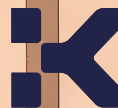




**GRAN  
RENO**

## GENERAL MEETING

MAY 11, 2023



**KLEPIERRE**

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## CONDUCT OF THE MEETING

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**CONSTITUTION OF THE  
BUREAU OF THE MEETING**

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# CONSTITUTION OF THE BUREAU OF THE MEETING



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## DOCUMENTS AVAILABLE TO THE GENERAL MEETING (1/2)

1. A copy of the French official bulletin of legal notices, the "*Bulletin des annonces légales obligatoires*" (BALO) including the preliminary notice of meeting dated April 3, 2023; a copy of the BALO including the convening notice dated April 24, 2023, and a copy of the journal of legal announcements including the convening notice dated April 24, 2023
2. A copy of the convening brochure sent to the holders of registered shares
3. A copy of the convening notices sent to the Statutory Auditors (as well as the acknowledgements of receipt)
4. The voting by post forms and voting by proxy forms of the represented shareholders
5. The attendance sheet for the meeting
6. A copy of the Company bylaws
7. The 2022 Universal Registration Document of the Company, including:
  - i. The consolidated financial statements and company financial statements for the fiscal year ended December 31, 2022 (pages 126 to 188 and 193 to 214)
  - ii. The report of the Executive Board on the resolutions submitted to vote of the General Meeting and the draft resolutions submitted to vote of the General Meeting (pages 336 to 361)
  - iii. The report of the Supervisory Board to the General Meeting including in particular its observations on the financial statements as established by the Executive Board and on the management report of the Executive Board (page 219)
  - iv. The corporate governance report of the Supervisory Board to the General Meeting (pages 255 to 318)
  - v. The description of the share buyback program (page 362)
  - vi. The Statutory Auditors' reports on the consolidated and company financial statements as at December 31, 2022 (pages 189 to 192 and 215 to 218)

## DOCUMENTS AVAILABLE TO THE GENERAL MEETING (2/2)

- vii. The report of one of the Statutory Auditors, appointed as independent third party, on the verification of the consolidated non-financial performance statement (pages 121 to 123)
- 8. The Statutory Auditors' reports on the draft financial authorizations
- 9. The special report of the Executive Board on bonus share allocations

- B -

# **2022 MANAGEMENT REPORT AND FIRST-QUARTER 2023 TRADING UPDATE**

Complete version of this report can be found in the 2022 Universal Registration Document, the cross-reference table of which can be found on pages 376 and 377



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**DISTRIBUTION &  
GUIDANCE**



# 01

## OUR CSR LEADERSHIP



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# KLÉPIERRE'S GLOBAL LEADERSHIP IN SUSTAINABILITY HAS BEEN WIDELY RECOGNIZED ONCE AGAIN IN 2022



## 1<sup>st</sup> WORLDWIDE

1<sup>st</sup> Global Retail Listed  
1<sup>st</sup> Europe Listed  
1<sup>st</sup> Europe Retail  
1<sup>st</sup> Europe Retail Listed

Five-star rating

**Score: 98/100 (+1 pt)**

## "A" LIST

Klépierre is one of  
only 297 businesses  
worldwide included in  
the climate **"A" list**

## CAC SBT 1.5 INDEX

Integration of a **new,**  
**climate-focused**  
**version of the CAC40,**  
including companies in  
line with the 1.5°C goal  
of the Paris Agreement

## AAA RATING

**Highest rating** achieved  
for the third year  
in a row

## 1.5°C TRAJECTORY

In 2020, Klépierre's low-  
carbon strategy has  
been approved by the  
Science- Based Targets  
initiative (SBTi) at the  
**highest possible level,**  
i.e., aligned with a 1.5°C  
trajectory

# THIS IS LARGELY THANKS TO THE OUTSTANDING RESULTS OF THE FIRST PHASE OF ITS ACT FOR GOOD® CSR STRATEGY



**99.8%** average achievement rate  
for our 32 targets

**42%**

reduction in the energy  
intensity of our portfolio

**82%**

reduction in greenhouse  
gases emissions (GHG)  
scopes 1 and 2

In 5 years, our centers have all:

- contributed to local employment;
- organized second-hand drives for the benefit of local communities;
- offer space to promote local players;
- supported citizen initiatives organized by our tenants.

02

# GROWING CASH FLOWS & STRONG BALANCE SHEET



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# WE OUTPERFORMED OUR 2022 GUIDANCE



€2.30 - €2.35

2022 NCCF per share  
guidance presented in  
February 2022



€2.45

2022 NCCF per share  
updated guidance  
presented in July 2022



€2.62

(up 20.1% vs. 2021)

2022 NCCF per share

---

**+13% vs. mid-range initial guidance**

# A PERFORMANCE DRIVEN BY STRONG FUNDAMENTALS

## 1 We own a high quality portfolio

- Prime shopping centers at the heart of Europe's largest cities: 1 million inhabitants catchment area and 20% higher revenue per capita than national average
- Preferred location for retailers to anchor flagship stores (Drive-to-store / experience)



## 2 OUR VISION: SHOP. MEET. CONNECT.

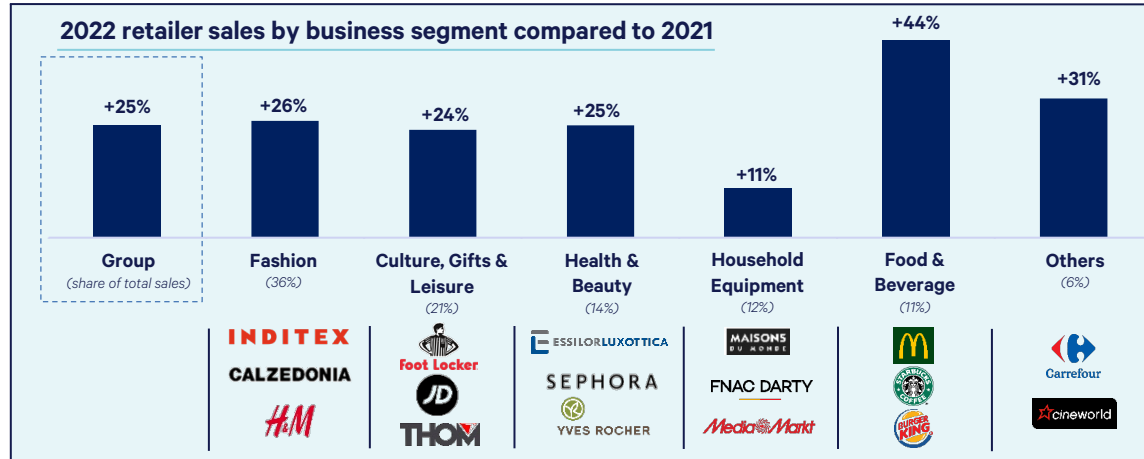
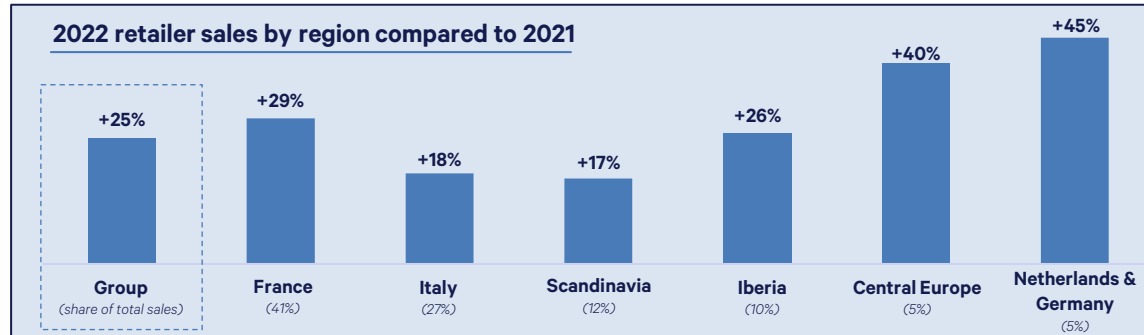


## 3 Capital allocation



- Accretive capital rotation policy through disposal & development
- Robust credit metrics
- Growing dividend

# RETAILER SALES CONTINUED TO SIGNIFICANTLY PROGRESS



Note: Sales & footfall figures do not include Turkey.



## WE SEIZED THE GROWTH MOMENTUM OF EXPANDING RETAILERS



4 new stores



4 new stores

INDITEX

11 new stores

JIMMY  
FAIRLY

3 new stores



6 new stores

CALZEDONIA

18 new stores

RITUALS...®

7 new stores

PRIMARK®

3 new stores



11 new stores



6 new stores



1 new store

PANDORA

2 new stores



3 new stores

NESPRESSO®

2 new stores

ACTION

3 new stores



# ALL OUR OPERATIONAL FUNDAMENTALS WERE ON THE RISE



**1,360 leases signed**

**4.1% positive reversion,** on top of a 3.7% indexation

**26% of our stores relet** to new tenants since 2020

**High occupancy rate at 95.8%,** up 110 basis points over one year

**5.0 years of average left lease duration** vs. 4.7 years in 2021 and 4.8 years in 2019

Low occupancy cost ratio: **12.9%**

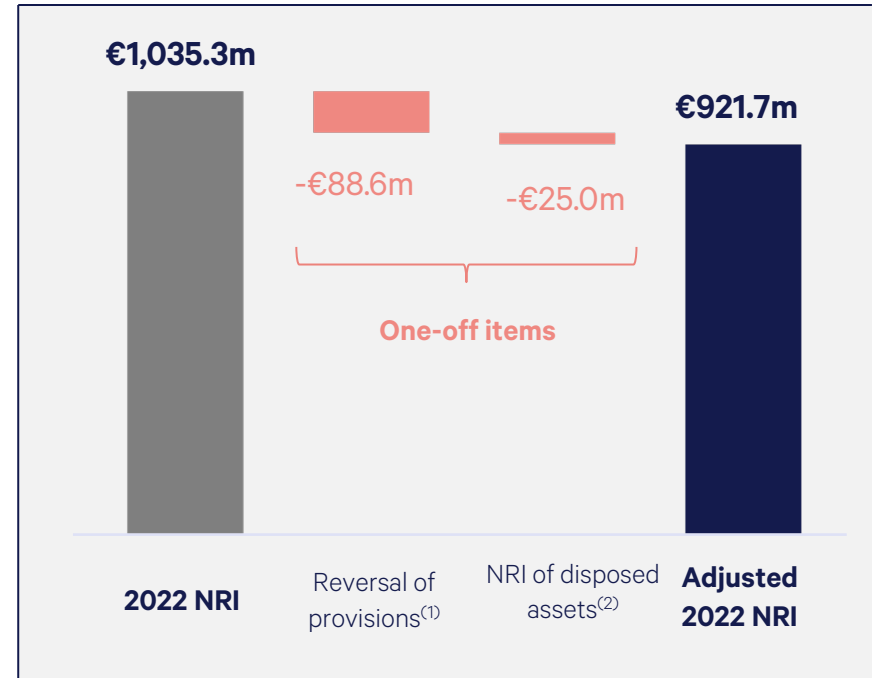
# NET RENTAL INCOME PERFORMANCE



**Year-on-year comparison** is **affected** by **2021 store closures** related to the pandemic.



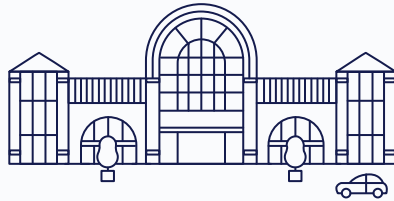
**Excluding one-off contributions, 2022 net rental income amounted to €921.7 million** and reflecting the basis of the **first undisturbed year** since Covid-19 outbreak.



(1) Related to 2020 & 2021 rents and charges abatements and credit losses.

(2) Contribution to net rental income of assets disposed in 2022.

# THE SUSTAINED PACE OF DISPOSALS ENABLED US TO FURTHER ENHANCE THE PORTFOLIO



**€1,475m**

of disposals<sup>(1)</sup> since  
January 1, 2021 of which

**€602m**

in 2022, in line with appraised values<sup>(2)</sup>



**Keep adapting the portfolio** to refocus on  
destinations sought after by retailers

**Being active in many countries** and on  
**different types of assets:**

**non-core** shopping centers &  
**non-strategic** commercial and retail assets.

(1) Disposal amounts exclude transfer taxes and include assets under sale promissory agreements. Total share, excluding transfer taxes.

(2) In 2022 retail assets were sold in line with December 2021 appraised values (-1.8%). On average, total disposals closed since January 1, 2021, were sold at 2.4% below book value for a blended NIY of 5.8%.

## WHICH IS HIGHLY CONCENTRATED ON DOMINANT MALLS



The largest **20** malls  
represent



The largest **70** malls  
represent



# THE MAIN DEVELOPMENT HIGHLIGHT OF 2022 WAS THE OPENING OF GRAN RENO EXTENSION

Total investment of **€142m** for the 16,700 sq.m. of extension and renovation, **fully let**, with a **8% yield on cost**.

## GRAN RENO



### Footfall above our expectations



**+47%** vs. 2019  
since the opening  
(July 7, 2022)

**Annual footfall to  
reach 9-10 million**

### Full-year retailer sales outpacing expectations and securing a sustainable level of OCR



**€49 million** additional retailer  
sales since the opening (6 months)



# GRAND PLACE EXTENSION DUE FOR COMPLETION BY THE END OF 2023

Committed project



## **GRAND PLACE**

Grenoble, France

**Widening our retail service  
and leisure offer.**

**16,200 sq.m** extension

**Pre-letting: 89%**

**Total investment: €65 million**

**Yield on cost: c.8%**

# MAREMAGNUM CHOSEN BY TIME OUT MARKET TO OPEN ITS SECOND LOCATION IN EUROPE

Committed project



 **MAREMAGNUM**

Barcelona, Spain

Maremagnum's rooftop to host the first Time Out Market in Spain and create the new Barcelona's leisure hotspot for food & beverage.

5,200 sq.m

Opening H1 2024

Total investment: €15 million

Yield on cost: 13.5%

The logo for Time Out Market, featuring the words "Time Out" in a stylized, handwritten font above the word "MARKET" in a bold, sans-serif font, all enclosed within a rectangular border.

## STRONG CREDIT METRICS

**Net debt down  
€1.6 billion since  
January 1, 2021**





# EPRA NET ASSET VALUE METRICS

## EPRA NTA 12-month reconciliation per share

*In euros per share*

|                                            |              |
|--------------------------------------------|--------------|
| <b>EPRA NTA at 12/31/2021</b>              | <b>31.20</b> |
| Cash flow                                  | 2.62         |
| Like-for-like real estate valuation change | (0.25)       |
| Dividend (equity repayment)                | (1.70)       |
| Capex                                      | (0.44)       |
| Forex and other                            | (0.53)       |
| <b>EPRA NTA at 12/31/2022</b>              | <b>30.90</b> |

| EPRA asset valuations | December 2021 | June 2022 | December 2022 |
|-----------------------|---------------|-----------|---------------|
| EPRA NRV              | €35.1         | €34.5     | €34.7         |
| EPRA NTA              | €31.2         | €30.6     | €30.9         |
| EPRA NDV              | €27.1         | €29.2     | €29.9         |

## EPRA NTA



# 03

## Q1 2023 TRADING UPDATE

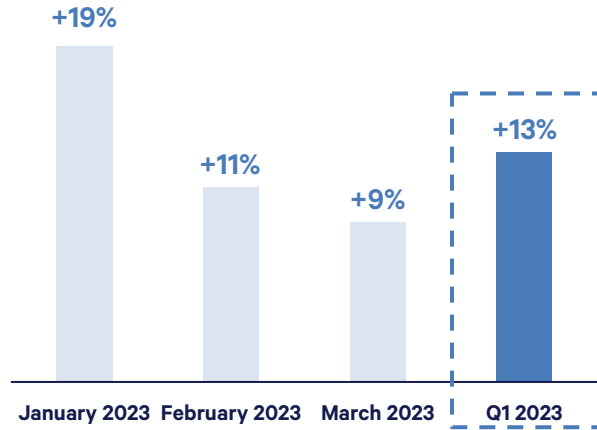


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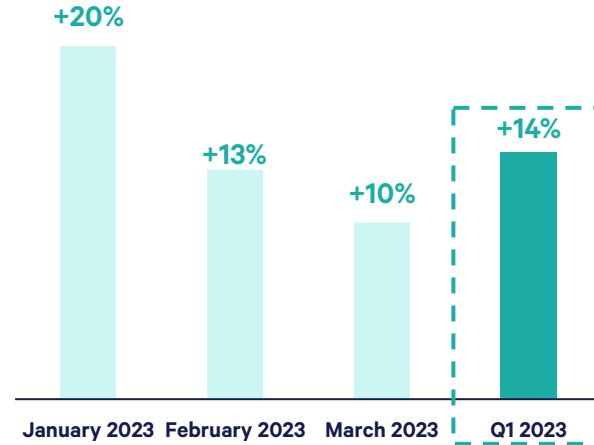
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# RETAILER SALES AND FOOTFALL (VS. 2022)

Like-for-like evolution of **retailer sales** compared to 2022, total share



Like-for-like change in **footfall** compared to 2022



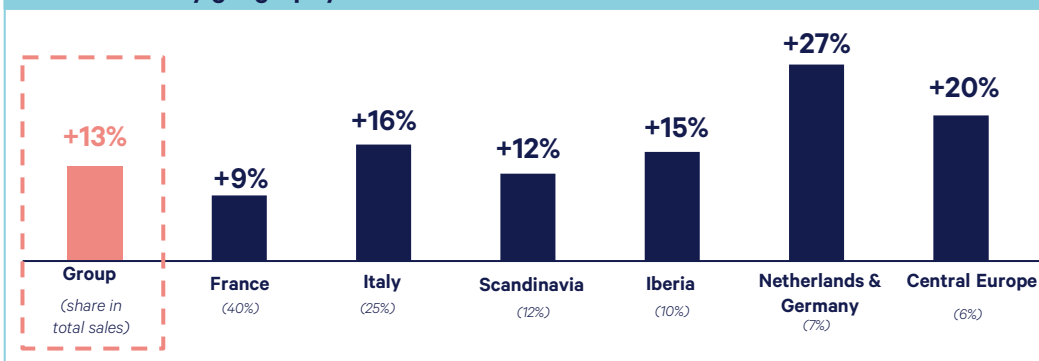
Retailer sales continued to **rebound strongly over the first quarter of 2023**, being up 13% compared to 2022. The sequence was positive throughout the period with performance peaking in January (up 19%).

Footfall also increased by 14% in Q1 compared to 2022.

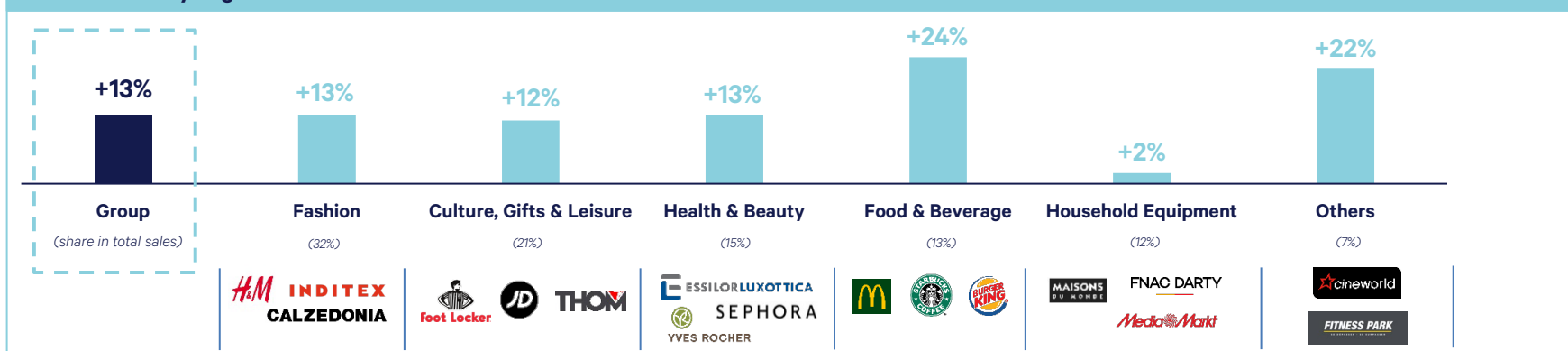
Note : sales & footfall figures do not include Turkey. Evolutions are on a same store basis.

# RETAILER SALES BY COUNTRY AND BY SEGMENT (VS. 2022)

Retailer sales by geography: Q1 2023 vs. Q1 2022



Retailer sales by segments: Q1 2023 vs. Q1 2022



Note : sales & footfall figures do not include Turkey. Evolutions are on a same store basis.

# OPERATING AND FINANCING HIGHLIGHTS

## OPERATIONS

**NET RENTAL INCOME** | up **6.2%**  
adjusted for disposals  
and developments

**OCCUPANCY** | **95.7%**, up 100 bps  
year-on-year

## FINANCING

**€530 million** of long-term financing closed and drawn  
year-to-date with an average maturity of **6.4 years**

Renewal of a **€300 million five-year revolving credit  
facility**



# 04

## DISTRIBUTION & GUIDANCE



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# WE PROPOSE A 3% INCREASE IN CASH DISTRIBUTION AT €1.75 PER SHARE

Proposed distribution of

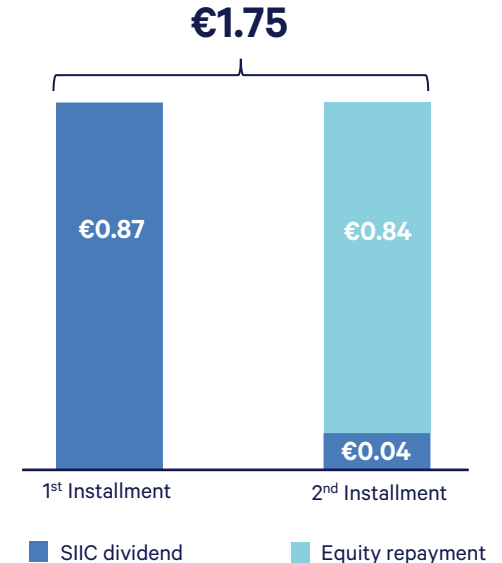
€1.75

up 3% compared to 2021

Pay-out ratio of

75.4%<sup>(1)</sup>

Based on the distribution capacity, the proposed distribution is composed of:



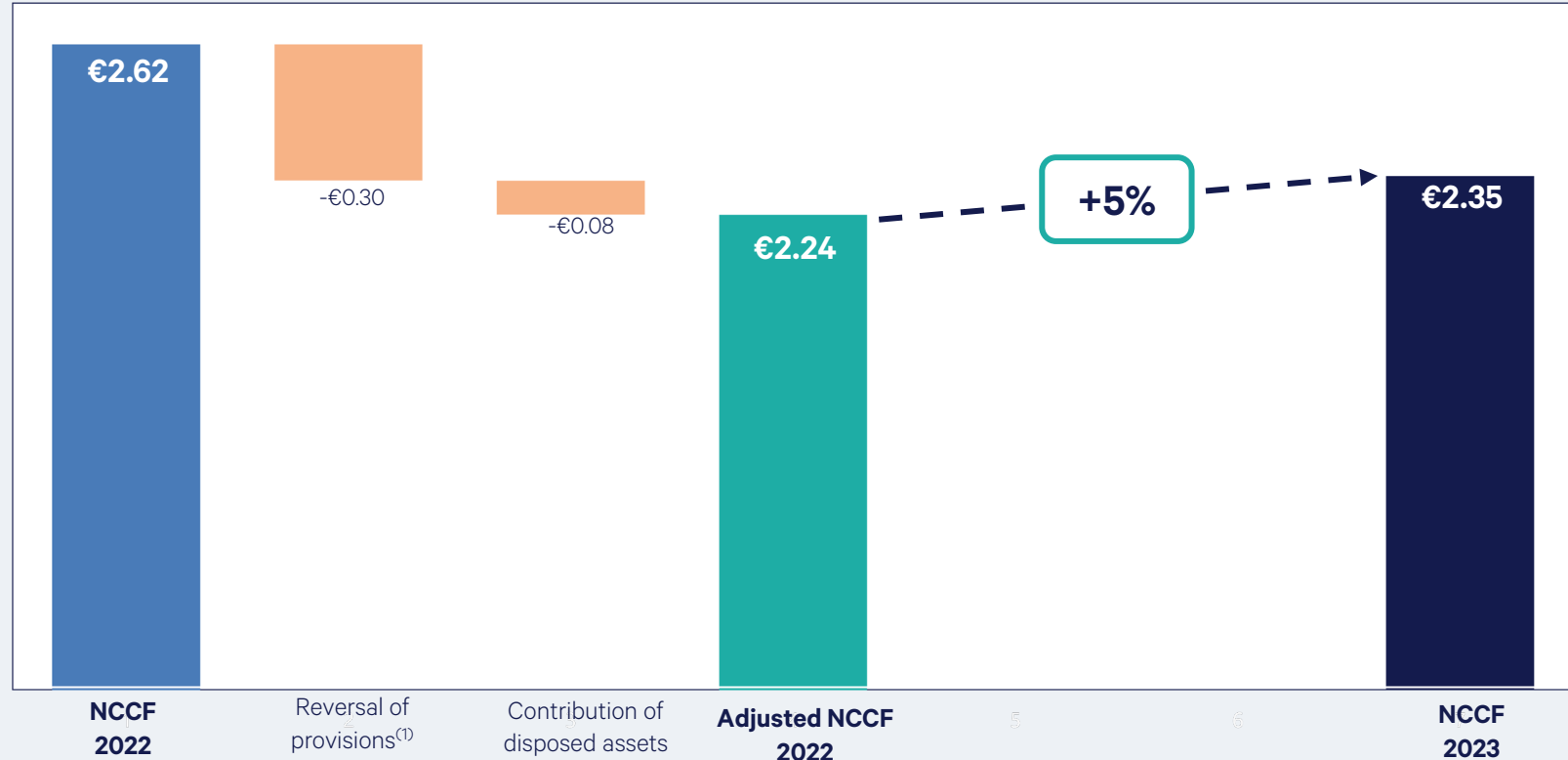
The proposed distribution splits in two instalments:

- €0.87 per share paid on **March 30, 2023**
- €0.88 per share to be paid on **July 11, 2023**

(1) Dividend / Net Current Cash Flow (Group share), excluding reversal of rent and charges provisions.

# WE EXPECT TO GENERATE A 5% INCREASE IN NCCF PER SHARE IN 2023

Group share



(1) Related to 2020 & 2021 rents and charges abatements and credit losses.

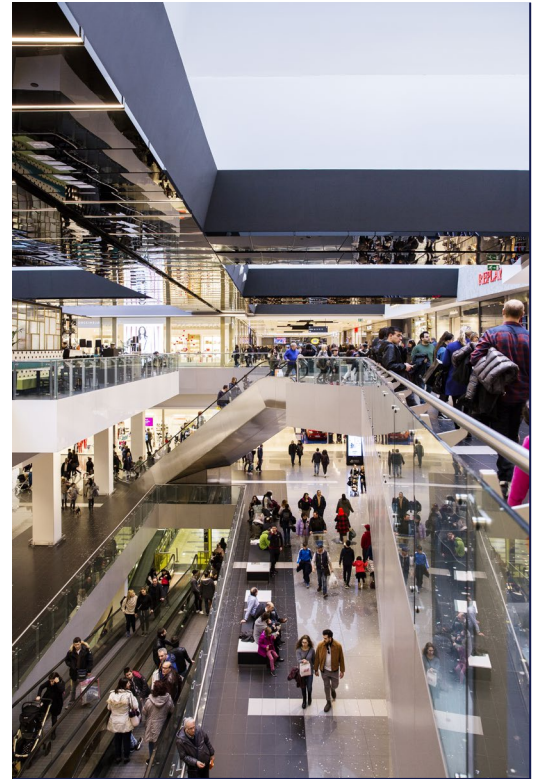


## 2023 GUIDANCE: ANOTHER YEAR OF GROWTH

Considering the performance of the first quarter, Klépierre is confirming its **2023** guidance and expects to generate **net current cash flow per share of €2.35, representing a growth of 5% compared to the adjusted figure for 2022 of €2.24** (i.e., €2.62 restated for €0.30 in reversals of provisions and for €0.08 in cash flow generated by divested assets).

This guidance assumes (i) retailer sales maintain their momentum, (ii) stable occupancy and (iii) a stable collection rate compared to 2022.

It also factors in the impact on costs of the projected inflation in Europe for 2023 and current funding cost levels.



- C -

# STATUTORY AUDITORS' REPORTS (FINANCIAL STATEMENTS AND SPECIAL)



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- D -

# REPORT OF THE SUPERVISORY BOARD ON THE 2022 FINANCIAL STATEMENTS

Complete version of this report can be found on page 219 of the 2022 Universal Registration Documents



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- E -

# REPORT OF THE SUPERVISORY BOARD ON CORPORATE GOVERNANCE

Complete version of this report can be found on pages 255 and following of the 2022 Universal Registration Documents



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# QUESTIONS & ANSWERS



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# RESOLUTIONS VOTES



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# RESOLUTIONS OF THE ORDINARY GENERAL MEETING



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# RESOLUTIONS OF THE ORDINARY GENERAL MEETING (1/6)

## Approval of the company financial statements and the consolidated financial statements (resolutions 1 and 2)

- Approval of the company financial statements for the fiscal year ended December 31, 2022 – Approval of non-deductible expenses and costs
- Approval of the consolidated financial statements for the fiscal year ended December 31, 2022

## Appropriation of net income for the fiscal year ended December 31, 2022, and setting of the dividend (resolution 3)

- Appropriation of net income for the fiscal year ended December 31, 2022, and setting of the dividend

## Related-party agreements (resolutions 4 to 6)

- Approval of the amendment to Jean-Michel Gault's employment contract with Klépierre Management SNC entered into on June 27, 2022, voluntarily subjected to the regime provided for in Article L. 225-86 et seq. of the French Commercial Code
- Approval of the settlement agreement between the Company, Klépierre Management SNC and Jean-Michel Gault in connection with the termination of his duties as an employee of Klépierre Management SNC, voluntarily subjected to the regime provided for in Article L. 225-86 et seq. of the French Commercial Code
- Approval of the Statutory Auditors' special report on the agreements referred to in Article L. 225-86 of the French Commercial Code



## RESOLUTIONS OF THE ORDINARY GENERAL MEETING (2/6)

### Re-appointment of members of the Supervisory Board (resolutions 7 to 9)

- Re-appointment of Catherine Simoni as a member of the Supervisory Board
- Re-appointment of Florence von Erb as a member of the Supervisory Board
- Re-appointment of Stanley Shashoua as a member of the Supervisory Board

## RESOLUTIONS OF THE ORDINARY GENERAL MEETING (3/6)

### Non-replacement of the Alternate Statutory Auditors after they were not re-appointed (resolutions 10 and 11)

- Placing on record that following the non-re-appointment of BEAS as Alternate Statutory Auditor, no replacement is appointed
- Placing on record that following the non-re-appointment of Picarle & Associés as Alternate Statutory Auditor, no replacement is appointed

## RESOLUTIONS OF THE ORDINARY GENERAL MEETING (4/6)

### 2023 compensation policies applicable to the Supervisory Board and Executive Board (resolutions 12 to 14)

- Approval of the 2023 compensation policy for the Chairman of the Supervisory Board and the other members of the Supervisory Board
- Approval of the 2023 compensation policy for the Chairman of the Executive Board
- Approval of the 2023 compensation policy for the members of the Executive Board (excluding the Chairman)

### Approval of the disclosures on the compensation for 2022 of the Chairman and the members of the Supervisory Board and the Chairman and the other members of the Executive Board required under paragraph I of Article L. 22-10-9 of the French Commercial Code (resolution 15)

- Approval of the information referred to in paragraph I of Article L. 22-10-9 of the French Commercial Code regarding corporate officer compensation paid during or allotted for the fiscal year ended December 31, 2022

## RESOLUTIONS OF THE ORDINARY GENERAL MEETING (5/6)

### Approval of the components of compensation paid during or allotted for fiscal year 2022 to the Chairman of the Supervisory Board, the Chairman of the Executive Board and the members of the Executive Board (resolutions 16 to 20)

- Approval of the fixed, variable and exceptional components of the total compensation and benefits in kind paid during or allotted for the fiscal year ended December 31, 2022, to David Simon in his capacity as Chairman of the Supervisory Board
- Approval of the fixed, variable and exceptional components of the total compensation and benefits in kind paid during or allotted for the fiscal year ended December 31, 2022, to Jean-Marc Jestin in his capacity as Chairman of the Executive Board
- Approval of the fixed, variable and exceptional components of the total compensation and benefits in kind paid during or allotted for the fiscal year ended December 31, 2022, to Stéphane Tortajada in his capacity as Chief Financial Officer and Executive Board member as from June 22, 2022
- Approval of the fixed, variable and exceptional components of the total compensation and benefits in kind paid during or allotted for the fiscal year ended December 31, 2022, to Jean-Michel Gault in his capacity as Chief Financial Officer and member of the Executive Board until June 21, 2022
- Approval of the fixed, variable and exceptional components of the total compensation and benefits in kind paid during or allotted for the fiscal year ended December 31, 2022, to Beñat Ortega in his capacity as Chief Operating Officer, member of the Executive Board until January 31, 2022

## COMPOSITION OF THE NOMINATION AND COMPENSATION COMMITTEE AS OF DECEMBER 31, 2022



**Catherine SIMONI**  
Chairwoman  
Independent member



**M. Steven FIVEL**



**Rose-Marie  
VAN LERBERGHE**  
Independent member

**66.67%**

**independent members**  
(the Chairwoman has a casting vote)

**5**

**meetings held in 2022**

**100%**

**average attendance of the  
committee members**

# MAIN WORKS OF THE NOMINATION AND COMPENSATION COMMITTEE IN 2022

## Gouvernance :

- Review of the membership of the Supervisory Board and of Specialized Committees
- Review of the membership of the Executive Board
- Review of the independence of the members of the Supervisory Board and of any business relationships
- Three-year assessment of the Supervisory Board and Specialized Committees
- Update of the succession plan for members of the Company's Executive Board and key senior executives
- Annual review of the policy on gender equality and equal pay

## Rémunérations :

- Review of the situation of corporate officers and setting their compensation
- Setting of the compensation policies applicable to the Supervisory Board and Executive Board
- Review of the 2022 bonus share allotment plans
- Review of the final vesting rates of performance shares for plans whose vesting period has expired

# THE VOTE OF THE SHAREHOLDERS IS REQUESTED FOR:



Approving the **2023** compensation policy for:

- the **Chairman of the Supervisory Board** and the **other members of the Supervisory Board**
- the **Chairman of the Executive Board**
- the **members of the Executive Board**

**Resolutions 12 to 14**



Approving the compensation paid to the corporate officers in **2022** on the basis of the compensation policy approved by the previous General Meeting for:

- the **Chairman of the Supervisory Board**, the **Chairman of the Executive Board** and the **members of the Executive Board** (Article L. 22-10-9 of the French Commercial Code)
- **David Simon**, Chairman of the Supervisory Board
- **Jean-Marc Jestin**, Chairman of the Executive Board
- **Stéphane Tortajada**, Chief Financial Officer, member of the Executive Board as from June 22, 2022
- **Jean-Michel Gault**, Chief Financial Officer, member of the Executive Board until June 21, 2022
- **Beñat Ortega**, Chief Operating Officer, member of the Executive Board until January 31, 2022

**Resolutions 15 to 20**

## 2023 COMPENSATION POLICY FOR THE MEMBERS OF THE SUPERVISORY BOARD

- **Renewal of the principles approved in 2016**
- **Maximum envelope of €688,000**
- **Variable part being the larger part**

**Resolution 12**



# 2023 COMPENSATION POLICY FOR THE MEMBERS OF THE EXECUTIVE BOARD <sup>(1)</sup>

UNCHANGED FROM 2022 — RESOLUTIONS 13 AND 14



## Fixed compensation

**Chairman of the Executive Board:**

**€825,000**

**Members of the Executive Board <sup>(2)</sup>:**

**€500,000**



## Short-term variable compensation

**Ceiling set at 150% of the fixed compensation**

### Application of two components:

- **Quantitative component**  
(100% of the fixed compensation):  
objective of net current cash-flow  
per share
- **Qualitative component**  
(50% of the fixed compensation):  
individualized criteria



## Long-term variable compensation

**Ceiling set at 100% of the short-term compensation and renewal of the 2022 performance criteria and scales**

**Bonus shares subject to 4 performance conditions**

<sup>(1)</sup> Details of the policy can be found on pages 290 and following of the 2022 Universal Registration Document

<sup>(2)</sup> It is specified that, in its deliberations of February 14, 2023, the Supervisory Board set Stéphane Tortajada's fixed annual compensation for 2023 at €450,000 (i.e., unchanged from 2022, payable pro rata temporis for the period from June 22, 2022, to December 31, 2022)

# 2022 COMPENSATIONS

## RESOLUTIONS 15 TO 20

For the members of the **Supervisory Board**, the compensation totaled **€688,000** and was paid in accordance with the compensation policy approved by the 2022 General Meeting

For the members of the **Executive Board**, the compensation paid or due for 2022 has been determined on the basis of the compensation policy approved by the 2022 General Meeting:

| <i>(in €)</i>             | Fixed compensation | Short-term variable compensation | Long-term variable compensation <sup>(a)</sup> | Others |
|---------------------------|--------------------|----------------------------------|------------------------------------------------|--------|
| <b>Jean-Marc Jestin</b>   | 789,658            | 1,184,486                        | 816,430                                        | 45,804 |
| <b>Stéphane Tortajada</b> | 237,945            | 356,918                          | 235,491                                        | 8,707  |
| <b>Jean-Michel Gault</b>  | 226,192            | 294,049                          | -                                              | 21,260 |
| <b>Beñat Ortega</b>       | 38,219             | -                                | -                                              | -      |

(a) IFRS valuation.

Detailed explanations can be found on pages 298 and seq. of Klépierre's 2022 universal registration document.

## RESOLUTIONS OF THE ORDINARY GENERAL MEETING (6/6)

**Authorization, for a period of 18 months, to trade in the Company's shares, not to be used during a public offer (resolution 21)**

- Authorization, for a period of 18 months, to trade in the Company's shares, not to be used during a public offer

# RESOLUTIONS OF THE EXTRAORDINARY GENERAL MEETING



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# RESOLUTIONS OF THE EXTRAORDINARY GENERAL MEETING

22. Delegation of authority to the Executive Board, for a period of 26 months, to reduce the share capital by canceling treasury shares
23. Delegation of authority to the Executive Board, for a period of 26 months, to issue shares and/or securities giving rights to shares of the Company or its subsidiaries and/or securities giving rights to debt securities, with preemptive subscription rights
24. Delegation of authority to the Executive Board, for a period of 26 months, to issue shares and/or securities giving rights to shares of the Company or its subsidiaries and/or securities giving rights to debt securities by means of a public offering other than those referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code, without preemptive subscription rights
25. Delegation of authority to the Executive Board, for a period of 26 months, to issue shares and/or securities giving rights to shares of the Company and/or securities giving rights to debt securities by means of a private placement referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code, without preemptive subscription rights
26. Delegation of authority to the Executive Board, for a period of 26 months, to increase the number of securities to be issued in the event of an issue of ordinary shares and/or securities giving rights to shares of the Company, any subsidiary and/or any other company, with or without preemptive subscription rights
27. Delegation of authority to the Executive Board, for a period of 26 months, to issue shares and/or securities giving rights to shares of the Company for contributions as consideration in kind in the form of equity securities and/or securities giving rights to shares of the Company, without preemptive subscription rights
28. Delegation of authority to the Executive Board, for a period of 26 months, to increase the Company's share capital by capitalizing premiums, reserves, profits or other items
29. Overall ceiling on authorizations to issue shares and securities giving rights to shares of the Company

# RESOLUTION OF THE ORDINARY GENERAL MEETING



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## RESOLUTION OF THE ORDINARY GENERAL MEETING (1/2)

### 30. Advisory opinion on the Company's ambition and objectives in the fight against climate change

# THE GROUP HAS ANNOUNCED ITS RENEWED CSR AMBITION FOR 2030



with Klépierre

Building  
the most sustainable  
platform for commerce



ACHIEVING  
NET ZERO



SERVICING  
COMMUNITIES



GROWING  
TALENTS



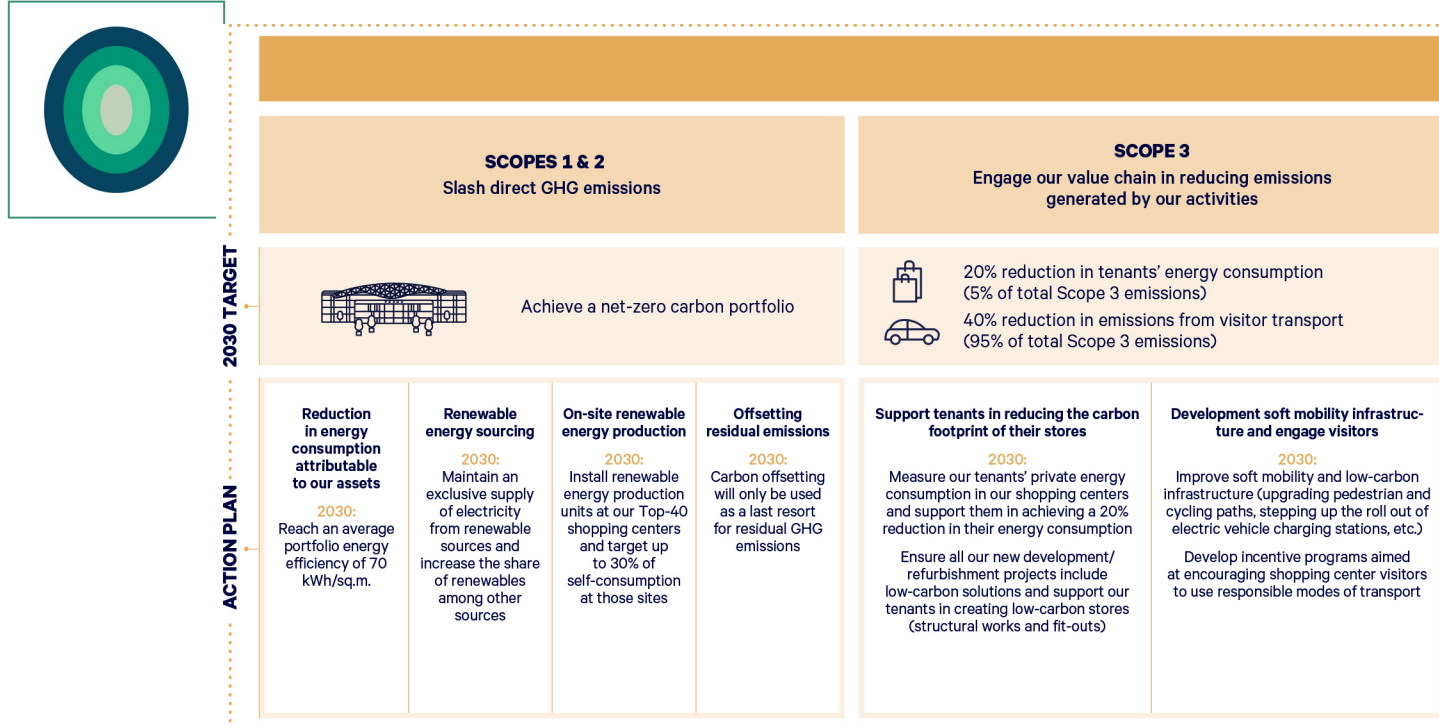
PROMOTING  
SUSTAINABLE  
LIFESTYLES



# ACHIEVING NET ZERO CARBON BY 2030: THE CORE OF THE GROUP'S CLIMATE STRATEGY

Resolution 30 « *Say on climate* »

**act4  
good**  
with Klépierre





# THE 3 OTHER COMMITMENTS MADE BY THE GROUP TO BUILD THE MOST SUSTAINABLE TRADE PLATFORM



## SERVICING COMMUNITIES

**ALL** our shopping centers will

- Develop up a long-term “Giving Back” project with a high impact for local communities
- Offer green services to visitors (recycling/repair stations, clothes collection points, etc.)
- Ensure a high-level of inclusion

**1** shopping center per territory to be equipped with a disaster relief plan

**ACT AS A LOCAL CONTRIBUTOR**



## GROWING PEOPLE

**50,000**  
people developed across Europe

Reach **40%** of women in top management and the top-100 managers, with equal pay

Systematically include at least **1** CSR criterion in the performance appraisals of our employees

**ACT AS A SKILL DEVELOPER**



## PROMOTING SUSTAINABLE LIFESTYLES

**50 million**  
shoppers guided towards sustainable lifestyles

Hold at least **3** responsible events per year to raise visitors' awareness to sustainable lifestyles

Every **2** years organize a contest to support and promote three players committed to the low-carbon transition

**ACT AS A GAME CHANGER**

## RESOLUTION OF THE ORDINARY GENERAL MEETING (2/2)

### 31. Powers for formalities

# **A G E N D A**

**July 7, 2023**

**Ex-dividend date for the final dividend**

**July 11, 2023**

**Final dividend payment**

**August 1, 2023**

**First-half 2023 earnings (after market close)**



**KLEPIERRE**

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