

New



lifestyles

2023

Act4Good®:
building the most
sustainable platform
for commerce
by 2030



KLEPIERRE

SHOP. MEET. CONNECT.®

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the best in retail

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experiences

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action for local
communities

A year of remarkable performance

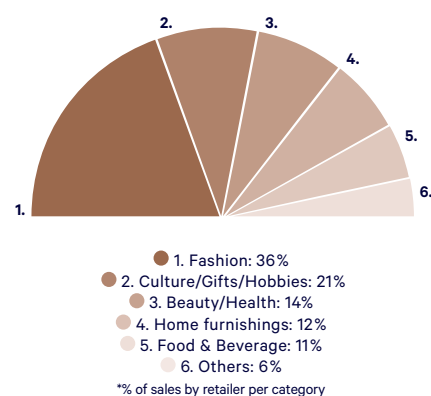
An ambitious CSR policy



Enhanced digital presence



Our retail mix*



Solid fundamentals

€19,8^{BN}
portfolio

€1,2^{BN}
in revenue

10,400
leases

3,600
retailers

4^M
sq.m in gross
leasable area

A wide network

70
leading shopping
centers in Europe

10
countries
in Europe



Nový Smíchov, Czech Republic

Follow us
on social media



Find out about
our Act4Good*
commitment



Find out
more about
our vision

Shopping centers transforming to accommodate sustainable lifestyles

With our portfolio of 70 top-ranking destinations in the heart of vibrant cities, counting nearly 1 billion visits each year, we are the European leader in shopping malls. That is why we must constantly reinvent ourselves to address climate challenges, societal shifts, new consumer expectations and changing lifestyles.

Against a backdrop of multiple economic and geopolitical crises, our resilience and our financial discipline have enabled us to continue transforming our assets and to deliver superb extensions and renovations in Italy, France, the Netherlands and other countries. The health crisis and its consequences are now behind us.

This can be seen in our retailers' sales and our shopping centers' footfall, which jumped by 25% in 2022. It is also reflected in our debt control and the payment of dividends to our shareholders, two areas for which we are renowned in our industry.

We are witnessing this positive momentum across all regions in Europe where we operate and in all retail segments. Our financial results confirm the strength and relevance of our business model.

We are also leaders in CSR. A new era is beginning at Klépierre, centered around a project that involves our employees, partners and clients. Together, by 2030, we will build the most sustainable platform for commerce. Driven by this ambition, we will achieve net zero across our entire portfolio, continue servicing local communities, offer responsible and sustainable services and help grow our 50,000 people in Europe. Always at the forefront, this year we are also including in our commitments the promotion of more sustainable lifestyles among our visitors, retailers and partners.

Join me as we look back over a year that saw us transforming to more sustainable shopping centers that create local value. Welcome to Klépierre.

Jean-Marc Jestin,
Chairman of Klépierre's
Executive Board



“We design shopping centers that create sustainable, local value.”

Find out
about our
new CSR
approach



Building the most sustainable platform for commerce by 2030

Five years ago, we set ambitious corporate social responsibility (CSR) objectives for our Group. We are now proud to be a CSR leader in our sector, a position that encourages us to raise our standards. With our new Act4Good® plan, we are determined to go even further in terms of environmental performance, to strengthen our engagement and our positive impact on our communities and territories. Lastly, we want to encourage more sustainable lifestyles, notably by promoting responsible products, ranges and services.



Achieving net zero

Sustainable commerce means low-carbon commerce. Faced with the climate emergency, we are further raising our environmental ambitions in terms of the energy efficiency of our common areas and our tenants, renewable energy production, soft mobility, circular economy, biodiversity and certification.

Produce renewable energy to reach 30% self-consumption.



Servicing communities

Building sustainable commerce means creating spaces that serve communities. It means operating shopping centers that make a lasting impression on visitors, residents and local stakeholders. And it means offering places where people's needs can be heard, understood and met.

A long-term project per center with a high impact for local communities.

act4good
with Klépierre



Growing people

Building the most sustainable business platform means developing our employees' CSR skills and enhancing the skills and employability of our stakeholders. It also involves awareness and sponsorship programs.

50,000 people developed across Europe.



Promoting sustainable lifestyles

The major turning point of this new Act4Good® plan lies in the addition of a new ambition: to promote more sustainable lifestyles. We are going to promote responsible consumption alternatives, good practices, innovations and new concepts proposed by our brands.

50 million visitors guided toward sustainable lifestyles.



Find out about our Act4Good® commitments

Our distinctions:



The world no. 1
with a score of 98/100
Five Stars level in 2022.



Approved climate strategy
Our commitments have been recognized as compatible with the Paris agreements (1.5° trajectory).



A-list
Klépierre was once again included in the "A-list" by the CDP, which recognizes the Group's leadership in environmental performance and transparency.



AAA rating for our performance
and our long-term resilience to ESG risks.



Shop: offering the best in retail

Thanks to our operating excellence and our special relationship with major retailers, we are consistently refreshing the retail mix of our shopping centers to meet consumers' expectations and changing lifestyles. From pop-up stores to flagships, we support retailers as they grow their business, and offer them the right format and environment for their positioning.

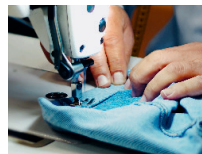


+25%
increase in sales
for retailers in 2022

1,360
leases signed in 2022

Celebrating Retailer Day with our retailer partners

The seventh Retailer Day provided 220 representatives of European retailers the opportunity to meet our teams and learn about the Group's renovation and extension projects. This year's tagline was Let's Network!



Circular economy

In addition to events organized with our retailers to promote second-hand sales in our centers, we also welcome brands such as Héritage 1916 that embrace upcycling to produce unique items from second-hand clothing.

Hello health and beauty

As holistic beauty becomes more and more popular, our visitors' continue to turn to self-care. This is reflected in the segment's growing place in the retail mix and in the dozens of openings of Rituals stores, whose products blend consumer wellness and environmental friendliness. Many new stores have been opened, such as pharmacies and drugstores, hearing and vision care stores, and brands such as Rituals, Kiko and Mac.



The loyalty App "My Center & Me"

Since 2021, 37 of our shopping centers have an application dedicated to visitors and visitor comfort. The program offers its 500,000 members many rewards, promotions and chances to win prizes, take part in games and benefit from a wide range of services that facilitate their journey and foster interaction before, during and after their visit.



Focus on new heavyweights

Sporting goods segments and sneakers in particular continue to be hugely popular, as evidenced by the many new deals and stores for Nike, JD Sports, Deichmann and Snipes in the Group's portfolio. The same can be said for the dynamic value-for-money segment, with Action, Lidl, HalfPrice, Normal and other low-price banners continuing to set up shop in our centers.



Fashion at its best

With the recent opening of Primark stores in several of our shopping centers – Gran Reno (Bologna), Le Gru (Turin), Centre Deux (Saint-Etienne), Créteil Soleil (Créteil), Nantes Beaulieu (Nantes), Campania (Naples), and soon Grand Place (Grenoble) – the Irish brand so popular with visitors has found an ideal environment. The same can be said for omnichannel retailers Calzedonia, Zara and other Inditex Group brands, H&M and Mango, with which the Group has signed numerous leases across Europe.



Socially responsible grocery stores for sustainable consumption

Close to 10 million metric tons of food are thrown away each year in France alone. Klépierre malls are home to more and more retailers whose model includes more responsible consumption, such as the *NOUS anti-gaspi* grocery store, which is opening its second store in our portfolio at Créteil Soleil.

**"Each opening
reflects the ability
of our shopping
centers to offer the
best in retail, in the
best locations."**

Meet: sharing experiences

Our shopping centers are full of life, places to meet up and discover new things, where the customer journey, design and events are all part of the experience. The social ties that attract visitors to our malls form thanks to the importance we place on the lively atmosphere, comfort and range of services that we offer to make sure our customers are satisfied.



Inclusive spaces for parents

To promote inclusiveness and help parents share tasks, baby changing areas are now open to dads too. These new Baby Lounges are accessible to all parents in our recent renovation projects – including at Grand Place, Gran Reno, Prado, Plenilunio and Assago – and are coming soon to other Group shopping centers.



+26
Net Promoter Score (NPS)
points between 2017
and 2022. Our visitors
recommend our centers
to their friends and family!



100,000
posts shared on social
media by our visitors thanks
to our "Shareable Malls"
initiative



Not-to-be-missed innovations

A good example is the brand Stooly, with its eco-friendly designer furniture made of reinforced kraft paper, shown here in a store in Val d'Europe (near Paris).



Anniversaries!

Our Emporia (Sweden) and Romagna (Italy) shopping centers have reached a milestone, celebrating their 10th and 30th anniversaries respectively this year, demonstrating the long-term value of our assets and our customers' loyalty.

100%
of our parking lots are
equipped with EV charging
stations

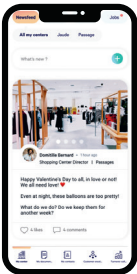
Soft mobility

As a local stakeholder, Klépierre facilitates access by catering to alternative mobility options with a reduced carbon footprint. These include public transportation, two-wheelers and electric vehicles, which can now recharge in all our centers' parking lots.



Social media savvy

Some 30 of our shopping centers have already joined the most popular social media platform among young people, TikTok, gaining 175,000 followers across Europe. Posts cover contests, hauls, bargains, food tasting, lip syncs and challenges.



KLUB! an app to better serve our retailers

KLUB! is an app created in 2022 to enhance communication between our teams and retailers. This new system strengthens our customer-centric approach. It is currently being rolled out in 35 of our shopping centers, with a target of 70 centers by the end of 2023.



Connect: taking action for local communities

Our shopping centers are connected to their surrounding territories via public transportation, deeply rooting them in the local economic and non-profit ecosystems. They are connected to new behaviors, forming an integral part of retailers' multi-channel platforms by offering digital services to visitors, before, during and after their visit. They are also connected to communities, using social media to extend the experience beyond bricks and mortar.

In the hearts of the most vibrant and densely populated cities, we optimize the development of our leading shopping centers to elevate them to hospitality hubs, blending design, accessibility and responsible transformation. From Gran Reno (Bologna) to Grand Place (Grenoble), we have inaugurated new extensions in our iconic centers to make them safe leisure areas with a sense of community, tailored to local needs.

Sustainably

transforming our assets



Maremagnum, grand opening ahead

In early 2024, our iconic Barcelona center will host Europe's second Time Out Market on its 5,200 sq.m rooftop. With monumental views over the city and the sea, this food and culture market concept will become a hot spot on Barcelona's culinary scene. Work to transform the center includes improving top-floor access, restructuring the rooftop and revamping the main facade. The retail mix will also be enriched. The opening is planned just in time for the America's Cup.



€ **2,2** ^{BN*}
in investment

+47%

increase in visitors since the new extension

Gran Reno: a paragon of sustainable renovation

This leading regional destination now boasts a total surface area of 53,000 sq.m, with 150 stores under an impressive glass canopy. Well served by public transportation, it offers retailers a new setting for their flagship stores, with a covered promenade, a food court, and a breathtaking rooftop named the *Terrazza Bologna*. The two-year renovation project is an architectural and environmental success. The new retail areas feature floor-to-ceiling windows that give brands an unrivaled canvas for their displays. As with all of our recent development projects, the Gran Reno center is BREEAM-certified to "Excellent" level, and its renovation includes 230 kWp of rooftop solar power.

*Committed and controlled projects development pipeline



Grand Place: transforming the city

As an integral part of a large-scale urban renewal project, the Grenoble center has been fully renovated with a 16,000 sq.m extension, and now hosts 30 additional stores and 14 restaurants. The new wing will welcome a fresh host of leading brands such as Primark, which will open its first store in the region, as well as Snipes and Jack & Jones. It will also feature a large, diversified foodservice offering. The opening will take place before the end of 2023.



Alexandrium, Netherlands

Fully renovated ceilings and extensive natural light have given Alexandrium a contemporary and modern look. Project completion is slated for the end of 2023 with an expanded retail offering covering 125 stores and 15 restaurants.



Centre Deux, France

Our leading Saint-Etienne center has had a makeover, with a fully renovated facade and redesigned interiors. The retail mix has also been updated, and now includes a 3,500 sq.m Primark inaugurated in March.



Le Gru, Italy

The customer journey has been totally reimagined, with the renovation of the center's north wing, which is now covered by an enormous glass canopy above the entrance to the recently opened Primark store. And the transformation continues apace!



Blagnac, France

In 2024, our Toulouse center will unveil *La Cosina*, a novel food market spanning over 2,300 sq.m.

We continually provide our teams and partners with new ways to grow, learn and build the future together. Klépierre's culture defines the values, behaviors and expectations that guide our every action and those of our employees. These values are based on dialogue with our teams. Through dialogue we were able to determine our values and what constitutes Klépierre employer brand.

1,000 people bringing about tomorrow's retail



A surge in engagement

In 2022, the “You & Klépierre” engagement survey showed strong employee support for the Group's project, with a participation rate of 90% and an engagement rate of 73%, an increase of 34 points since 2016. It covered 12 categories, including health and well-being, CSR, career development, leadership and work-life balance. Available in 7 languages, the survey underscored the Group's strengths as well as areas for improvement, which are the focus of an action plan based on key performance indicators.



Diversity and inclusion at the heart of our practices

Our Diversity & Inclusion program is based on three commitments: gender balance, parenthood and inclusive culture. The 2nd Diversity & Inclusion week focused on two key themes: unconscious bias and intercultural management. Over the course of a week, training and information campaigns were organized by 50 ambassadors in the 12 countries where the Group operates.

2,4 days of training on average per employee per year

88/100 in the 2022 gender equality index

Prioritizing ethics

We have always been committed to maintaining an ethical approach that we take pride in. In this respect, we are consistently adjusting and fine-tuning our strategy and behavior, whether when choosing the countries in which to open shopping centers or when selecting our partners, to ensure that our values are respected.



4

Klépierre's values:

This work of defining values, in which more than 920 employees participated, was nourished by the experiences and observations of everyone.

Commit

Every day, we demonstrate our commitment by together creating new lifestyle environments, defining a shared culture of commitment and service for our visitors, and welcoming new retailers and helping them to grow.

Develop

We believe in career-long learning and professional development, and we are proud to position ourselves as a learning organization, so that all of our employees can improve their skills.

Explore

Our business encourages us to explore shopping trends and social developments and thereby stay ahead of the curve and offer new experiences in our shopping centers.

Care

We take care of our customers, partners, employees and, above all, the planet. We demonstrate our attention and commitment on a daily basis through our decision-making and the importance we place on the health and well-being of our visitors as well as our teams.

“Klépierre owes its success to the passion and commitment of its teams. We value initiative among our employees and encourage them to innovate in order to improve the way we work.”

+38% women among the top 100 leadership positions, an increase of 16 points from 2016

100% of new employees in 2023 will take a week-long immersion program in a shopping center



Developing everyone's potential

We encourage all of our employees to acquire new skills by offering them a catalog of over 150 training courses. Employees can also attend numerous conferences and workshops at Klépierre University, where our 50 in-house instructors share their expertise.



To find out about our job vacancies, visit our website



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“Klépierre
is the European
leader in
shopping centers
with a portfolio
of 70 first-class
malls.”



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