specific action plans to prevent the most common accidents
- Defibrillators and qualified security staff to take action in case of an emergency, and first aid at all centres
- Defibrillator spare parts at all Spanish and French centres
- Noise level, light condition and air quality monitoring and control
- Monitoring thermal comfort, regulating the distribution of climate control inside buildings
- Monitoring ventilation and air quality
- Microbial control (legionella)
- Inclusive design, creating safe pedestrian routes to promote the safety of children and adults and people with reduced mobility
- Rest areas with comfortable furniture and Wi-Fi
- Enhancing natural light through skylights and brightness control
- Well-being marketing campaigns

## MEASURES AND PROTOCOLS TO COMBAT COVID-19

The “Shop Safe, Stay Safe” blueprint created in 2020 to prioritise the health and safety of its customers and employees remained in place throughout 2021, ensuring compliance with the strictest hygiene standards and with social distancing rules. COVID-19 hygiene and safety protocols and procedures implemented across all its centres in Spain, Italy, Poland, Germany and the Netherlands were certified by SGS, the world’s leading inspection, verification, testing and certification Company. In France, the protocols implemented in Roppenheim The Style Outlets were validated by the inspection and certification firm Socotec (covers 2020 only).



↑ Castel Guelfo The Style Outlets. Italy





# Accessibility

NEINVER's ESG strategy includes an all-encompassing concept of what accessibility means at its centres. The Company not only removed architectural barriers for people with physical disabilities, but also for other groups who may need help getting around the centres, such as the elderly, children or pregnant women. Over recent years, the Company has actively worked to improve accessibility at its centres in order to make them more comfortable and safer for people with reduced mobility. After achieving AIS accessibility certification for Viladecans The Style Outlets in 2017, the Company obtained this certification for the whole of its Spanish portfolio in 2019, demonstrating its commitment to ensuring that anyone can move around its centres comfortably and safely. In late 2020 and early 2021, the Company also earned this certification for its French and Italian centres and recently certified the accessibility of its portfolio in Poland and the Netherlands, meaning that 100% of its owned assets are now certified.

The degree of accessibility achieved by NEINVER includes:



**ENTRANCES:**  
Adapted and accessible.



**MOBILITY:**  
Full.



**WC AND LACTATION ROOMS:**  
Adapted.



**SIGNAGE:**  
High contrast and bimodal.



**COMMUNICATION:**  
Human facilitator and understandable signage with pictograms.



**LIFT:**  
Accessible with capacity for wheelchairs, handrails and accessible push buttons (inside and outside) and bimodal signage.



**FURNITURE:**  
Accessible.



**EXTERIORS:**  
Accessible and with colour contrast signage.

Centre name	AIS Score	Certification period
Viladecans The Style Outlets	*****	2020-2023
Roppenheim The Style Outlets	****	2021-2024
San Sebastian de los Reyes The Style Outlets	***	2019-2022
Alegria Retail & Leisure Park	**	2019-2022
Getafe The Style Outlets	**	2019-2022
Nassica Retail & Leisure Park	**	2019-2022
Las Rozas The Style Outlets	**	2019-2022
Coruña The Style Outlets	**	2019-2022
Vicolungo The Style Outlets	**	2021-2024
Castel Guelfo The Style Outlets	**	2021-2024



↑ Vicolungo The Style Outlets. Italy



# Supporting local communities

NEINVER's retail assets have an important role to play in the prosperity of each and every region they operate in, including job creation and direct and indirect employment via tenant sales and activities, supplier activities, local tax payments, local business development, infrastructure improvements, etc.



## Supporting local suppliers

The Company champions purchasing locally to boost direct employment and the growth of its suppliers. NEINVER has an extensive network of local suppliers that ensures that virtually all purchases are made in the countries where the centres are located. These purchases are mainly made for facilities management services (maintenance, repairs, cleaning, gardening, security, supplies, consulting), marketing (agencies, signage, advertising, etc.), legal and tax advice, accounting services, travel agencies, property intermediation services, insurance brokerage and office lease agreements. In terms of corporate purchases, Spain and Poland are the countries where the majority of purchases are made.



## Commitment to youth and local employment

One of the Company's goals is to create job opportunities for the local community at NEINVER properties. An example of this is NEINVER's centre in France taking part in a local job fair and Amsterdam The Style Outlets organising a recruitment campaign in collaboration with brands and local authorities to boost the recruitment of people in the local area.

NEINVER is also committed to boosting employment and training for young people, especially amongst recent or future undergraduates or postgraduates. NEINVER supports the development of young talent with its internships and collaborations with various universities through a scholarship programme for students and recent graduates. The Company's objective is to help those university students in or around the locations where it operates with their training and starting out in the job market.

In 2021, NEINVER collaborated with 3 universities and institutions offering degrees and postgraduate degrees in Spain, and that teach subjects in line with the Company's activities. In 2021, the Company signed agreements with Universidad Pompeu Fabra, ESIC and Escuela de Empresa. Three appendices to the different collaboration agreements with Spanish training institutions were subsequently signed, enabling 3 students to complete internships at NEINVER, both at our head offices and our centres. The main training areas were Marketing and Retail.

Collaboration agreements were also signed with different European universities and training centres in the areas we operate in to collaborate in the practical training of students in the fields of Marketing, Retail and Management. In 2021, 4 students benefitted from these agreements from the Università degli Studi di Milano, University of Westminster, Università Cà Foscari Venezia and Hogeschool Inholland Amsterdam and completed their internships at NEINVER workplaces in Italy and The Netherlands.



## Promoting responsible consumption and environmental values

NEINVER's commitment to the environment extends beyond its own operations to the actions of its stakeholders. The Company takes an active role in promoting responsible consumption and environmental values among its visitors and society through awareness campaigns to educate visitors on environmentally friendly behaviour.

Initiatives include campaigns to encourage visitors to recycle clothes, zero plastic bags, increase the use of green mobility, protect biodiversity, segregate waste, and use water responsibly, among other aspects. Connecting people to nature, through reforestation of local woodlands, urban gardening and farming, or regularly taking part in environment clean-up campaigns in their neighbourhoods are also used to deliver educational messages and provide sustainable experiences.

Given the importance of the fashion sector in NEINVER's business and the impact of the fashion industry on the environment, the NEINVER circularity in fashion is one of its priorities. Containers have therefore been installed at the centres to help recycle used clothes in partnership with local companies and charities. In 2021, 13 tonnes of textiles were collected to be given a second life. Also, circularity-related events in Getafe and Viladecans helped us to collect more than 1 tonne of clothes at each centre.

NEINVER is also working with its tenants to provide better information on the sustainability of their products, promote eco-friendly product lines to visitors, and inform them about existing sustainable initiatives to address climate change and reduce environmental impact.

Promoting sustainability through local initiatives is a core part of the marketing strategy of each centre and will continue to be a focal point for the Company in the future.



↑ Recycling initiative at Getafe The Style Outlets. Spain.





## Community engagement

NEINVER not only works with local communities to drive their economies, it also proactively adds value to the community itself. NEINVER's centres have always taken an active role in the local communities they operate in, forging long-term bonds with multiple stakeholders. COVID-19 demonstrated just how important these social and economic ties were and allowed NEINVER to support their communities even more.

In 2021, NEINVER launched a Europe-wide programme, under the slogan “[RE] IMAGINE THE FUTURE TOGETHER”, to support art and the local community, and to get consumers fired up with a “wave of optimism” in a year still reeling from the pandemic. Several initiatives were rolled out across the whole portfolio to promote local artists and showcase their work, as well as workshops and different initiatives to support the community, promote sustainability and care for the environment.

Other examples of community related actions include:

- **San Sebastian de los Reyes (Spain):** supporting local sport initiatives throughout the year that lead to the Town Hall presenting the centre with an award. One of the activities was a collaboration with the FDI Foundation which promotes development & integration, thanks to which customers and visitors were invited to play, discover and support inclusive sports such as wheelchair basket, boccia, archery and sitting volleyball.
- **Factory Gliwice (Poland):** opened the Factory Academy at the centre, an innovative and educational project for children. In close collaboration with the Polish University of Development, the centre hosts robotics workshops and English classes given by a professional language school. All visitors have access to a multimedia library with reading materials for both children and adults.
- **Castel Guelfo (Italy):** Contribution to ‘Mettiamo radici per il futuro’, the green initiative organised by the Emilia Romagna Region to transform it into the “green hallway” of Italy, by planting its whole car park with 720 indigenous trees to promote biodiversity.

NEINVER also relies on the collaborative power of its teams to mobilise and provide solutions in extreme weather conditions, as demonstrated with the actions taken when confronted with various natural disasters in 2021. At the start of January, the Filomena snowstorm in Madrid led to members of the public being trapped in their cars and the cinemas at Nassica retail & leisure park were used to accommodate those in need, who were also provided with blankets, and our teams worked tirelessly throughout the weekend to provide additional assistance. Another example was the flooding that hit western Europe in the summer, especially the German state of Rhineland-Palatinate where Montabaur The Style Outlets is located. The team in Germany moved quickly to support those in need and helped collect much needed donations for the aid campaign.



↑ “Mettiamo radici per il futuro” initiative. Italy.



↑ Factory Academy. Poland.





# 08

About this report





# About this report

In preparing this report, the NEINVER Group has followed the principles of the Global Reporting Initiative: stakeholder inclusiveness, sustainability context, materiality and completeness.

In order to identify the material topics, NEINVER has carried out a materiality analysis for 2021 – which is laid out in the Appendix to this report – and has also taken into account the Company’s primary stakeholders. The scope of these material topics and their coverage has been sufficiently detailed to reflect the relevant economic, environmental and social impacts and allow stakeholders to assess NEINVER’s performance in 2021.

NEINVER is also committed to ensuring the quality of this document, in line with the principles of accuracy, balance, clarity, comparability, reliability and timeliness.

In order ensure the reliability of this information, NEINVER has submitted its Sustainability Report for independent verification. The assurance report, which includes the objectives and scope of the external review, as well as the procedures used and their conclusions, is attached as an Appendix to this report.

## SCOPE OF THE INFORMATION AND STANDARDS USED IN THE REPORT

This report has been prepared in accordance with the GRI Standards: Core option, as specified in point 102- 54 of the GRI content index. This report has been created in accordance with the reporting principles listed in the 101 GRI Standard. Following these guidelines guarantees that the information contained in this report is reliable, complete, balanced and clear. Furthermore, additional content from the GRI Construction and Real Estate Sector Supplement has been included in this report.

## STAKEHOLDERS IDENTIFICATION PROCESS

NEINVER considers as stakeholders all institutions or individuals that may be affected by the risks and opportunities deriving from its activities and services. In order to increase the value it creates for all its stakeholders, NEINVER takes into consideration their expectations and requirements. Therefore, NEINVER focuses on maintaining an insightful and constructive relationship through communications channels specifically made available for this purpose (page 64).

## STAKEHOLDER ENGAGEMENT

This report has been prepared taking into account stakeholders’ expectations and concerns regarding the Company’s operations and performance. These expectations have been taken into account through the NEINVER managers who are in contact with them, and we have also analysed the key topics of interest that have appeared in the media and are considered to be of concern to stakeholders.

The Company reaches out to its stakeholders in the following ways:

- Visitors: regular surveys are conducted, circa two or three per year, via a proprietary CRM system and database. Customers are asked about relevant aspects related to preferences, trends, the centre’s services and facilities, among others.
- Tenants: the relationship with retailers is ongoing both at corporate and centre level. At centre level, retail coordinators meet tenants on a daily basis, offering day-to-day operational support, and at corporate level frequent meetings take place between NEINVER professionals from different areas (retail, marketing, leasing and strategy) and the brands’ teams.
- Investors: monthly and quarterly meetings with investors regarding asset/portfolio performance and other aspects that are relevant to the business.
- Local public and private organisations: ongoing relationship with relevant local bodies, including municipal organisations, local NGOs and public transport consortiums. We engage with these organisations, holding at least one yearly one-to-one meeting.
- Employees: we reach out to employees on a daily basis via the intranet, emails, internal meetings and at least once a year for the annual performance appraisal, which is completed during half term.

These engagement actions allow us to define the material aspects of the Company. The Company senior management gathers diverse insights from inside and outside the organisation, providing the most relevant aspects, which help the materiality assessment process and the elaboration of the ESG strategy. Thanks to this process we are able to inform the material aspects with the stakeholders perspective.

## MATERIAL TOPICS IDENTIFICATION AND PRIORISATION

The process to identify the material topics most relevant for the Company and its stakeholders has three phases:

1. Identification and prioritisation of stakeholders.
2. Identification of material topics and their prioritisation according to their importance for stakeholders and their impact on our activities.
3. Validation of the information to be disclosed on the material topics, in accordance with the principle of completeness and balance defined by GRI Standards. Of all the material topics that appear in the materiality matrix, the report gives a wider coverage to those situated in the upper quadrant. All material topics are listed on the following table.



SCOPE	MATERIAL ASPECTS	ORGANISATION	OUTSIDE THE ORGANISATION
Financial Performance	Operational performance Economic value distribution Resilience Commercialisation	X	
Company Strategy	Business model ESG strategy Medium and long term strategy Adaptation to market needs Stable channel for brands Value creation through asset management	X	X
Climate change	Resilience planning for climate-related risks Emissions and energy consumption Green mobility	X	X
Resources' scarcity	Waste management Biodiversity and water	X	X
Committed team	Talent attraction Employee engagement Equal opportunities, diversity and inclusion Fair compensation Professional development Health & Well-being Work-life balance	X	
Socioeconomic impact	Wealth generation Engagement with society and local communities Active participation in industry organisations	X	X
Customer well-being	Customers' satisfaction Customer's health, safety and well-being	X	
Responsible supply chain	Tenants' satisfaction and well-being Procurement process Suppliers' health and safety Suppliers' ESG assessment	X	X
Good governance and transparency	Governing purpose and values Good corporate governance practices and ethics Regulatory compliance (GDPR, anti-money laundering) Stakeholders' engagement Risks and opportunities' assessment ESG commitments, structure and processes Governance structure and responsibilities Responsible consumption Complaints and suggestions management Internal control	X	X

## Entities included in the consolidated financial statements

N.CAPITAL, S.L.  
 RENTIBER 2000, S.A.  
 SEGOFIELD, S.L.  
 NEINVER LA TOJA, S.L.U.  
 NEINVER FRANCE, S.a.r.l.  
 NEINVER ASSET MANAGEMENT ESPAÑA, S.L. (NAM)  
 NEINVER DEUTSCHLAND GMBH  
 NEINVER ASSET MANAGEMENT POLSKA, SP.ZO.O.  
 NEINVER ITALIA, S.p.A.  
 NEINVER FRENC HOLDCO SCI  
 MACEIRAL, S.A.  
 NEINVER LUSITANA PROJ.INM., S.A.  
 NEINVER POLSKA, SP.ZO.O  
 NEMAB, S.a.r.l.  
 BELLEGARDE VILLAGE DES ALPES, S.a.r.l.  
 BIS OUTLET AHRTAL GmbH  
 JBR OUTLET WERL, GmbH  
 NEINVER NETHERLAND, B.V  
 NEINVER LUXEMBOURG, S.a.r.l.  
 Neptune Property Venture, S.a.r.l.  
 Roppenheim Outlet, SNC  
 Promcat Alternativa, S.L.  
 Neptune Roppenheim Holding Sarl  
 Neptune Holding Spain SL  
 Neptune OPCI SPPPICV  
 Roppenheim Holding SAS  
 Neptune Polish Property Investment BV  
 Neptune Annopol SpZoo  
 Neptune Krakow SpZoo  
 Neptune Madrid Holdco, S.L.  
 Neptune Poznań, SP.z.o.o.  
 Neptune San Sebastián Outlet, S.L.  
 Neptune Las Rozas Outlet, S.L.  
 Neptune Getafe Propco, S.L.  
 Neptune Nassica Propco, S.L.U.  
 Neptune Vicolungo I, S.r.l.  
 Neptune Polish HoldCo II BV  
 Neptune Castel Guelfo S.r.l  
 Ursus SP.z.o.o  
 Neptune Property Holding Sarl  
 Neptune Amsterdam BV (\*)  
 Neptune Gliwice SpZoo

If you require any additional clarification regarding the information included in this document, or about the Company's sustainability performance, you can contact NEINVER by writing to the following email address: [comunicacion@neinver.com](mailto:comunicacion@neinver.com)





# 09

Appendix

# Economic Performance

Direct economic value generated and distributed.

	2021	2020	2019
<b>Economic value generated</b>	<b>86.455</b>	<b>77.421</b>	<b>94.796</b>
(Clients) Net receipts	86.599	77.638	95.070
Sale of (fixed) assets	-144	-217	-274
Sale of financial assets	0	0	0
Other items (Specify)	0	0	0
<b>Economic value distributed</b>	<b>-75.192</b>	<b>-70.858</b>	<b>-106.153</b>
Suppliers (Operating costs)	-44.623	-39.908	-47.945
Employees (Salaries/Benefits)	-17.155	-18.204	-18.378
Financial Institutions (Payments to providers of capital)	-8.608	-8.038	-9.280
Public Agencies (Payment to governments)	-4.806	-3.043	-10.975
Shareholders (Dividends)	0	-1.665	-19.575
<b>Other items (Specify)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Economic value retained</b>	<b>11.263</b>	<b>6.563</b>	<b>-11.357</b>

# Employment and training

Breakdown by contract type.

BREAKDOWN BY CONTRACT TYPE, EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS, AND NUMBER OF VOLUNTARY DEPARTURES	2021	2020	2019
Percentage of employees who are full time	91%	89%	89%
Percentage of employees with open-ended contracts	95%	94%	93%
Percentage of employees covered by collective bargaining agreements	63%	61%	61%
Voluntary departures	13%	6%	10%

TYPE OF CONTRACT	MALE	FEMALE	TOTAL
Unlimited	79	165	244
Temporary		13	13
<b>Total</b>	<b>79</b>	<b>178</b>	<b>257</b>

New employee hires

AGE	COUNTRY	MALE	FEMALE	TOTAL
<30	Germany		1	1
	Poland		4	4
	Spain		3	3
<b>&lt;30 Total</b>			<b>8</b>	<b>8</b>
30-50	France		1	1
	Italy		1	1
	Netherlands		1	1
	Poland	2	2	4
	Spain	5	7	12
<b>30-50 Total</b>		<b>7</b>	<b>12</b>	<b>19</b>
<b>Total</b>		<b>7</b>	<b>20</b>	<b>27</b>

Employee Turnover

AGE	COUNTRY	MALE	FEMALE	TOTAL
<30	Germany		1	1
	Netherlands	1	1	2
	Poland		2	2
	Spain	1	1	2
<b>&lt;30 Total</b>		<b>2</b>	<b>5</b>	<b>7</b>
30-50	France		3	3
	Germany	6	8	14
	Italy	2	2	4
	Netherlands		2	2
	Poland	4	5	9
	Spain	7	10	17
	<b>30-50 Total</b>		<b>19</b>	<b>30</b>
>50	Poland	1		1
	Spain	1		1
<b>&gt;50 Total</b>		<b>2</b>		<b>2</b>
<b>Total</b>		<b>23</b>	<b>35</b>	<b>58</b>





### Employees by contract type

CONTRACT TYPE	COUNTRY	MALE	FEMALE	TOTAL
Unlimited	France	3	8	11
	Germany	6	10	16
	Italy	9	15	24
	Netherlands	2	4	6
	Poland	15	53	68
	Spain	44	75	119
Unlimited Total		79	165	244
Temporary	Italy		1	1
	Poland		6	6
	Spain		6	6
Temporary Total			13	13
Total		79	178	257

### Employees by working hours contract type

EMPLOYMENT TYPE	COUNTRY	MALE	FEMALE	TOTAL
Full-Time	France	3	8	11
	Germany	6	8	14
	Italy	9	15	24
	Netherlands	2	4	6
	Poland	15	58	73
	Spain	44	63	107
Full-Time Total		79	156	235
Part-Time	Germany		2	2
	Italy		1	1
	Poland		1	1
	Spain		18	18
Part-Time Total			22	22
Total		79	178	257

### Breakdown of staff by employee category, gender, and age range.

EMPLOYMENT CATEGORY	2021				2020			
	Age	Male	Female	Total	Age	Male	Female	Total
Governance team	<30			0	<30			0
	30-50	1		0	30-50	1		1
	>50	1		0	>50	1		1
	<b>Total</b>	<b>2</b>		<b>2</b>	<b>Total</b>	<b>2</b>		<b>2</b>
Senior management	<30				<30			0
	30-50	3	3		30-50	7	3	10
	>50	1	1		>50	1	1	2
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
Middle management	<30				<30			0
	30-50	12	18		30-50	13	19	32
	>50	3	4		>50	3	4	7
	<b>Total</b>	<b>15</b>	<b>22</b>	<b>37</b>	<b>Total</b>	<b>16</b>	<b>23</b>	<b>39</b>
Technicians	<30				<30		1	1
	30-50	16	16		30-50	19	25	44
	>50	2	2		>50	3	2	5
	<b>Total</b>	<b>18</b>	<b>18</b>	<b>36</b>	<b>Total</b>	<b>22</b>	<b>28</b>	<b>50</b>
Administrative staff	<30	3	26		<30	9	28	37
	30-50	35	100		30-50	36	100	136
	>50	2	8		>50	3	8	11
	<b>Total</b>	<b>40</b>	<b>134</b>	<b>174</b>	<b>Total</b>	<b>48</b>	<b>136</b>	<b>184</b>

### Employee training by gender, category and country

HOURS OF TRAINING BY GENDER, COMPARED TO THE AVERAGE	2021	2020	2019	% VARIATION
Male	26.92	20.56	40.6	10%
Female	34.15	25.54	49.18	15%
Average	31.93	23.68	46.32	14%

HOURS OF TRAINING BY EMPLOYEE CATEGORY, COMPARED TO THE AVERAGE	2021	2020	2019	% VARIATION
Governance team	0.00	0.00	0.00	0%
Senior management	1.50	2.33	36.67	-83%
Middle management	25.69	21.62	73.68	-4%
Technicians	27.18	20.58	46.09	23%
Administrative staff	36.01	26.59	41.65	16%

HOURS OF TRAINING BY COUNTRY, COMPARED TO THE AVERAGE	2021	2020	2019	% VARIATION
Germany	5.75	8.04	10.97	-28%
Spain	21.27	23.67	42.91	-10%
France	1.45	13.11	5.71	-89%
Italy	14.68	18.98	20.50	-23%
Poland	68.54	50.16	83.60	37%
Netherlands	0.00	8.25	0.00	-100%







# NEINVER Certifications

	ISO 9001	ISO 14001	ISO 50001	ISO 45001	BREEAM NEW CONSTRUCTION	COVID SAFE	AIS
<b>POLONIA</b>							
FACTORY Poznan	X	X	X	X		X	X
FACTORY Gliwice						X	
FACTORY Warsaw Ursus	X	X	X	X	X	X	X
FACTORY Krakow	X	X	X	X	X	X	X
Futura Park Krakow	X	X	X	X	X	X	X
FACTORY Warsaw Annopol	X	X	X	X	X	X	X
Poland Office	X	X	X	X			
<b>ITALY</b>							
Castel Guelfo The Style Outlets	X	X	X	X		X	X
Vicolungo The Style Outlets	X	X	X	X		X	X
<b>FRANCE</b>							
Roppenheim The Style Outlets	X	X	X	X		X	X
<b>SPAIN</b>							
San Sebastian de los Reyes The Style Outlets	X	X	X	X		X	X
Getafe The Style Outlets	X	X	X	X		X	X
Las Rozas The Style Outlets	X	X	X	X		X	X
Coruña The Style Outlets	X	X	X	X	X	X	X
Nassica Retail & Leisure Park	X	X	X	X		X	X
Viladecans The Style Outlets	X	X	X	X	X	X	X
Fashion Outlet Barakaldo	X	X	X	X		X	X
Megapark Barakaldo	X	X	X	X		X	X
Alegria Retail & Leisure Park	X	X	X	X		X	X
<b>PAÍSES BAJOS</b>							
Amsterdam The Style Outlets	X	X	X	X	X	X	X
<b>ALEMANIA</b>							
Leipzig						X	
Montabaur						X	



# Environmental Indicators

ENERGY	POLAND			ITALY			FRANCE			SPAIN			NETHERLANDS			GERMANY			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	
<b>Energy consumption, absolute</b>																			
Total energy (GJ)	32719	31640	23727	4394	3883	3988	2074	1706	1881	37859	33810	32358	0	2281	10925	4833	4304	4885	
Electricity (GJ)	28468	25540	20340	3532	3482	3415	2074	1706	1881	37859	33810	32358	0	2281	10925	3341	2737	3230	
District heating (GJ)	308	181	338	no district heating used			no district heating used			no district heating used			no district heating used			168	168	177	
Natural gas (GJ)	3943	5920	3048	862	401	573	no gas installation for common areas			no gas installation for common areas			no gas installation for common areas			1325	1399	1477	
<b>Energy intensity</b>																			
Per visitor (kWh / visitor)	0.7	1.1	0.7	0.2	0.3	0.2	0.3	0.4	0.3	0.3	0.5	0.4	0.0	5.2	3.9	0.4	0.5	0.7	
<b>GREENHOUSE GAS EMISSIONS</b>																			
<b>Greenhouse gas emissions, absolute</b>																			
Total, scope 1 + 2+ 3 (tCO2eq)	10320	8463	11372	855	720	1292	80	203	281	5074	3802	7612	0	0	1030	533	427	2214	
Scope 1 emissions - Natural gas (tCO2eq)	190	331	171	22	1	32	no gas installation for common areas			no gas installation for common areas			no gas installation for common areas			78	1	83	
Scope 1 emissions - Fugitive refrigerants + diesel (tCO2eq)	not available		65	not available		0	not available		42	not available		328	not available		0	not available			84
Scope 2 emissions - electricity & DH (tCO2eq, market based)	44	26	49	0	0	0	0	0	0	0	0	0	not available		0	454	425	296	
Scope 3 emissions - tenant electricity & gas (tCO2eq)	10086	8106	11088	832	719	1260	80	203	239	5074	3802	7285	not available		1030	not available			1751
<b>Emissions intensity</b>																			
Emissions intensity (kg/visitor)	0.02	0.02	0.05	0.01	0.01	0.01	0.00	0.00	0.03	0.00	0.00	0.01	0.00	0.00	0.00	0.06	0.07	0.13	
<b>WATER</b>																			
<b>Water consumption</b>																			
Water consumption (m³)*	41889	29101	65130	54031	48905	60765	10295	6642	12701	74893	53317	71803	0.00	0.00	5443	11855	11217	11217	
<b>Water intensity</b>																			
Water intensity (dm³/visitor)	2.9	2.9	7.1	8.8	12.3	14.2	5.2	5.0	8.5	2.9	3.4	3.2	0.0	0.0	7.0	3.4	4.3	5.7	
<b>WASTE</b>																			
<b>Waste production</b>																			
Total waste production (t)	1296	1049	850	337	230	399	612	346	372	3337	2523	2650	0	51	150	367	367	367	
<b>Waste production intensity</b>																			
Waste production intensity (kg/visitor)	0.08	0.11	0.09	0.06	0.06	0.10	0.09	0.26	0.25	0.10	0.13	0.12	0.00	0.42	0.19	0.11	0.11	0.19	

\* Water consumption includes all water from the building. This data is reported to enable comparison with data reported in previous years.





# 10

GRI disclosures



# GRI Content Index

DISCLOSURES	PAGE	REMARKS	OMISSION
<b>GRI 101: FOUNDATION 2016</b>			
<b>GRI 102: GENERAL DISCLOSURES 2016</b>			
<b>Organisational profile</b>			
102-1	Name of the organisation	NEINVER S.A.U.	Not applicable
102-2	Activities, brands, products and services	7-8, 57	Not applicable
102-3	Location of headquarters	Avenida Pío XII, 2ª planta, 28016, Madrid (Spain)	Not applicable
102-4	Location of operations	10	Not applicable
102-5	Ownership and legal form	NEINVER is a corporation (sociedad anónima unipersonal)	Not applicable
102-6	Markets served	10, 29-30	Not applicable
102-7	Scale of the organisation	6, 26, 67	Not applicable
102-8	Information on employees and other workers	34, 68	Not applicable
102-9	Supply chain	49-50	Not applicable
102-10	Significant changes to the organisation and its supply chain	No significant changes to the organisation and its supply chain have been identified in the fiscal year 2021	Not applicable
102-11	Precautionary principle or approach	21	Not applicable
102-12	External initiatives	14	Not applicable
102-13	Membership of associations	16	Not applicable
<b>Strategy</b>			
102-14	Statement from senior decision-maker	3-4	Not applicable
<b>Ethics and integrity</b>			
102-16	Values, principles, standards and norms of behaviour	7	Not applicable
<b>Governance</b>			
102-18	Governance structure	18-20	Not applicable
102-19	Delegating authority	19	Not applicable
102-20	Executive-level responsibility for economic, environmental and social topics	19	Not applicable
102-26	Role of highest governance body in setting purpose, values and strategy	18	Not applicable
102-32	Highest governance body's role in sustainability reporting	Executive Committee	Not applicable
102-33	Communicating critical concerns	The Executive Committee and other advisory bodies promptly inform the highest governance body about the most important management issues in the company	Not applicable

DISCLOSURES	PAGE	REMARKS	OMISSION
<b>Stakeholder engagement</b>			
102-40	List of stakeholder groups	24	Not applicable
102-41	Collective bargaining agreements	34, 67	Not applicable
102-42	Identifying and selecting stakeholders	64	Not applicable
102-43	Approach to stakeholder engagement	64	Not applicable
102-44	Key topics and concerns raised	24	Not applicable
<b>Reporting practice</b>			
102-45	"Entities included in the consolidated financial statements"	65	Not applicable
102-46	Defining report content and topic Boundaries	64	Not applicable
102-47	List of material topics	65	Not applicable
102-48	Restatements of information	There are no restatements of information	Not applicable
102-49	Changes in reporting	This annual report has aligned the reporting with the pillars of the company's Environmental, Social and Governance (ESG) also in line with the most important material topics for its stakeholders.	Not applicable
102-50	Reporting period	The reporting period is the year 2021	Not applicable
102-51	Date of most recent report	The most recent edition of the report was published last year, in 2021, with content corresponding to the year 2020	Not applicable
102-52	Reporting cycle	Annual	Not applicable
102-53	Contact point for questions regarding the report	65 comunicacion@neinver.com	Not applicable
102-54	Claims of reporting in accordance with the GRI Standards	64	Not applicable
102-55	GRI content index	73-75	Not applicable
102-56	External assurance	External assurance was obtained for the annual report. The verification report can be found in page 76	Not applicable
<b>Financial performance</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	27-28, 67	Not applicable
103-2	The management approach and its components	27-28, 67	Not applicable
103-3	Evaluation of the management approach	27-28, 67	Not applicable
<b>GRI 201: Economic performance 2016</b>			
201-1	Direct economic value generated and distributed	28, 67	Not applicable





DISCLOSURES	PAGE	REMARKS	OMISSION
<b>Company strategy</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	8, 13	Not applicable
103-2	The management approach and its components	8, 13	Not applicable
103-3	Evaluation of the management approach	8, 13	Not applicable
<b>Climate change</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	22, 43-44, 71	Not applicable
103-2	The management approach and its components	22, 43-44, 71	Not applicable
103-3	Evaluation of the management approach	22, 43-44, 71	Not applicable
<b>GRI 201: Economic performance 2016</b>			
201-2	Financial implications and other risks and opportunities due to climate change	22	Not applicable
<b>GRI 302: Energy 2016</b>			
302-1	Energy consumption within the organization	43, 71	Not applicable
<b>GRI 305: Emissions 2016</b>			
305-1	Direct (Scope 1) GHG emissions	44, 71	Not applicable
305-2	Energy indirect (Scope 2) GHG emissions	44, 71	Not applicable
305-3	Other indirect (Scope 3) GHG emissions	44, 71	Not applicable
305-4	GHG emissions intensity	44, 71	Not applicable
305-5	Reduction of GHG emissions	44	Not applicable
<b>Resources' scarcity</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	45-47, 71	Not applicable
103-2	The management approach and its components	45-47, 71	Not applicable
103-3	Evaluation of the management approach	45-47, 71	Not applicable
<b>GRI 303: Water and Effluents 2018</b>			
303-1	Interactions with water as a shared resource	45	Not applicable
303-2	Management of water discharge-related impacts	46	Not applicable
303-5	Water consumption	46	Not applicable
<b>GRI 304: Biodiversity 2016</b>			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	47	Not applicable
<b>GRI 306: Waste 2020</b>			
306-1	Waste generation and significant waste-related impacts	47	Not applicable
306-2	Management of significant waste-related impacts	47	Not applicable
306-3	Waste generated	47, 71	Not applicable
306-4	Waste diverted from disposal	47	Not applicable
306-5	Waste directed to disposal	47	Not applicable

DISCLOSURES	PAGE	REMARKS	OMISSION
<b>Committed team</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	32-37, 42, 67-70	Not applicable
103-2	The management approach and its components	32-37, 42, 67-70	Not applicable
103-3	Evaluation of the management approach	32-37, 42, 67-70	Not applicable
<b>GRI 401: Employment 2016</b>			
401-1	New employee hires and employee turnover	67	Not applicable
<b>GRI 403: Occupational Health and Safety 2018</b>			
403-1	Occupational health and safety management system	37, 70	Not applicable
403-2	Hazard identification, risk assessment, and incident investigation	Risk assessments are done on a regular basis by external experts, at least, annually. Results are taken into account in the opex or capex of the center. A procedure has been established to communicate hazards, and employees have an anonymous mailbox to report any dangerous situation. Each work-related accident is investigated by doing an interview to the affected person, to a witness if possible and to a responsible if needed. In each investigation it is decided whether the application of corrective actions is necessary. The documentation signed with the workers when joining NEINVER includes action in the event of serious and imminent risk	Not applicable
403-3	Occupational health services	37	Not applicable
403-4	Worker participation, consultation, and communication on occupational health and safety	Communication with the employees in terms of health and safety is done through the company's intranet. There is not a formal management-worker health and safety committee	Not applicable
403-5	Worker training on occupational health and safety	Training delivered by NEINVER on occupational risks and preventive management (mainly fire protection, first aid and emergencies)	Not applicable
403-6	Promotion of worker health	All NEINVER employees have a medical insurance, in addition to the medical occupation healthcare service	Not applicable
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Risk assessments are done on a regular basis by external experts, prevention and mitigation of hazards and risk are planned along each year, and in the following risk assessment all the measures are checked. Risk assessment result is an input element to carry out the improvements in terms of health and safety each year, and it is taken into account in the opex or capex of the centre	Not applicable
403-8	Workers covered by an occupational health and safety management system	The occupational health and safety management system, certified in accordance with the ISO 45001 standard, covers 93.77% of the workforce of NEINVER and its subsidiaries (241 employees)	Not applicable
<b>GRI 404: Training and Education 2016</b>			
404-1	Average hours of training per year per employee	68	Not applicable
404-3	Percentage of employees receiving regular performance and career development reviews	35	Not applicable
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	34, 68	Not applicable



DISCLOSURES	PAGE	REMARKS	OMISSION
<b>Socioeconomic impact</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	61-62	Not applicable
103-2	The management approach and its components	61-62	Not applicable
103-3	Evaluation of the management approach	61-62	Not applicable
<b>GRI 413: Local Communities 2016</b>			
413-1	Operations with local community engagement, impact assessments and development programs	Socioeconomic impact analyses are carried out in all properties and environmental impact assessments are additionally carried out at all sites covered within the scope of ISO 14001	Not applicable
<b>Customer well-being</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	58-59	Not applicable
103-2	The management approach and its components	58-59	Not applicable
103-3	Evaluation of the management approach	58-59	Not applicable
<b>GRI 416: Customer Health and Safety 2016</b>			
416-1	Assessment of the health and safety impacts of product and service categories.	NEINVER evaluates the health and safety impacts of all the outlet and retail centres that it manages	Not applicable
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	When developing new properties, none of the socio-economic impact studies found any severe negative impacts in this area	Not applicable
<b>GRI 417: Marketing and Labeling 2016</b>			
<b>GRI 418: Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	To date, the company has received no complaints about non-compliance in this area or requests for data deletion	Not applicable
<b>Responsible supply chain</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	49-50	Not applicable
103-2	The management approach and its components	49-50	Not applicable
103-3	Evaluation of the management approach	49-50	Not applicable
<b>GRI 308: Supplier Environmental Assessment 2016</b>			
308-1	New suppliers that were screened using environmental criteria	49	Not applicable
<b>GRI 414: Supplier Social Assessment 2016</b>			
414-1	New suppliers that were screened using social criteria	49	Not applicable

DISCLOSURES	PAGE	REMARKS	OMISSION
<b>Good governance and transparency</b>			
<b>GRI 103: Management approach 2016</b>			
103-1	Explanation of the material topic and its Boundary	12, 18-21	Not applicable
103-2	The management approach and its components	12, 18-21	Not applicable
103-3	Evaluation of the management approach	12, 18-21	Not applicable
<b>GRI 205: Anti-corruption 2016</b>			
205-3	Confirmed incidents of corruption and actions taken	12	Not applicable
<b>GRI 307: Environmental Compliance 2016</b>			
307-1	Non-compliance with environmental laws and regulations	12, 21	No non-monetary environmental sanctions have been received by NEINVER in 2021
<b>GRI 407: Freedom of association and collective bargaining 2016</b>			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		The risks associated with the right to freedom of association in our operations and suppliers is low due to the nature of our supply-chain and the countries where we operate
<b>GRI 419: Socioeconomic Compliance 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	12	During 2021, no significant fines were imposed for breaches of any legal regulations applicable to the Group



**NEINVER, S.A.U. and its  
subsidiaries**

**Independent Assurance Report**

2021 Annual Report

**INDEPENDENT ASSURANCE REPORT ON THE 2021 ANNUAL REPORT OF  
NEINVER, S.A.U. AND ITS SUBSIDIARIES**

To the Management of  
**NEINVER, S.A.U.:**

We have been engaged by the Management of **NEINVER, S.A.U., and its subsidiaries** (hereinafter, *Neinver*) to provide limited assurance on the non-financial information contained in the section "10. GRI disclosures" of this "2021 Annual Report" for the year ended December 31, 2021 (hereinafter, "the Report"). This Report has been prepared in accordance with the *Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards)*, in its Core option, as detailed in section "10. GRI disclosures".

The scope considered by Neinver for the preparation of the Report is defined in section "08. About this report".

**Neinver Management responsibilities**

Neinver Management is responsible for the preparation and presentation of the 2021 Annual Report in accordance with the *Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards)*, in its Core option, as described in point 102-54 of the GRI Content Index, included in section "10. GRI disclosures" of the Report. Management is also responsible for the information and assertions contained within the Report; for determining Neinver's objectives in respect of the selection and presentation of sustainable development performance, including the identification of stakeholders and material issues; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

These responsibilities include the establishment of appropriate controls that Neinver Management consider necessary to enable that the preparation of indicators with a limited assurance review would be free of material error due to fraud or errors.

**Our responsibility**

Our responsibility is to carry out a limited assurance review and to express a conclusion based on the work performed, referring exclusively to the 2021 financial year. We conducted our engagement in accordance with the Revised International Standard on Assurance Engagements 3000 in force, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (Revised NIEA 3000) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with the Performance Guide on the revision of Corporate Responsibility Reports of the Instituto de Censores Jurados de Cuentas de España (ICJCE). These standards require that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatements.

Our firm applies the International Standard on Quality Control 1 (IASC 1) and consequently maintains a comprehensive quality control system that includes documented policies and procedures regarding the compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, competence and professional diligence, confidentiality and professional behaviour.

### Procedures performed

Our limited assurance engagement has been carried out by means of enquiries to Management, as well as to different units and areas of Neinver that are responsible and have participated in the elaboration of the Report, in the review of the processes to gather and validate the information presented in the 2021 Annual Report and in the application of certain analytical procedures and sampling review tests, as detailed below:

- Verification of Neinver's processes for determining the material issues and the stakeholder participation therein.
- Verification, through interviews with Management and relevant staff at Group level and selected business unit level, of the presence of sustainability and corporate responsibility strategies and policies to address material issues, and the implementation of these across the Group.
- Assessment of the consistency regarding the description on the implementation of Neinver's policies and strategies on sustainability, governance, ethics and integrity.
- Risk analysis, including media search to identify material issues in 2021 financial year.
- Review, based on internal systems and documentation, of the information consistency in accordance with the Universal Standards.
- Analysis of the processes of compiling and internal control over quantitative data reflected in the Report, regarding the reliability of the information, by using analytical procedures and review testing based on sampling.
- Review of the application of the *Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards)*, in accordance with its Core option.
- Reading the information disclosed in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Neinver.
- Comparison between the financial information presented in the Report and those included in Neinver's Annual Accounts, audited by independent third parties.

Our multidisciplinary team included specialists in stakeholder dialogue and social, environmental and economic business performance.

Procedures performed in a limited assurance engagement vary in nature and in timing and are less wide than those performed in a reasonable assurance engagement and, therefore, the level of assurance obtained is lower than that of a reasonable assurance engagement. This report may not be taken as an auditor's report.

### Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this Independent Assurance Report.

We believe that the evidences we have obtained are sufficient and appropriate to provide a basis for our conclusions.

Based on the procedures performed in our verification and the evidences we have obtained, no matters came to our attention that would lead us to believe that the Neinver's 2021 Annual Report has not been prepared, in all material aspects, in accordance with the Global Reporting Initiative's Sustainability Reporting Standards (GRI standards) Core option as specified in point 102-54 of the GRI Content Index, included in section "10. GRI disclosures" of the Report. This includes the reliability of data, adequacy of the reported information and the absence of significant deviations and omissions.

### Use and distribution

In accordance with the terms of our engagement, this Independent Assurance Report has been prepared for Neinver in relation to its 2021 Annual Report and for no other purposes or in any other context.

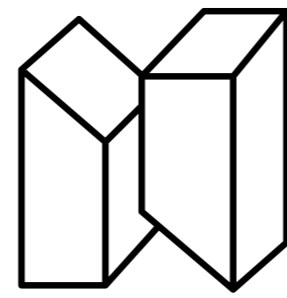


Madrid, June 28, 2022

Mazars Auditores, S.L.P.

  
Oscar Herranz López





**NEINVER**