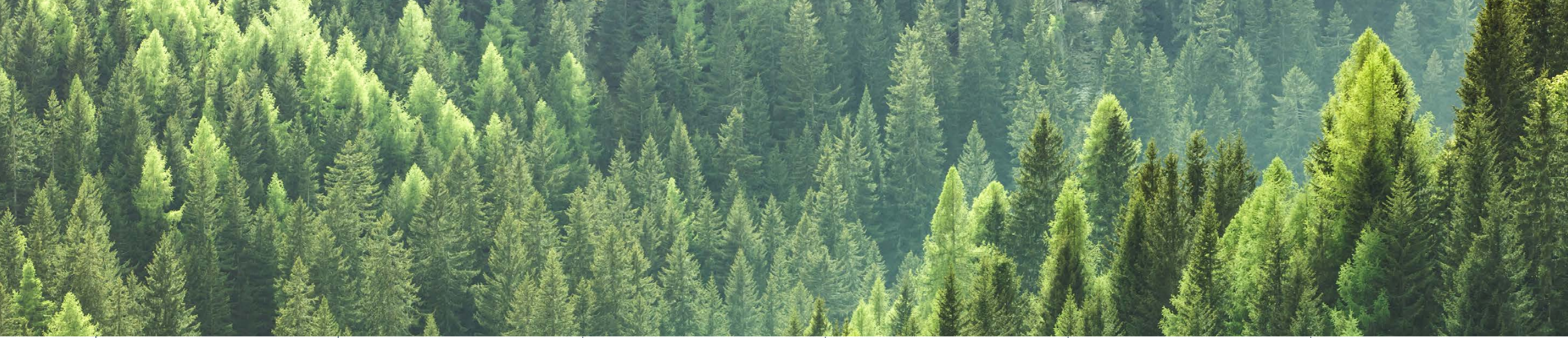


2018



Annual Report





Presentation	NEINVER profile	Responsible leadership and management at NEINVER	Creating value for our stakeholders	Reducing our environmental footprint	About this report

Message from the Chairman

(102-14)



In 2019, NEINVER marks half a century since it was founded. And it does so after closing a year packed with achievements. Our aim is to create more and more value for the brands, consumers and employees that are part of this large team, our partners and, ultimately, for the society. And this determination is reflected in our increased net revenues, which grew by 16% in 2018.

One factor which explains the company's sustained growth is the soundness of our corporate governance, based on a solid management and governance structure and a culture of transparency which is reflected in everything that we do.

In the retail sector, we continue to move forward in our vision of being a leading company and an international reference for the quality and excellence of the projects developed and the services offered. The success of our management model is reflected in the growth path of the centres in our portfolio, which for another year, have continued improving their performance and responding to the challenges of the retail sector.

Challenges which we are not only facing in the management of our current portfolio, but also in the design and development of ambitious new projects that highlight the company's ability to identify and develop successful projects. The new centres in the Netherlands and French Alps, which will open in 2020 and 2021 respectively, will reflect the needs of today's consumer and will enable us to continue strengthening our leading position in the sector.

Likewise, throughout 2018 we have continued increasing the value that we create for our partners. The revenues and value of the Neptune joint portfolio, our joint venture with Nuveen Real Estate, have registered solid growth, thanks to the intensive management of the centres. Furthermore, we have successfully closed the sale of the Colver assets, our partnership with Colony,

with a portfolio of 37 logistical assets in Spain. In the three years under NEINVER management, the joint venture almost tripled in size, reached a 98% occupancy rate and generated incomes of over 11.5 million Euros.

At the same time, our growth strategy revolves around creating value in the areas where we operate. At NEINVER, we are convinced that the economic, social and environmental dimensions of our business are intrinsically connected. Therefore, we continue to work so that our centres contribute to the local economies where they are located by collaborating with institutions and companies and promoting local employment, and to reduce our environmental footprint more every day. Our sustainability strategy not only includes developing and managing our centres in accordance with strict sustainability criteria, but also sharing our experience with brands and promoting sustainable practices among visitors.

Coinciding with the company's 50th anniversary, in 2019 we have changed head offices in Madrid. Our new headquarters, which reflects the values of a flexible and versatile company, highlights NEINVER's evolution over these 50 years, where our business model and even our way of working have been adapting to new sector needs. In line with our commitment to sustainability, the new offices have achieved the BREEAM certification in the design phase, with an "Excellent" rating.

Ultimately, NEINVER's evolution from its origins to positioning itself as one of Europe's leading companies in the outlet sector is the result of its growth capacity through a dedication to values such as innovation, adapting to market needs, commitment and passion for everything that we do.

This report and the achievements that it records are a reflection of these values and the large team which is part of NEINVER. That is why I am sure that these first 50 years are just the beginning.

“Our aim is to create more and more value for the brands, consumers and employees that are part of this large team, our partners and, ultimately, for the society”

Message from the CEO

(102-14)



2018 has been a year of solid growth for the company. Beyond the positive results of our retail portfolio, which includes some of the most established outlet centres in prime locations in Europe, we have taken firm steps towards our objectives of continuing to expand our international footprint, ensuring the long-term value of our assets, and creating maximum value for NEINVER, its partners and its stakeholders.

Our outlet portfolio, the company's main business area, continued to register growth in sales and footfall, which is a reflection of the quality of our assets, our intensive management model and the positive context of the European outlet sector, which continues to perform better than other channels, showing greater resilience to structural market changes. Thus, our operator sales increased by 3% to 971 million Euros, while the number of visitors rose to 42.3 million, and the results for 2019 are looking even more positive.

At the same time, we have moved forward with our expansion strategy, selecting the best opportunities and combining the ideal factors to guarantee successful projects, in order to add nearly 150,000m² of floor space over the next five years. We have already laid the first stone at **Amsterdam The Style Outlets**, our first outlet centre in the Netherlands, which will open in autumn 2020. Furthermore, the project has joined the **Neptune** portfolio, our joint venture with **Nuveen Real Estate**, which already includes 15 assets in Europe. Likewise, we have started the preparatory works for **Alpes the Style Outlets**, the company's second outlet centre in France, which will be located near the Swiss border and will open in 2021. In Germany, we have opened the second phase of **Halle Leipzig The Style Outlets**, which is already delivering results with over a 30% sales increase in 2018, and we have strengthened our lead in Poland with the incorporation of **Silesia Outlet to Neptune**, becoming the joint venture's sixth asset in the country.

But our growth strategy in the outlet sector goes beyond expanding our surface area. In a broad context, the sector presents us with various

challenges which need to be actively managed. The role of physical retail continues to evolve to respond to the changing shopping habits and needs of consumers, while brands are optimising their distribution strategies to focus on the best locations.

NEINVER has demonstrated having extensive experience in listening to the needs of the market and continually adapting its value proposition to respond to them. As part of this continuous evolution, in 2018 we began a refurbishment plan at several of the most established centres in our portfolio. We are working on, inter alia, the renovation of **Vicolungo The Style Outlets** in Italy, **FACTORY Poznan** in Poland, and the **Roppenheim centre** in France, which will be completed throughout 2019. This year, we also started renovating **The Style Outlets in Getafe and San Sebastián de los Reyes** in Madrid.

In addition to investing in improving the centres, we have various strategic projects under way to continue increasing the value offered to visitors and brands, including the work of our Food & Beverage group to design the best range of restaurants at each of our centres, a factor which has already doubled its space in our portfolio over the last five years; the implementation of new tools to increase the knowledge of our consumers; and supporting our operators, providing them with more comprehensive and segmented information every day to support their strategies.

We are continuing to analyse new investment opportunities in the industrial and logistics sector, after successfully closing the sale of our entire portfolio (55 logistical assets and 162,000m² of floor space) for €300M last year, which was the sector's largest operation of the year in Spain. A proportion of the profits from the operation, which is part of the company's asset turnover strategy, was allocated to reduce corporate debt, which decreased by over 20% in 2018.

Likewise, in line with our commitment to responsible investment, development and management, we are strengthening our ESG strategy to guarantee that everything that we

do complies with strict environmental, social and corporate governance criteria, ensuring the maximum long-term value of our activity for all our stakeholders. As part of this commitment, we are continuing to move forward with reducing our environmental footprint and with the sustainable certification of our portfolio, 90% of which already has triple ISO certification (9001, 14001 and 50001) and the BREEAM In-Use accreditation.

“In 2019, NEINVER is celebrating its 50th anniversary. A half century in which we have been characterised by values including innovation, adapting to market needs, developing leading projects and attracting the best talent”

In 2019, NEINVER is celebrating its 50th anniversary. A half century in which we have been characterised by values including innovation, adapting to market needs, developing leading projects and attracting the best talent. I am convinced that the company's ambitious strategy, based on these same values, will allow us to continue looking towards the future from a leading position.

NEINVER profile



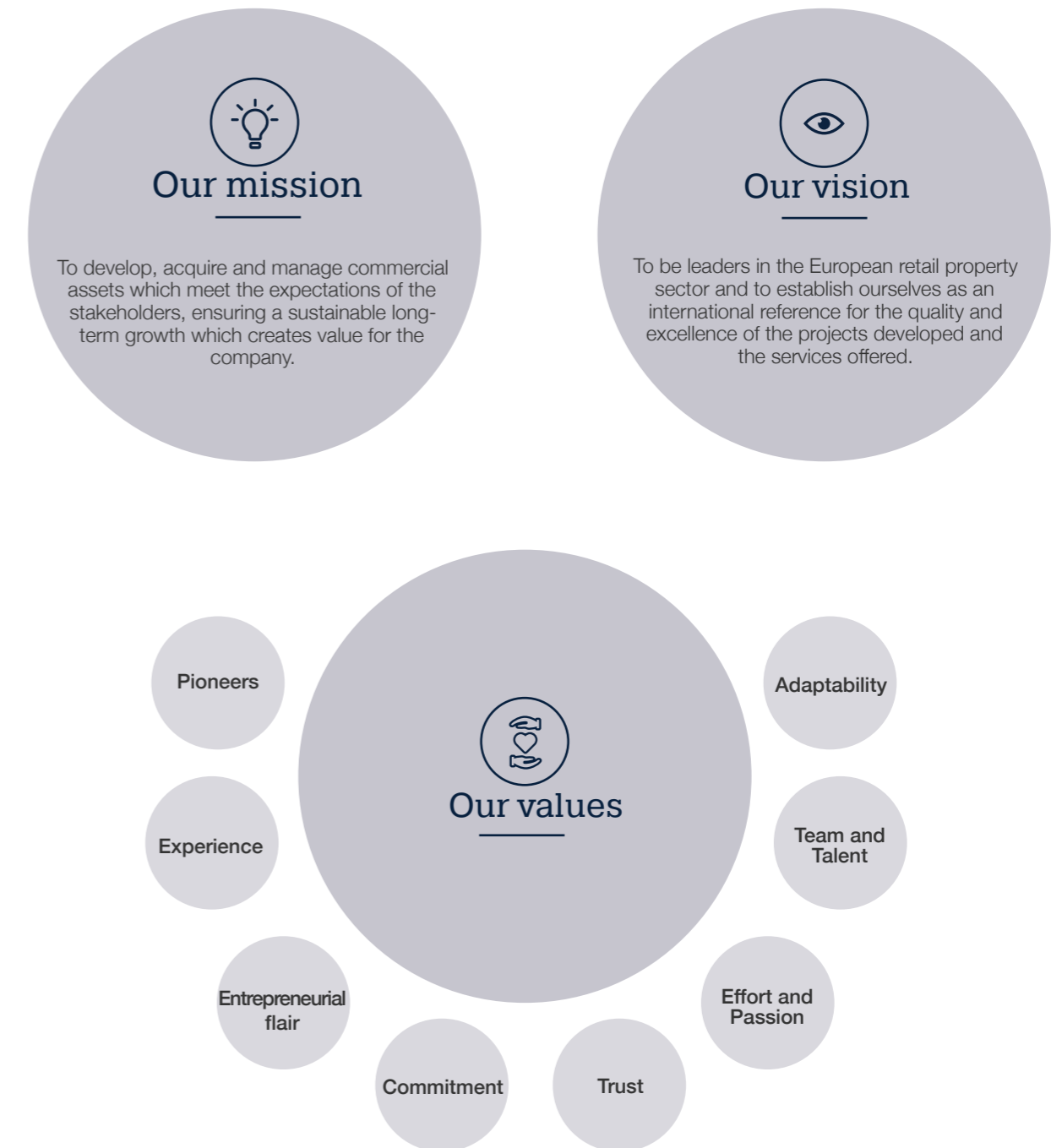
NEINVER and value creation

NEINVER is a Spanish multinational company specialising in the management, investment and property development of commercial and logistical assets.

A leading outlet centre management company in Europe, with two own brands: The Style Outlets and FACTORY.

Founded in 1969, NEINVER manages 18 outlet centres and 5 retail parks, including projects under development, and over 800 brands in six European countries: France, Germany, Italy, Poland, Spain and the Netherlands.

NEINVER MISSION, VISION AND VALUES



BUSINESS MODEL

(102-2)

NEINVER is a company specialising in the development, investment and management of retail and logistical assets. International investors trust NEINVER for its long and specialised track record in the sector. That is why NEINVER has

strengthened its position in the European outlet market through signing strategic agreements with key partners to develop and/or manage its own, joint-owned or third-party assets.

SPECIALISATION IN THE RETAIL SECTOR*¹

(102-2)



For NEINVER, it is vitally important to recognise and manage the factors which influence the shopping experience of consumers, the satisfaction of its operators and the profits made for investors.

NEINVER's expansion strategy over the last 23 years has focussed on specialising in outlet assets, primarily under The Style Outlets and FACTORY brands. Building a relationship of trust and mutual benefit with the existing brands at the centres, and the choice on offer to the end customer, provides an attractive commercial mix and a unique shopping experience with exclusive services. These two levers have allowed us to become a leader of the European outlet sector

due to the surface area managed, and the leading operator in Spain and Poland.

Over the years, footfall at the centres and turnover have both registered sustained growth, allowing brands and investors to improve their results. This growth has been generated in an inclusive way, under strict sustainability standards throughout the entire property cycle, positively impacting the local community through the creation of jobs and the development of new infrastructure. So much so that NEINVER Group is the first company of the sector in Europe to obtain sustainable certifications for all of the centres that it manages.

SUSTAINABLE MANAGEMENT OF THE PROPERTY CYCLE CHART

Management

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

Development
Extensive experience in the development of a wide range of logistical assets, business parks, offices, retail and leisure parks and outlet centres.

Design

Design and development of innovative properties complying with the highest standards of sustainability, and suited to the needs of customers and brands.



Development

Extensive experience in developing a wide range of logistics facilities, business parks, offices, and especially leisure and retail parks and outlet centres.

Leasing

Trusted by more than 800 brands, giving the centres an average occupancy rate of 96%.

Finance

Managing the relationship with financial institutions to obtain finance for new properties and for renovations and upgrades to existing ones.



The Style Outlets

OUR BRANDS



FACTORY

*¹ Data up to date as of March 2019

*² Includes operational centres and those under development

*³ Gross Leasable Area

NEINVER in figures

(102-7)

RESULTS FOR THE FINANCIAL YEAR

€26.4
M

(up 462% from to 2017)^{*1}

MANAGED GLA

540,000
m²

(down 48% from 2017)^{*2}

VISITS

62.4
M

(down 0.1% from 2017)

NET BUSINESS TURNOVER

€103
M

(up 16% from 2017)

MANAGED PORTFOLIO VALUE

1,499
M

(down 20% from 2017)^{*3}

OCCUPANCY RATE

96%

(=2016)

GROSS BANK DEBT^{*4}

€360.7
M

(down 23% from 2017)

SALES AT THE MANAGED COMMERCIAL ASSETS

1,218
M

(up 2.2% from 2017)

NEINVER GROUP EMPLOYEES

276

(down 2% from 2017)

^{*1} Increase due to the profits made from the disinvestments of the 2018 period.

^{*2} Relate to the retail portfolio, the logistics portfolio is not included, whose sale was completed in December 2018.

^{*3} The decrease is mainly due to the sale of the logistics portfolio in December 2018.

INTERNATIONAL PRESENCE

(102-4 y 102-6)

NETHERLANDS

Nº. OF CENTRES	1 under development
LEASABLE	19,000 m ²
DIRECT JOBS	1

POLAND

Nº. OF CENTRES	6+1 under development
VISITORS	14.4 million
LEASABLE	114,800 m ²
SALES	€ 253.38 M
DIRECT JOBS	70

FRANCE

Nº. OF CENTRES	1+1 under development
VISITORS	1.9 million
LEASABLE	47,600 m ²
SALES	€ 111.13 M
DIRECT JOBS	15

GERMANY

Nº. OF CENTRES	2
VISITORS	3.1 million
LEASABLE	32,900 m ²
SALES	€ 97.48 M
DIRECT JOBS	27

SPAIN

Nº. OF CENTRES	8
VISITORS	36.8 million
LEASABLE	266,900 m ²
SALES	€ 518.6 M
DIRECT JOBS	133

ITALY

Nº. OF CENTRES	2
VISITORS	6.3 million
LEASABLE	58,700 m ²
SALES	€ 237.67 M
DIRECT JOBS	30

2018 Highlights



The **sales total** across NEINVER's outlet centres reached **971 million Euros** in 2018, which represents a 3% increase compared to 2017.



Viladecans The Style Outlets has won the AECC 2018 award for the Best Specialised Shopping Centre, becoming the first commercial project in Catalonia to be awarded in this category.



In 2018, a **major renovation of the Vicolungo The Style Outlets** centre was carried out, with an investment of over 9 million Euros. The renovation includes, inter alia, a revamp of the main plaza and general fittings, in order to improve the shopping environment and guarantee the best visitor experience.



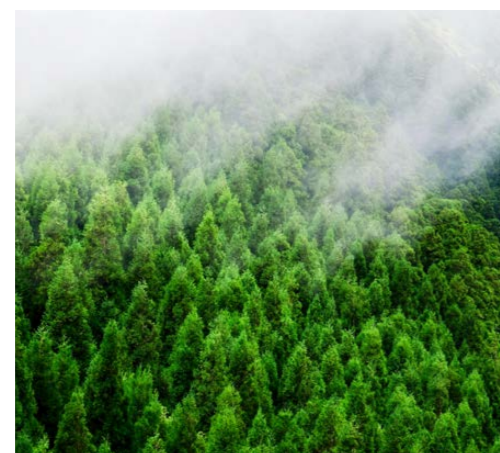
In 2018, **500,000m²** of **logistical assets** were sold to the property fund managed by **Blackstone** for an approximate sum of 300 million Euros, becoming the sector's largest operation of the year in Spain. The sale included **55 leased properties** and **162,000m²** of **logistical floor space** in strategic locations in Spain.



Neptune, NEINVER's joint venture with **Nuveen Real Estate**, acquired a new asset in its portfolio in 2018: **Amsterdam The Style Outlets**, which will open its doors in autumn 2020 in Randstad, with **115 shops** spread over **19,000m²**.



In 2018, NEINVER began managing the **Silesia Outlet** centre, located in Silesia, Poland. This country is a strategic market for NEINVER, where it has been operating for 16 years, and by opening this centre, it aims to set up the largest outlet centre in Silesia, with 120 shops across **20,000m²**.



In 2018, NEINVER has **reduced its CO₂ emissions by 13.6%**. Furthermore, the company has obtained the renewal of the triple ISO certification (9001, 14001 and 50001) of the outlet centres and retail parks that it manages in Spain, Poland, France and Italy. 90% of the company's European portfolio is already ISO- and BREEAM In-Use- certified.



Montabaur has joined NEINVER's "The Style Outlets" brand. Located between Cologne and Frankfurt, the **13,900m²** centre has over 70 brands. Continuing with NEINVER's expansion in Germany, in 2018, the company completed phase II of Halle Leipzig The Style Outlets, increasing this centre's floor space to **18,000m²**.



NEINVER liquidated the **IRUS fund** established in 2007 with a 9% return, making it one of the most profitable funds of this type.

Responsible leadership and management at NEINVER





Leadership strategy

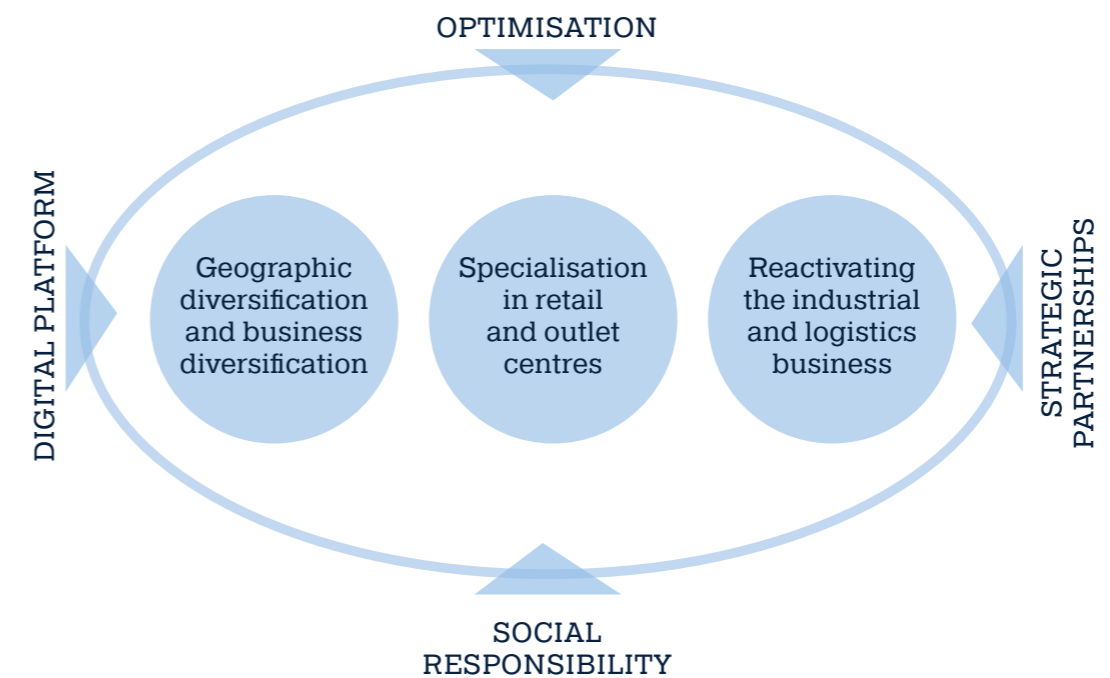
With over 20 years' experience in the outlet sector, NEINVER is now a reference at a European level.

NEINVER's leadership strategy is based on geographical and business specialisation in the outlet sector, and reviving its activity in the logistics and industrial sectors. These three pillars were established by the Steering Committee in 2014 and have been paramount to NEINVER's management model. These basic pillars are supplemented by the following four levers:

- Optimising centre management.
- The digitalisation process, focussing on developing an omnichannel strategy.

- The cooperative management of social responsibility.
- Consolidating strategic partnerships to strengthen its capitalisation structure and expansion strategy.

In the outlet sector, the company's portfolio has registered a continued growth during recent years, thanks to a better performance of the outlet sector compared to the retail sector in general, to the quality of the company portfolio, and to its intensive management model, making NEINVER a partner of reference for international investors.



COMPANY GOVERNANCE

(102-18, 102-19 y 102-20)

The soundness of NEINVER's corporate governance is an explanatory factor which explains the positive results of recent years.



The clear commitment to sustainable growth and fresh responses to sector challenges has allowed the company to position itself as the sector leader. The business strategy driven by the Steering Committee has resulted in sustained growth

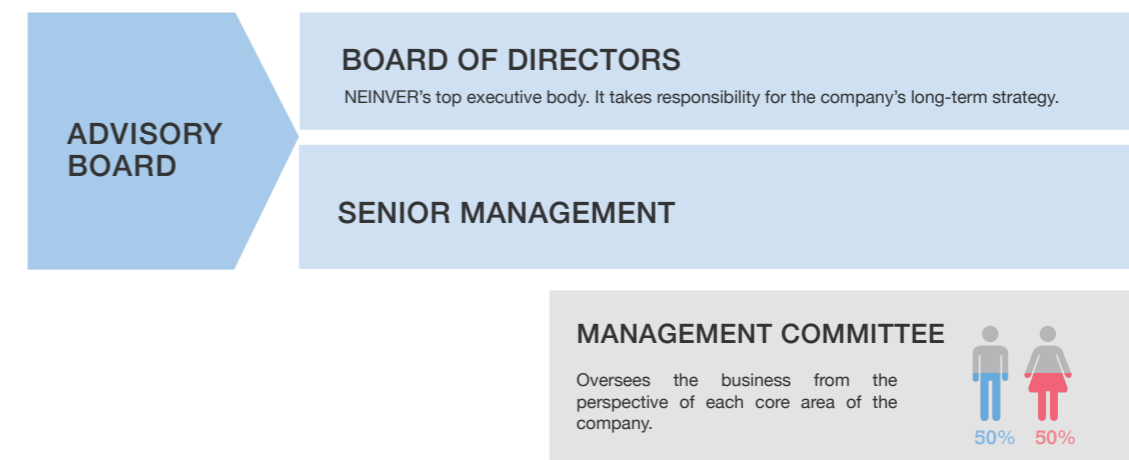
over recent years. The work of Daniel Losantos, NEINVER CEO, and Carlos González, Managing Director of the company, together with the remaining Steering Committee members, has been crucial for achieving such positive results.

NEINVER corporate governance structure

(102-5, 102-22, 102-26, 102-33 y 405-1)

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 management of the company, but they do receive a periodic report from the management.
- The Board of Directors is the highest executive body of the group and is responsible for the long-term company strategy.
- The Steering Committee is the operational body, whose main role is to strengthen the organisation's different strategic focal points and to monitor business activities.
- 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.



RISK MANAGEMENT

(102-15 y 102-30)



María
de la Peña
Legal
Director

“In order to generate returns sustainably over time, NEINVER includes a risk assessment in its decision-making”

This year, NEINVER's Steering Committee has continued to actively work on updating the Risk Map, which is an impact- and probability-based prioritised summary (COSO methodology) of the company's main strategical, operational, compliance and reporting risks, which allows it to have a first-glance assessment of the company's risk exposure.

For each of the risks considered as the most significant for the company, due to their high

impact in the event of them happening or their high probability of occurrence, a manager has been assigned to monitor them, and define an action plan, aimed at mitigating or even removing them.

In addition, NEINVER has a crisis manual to deal with potential emergencies at its assets, in order to define the different scenarios and action protocols in each one, which allow internal and external communication to be carried out in an orderly fashion.

INTEGRITY AND SUSTAINABILITY AS CORNERSTONES

(102-12, 102-16, 102-17, 103-1, 103-2, 205-2 y 206-1)

The Code of Ethics is the main document that guides the actions of NEINVER employees, as it sets out the day-to-day principals of conduct.



The Code of Ethics is the main document that guides the actions of NEINVER employees, as it sets out the day-to-day principals of conduct, which employees are expected to apply to their relationships with all company stakeholders. In this regard, many NEINVER employees are accredited by RICS (MRICS), an organisation which accredits property and construction sector experts, and which serves to guarantee that the ethical standards of the property field are complied with internationally.

Regulatory compliance and respecting free competition continue to be the cornerstones in the development of the company's activity. Therefore, the legal department closely monitors the existing and future standards in each country where the company has a presence. It is worth noting that there are no anticompetitive elements in its business relationships, such as radius clauses, which are used by some sector companies to limit the activity of operators in the areas surrounding their centres.

In order to constantly adapt to current standards, in

2018, NEINVER has continued to work on adjusting to the General Data Protection Regulations, as well as to their legislative development locally in each country where the company is based.

As a signatory of the 10 principles of the United Nations Global Compact since 2012, NEINVER's commitment against corruption and fraud is unwavering. In 2016, the Criminal Compliance Scheme was introduced, a criminal risk prevention protocol in line with criminal legislative trends. The introduction of this scheme means that NEINVER now has a confidential email address for complaints, doubts and suggestions, which has not received any formal complaints or comments in 2018, as well as a disciplinary system in the event of non-compliance.

This compliance system is composed of a set of policies and procedures, including the following: conflict of interest policy, confidentiality policy, "acceptable use" of computer and/or electronic equipment policy, and Data Protection policy, among others.

FINANCIAL PERFORMANCE

(103-1, 103-2, 103-3 y 201-1)

For another year, NEINVER has achieved very positive results and remains a clear reference on asset management in Europe. The net business turnover for 2018 has grown by 16% as a result of the higher fees obtained by rentals, primarily from the centres managed in Germany, as well as the extraordinary fees received for assisting with the sale of all the logistical assets owned by Colver, the joint venture created by NEINVER and the American fund, Colony Capital. At the same time, there has been an improvement in the management fees from the assets owned by the Neptune joint venture with Nuveen Real State.

Signing agreements and strategic alliances with major financial partners in Europe is part

of the company's growth strategy, enabling the joint development and management of large multifunctional commercial projects, which have a high economic and social impact. NEINVER's experience in the sector and its specialised management model, capable of integrating all phases of the property cycle, are values which are appreciated by international investors, who trust NEINVER as a strategic partner for the management, development or acquisition of new centres in Europe. Likewise, participating in these agreements and alliances allows NEINVER to capture part of the value generated as asset manager, as well as opening up a new source of recurring revenue from the dividends distributed from these investments.



Lorena
Díez Soler

Finance
Director

"In 2018, NEINVER registered some very positive business results. NEINVER's experience in the sector and its specialised management model are values which are appreciated by international investors"

Strategic alliance	Assets		Market value		GLA (m ²)		Rents	
	2018	2017	2018	2017	2018	2017	2018	2017
NEINVER - Nuveen	12 operational assets + 1 asset under development	12 operational assets	€1,302 M	€1,288 M	319,345 m ²	€299,745 M	€93.9 M	€87.3 M
NEINVER - Colony Capital	-*	37 logistical properties	-*	€166.89 M	-*	€256,216 M	-*	€11.6 M

* On 31 December 2018, the joint venture in which NEINVER and Colony Capital participated had no logistical assets, having sold them during the financial year.

NEINVER's main financial figures (Millions of Euros)

NET SALES		
2018	2017	2016
€103.0 M	€88.6 M	€65.3 M
OIBDA (Operating income before depreciation and amortisation)		
2018	2017	2016
€29.2 M	€30.2 M	€16.2 M
EBITDA (Earnings before interest, taxes, depreciation and amortisation)		
2018	2017	2016
€39.6 M	€34.5 M	€16.6 M
ASSETS		
2018	2017	2016
€773.5 M	€913.6 M	€996.9 M
GROSS BANK DEBT		
2018	2017	2016
€360.7 M	€466.4 M	€439.2 M
GROUP'S GROSS BANK DEBT 1		
2018	2017	2016
€100.4 M	€176.8 M	€190.7 M

* Bank debt excluding the non-recourse debt of proportionally consolidated corporate groups to NEINVER

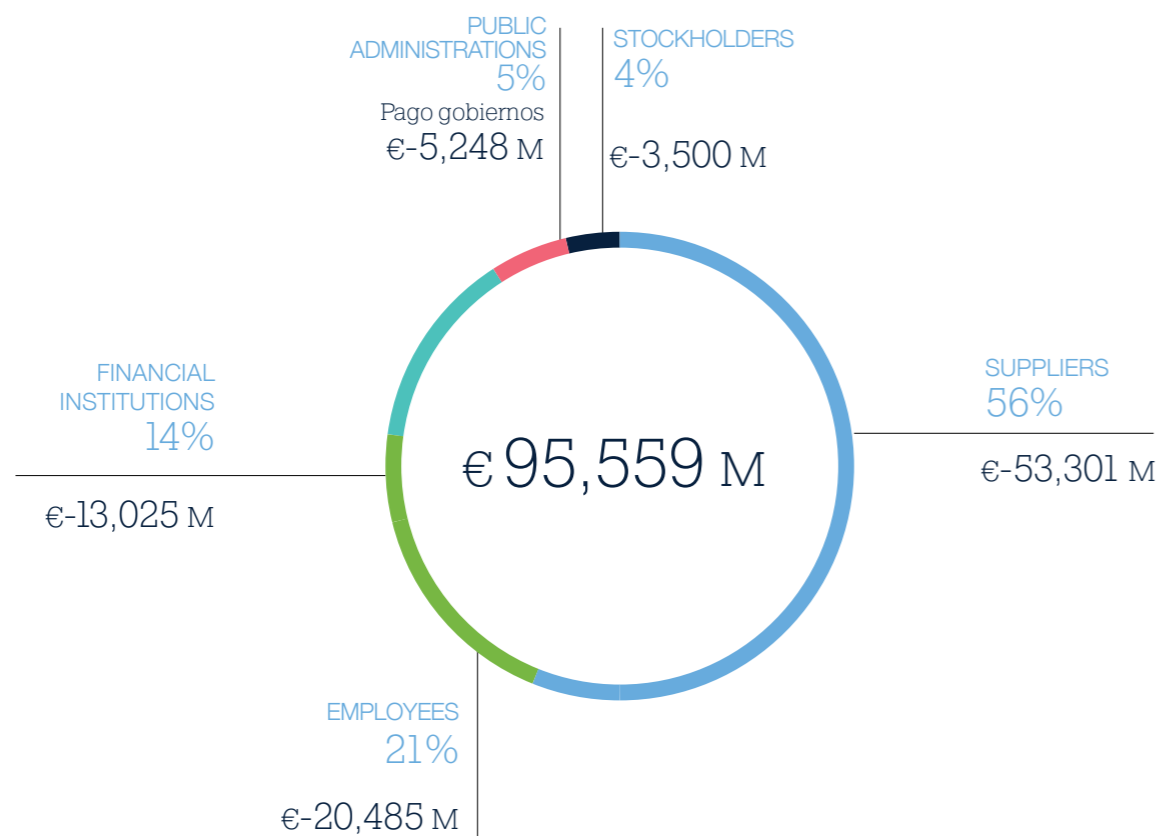
NEINVER's day-to-day financial strategy is based on the following pillars:

1. Increased recurring revenues, boosting the double diversification of the same, both functional (leasing assets and providing management services) and geographical.
2. Operating income statement efficiency, through increased revenue and controlled operating expenses.
3. Reduced financial costs.

4. Reduced bank debts, continuing with the disinvestment in non-strategical assets.
5. Increased value of its financial holdings, being a store of value for the company.

The creation of shared value by NEINVER can be seen through the distribution of value among the different stakeholders: to suppliers through operating costs, to employees through salaries and social benefits, to financial institutions through financial costs, to public administrations through taxes and licences, and to shareholders through dividends.

Economic value distributed. €95,559 million



Bożena Gierszewska
Asset Management Director Central Europe

"Our goal is developing and improving the outlet concept, so our customers' opinions and expectations are carefully analyzed with the aim of sharing the acquired knowledge and experience with our business partners"

CHALLENGE MANAGEMENT

CHALLENGE



Geographic expansion

The mature industries face a higher number of challenges when implementing expansion strategies. Market knowledge and sector experience are key for exploring new projects, due to space limitations and regulatory restrictions.



Total shopping experience

The retail sector is evolving quickly in line with the expectations and needs of consumers. In this context, it is necessary for shopping centres to redesign the experience that they offer consumers, including unique spaces, added value services and incorporating traditional elements from sectors such as hospitality and leisure, with a special focus on dining options.



Brand association

The strategic association with the brands at our centres, which involves working more closely with them every day, is key to understanding their needs in a complex environment, supporting their strategies, and maximising the returns and value of the centres.



Digital transformation

Traditional channels must be integrated with new technologies in a holistic manner. The challenge lies in doing it efficiently, with low integration, scalability and maintenance costs, which enables increased incomes and improved services for customers.



Sustainability

There is a growing demand for a proactive management of environmental and social risks and good governance (ESG) from investors and consumers. Sustainable construction and controlling the environmental impact of the centres are two of the main aspects which sector organisations have had to consider when promoting Corporate Social Responsibility.



Eduardo
Ceballos

Asset
Management
Director
South Europe

"With a consumer who prioritizes investing their money and time in experiences rather than products, it will be key to improve the entertainment, food and hospitality offer, in addition to harnessing the potential of new technologies to offer a unique and personalized experience"

Responding to challenges 1: digital transformation



"The omnichannel strategy is one of the company's main tools for responding to digital transformation"

For the retail sector, knowing the preferences and characteristics of customers has been a crucial aspect for guaranteeing a quality service. Thus, new consumer habits and digitalisation make an omnichannel strategy an extremely useful tool for providing a more personalised and positive customer experience.

NEINVER has been effectively developing this strategy since 2015, constantly incorporating innovative aspects and improvements. So much so, that the company has become the first outlet and shopping centre operator which offers an omnichannel B2B2C (Business to Business to Consumer) experience. Through this system, NEINVER is improving the customer

experience at its centres and shops, offering a personalised service according to user needs and preferences.

To that end, the company has developed a unique platform which allows it to accompany the customer before, during and after their shop, thereby improving the attention paid. To provide such a service, NEINVER studies the interests and behaviours of its customers through different channels, including its websites, mobile applications, e-commerce portals, social networks, people counters and Wi-Fi and Bluetooth systems.

In 2018, two projects stood out in this area:



GEOLOCATION

NEINVER is integrating the information of its digital ecosystem into an omni-CRM system, an analytics and customer communications personalisation engine, which provides three geolocation options: mobile applications, Wi-Fi and Gennion Sensors. This system allows us to know in real time when a user is visiting a shop, thereby creating content which is of interest to them. By developing this digital ecosystem, NEINVER has been able to get to know and communicate with customers in a much more efficient and personalised way.



POS SOFTWARE

This project links the management of the commercial establishments with the company's information systems, which has allowed NEINVER to introduce a loyalty plan by monitoring customer sales, which it records in real time. In 2018, this system has been piloted in 13 shops at Viladecans The Style Outlets, NEINVER's first outlet in Catalonia.

These updates to the omnichannel system aim to improve the experience of customers and brands at NEINVER centres and outlets and, in turn, respond to increased on-line sales. In this way, the company has become a reference in omnichannel retail, especially Viladecans The Style Outlets, which won the AECC Award 2018 for the best Specialised Shopping Centre, for the complementary innovative services that it offers.

Continuing with the culture of constant improvements to the system, in 2019, NEINVER intends to integrate an extranet to its omni-CRM, in order to enable different features and include information about customer preferences for different brands.

Also, in 2019, the development of an application is planned, which can design customer visits and offer a more personalised experience at its centres. To that end, the application can geolocate the active offers of different brands and make personalised recommendations according to the preferences and interests of the customer.

Implementing these projects allows NEINVER to have a large amount of qualitative information about consumer patterns, thereby offering added value to the brands that operate at its centres. NEINVER believes that guaranteeing customer privacy is essential, therefore, in 2017 and 2018, it incorporated specific data protection measures in order to properly comply with the new European and national legislations on this matter.

Responding to challenges 2: Sustainability at all levels

NEINVER considers Corporate Social Responsibility (CSR) to be a key attribute for improving its long-term competitiveness, sustainability and relationship with its stakeholders.

Therefore, it aims to integrate environmental, social and good governance aspects into all areas of its activity, throughout the life cycle of its own assets and those which it manages.

*Aware of the importance of protecting the planet, of ensuring prosperity for all and of pulling together to overcome the global challenges which society is currently facing, NEINVER continues to support the implementation of Agenda 2030. To that end, it carried out an analysis on which **Sustainable Development Goals** (SDG) it contributes to most through its activity.*

The result of this analysis pinpoints a direct contribution to 4 of the 17 SDG:



SDG 3. HEALTH AND WELL-BEING

The health and safety of workers, customers, operators and suppliers is a priority for NEINVER. That is why the company is currently working towards introducing the ISO 45001 certification across the entire portfolio.



SDG 8. DECENT WORK AND ECONOMIC GROWTH

NEINVER increases its staff year on year, creating 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 11. SUSTAINABLE CITIES AND COMMUNITIES

The energy efficiency of NEINVER centres and its work to improve access and transport to its centres helps to create more sustainable communities. This commitment is being realised, inter alia, with the gradual expansion of the scope of the ISO 50001 certification across the entire portfolio.



























SDG 13. CLIMATE ACTION

Reducing greenhouse gas emissions throughout the entire value cycle of its activity is one of the main characteristics which defines NEINVER in terms of sustainability. An example of this commitment is buying green energy as an electricity source for its entire portfolio. According to 2018 data, the company has seen a cumulative reduction of 80% in its CO2 emissions over the last three years. The greatest reduction was seen at the Italian and Polish centres, with a decrease of 8.5 and 8.3 respectively. Currently, all of its Spanish, French, Italian and Polish centres receive 100% of their electricity from renewable sources.

In 2016, NEINVER drew a road map to 2020, which would enable it to improve year on year in the main areas for the company: (i) the environment, (ii) corporate governance and CSR management,

(iii) work practices and (iv) operating practices. In order to report on the degree of progress of the measures identified in this action plan, the following scorecard shows the status at the end of 2018.

1 ENVIRONMENT	2 CORPORATE GOVERNANCE AND CSR MANAGEMENT
<ul style="list-style-type: none">  Develop a Certifications and Green Energy Policy.  Update the Sustainable Design Guide and develop a Sustainable Operations Guide.  Train employees and contractors who have environmental responsibilities.  Get store operators more involved in meeting goals and in environmental reporting.  Develop Waste Management Plans.  Improve calculation of the carbon footprint.  Bolster monitoring of waste water.  Get store operators to sign on to NEINVER's green energy contracts.  Establish long-term public environmental goals.  Improve the internal reporting system for environmental indicators. 	<ul style="list-style-type: none">  Develop a company-wide CSR Policy.  Roll out the Criminal Compliance Programme.  Create a Management System and a Risk Committee.  Revise the Risk Map to include components related to ESG* and to the supply chain.  Promote innovation.  Conduct CSR training.
3 LABOUR PRACTICES	4 OPERATIONAL PRACTICES
<ul style="list-style-type: none">  Prevent stress and promote a healthy lifestyle.  Earn certification of the Occupational Health and Safety System for all of the company's centres. 	<ul style="list-style-type: none">  Review the framework for collaboration with store operators on sustainability.  Develop a Responsible Procurement Policy.  Review the supplier prescreening questionnaires to better understand how they manage ESG* issues.

 Implemented  In process  Not begun

Regarding the training of employees and contractors, NEINVER has continued to work on this by promoting environmental training with operators, among other things.

With regards to corporate governance and CSR management, the company is engaged in a creation process for the next CSR strategy, focussing on integrating ESG (Environmental,

Social and Governance), which will also allow it to keep moving forward with the new CSR goals for 2020. Likewise, NEINVER is continuing to assess its portfolio based on GRESB, a benchmark which takes into account those ESG aspects in the property sector.

Conversely, NEINVER has continued to work on occupational health and safety, introducing

the ISO 45001 standard across its entire portfolio, which will obtain the corresponding certification in 2019.

Likewise, work has continued on creating a Risk Management System and forming a Committee, with the direct involvement of the Managing Director, which has significantly boosted the Risk Map.

Lastly, NEINVER has continued to work on important aspects, such as stress prevention and promoting healthy lifestyles, working on getting the WELL certificate at its new offices in 2019, based on the WELL standard for worker wellbeing and health in the work environment.





Road map for the sustainable management of the property cycle

DESIGN AND DEVELOPMENT

(102-12 y 102-16)

All new projects undertaken by NEINVER are certified according to the BREEAM standard, ensuring high levels of energy efficiency and sustainability.

NEINVER remains committed to sustainable business management in both the development stage and the asset design and construction phases, implementing an increasingly more efficient and sustainable, ergo, more competitive model.

NEINVER demands that technical projects comply with all environmental requirements during the design phase, in addition to the regulations, in order to achieve the BREEAM certification, an assessment and certification standard which promotes more sustainable construction. Since 2011, its new projects (and the renovations which it undertakes) are certified according to this standard, ensuring high levels of energy efficiency and sustainability.

Finally, during the construction phase, NEINVER includes sustainability criteria in both the pre-selection and the definitive selection of the contractors undertaking the work. For example, NEINVER incorporates environmental and specific requirements about the type of materials used by contractors*1, the equipment installed, the management of waste generated during construction*2, and, ultimately, during the execution of the works, finally achieving the BREEAM certification during the construction phase.

The company extends this commitment to all its value chain and stakeholders, especially contractors, suppliers, operators and visitors.

DESIGN PHASE

- Environmental requirements during development
- Technical project must comply:
 - Necessary permits
 - All specifications for the BREEAM certifications

CONSTRUCTION PHASE

- Implicit sustainability criteria in:
 - Green clauses for selecting contractors
 - Materials used
 - Equipment installed
 - Waste management
 - Overall execution of the works

*1 NEINVER requires the use of raw materials from suppliers with certified management systems for the manufacturing process in the main elements of the building and requires contractors to prove and document that at least 80% of the materials will be obtained from suppliers and manufacturers who have an Environmental Management System which is certified according to the ISO 14001 standard.

*2 The ISO 14001 standard ensures that waste and other environmental impacts are managed in accordance with the procedure established by the legislation.



Guzmán Aguilar Espinosa
Technical Director

“NEINVER sees sustainability as an element which should permeate the entire value chain and life cycle of all projects, from the design and development phase to asset management”

2018 Projects

Country	Project	Type	GLA m ²	Stores
NETHERLANDS	Amsterdam The Style Outlets	New development	19,000	115
FRANCE	Alpes The Style Outlets	New development	20,400	96
GERMANY	Halle Leipzig The Style Outlets (Phase 2)	Expansion	7,344	36
SPAIN	Megapark Barakaldo	Renovation	96,177	106
ITALY	Vicolungo The Style Outlets	Renovation	34,194	148
FRANCE	Roppenheim The Style Outlets	Renovation	27,346	109

Status of the projects in 2018

Incorporating sustainability criteria in the construction of new assets

In 2018, NEINVER has continued with the development of 2 new assets: **Amsterdam The Style Outlets and Alpes The Style Outlets, as well as the second phase of Halle Leipzig The Style Outlets and ambitious renovations at Vicolungo The Style Outlets, Megapark Barakaldo and Roppenheim The Style Outlets.** In all of these cases, development and construction is being undertaken in accordance with sustainability criteria.

This commitment will be extended to the store operators, to whom NEINVER will provide guidelines relating to the design and installation

of the retail and restaurant units in order to comply with the sustainability standards which the company has established for each centre. Some of these requirements relate to the use of materials, waste generation and consumption information reporting.

In parallel, renovation works have progressed at the office building where the new NEINVER headquarters will be located in Madrid. The new office building will also have the BREEAM Excellent and WELL certifications, the latter focussing on the health and wellbeing of the occupants, at GOLD level.



Amsterdam The Style Outlets

A sustainable remediation plan has been followed in the development of Amsterdam The Style Outlets, and construction began in August 2018, starting with excavation and pile driving work, with the centre's planned opening in 2020.

Like all new centres promoted by NEINVER, it will have the BREEAM certification at construction

level, with a Good rating.

Likewise, the company has made a specific site available to the general public, where people can follow the entire development process of the centre and check relevant information about its design and construction, which is very in keeping with the typically Dutch style and architecture.



Alpes The Style Outlets

Once Environmental Authorisation was obtained for Alpes The Style Outlets, the first measures of the Environmental Action Plan were carried out. This plan is a set of compensatory actions for the

purpose of reducing the environmental impact of the project, which will be carried out over a 10-year period from the start of the construction work.



Halle Leipzig The Style Outlets

In 2018, the construction of phase two was completed, which was opened to the public in April 2018, with 36 new stores.



Megapark Barakaldo

In 2018, NEINVER has carried out a complete renovation of the outlet and medium-sized buildings and undertaken a full revamp of the landscaping.

This refurbishment was finished in December 2018, and a second phase involving the leisure and restaurant area is planned for 2019.



Vicolungo The Style Outlets

Work began at the centre in summer 2018, including renewing the façade materials, increasing the shaded and covered areas, improving the recreational areas and revamping the landscaping at the centre.

Furthermore, the creation of 2 new buildings is planned to improve public services, including a new information and tourist point and another dedicated to childcare and a children's play area. Both will be given to the town.



Roppenheim The Style Outlets

In 2018, the final phase of the gardening and landscaping project has been undertaken, in which the green areas have been extended,

several native species have been planted and a new lakeside rest area has been made available to encourage visitors to relax.



LEASING

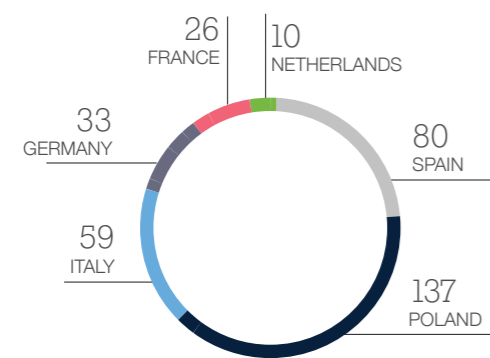
(102-6)

In 2018, NEINVER has entered into and renewed 345 lease agreements, which represents a 7% growth in the last 5 years, a very substantial increase, given the current state of the retail sector.

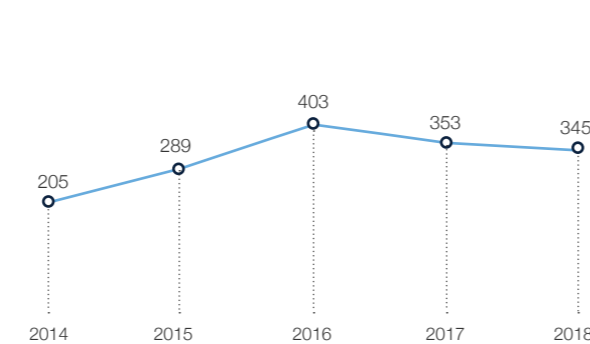
It is expected that the progression of growth will continue to be positive, with the opening of Amsterdam The Style Outlets in 2020 autumn and

Alpes The Style Outlets in 2021 spring, both located in key tourist locations. From 2019, NEINVER is also managing Silesia Outlet in Gliwice, Poland, which will also contribute to increasing commercialisation. Likewise, the FACTORY centres in Poland stand out, where NEINVER has introduced over 20 new fashion brands.

Number o leases signed, by country (2018)



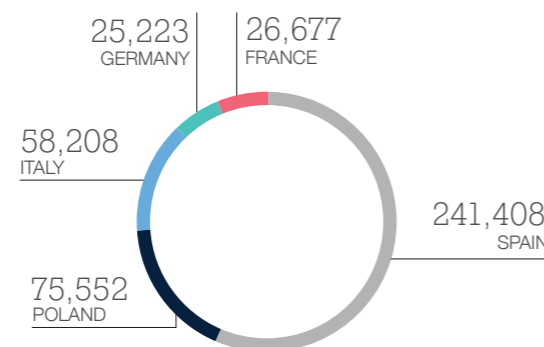
Changes in number of leases 2014-2018



The leased floor space of the entire NEINVER portfolio increased by 3% compared to 2017, with Germany as the country which recorded the most growth in terms of square metres of

leased area, followed by Spain. This growth in Germany is mainly due to the opening of the second phase of Halle Leipzig The Style Outlets in April 2018.

Leased area, by country (m²) 2018



In total, NEINVER has an occupancy rate of over 96%, with over 600 brands and nearly 1400 shops.

The sales total of 21 of the outlet centres operated by NEINVER reached 1,200 million Euros in 2018, which is 2.2% more than in

2017, and they received 62.4 million visitors. The solid growth of the centres was supported by the positive results of the last trimester of the year, especially the Christmas campaign. In Spain, Viladecans The Style Outlets, which opened in Barcelona in 2016, led the growth with a two-digit sales increase.

NEINVER portfolio KPI variation 2018 vs 2017



Growing brands in the NEINVER portfolio

GANT

GUESS

HACKETT LONDON

KARL KARL LAGERFELD

SCOTCH & SODA AMSTERDAM COUTURE

Thomas Sabo

TRUSSARDI

UNDER ARMOUR

FINANCING AND ASSET MANAGEMENT

Asset and investment management

NEINVER is constantly analysing investment opportunities in order to search for projects which fit in with the company's criteria and strategy.

In 2014, NEINVER signed a strategic alliance with Nuveen Real Estate, a property fund manager and TIAA subsidiary, in order to create a leading outlet centre platform in Europe.

The result was the creation of Neptune in 2014, a joint venture which, since then, has invested in a large number of assets. NEINVER is constantly analysing investment opportunities in order to search for projects which fit in with the company's criteria and strategy. In 2017, it already had 13 assets spread over 4 European countries (France, Spain, Poland and Italy), with a total gross value of 1,300 million Euros.

In line with this strategy, in 2018, NEINVER incorporated a new development to the joint venture: Amsterdam The Style Outlets, the first asset developed in the Netherlands. This new centre will have 115 shops and 19,000m² of floor space, and it is planned to open in autumn 2020. Furthermore, it will be in a strategic location, as it is very close to the capital and just ten minutes from Schiphol airport. With this new incorporation, the joint venture portfolio increases to 14 assets.

Acquisition and development history

Country	2015	2016	2017	2018	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 Sebastián 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 Annopol, FACTORY Krakow and Futura Park Krakow	-	FACTORY Warsaw Ursus*	-	5
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.



Carlos
González

Managing
Director de
NEINVER

“NEINVER has been operating in Poland for 16 years. It is a strategic market where we have 4 outlet centres under the FACTORY brand. We are sure that Silesia Outlet will become a popular shopping centre in the region and a very successful asset in our portfolio”
Carlos González, NEINVER Managing Director”

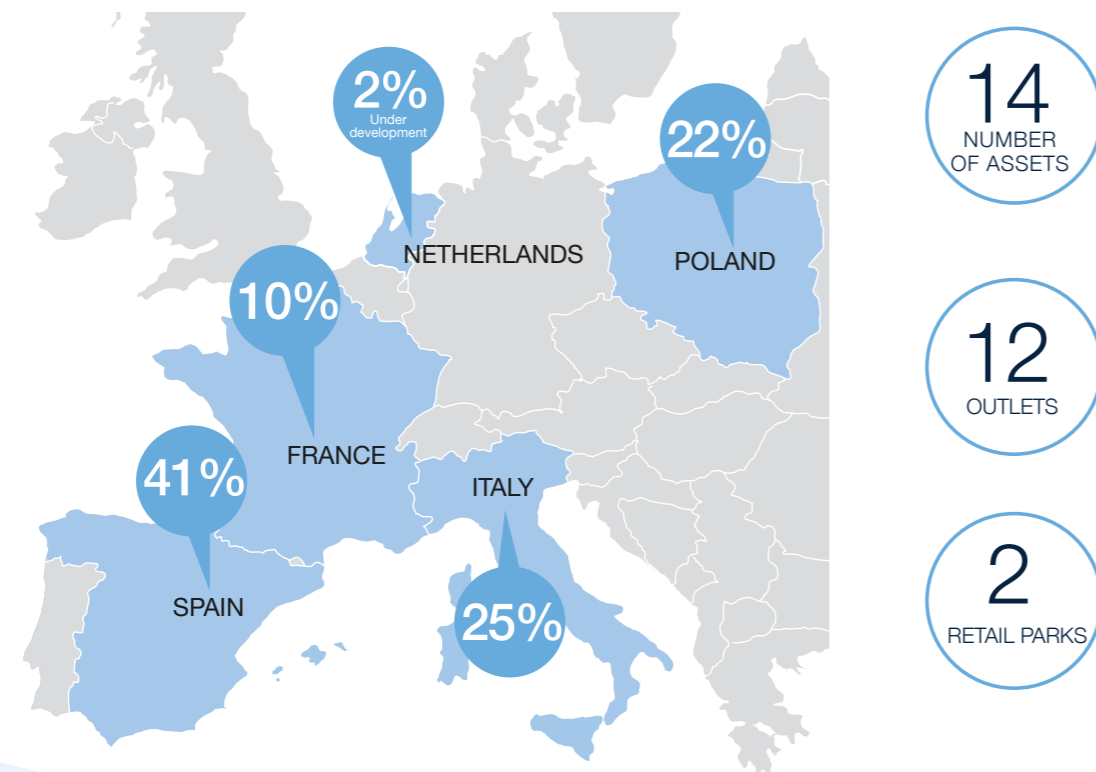
Together with the increased number of assets, in 2018, sales increased by over 3% compared to the 2017 financial year, with over 1000 shops and nearly 40 million visitors.

Key indicators of the Neptune joint venture



* Includes the Amsterdam The Style Outlets asset, currently under development

Asset gross value by country



14
NUMBER OF ASSETS

12
OUTLETS

2
RETAIL PARKS

Asset performance



MANAGING LOGISTICAL ASSETS

(102-10)

In 2018, NEINVER sold assets for 300 million Euros to the property fund managed by Blackstone, making it the country's largest logistical operation of the year. The sale includes over 500,000m² of logistical assets, divided into 55 leased properties and 162,000m² of logistical floor space in strategic locations in Spain, which NEINVER owns, co-owns and manages.

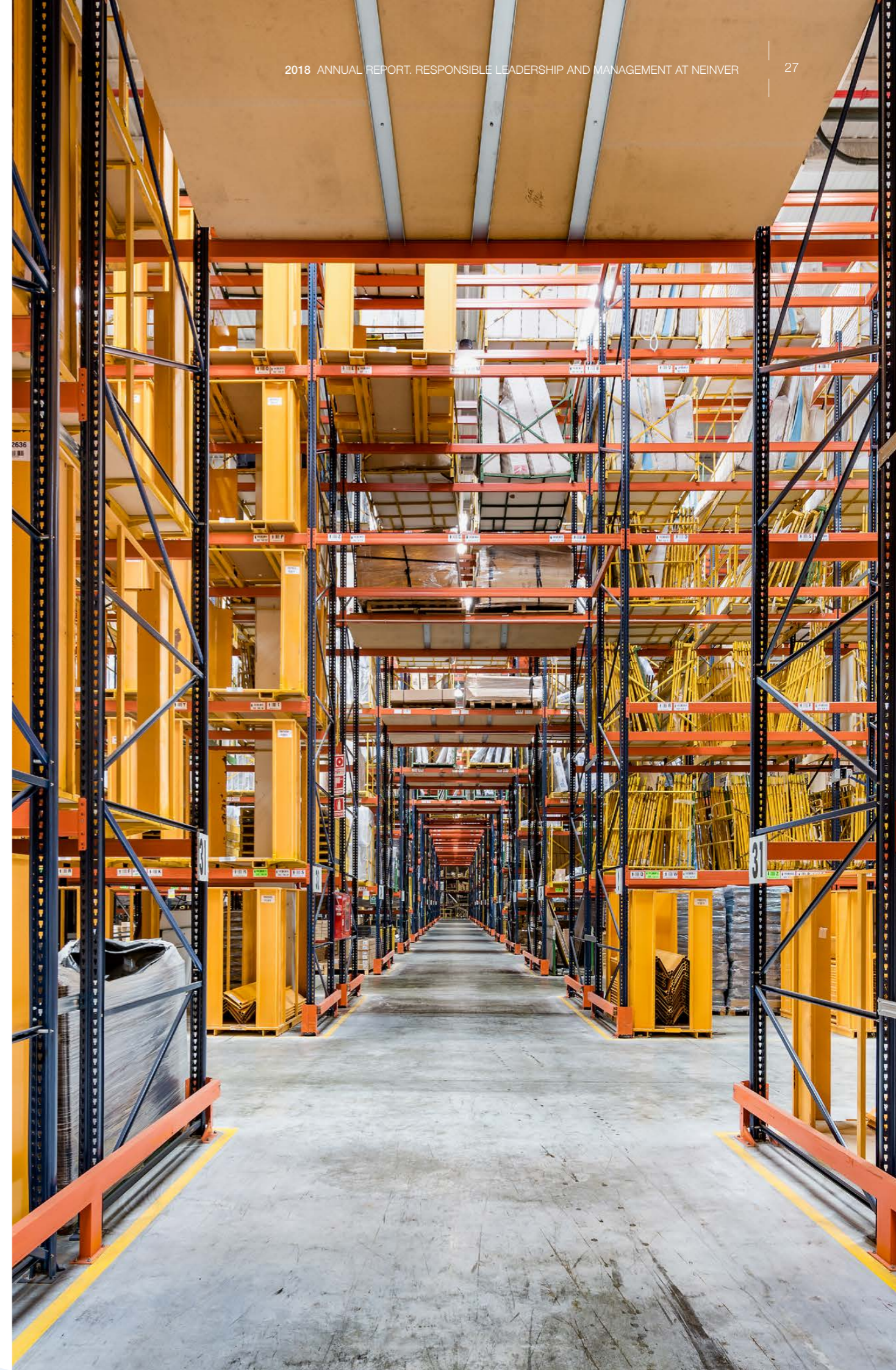
The sale of this portfolio is a strategic disinvestment for the company, which signifies the end of a multi-year process, particularly since 2014, when it created the Colver joint venture, together with Colony Capital Inc. Likewise, it falls in line with the company's growth strategy based on asset turnover and investment in new business opportunities in the retail, industrial and logistics sectors.



Juan Carlos
Ortega

Industrial
& Logistics
Director

"We are creating value by designing a portfolio of quality and versatile assets in strategic locations spread across the main logistical hubs of the Iberian peninsula, which allow a unique positioning to capture the growth of the most thriving activities of the modern logistics market"



Creating value
for our
stakeholders

41

Materiality analysis and stakeholder relationships

(102-40, 102-43 y 102-44)

Over recent years, NEINVER has reinforced its commitment to company transparency, this being a key element for strengthening stakeholder relationships and confidence. We are highlighting three key milestones on this path.



2007

The publication of NEINVER's first sustainability report.



2012-2013

NEINVER's sustainability report starts to be based on Global Reporting Initiative (GRI).



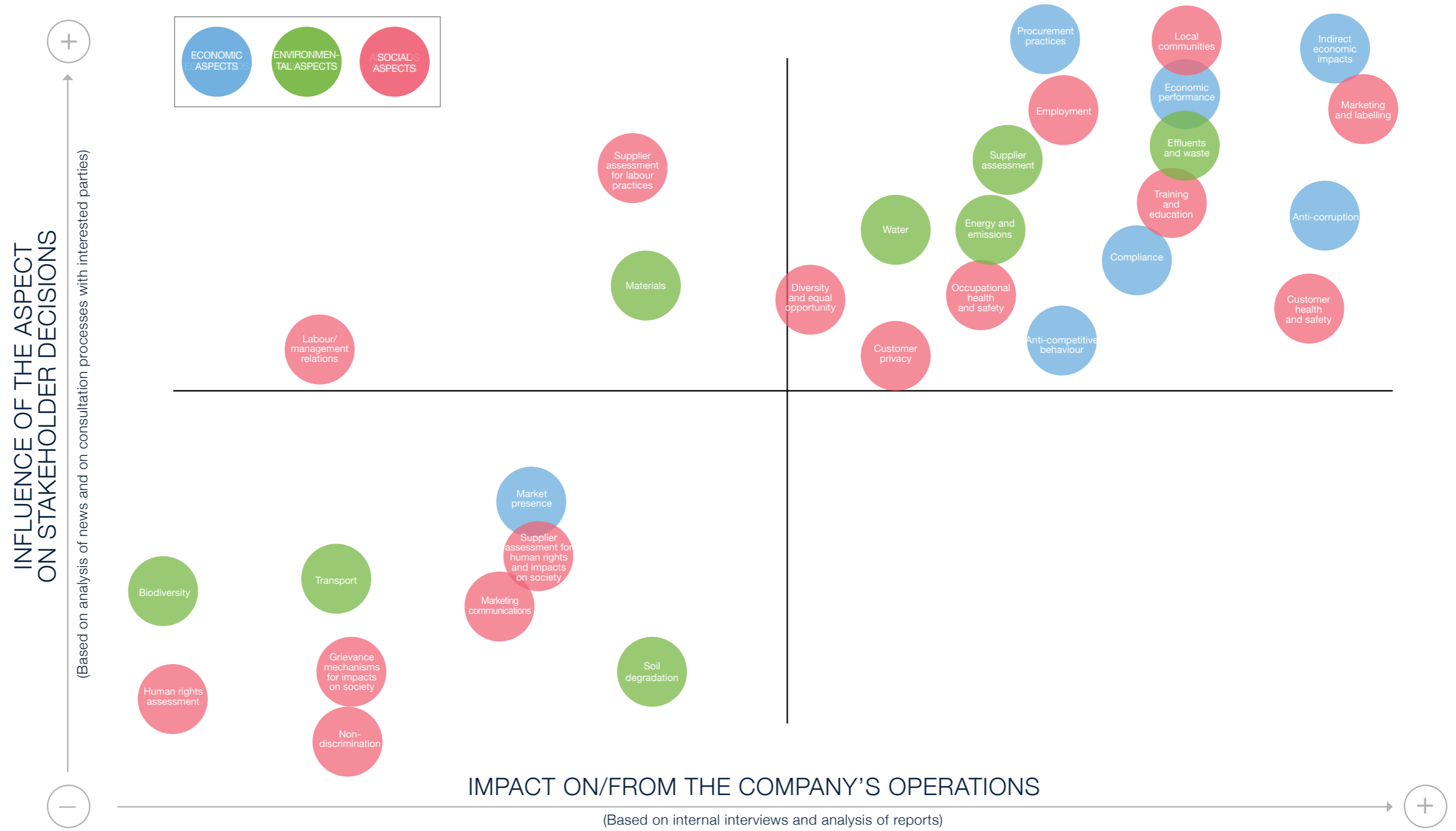
2016

The **first materiality analysis** is carried out, thereby establishing the bases for reporting on the most relevant matters for its stakeholders.

The company believes that promoting a relationship of trust relationship with its stakeholders is vital. The following NEINVER materiality matrix identifies the most relevant stakeholders for NEINVER:

NEINVER MATERIALITY MATRIX

(102-40, 102-43 y 102-44)



TRANSPARENCY AND RELATIONSHIP WITH STAKEHOLDERS

Stakeholders	Aspects of the company that interest them	Communication channels
Investors and strategic partners 	<ul style="list-style-type: none"> Economic, operational and sustainability performance, of both the centres and the company. Marketing and Communication Plans. Legal compliance, transparency and confidentiality. Risk, opportunity and reputation management. Cost and investment optimisation and increased asset value. Certification of the centres and their management according to sustainability standards. 	<ul style="list-style-type: none"> Annual reports. Periodic reports to partners and joint ventures about the performance of shared centres. A totally transparent process, with GRESB (Global Real Estate Sustainability Benchmark) and investors jointly assessing the good governance, environmental and social aspects (ESG) of the Neptune property portfolio. Periodic meetings with senior company management and with centre managers. Website and media.
Employees 	<ul style="list-style-type: none"> Strategy, new projects and organisational changes. Training and development opportunities. Working environment and satisfaction in the workplace. Comfortable work conditions which boost productivity. Better work-life balance and flexibility. 	<ul style="list-style-type: none"> Internal memos and visual communication in offices. Personal interviews, briefings between management and teams. Intranet. Quarterly internal newsletter Periodic air quality surveys in offices Improved health and wellbeing in head office (WELL certification)
Operators 	<ul style="list-style-type: none"> Centre results and management performance. Company management model. Legal compliance, transparency and confidentiality. Actions for boosting sales. In-store efficiency measures. 	<ul style="list-style-type: none"> Reports on operator progress. Satisfaction surveys. Regular competitions. Promoting training. Regular contact at centre and corporate level. Bulletin boards and extranet. Complaints and claims system. Mystery shopper
Consumers 	<ul style="list-style-type: none"> New services, promotions and activities at the centres. Attractive mix of brands Shopping experience. 	<ul style="list-style-type: none"> Cluster newsletters on services, promotions and activities at the centres. Satisfaction surveys Customer service systems and mechanisms for receiving suggestions (in situ and on-line). Social actions. Operational screens (MUPI). Social networks and mobile applications. Media information.
Community 	<ul style="list-style-type: none"> Employment and wealth creation in the surrounding area. Development of infrastructure and services which can be enjoyed by the whole community. Collaboration agreements with institutions. Support for social projects. Participation in cultural activities and events. Social networks, media and information points at the centres. 	<ul style="list-style-type: none"> Creation of direct and indirect employment. Development and improvement of infrastructure. Meetings with the main socio-economic players in each area. Collaboration and sponsorship at cultural activities and events. Social networks, media and information points at the centres. Channels for sharing queries and suggestions.
Institutions 	<ul style="list-style-type: none"> Legal compliance, transparency and confidentiality. Promotion of employment in groups with special difficulties. Training opportunities and first work experience for young people. Sustainability in the development and management of the centres. Signing conservation agreements for public spaces. Actions to promote the attraction of tourism. 	<ul style="list-style-type: none"> Permanent links with local and regional authorities. Common action plans. Collaboration with local employment offices. Regulatory inspections. Participation in events and meetings. Signing Collaboration Agreements with the Authorities support the development of the surrounding area when promoting new projects through joint programmes.
Media 	<ul style="list-style-type: none"> Information about the activity of the company and sector. Innovative projects or other activities at the centres (sustainability, renovations, extensions, etc.) 	<ul style="list-style-type: none"> Meetings and interviews with managers. Participation in forums and presentations. Publication of press articles and reports. Website and social media. Regular contact through one to one meetings.
Sector 	<ul style="list-style-type: none"> General information about the company. Promotion of best commercial practices. Experience exchange and business networking. Visibility with brands and investors. 	<ul style="list-style-type: none"> Participation in national and international sector conferences, events, and fairs. Presence in the steering committees of sector organisations.
Suppliers 	<ul style="list-style-type: none"> Security and comfort to carry out their work. 	<ul style="list-style-type: none"> On-line occupational risk prevention platform for suppliers. Coordination meetings.
Financial bodies 	<ul style="list-style-type: none"> Legal compliance, transparency and confidentiality. Current situation of the company. Performance of the financed assets. Future strategy and forecasts. 	<ul style="list-style-type: none"> Periodic reports and annual accounts. Face-to-face meetings.



< Employees

HUMAN CAPITAL MANAGEMENT

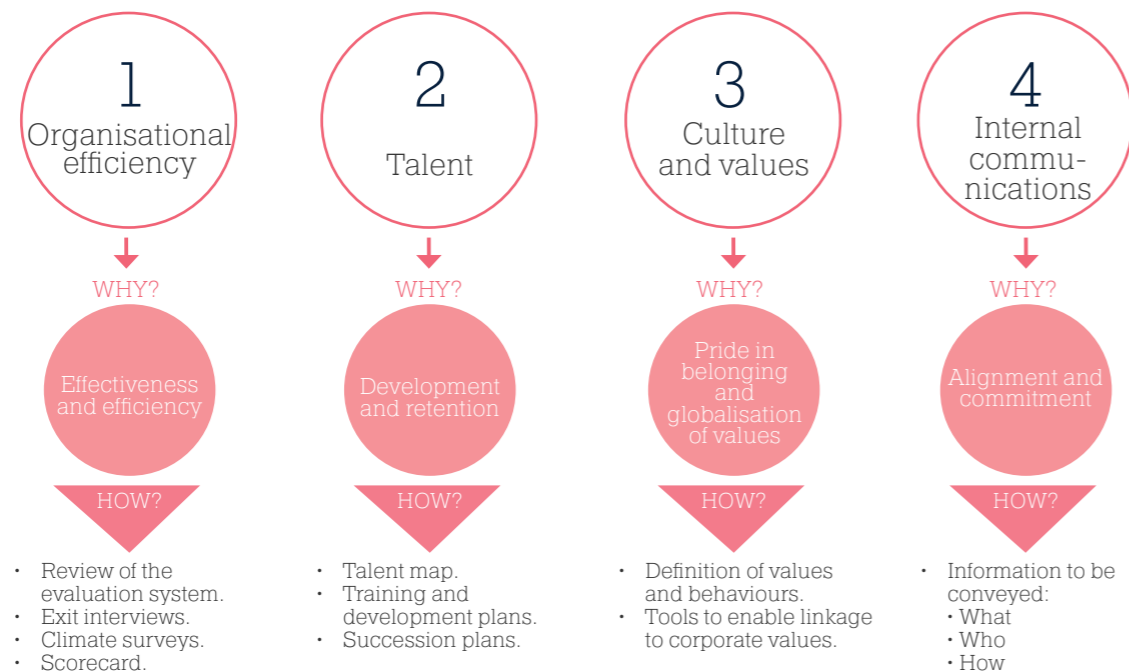
For NEINVER, managing its human capital is essential. For NEINVER, managing its human capital is essential to ensure their satisfaction, respond to social challenges and guarantee future

competitiveness. As people are the framework of all business actions, the essential pillars on which to act have been defined.



Luis Mesguer
Human Resources Director

Fundamental pillars of Human Resources management



"Our staff is what sets us apart"

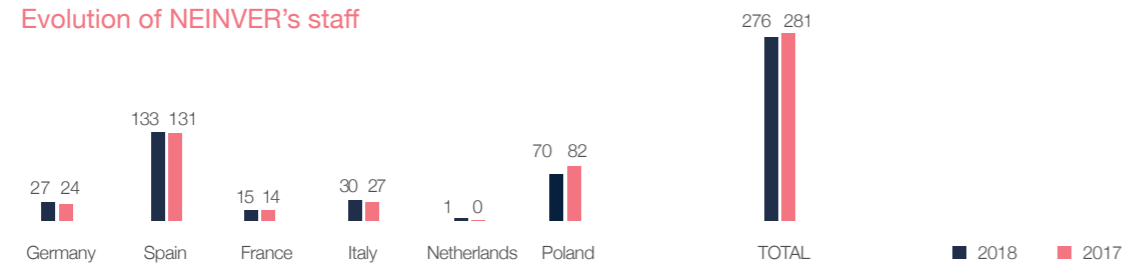
EVOLUTION OF NEINVER'S STAFF

(102-8, 102-41 y 401-1)

Guaranteeing stable and quality employment is a priority for NEINVER, which is reflected in the figures. In 2018, 88% of NEINVER employees had a full-time contract and the same percentage, 88%, also had a permanent contract. It should be emphasised that

there has been a slight staff decrease compared to 2017, primarily as a result of Galeria Malta and Futura Park Wroclaw, both in Poland, and Prague The Style Outlets leaving NEINVER's portfolio.

Evolution of NEINVER's staff



The turnover ratio increases to 18.12%, which is slightly higher than in 2017, and the percentage of employees under collective agreement (64%) has

risen slightly due to the increase in employees in countries which are governed by it.

COMMITMENT TO LOCAL YOUTH EMPLOYMENT

NEINVER is committed to promoting employability in the communities surrounding the centres, including among students who are studying at university, at post-graduate level or have just finished their training. NEINVER's support for young talent is structured by the company's internship scheme and its collaboration with various universities through a scholarship programme for students and recent graduates. Our aim is to help students from the universities near our locations to join the job market.

In 2018, NEINVER has collaborated with twelve Spanish universities, including some of the top-ranked universities in Spain, such as the Technical University of Madrid, Pompeu Fabra University and Comillas Pontifical University (ICAI/ICADE). In this respect, 15 appendices to the different collaboration

agreements with Spanish educational institutions have been signed, allowing 15 students to have work placements at NEINVER, both at the head office and at the shopping centres.

Furthermore, agreements have been signed with different European universities in the influence areas of our shopping centres, with the idea of assisting in the practical training of their students in the fields of Marketing, International Trade and Business Management. In 2018, NEINVER has collaborated with the University of Milan and Università del Piemonte Orientale, Novara in Italy, with Heilbronn University in Germany and with Université Haute Alsace and CCI Campus Alsace in France; resulting in 6 students having internships at NEINVER workplaces.

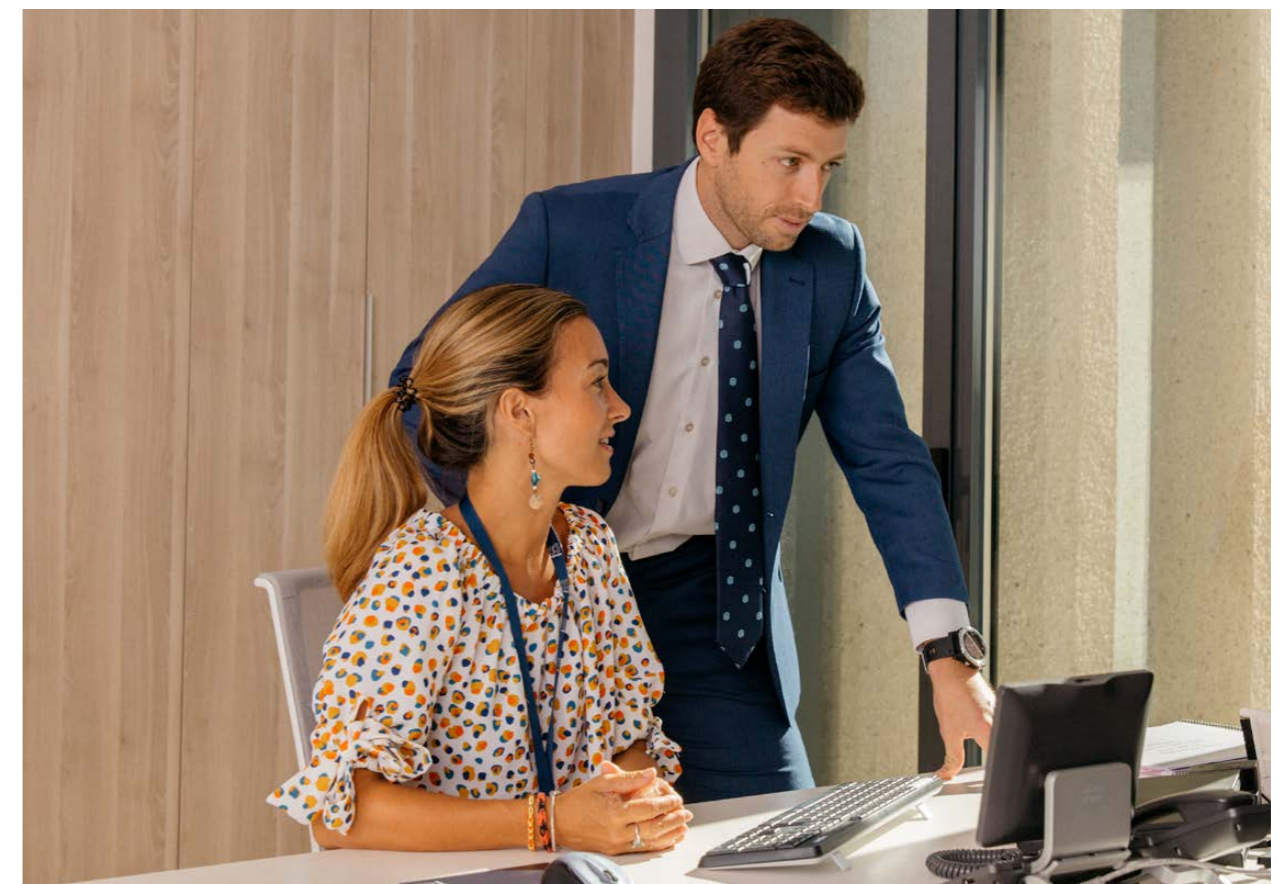
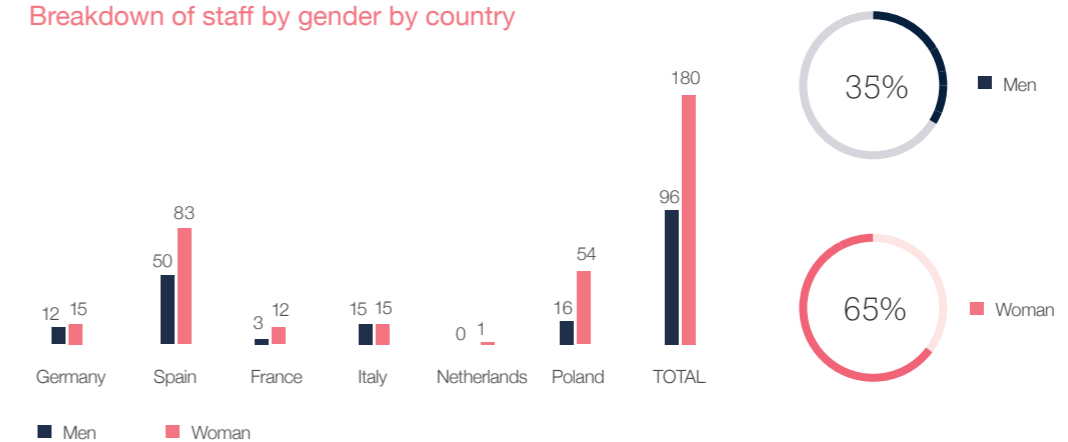
EQUAL OPPORTUNITIES FOR ALL EMPLOYEES

(103-1)

NEINVER is highly committed to promoting equal opportunities and non-discrimination in all areas and at all levels of the company. In 2018, it had 4

women in managerial positions and 24 women in middle-level management.

Breakdown of staff by gender by country



PROFESSIONAL COMPETENCE AND DEVELOPMENT

(103-1, 103-2, 103-3)

For NEINVER, improving the professional competence and abilities of its employees, as well as their job satisfaction, is a core value for the company's development, which is why it is continuously investing in staff training.

NEINVER offers a training programme to its employees, allowing them to deal better with the challenges that they face each day, adapt to the evolution of the company, keep their technical and managerial knowledge up-to-date, and invest in their personal and professional development.

This year, mainly internal and external classroom training has been promoted, with access to on-line and joint courses. Courses have been delivered on various subject matters, the most significant have included: asset valuation, financial modelling, visual merchandising, security management, emergencies, fire safety, first aid, BREEAM certification, environment and energy auditing, marketing, commercial management, property design computer applications, risk analysis, horizontal property urban planning refresher course, Social Security communication programme refresher course, advanced Excel, legal specialisation and refresher course, and retail management.

The fact that employees can communicate in different languages to adapt to the needs of their colleagues, customers, suppliers and other stakeholders is valued in a multinational and multicultural company, therefore, NEINVER proposes to promote languages and to help employees to maintain and perfect them. Languages are a basic tool for work and interpersonal relationships and are

therefore assessed in both the selection processes and in the annual training plan. Language training is positively appreciated by employees, who can participate in courses teaching the languages used by the company, both in groups and individually. Furthermore, they can choose to attend English, Spanish, Italian, French and German courses, according to level. In 2019, NEINVER will work on assessing and certifying the level of English of the employees who attend these classes.

During the last quarter of 2018, the "1 hour with the Managers" internal training initiative was launched, with the aim of giving employees the opportunity to gain a better understanding of NEINVER's activities and latest news from the company's managers. These sessions with the heads of each department have been organised, where employees have been able to learn more about the Company and the people involved. Each Manager shares their vision, experience and specific knowledge for an hour, during which time there is also an opportunity to ask questions and queries. This programme will continue during the first quarter of 2019.

In 2018, NEINVER provided each employee with an average of 57.01 hours of training, divided equally between the sexes, in line with previous years. The investment made by the company in training activities has seen a slight increase compared to 2017, due to the rise in language learning in Germany and technical training in Poland. Additionally, this year the focus has been placed on organising training on health and safety matters, and in Germany, work has begun on training topics with the local team and councils.



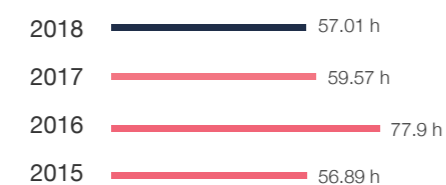
In order to increase employee motivation, thereby improving their work performance, NEINVER is developing an annual performance evaluation process of all employees, following the same

criteria in all countries, and directly integrating it into the scope of each person's training plan and the variable component of their remuneration.

Investment and average training hours at NEINVER

(404-1)

Average hours of training per employee (h)



Invested in training (€)



1

Definition of corporate and operational objectives and employee-specific objectives.

2

Meeting predefined objectives.

3

Closure of the process in a one-on-one meeting between each professional and their manager.

REMUNERATION POLICY FOR FAIR COMPENSATION

(102-36, 401-2 y 404-3)

NEINVER bases its remuneration policy on international standards and in line with the compensation of the main companies of the sector. In order to guarantee equity and objectivity in wage increases, since 2016, NEINVER has been updating its market salary information using the existing band system.

Average salary ratio by category men compared to women

	2018	2017	Variation
Governance Body	-	-	0%
Managerial	0.76	0.81	-6%
Middle-level mana-	1.20	1.32	-9%
Technical	1.01	1.06	-5%
Administrative	1.31	1.32	-1%

The factors which influence employee remuneration are the professional category, the performance level and the degree of responsibility

of the workers. Furthermore, NEINVER makes no distinction in staff remuneration, as it is based on its Equality and Non-Discrimination Policy.

NEINVER also offers different programmes for members of top-tier management, in order to increase their commitment through this remuneration policy. In 2018, all managers took part in one of these programmes.

The social benefits offered to all NEINVER employees, which are in addition to their monetary compensation, deserve a special mention. These benefits include health insurance, available for all employees and their immediate family, life insurance, and accident insurance taken out for all staff in all countries, even though it is not compulsory.

In Spain, NEINVER has a flexible compensation scheme in place for its employees, which every worker can choose according to their needs, which creates a tax benefit and includes restaurant vouchers, childcare vouchers, a travel card or training expenses.

NEINVER WITH HEALTH AND SAFETY AT WORK

(103-1, 103-2, 103-3 y 403-2)

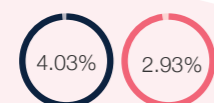
Given its commitment to prevention and the security of a healthy working environment, NEINVER puts the focus on health and safety during the course of its activities. In recent years, very positive results have been recorded in terms of health and safety; while it is true that in 2018, there was a slight increase in work absences, this year, 6 accidents at work were recorded, only one of which resulted in sick leave.

The company's positive results year after year are the result of training delivered by NEINVER on

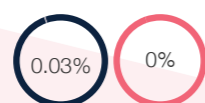
occupational risks and preventive management, together with an annual risk assessment per workplace, which all employees can access via the company's intranet. Furthermore, the company has a compulsory reading manual on best ergonomic practices for the workplace and accident prevention in offices for new employees. All of this is reinforced by an Improvement Communication Model, which acts as a communication channel for queries and improvements with regards to occupational risk prevention.

Health and Safety

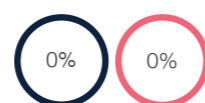
Absence from work



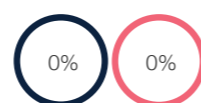
Accidents at work



Occupational illnesses



Days lost



■ 2018 ■ 2017

INTERNAL COMMUNICATION

Communication between and for employees has to be clear, transparent and effective. NEINVER has different internal communication channels which intend to strengthen the bonds between workers, promote values such as commitment and teamwork, and create a unique business culture.

The main tool is the intranet, which continues to be improved year after year to boost information flows and to share initiatives which may be replicated in the different countries. The internal mailbox for complaints, questions and suggestions, in the

context of the Criminal Compliance Programme, is hosted on this platform and aims to monitor the work climate and improve the dynamics of interactions between employees. There is also an internal daily mailing to inform employees of the company's current affairs and sector news, and a quarterly mailing with all news aimed at company employees.

A new employee climate survey is planned for 2019, in order to continue strengthening and improving this internal communication with employees.



Investors and partners

(403-2, 205-2 y 103-3)

Since 2007, creating strategic and stable alliances with financial partners of reference has been one NEINVER's key focal points. With these alliances, NEINVER's aim is to develop and manage projects which have a great economic and social impact, thereby consolidating its plan for growth and leadership in the sector.

NEINVER's commitment to transparency and

sustainability, as well as its sector specialisation, have become key to the success of its partnerships with other stakeholders. These aspects make the company a strategic, upright and responsible partner when developing projects in the logistics, retail and outlet sectors. Therefore, NEINVER aims to ensure that its partners operate and execute projects in accordance with its principles and values, through various actions:



Specific anti-corruption and anti-bribery clauses. These clauses include procedures against fraudulent invoicing, procedures to prevent serious crimes against the Treasury, and procedures against tenant invoicing corruption.



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.

NEINVER investors and partners in 2018



Store Operators

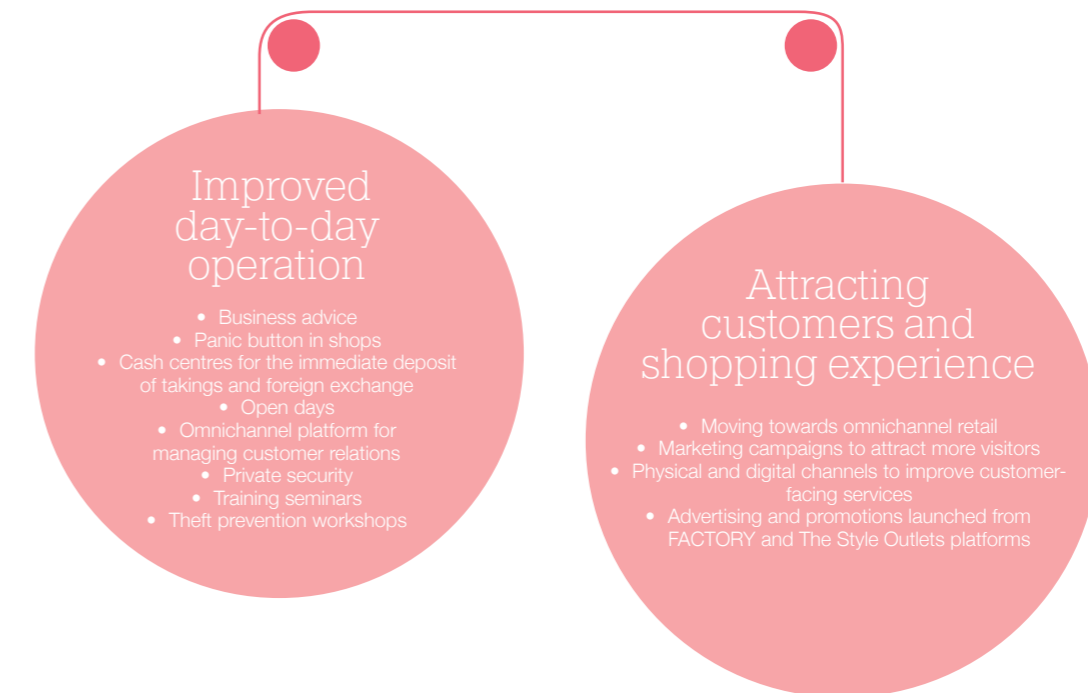
(403-2)

The organisation aims to provide the best information about its business to operators through its Business Intelligence tools, sharing local and corporate information with them on the most relevant KPIs (footfall, sales, conversion, average receipt, units per receipt, etc.) on a weekly and monthly basis.

Furthermore, NEINVER provides them with technical construction guides and guides on best environmental and energy-saving practices, in order to encourage an improved performance so that they

can align their operations across the board.

Investment in new technologies, such as internal geolocation, which measures individual visitors, combined with the information obtained from Mystery Shoppers and through periodic corporate, regional and local meetings, generates information which is of great interest and highly valued by customers. NEINVER coordinates the main services provided to its operators in two areas:



Knowing the needs, expectations and opinions of operators about their level of satisfaction is of vital importance in order to drive the continuous improvement of the organisation. NEINVER sends a biannual survey with questions regarding communication between NEINVER and the operator, reporting, environmental management and sustainability at the centre.

In 2018, and in line with the trend of previous years, the operators' satisfaction rate continues to be above 75%, thereby validating NEINVER's operator management approach based on advice, communication, reporting and the good conditions of the centres.



As part of its work to raise awareness of its surroundings, NEINVER involves operators in initiatives such as celebrating Earth Hour or Energy Efficiency Day, and continually disseminates environmental awareness campaigns, both on the digital panels at the centres, and through the website in the What's On section as well as on Facebook and Instagram.

Centre visitors

(103-1)



Sebastian
Sommer

Marketing
& Retail Director

"In light of the new demands of the retail sector, we are adopting a strategy which is increasingly based on offering experiences to our customers and providing innovative responses to the demands of the younger generations, thereby creating a strategy of sustainable growth"

CUSTOMER EXPERIENCE

At NEINVER we take time to fully understand visitor insights and give them what they want now and, in the future. As an outlet operator, this means enabling or supporting our brand partners in applying the changes their customers expect. We design our whole strategy around the consumer and we invest in long-lasting innovative approaches

in hospitality, experience, design and technology to stay relevant to our customers. From ensuring food and beverage offerings, to understanding the type of stores that will appeal to our visitors, to offering services to make their stay more enjoyable and encouraging increased footfall and relaxed dwell time at our centres.



NEINVER's range of services for its visitors

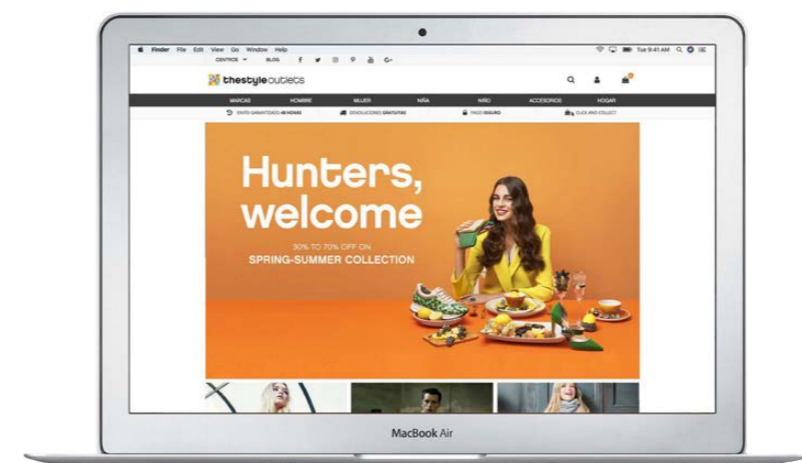
NEINVER centre visitors can take advantage of a variety of services on offer, which show the added value of the company *1

- Free parking
- Electric car recharge points
- Motorcycle parking with helmet lockers
- Shuttle bus
- Bicycle hire points
- Car wash service
- Pushchair and wheelchair hire
- Umbrella hire (in open-air centres)
- Book hire
- Secure storage of belongings (hands-free shopping)
- Luggage lockers
- Tourist information services
- Lounges for parents with young children
- Children's play area
- Child geolocation
- Wi-Fi network
- Cash machines
- VAT refund service for travellers
- App with discounts and personalised offers
- Mobile phone charging points and portable battery loan
- Wide range of restaurants
- Image consulting (personal shopper)
- Gift card
- Sewing service
- Nurse's station and defibrillator
- Outdoor chill-out areas
- Support areas and water bowls at pet-friendly centres

*1 Not all services are available at all centres.

PROGRESS OF THE “HUNTERS, WELCOME” INTERNATIONAL MARKETING CAMPAIGN

In 2018, the company continued to develop the campaign launched in 2016 with the slogan “Hunters, welcome”. The format followed the line of previous years, once again putting the customer at the centre of The Style Outlets’ communication.

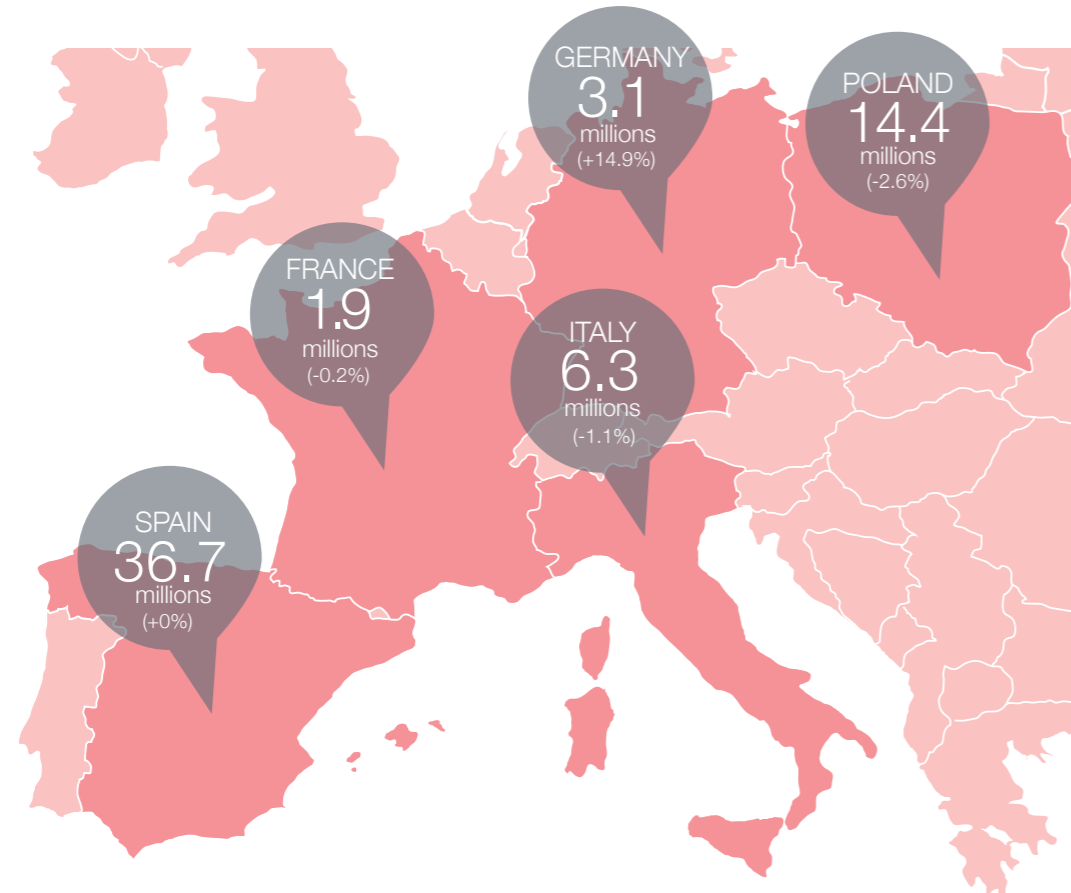


VOLUME OF VISITORS AT NEINVER CENTRES IN 2018

(102-6)

The number of visitors in NEINVER's portfolio was 62.4 million. These are the results by country:

Volume of visitors at NEINVER centres in 2018



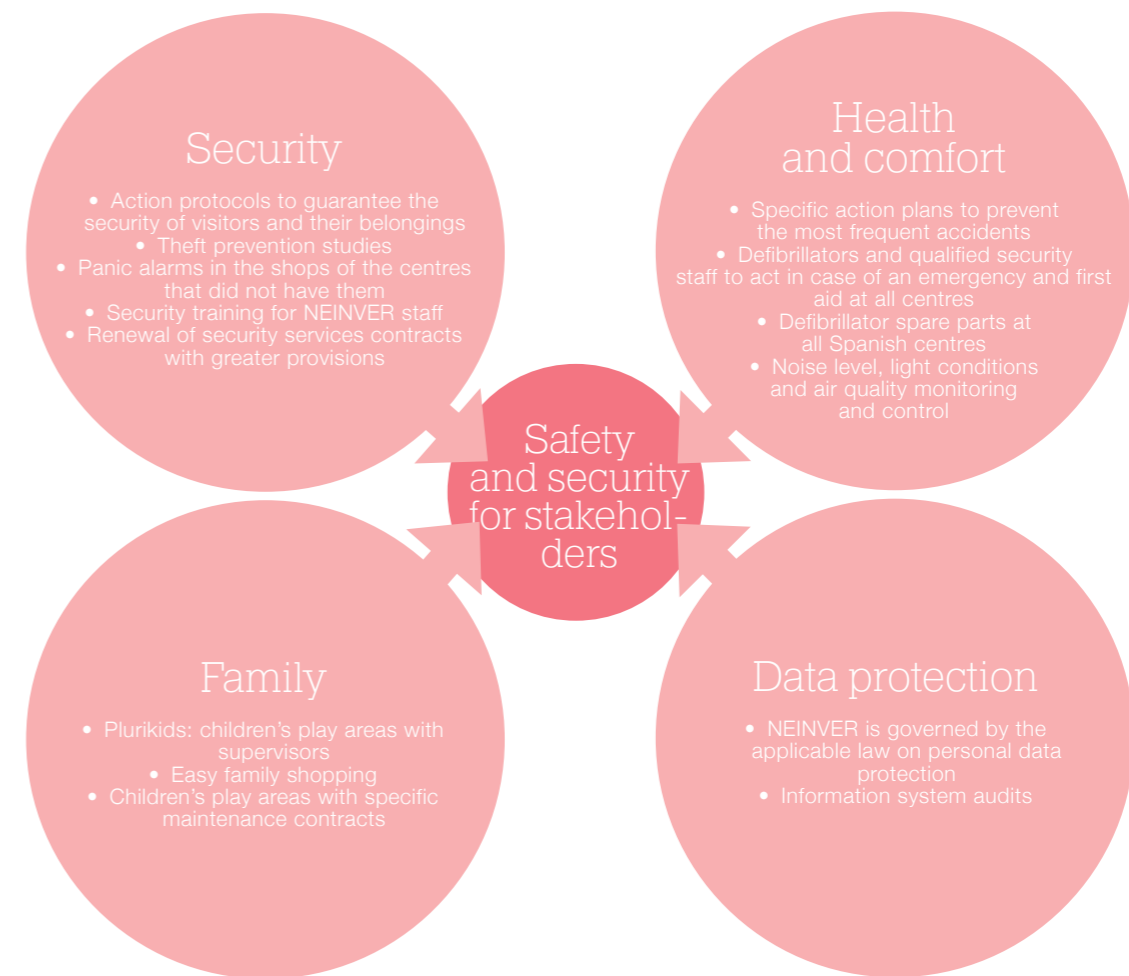
62.4
million
visitors in 2018

SECURITY GUARANTEE

(103-1, 103-2, 103-3 y 416-1 y 418-1)

Guaranteeing the security of its stakeholders - general - is one of NEINVER's top priorities. To that end, the company is focussing on four action areas:

Main spheres of action for stakeholders' safety and security



In the interest of improving the security systems at its centres, NEINVER monitors the number of incidents and accidents:

Incidents and accidents at The Style Outlets in Spain, 2018



Compared to the previous year, an increase is seen in the number of accidents and incidents, which has been accompanied by a 30% increase in security interventions.

NEINVER'S COMMITMENT TO ACCESSIBILITY

NEINVER's social responsibility strategy includes a broad concept of what accessibility means at its centres. Therefore, it does not limit itself to only removing architectural barriers for people with physical disabilities, but also includes other groups who may need help getting around the centres. This includes older people, children and pregnant women.

Over recent years, the company has worked intensively to improve accessibility at its centres in order to make them more comfortable and

safer for people with reduced mobility. Following the positive experience of the AIS (Accessibility Indicators System) certification awarded to Viladecans The Style Outlets, which received the highest possible rating (5 stars), in 2018, the company has been working on adapting the other Spanish centres, in order to obtain this same certification for the built environments in 2019. NEINVER aims to certify all of the centres in its portfolio in the medium term.

The degree of accessibility achieved by NEINVER

			
ENTRANCES: Adapted and accessible.	MOBILITY: Full.	WC: 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.

VISITOR RELATIONS

(102-43 y 102-44)

NEINVER provides its visitors with different channels to deal with complaints, suggestions and claims, in order to improve their experience as much as possible. These channels include incident and suggestion forms, access to a queries section on

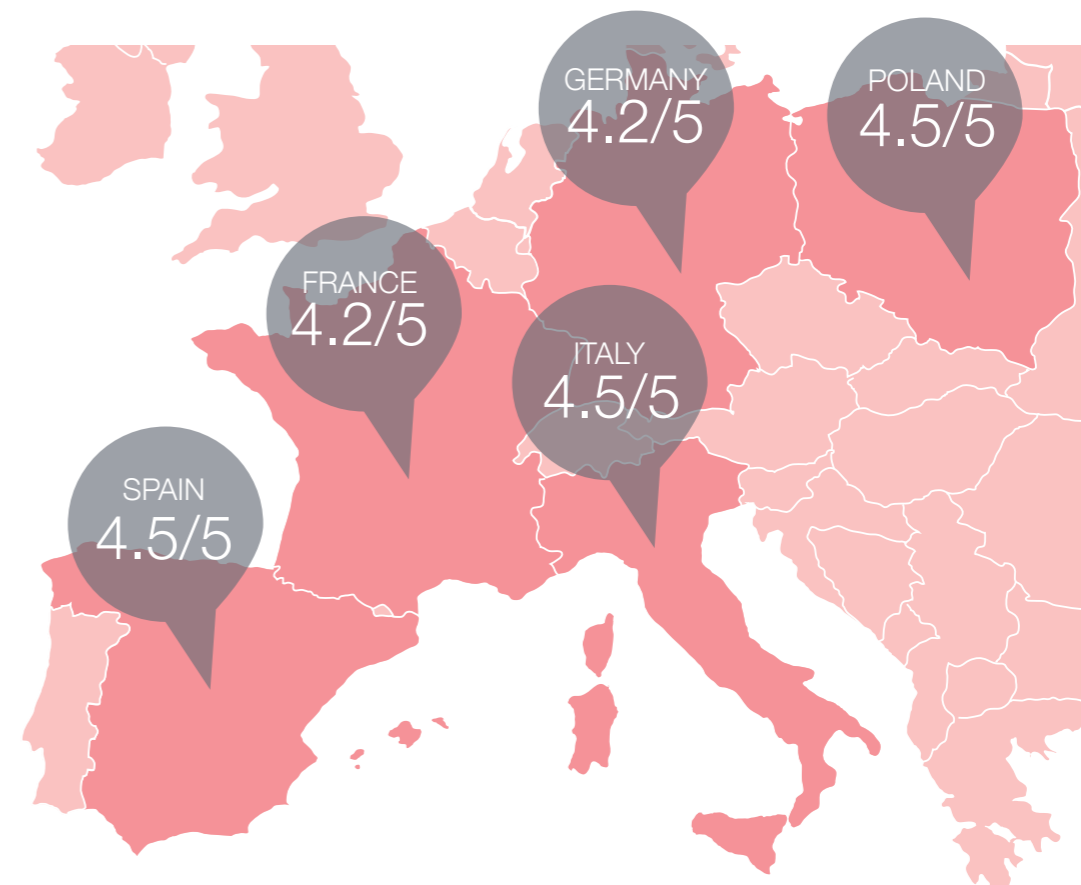
the website, email accounts for the management of each centre and information points at the centres. In 2018, the number of complaints and suggestions was 2,256.

Complaints and suggestions received by NEINVER



All information gathered is used confidentially and always receives a personalised response. Continuing with this customer relations strategy, the company wants to know the satisfaction level of its visitors, and therefore uses a tool introduced at all of its centres. Through questionnaires, NEINVER knows

the satisfaction level and expectations of its visitors, to be able to permanently make improvements at its centres. The ratings given by centre visitors throughout 2018 show very positive results. These were the scores by country:



Local communities

(102-40, 103-1, 103-2, 103-3, 203-1, 203-2 y 413-1)

The impact of NEINVER's activities on the communities where it operates is a crucial aspect for the company. Therefore, before developing its projects in an area, it analyses the potential repercussions and puts in place mechanisms to manage any negative aspects that it could create.

BIOSPHERE certification.

In 2018, Viladecans The Style Outlets gained the "Biosphere Commitment to Sustainable Tourism" label, awarded by the Responsible Tourism Institute. In doing so, NEINVER has become the first commercial establishment to gain this label on an international level.



PROMOTING ECONOMIC GROWTH



NEINVER is committed to shopping tourism, a strategy which helps to attract and promote tourism, and which contributes positively to the economic growth of the areas where it is operated. Furthermore, it helps to expand the commercial market in these regions and improve the infrastructure in the areas around the centres, thereby revitalising the neighbourhoods. Some of the projects which contribute to these improvements are the promotion of public transport, the undertaking of traffic studies, clean-up activities or the creation of new parking spaces.



CONTRIBUTING TO LOCAL EMPLOYMENT



For NEINVER, creating employment in the areas where it operates is crucial. In 2018, between direct and indirect workers, the company's operations contributed to nearly 9,000 jobs. Furthermore, the company has been working with local employment offices and developing training activities. In 2018, Megapark Barakaldo and Fashion Outlet organised the first job fair to boost the recruitment of people who wanted to work at the centre, with 30 companies participating. This type of activity demonstrates NEINVER's commitment to promoting local employment in the places where the company develops its business activities.

SOCIAL INTEREST PROJECTS



The social projects carried out in 2018 include the numerous collaborations of the Nassica Getafe centre with national organisations, such as the Spanish Association against Cancer, ONCE (Spanish National Organisation of the Blind), Red Cross, Ayuda en Acción and Remar; and other local organisations such as the Parla Municipal Occupational Centre and Afal (the Association of family members of people with Alzheimer's disease of Getafe and Leganés). Furthermore, San Sebastián de los Reyes The Style Outlets sponsored a Fitness Masterclass against breast cancer during a local festival in Madrid. The donations received will be used to finance a study on the impact of physical exercise on the spreading and aggressiveness of early breast cancer.

NEINVER is also committed to promoting local culture by supporting different local activities such as art exhibitions or local festivals. In this regard, Castel Guelfo The Style Outlets and Vicolungo The Style Outlets have points where visitors can share books free of charge.

PROMOTING ENVIRONMENTAL VALUES



All NEINVER centres collaborate on Earth Hour, an international initiative promoted by WWF, which has become a symbol of the fight against climate change.

The company has also demonstrated a great commitment to driving renewable energy, aiding the dissemination of information on Energy Efficiency Day under the slogan "Better energy for a better planet". In line with this commitment to energy consumption, in November 2018, Nassica hosted the "Imagine your energy" activity organised by EDP Energy. This initiative offers participatory learning activities to inform society about energy and how to save it.

Another outstanding environmental project in 2018 is the installation of honeybee hives at FACTORY Krakow and FACTORY Ursus, an innovative initiative which was started the previous year at Roppenheim The Style Outlets. The aim of this project is to mitigate the decline of pollinating insects. These types of actions, together with the planting of native species, are framed within the Biodiversity Management Plan.



Suppliers

(102-9, 103-1, 103-2, 103-3)

Responsibility, transparency and supporting local communities are the three key areas which characterise NEINVER's relationships with its suppliers. Ensuring an alignment of its ethical principles and values is essential for the company.

RESPONSIBLE SUPPLY CHAIN

Prior assessment of suppliers

NEINVER carries out an approval and selection process on its suppliers, which evaluates the impact of both the products and the services which it contracts. Furthermore, it certifies their proper suitability for the company's quality, productivity and competitiveness standards. Using this procedure, it aims to standardise the recruitment processes with its various suppliers; a complex task, given the business structure.

In 2018, NEINVER has introduced a new approval process in Poland, Germany, France and Italy, following the success of the first phase in Spain in 2017. This new system, which has involved all departments responsible for managing suppliers (CSR/Sustainability, Risk Management/Legal, IT and Administration) in its definition and implementation, includes an initial approval phase and a continuous assessment phase.

In the initial phase, a series of criteria and requirements are established regarding:

- The existence of certain certifications, including ISO 9001, ISO 14001, ISO 50001 and OHSAS 18001/ISO 450001
- Compliance with the data protection law and anti-money laundering or anti-bribery policies
- The quality of the tender, including resource efficiency, internal and external references, and compliance with good work practices

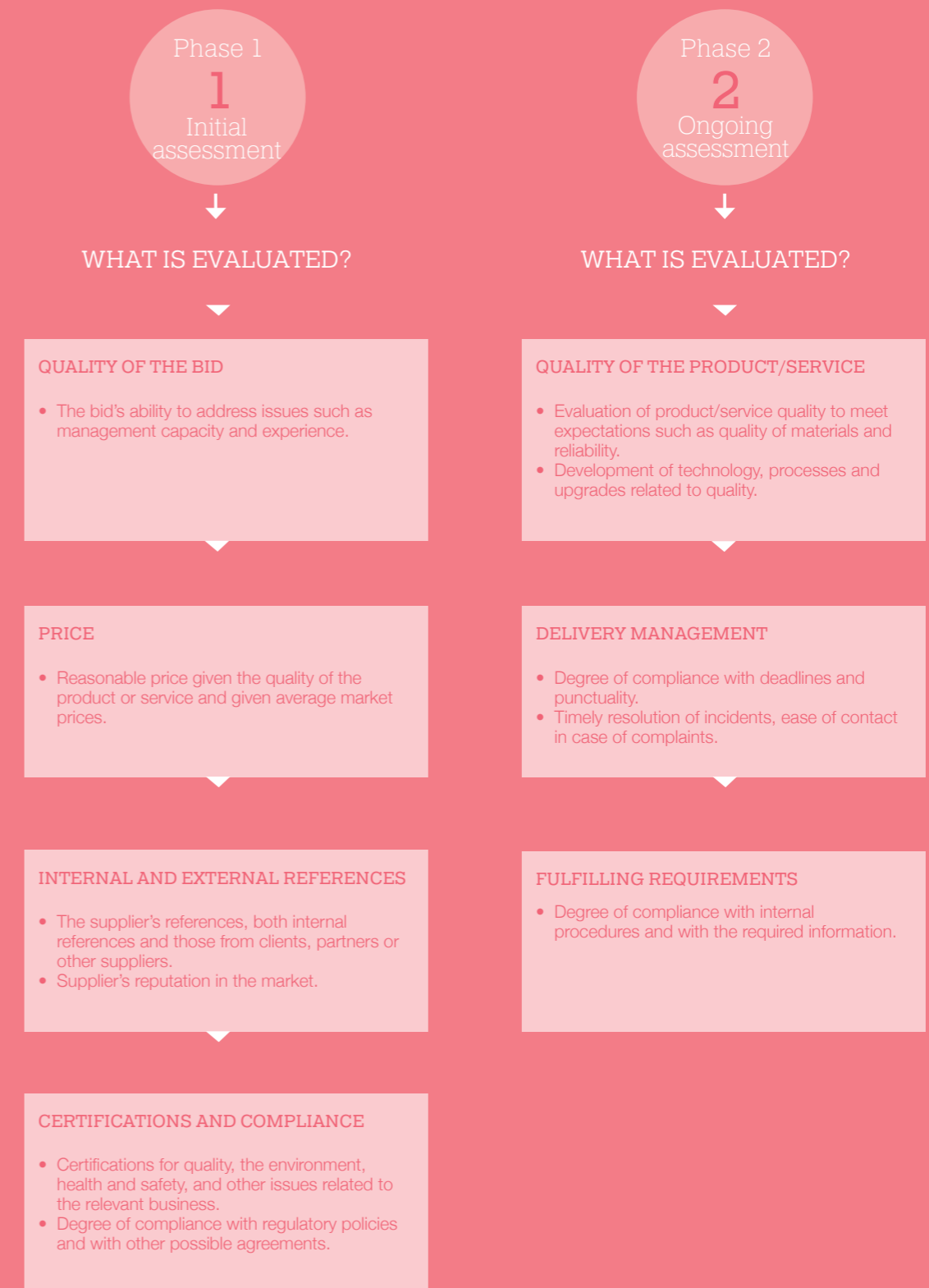
These requirements are assessed and rated positively when selecting a particular supplier, although this assessment varies according to the type of service required. This new initial assessment process for suppliers and contractors is very intuitive and has been integrated into NEINVER's business management computer system. Furthermore, training workshops have been provided throughout the year to employees involved in its implementation, to get to know the new requirements of the company.

Responsible and transparent contracting

The continuous assessment phase focuses on evaluating the performance and the relationships of suppliers with the company. In this second phase, the following aspects are assessed:

compliance with the requirements and the quality of the product or service, delivery management and the incorporation of best practices.

Supplier assessment system



In addition to the initial and continuous assessments, NEINVER has a series of tools and procedures in order to guarantee responsible and transparent contracting:

1. It includes environmental, social and good governance (ESG) clauses concerning labour regulations, health and safety and environmental matters in the contracting phase.
2. It regulates the minimum number of tenders to be requested, the departments and managers involved in their assessment, and the type of obligatory controls and procedures to which the tender must be subjected in order to prevent fraud linked to the supplier selection

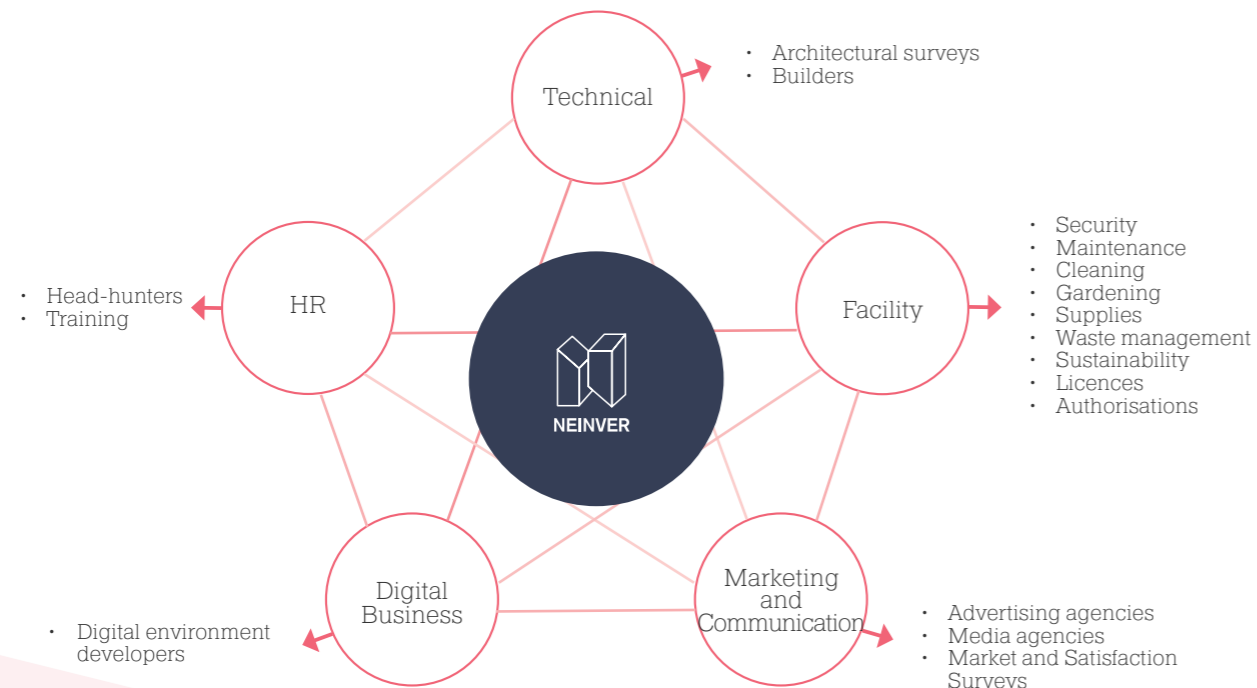
- and evaluation process.
3. It carries out annual audits of the selection processes to guarantee compliance with the defined criteria and transparency in the entire selection process.
 4. All company employees have signed the Conflict of Interests Policy and the Ethics Code, which regulate aspects such as accepting gifts, preventing conflicts of interest in contracting, and generally carrying out any contracting procedure according to objective ethical criteria. These tools allow the company to identify potential crimes and apply preventive measures.

Supplier relationships

From a legal point of view, and in the interest of improving supplier knowledge and control, NEINVER distributes the "Know your Client" (KYC) questionnaire to all suppliers. Among its sections,

particular emphasis is given to the requirement of suppliers to establish internal measures to prevent money laundering and terrorism financing.

NEINVER supply chain. Types of suppliers:



Conversely, 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.

SUPPORTING LOCAL SUPPLIERS

(204-1)

NEINVER aims to contribute to local employment through its activity, this being its main indicator in terms of its contribution to the community. To that end, the company promotes local purchases to boost direct employment and the growth of its suppliers.

These purchases are mainly made for facility 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 light of this, NEINVER has an extensive network of local suppliers so that practically all of its purchases are made in the countries where the centres are located, representing a geographical average of 95%.

In terms of purchases on a corporate scale, Spain and Poland are the countries where the majority are made.



Sector

(102-13)

NEINVER's participation in different sector associations and organisations allows it to gain visibility and to improve brand and investor interest. These business networking opportunities allow the company to know the latest sector trends, as well as share best practices and maximise the creation of value among all its stakeholders.

Main Associations of which NEINVER is a member



Royal Institution of Chartered Surveyors (RICS)



Family Office Managers Meetings (FOMM)



International Council of Shopping Centers (ICSC)



Red Europea de Facility Management (EUROFM)



Asociación Internacional de Facility Management (IFMA)



Asociación de Usuarios de SAP en España (AUSAPE)



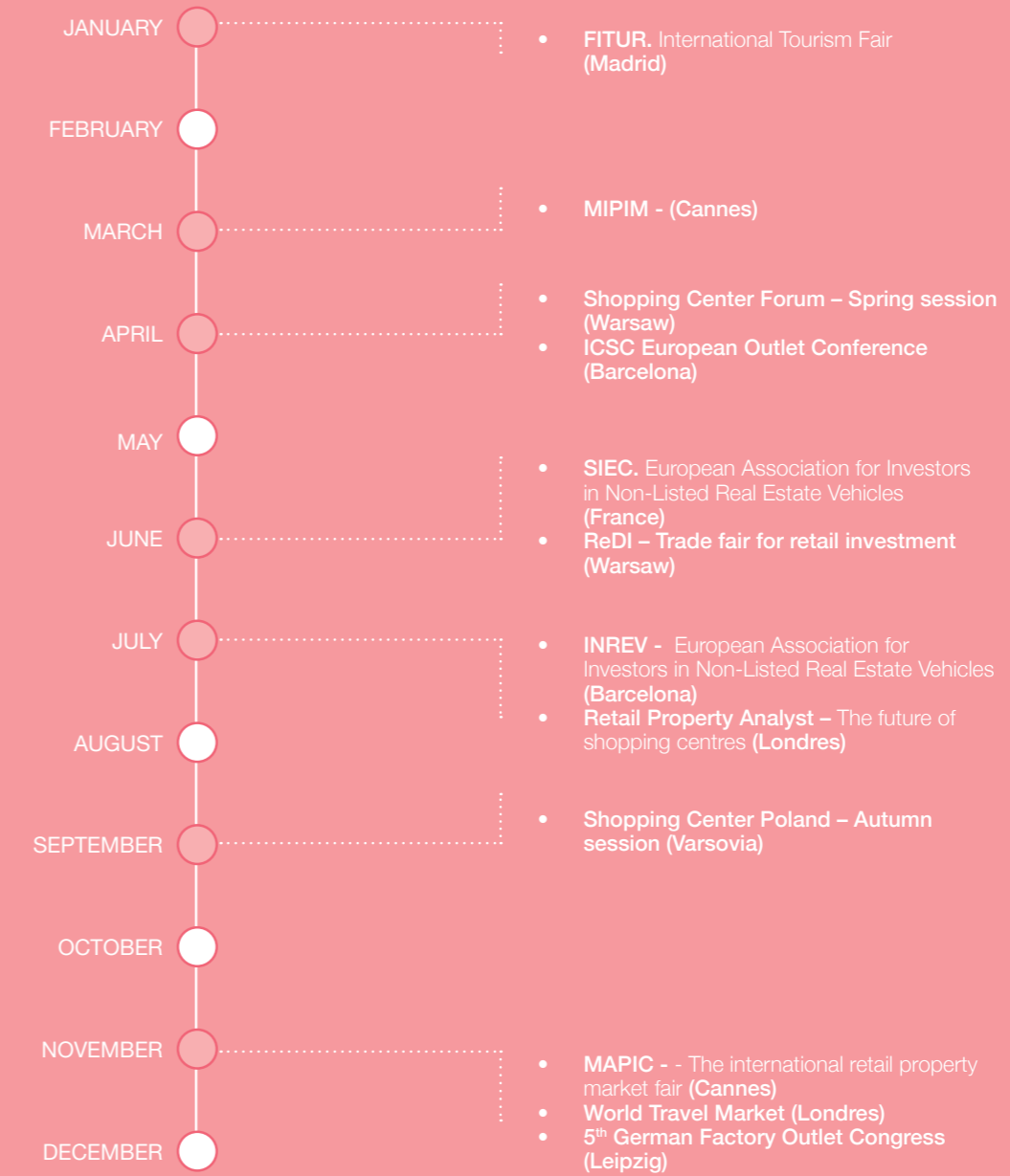
Private Equity Real Estate (PERE/PEI)



Urban Land Institute (ULI)

The company also participates in sector events, contributing to the international dissemination of best business practices.

NEINVER presence at sector events in 2018



As well as participating in various sector events, in June 2018, NEINVER organised the 3rd edition of the Nomad Fashion Show, the annual reference meeting for fashion and trends held in Madrid.

Another important highlight was giving Facility Management lectures at the Technical University of Madrid and the various awards received:



Best Internet Campaign of the year 2018
FACTORY PRCH Retail Awards



Best Specialised Shopping Centre 2018
Viladecans The Style Outlets.
AECC Awards



Superbrands Poland 2018
FACTORY Superbrands Poland

Reducing our environmental footprint

5

Sustainability throughout the entire life cycle of our projects

(102-11, 103-1, 103-2, 103-3, G4-CRE6, G4CRE8)

NEINVER carries out a comprehensive environmental management at its centres, taking into account the entire value chain, and basing it on environmental and sustainability standards and regulations, which allows it to improve its competitiveness as a company.

SUSTAINABILITY AT THE CENTRES

The area of Project Management is responsible for the design and development of new projects, always integrating sustainability criteria into all assets which are under construction or undergoing major renovations. The Certifications Policy in this area stipulates that the design and construction of buildings promoted by NEINVER follows the BREEAM NEW CONSTRUCTION international assessment methodology, which assesses the project's sustainability level, as well as that of the building phase, requiring it to achieve a minimum rating of "Very Good" for new buildings.

Conversely, the area of Facility Management is responsible for managing the centres, whether they are built by NEINVER, acquired subsequently or belong to a third party. Therefore, this area is responsible for defining, implementing, monitoring and evaluating the appropriate measures in terms of energy efficiency, consumption reduction and proper waste management. In line with the provisions of the aforementioned Certifications Policy, NEINVER has a certified Management System which conforms to the following standards: ISO 9001 for quality management, ISO 14001 for environmental

management, ISO 50001 for energy management and OHSAS 18001*1 for occupational health and safety, all of which are independently verified. This is a multi-site integrated management system, which is implemented at all sites of the portfolio, representing an incentive for NEINVER and its commitment to continuous improvement. Furthermore, for buildings that have operated for over two years, NEINVER works with the BREEAM IN-USE methodology, for part 1 (construction) and part 2 (management); requiring the same rating as the newly constructed buildings.

In 2018, NEINVER has continued to work with the Carbon Desktop tool in order to keep improving in terms of energy efficiency, basing its decision-making on objective data. As a new initiative this year, NEINVER has worked on integrating Carbon Desktop into Microsoft Power BI, a big data cloud tool which provides a better view and analysis of consumption at all its centres.

"In 2018, NEINVER has continued to be nominated for BREEAM and GRESB awards for its commitment to responsible investment in the property sector".

*1 NEINVER is in the process of transitioning to the ISO 45001 standard for all its centres in 2019.

Every year, NEINVER evaluates its Neptune portfolio based on GRESB, a benchmark which takes into account ESG (Environmental, Social and Governance) aspects of the property sector, allowing the company to analyse and compare itself with the sector, detect possible areas for improvement, as well as continue to be transparent, based on the commitment made to its investors.

In 2018, the company kept the same rating as 2017 (69 points in 2018 vs 68 in 2017), standing out considerably above the competition in some areas, such as management, risks and opportunities, and monitoring, among others. Likewise, in the “certifications” section, the maximum rating (100 out of 100) was achieved.



Centres in NEINVER’s portfolio with the BREEAM IN-USE certification

(103-3)

New for 2018, NEINVER has obtained the BREEAM IN-USE certification for Alegria Shopping and Leisure Park, with a Very Good rating for both part 1 (building) and part 2 (management). Furthermore, most of the work has been carried out to renew the certification at Roppenheim The Style Outlets, which will be completed in 2019.

Since NEINVER hopes to renew most of the centres of its portfolio in 2019, the invitation to tender for the BREEAM IN-USE assessment has been carried out in 2018. The company intends to renew the

certifications with at least the same rating, since it starts from a very high base score, and to be able to reach higher levels where feasible, as well as certifying Viladecans The Style Outlets in this scheme for the first time, after having managed the asset for 2 years.

All Site Facility Managers will receive specific training to interpret the requirements at their building and to ensure that the evidence gathering procedure is carried out effectively.

Country/centre	LATEST CERTIFICATION		Next certification renewal
	Building certification. PART 1	Building certification. PART 2	
SPAIN			
Las Rozas The Style Outlets	Very Good	Excellent	2019
Getafe The Style Outlets	Very Good	Excellent	2019
San Sebastián de los Reyes The Style Outlets	Very Good	Excellent	2019
Alegria	Very Good	Very Good	2021
Coruña The Style Outlets	Excellent	Excellent	2019
Megapark Barakaldo	Very Good	Very Good	2020
Nassica Getafe	Very Good	Excellent	2019
POLAND			
FACTORY Warsaw Ursus	Very Good	Very Good	2020
FACTORY Warsaw Anopol	Very Good	Very Good	2020
Futura Park + FACTORY Kraków	Very Good	Very Good	2020
FACTORY Poznan	Very Good	Very Good	2020
ITALY			
Vicolungo The Style Outlets	Good	Very Good	2019
Castel Guelfo The Style Outlets	Very Good	Very Good	2019
FRANCE			
Roppenheim The Style Outlets	Excellent	Outstanding	2019

Possible ratings:

- Unclassified (<10%)
- Pass** (25-<40%)
- Very Good**** (55-<70%)
- Outstanding***** (>=85%)
- Acceptable* (10-<25%)
- Good*** (40-<55%)
- Excellent***** (>70-<85%)

As a result of all the work carried out over recent years in these areas, the centres of NEINVER’s portfolio have made significant improvements in waste management, energy and water consumption, in the quality of water discharge to the network, as

well as in terms of emergencies. Also highlighted are the efforts made to succeed in having two trained individuals in First Aid and Emergency Response at each shopping centre, as well as private security staff, as an extra security measure.

ENVIRONMENTAL IMPROVEMENT INITIATIVES BY COUNTRY

As part of a new initiative, a success story introduced at every Spanish centre in 2018 has been chosen, in order to share the lessons learned with all centres at national level, to share best practices and to continue progressing in the pursuit of excellence in 2019.

Some examples of these best practices are collecting rainwater at Megapark Barakaldo to clean the floor, waterproofing gutters at Nassica Getafe, and improving the information gathered at Rozas The Style Outlets' information point.

SPAIN

ALL CENTRES:

- In 2018, various feasibility studies were carried out for the installation of photovoltaic panels for self-consumption.

ALEGRA SHOPPING AND LEISURE CENTRE

- Certification under the BREEAM IN-USE standard, with a "Very Good" rating.
- Installing outdoor LED floodlights, as well as inside internal technical corridors (the latter fitted with presence detectors).

MEGAPARK BARAKALDO

- Introducing water-saving measures in the toilets with the renovation of the same.
- Installing a groundwater collection tank.
- Certification of the centre under the ISO 9001-14001-18001-50001 standards.

CORUÑA THE STYLE OUTLETS

- Installing sun protection films to reduce exposure to solar rays inside the Shopping Centre, thereby reducing the demand for air conditioning.

GETAFE THE STYLE OUTLETS

- Installing air curtains in the doors, to increase user comfort and reduce the demand for air conditioning.

LAS ROZAS THE STYLE OUTLETS

- Installing LED lighting in practically 100% of the lights.

NASSICA

- Creating a new manhole in Nassica's sewage network to improve wastewater management at the Centre.
- Installing a recharge point for electric vehicles in the car park between Nassica and Getafe The Style Outlets.

SAN SEBASTIÁN DE LOS REYES THE STYLE OUTLETS

- Installing new recharge points for electric vehicles.
- Supplying and installing anti-solar radiation film, creating more comfort in the gallery and reducing the demand for air conditioning.
- Improving the air conditioning system at Decathlon, optimising its operation and consumption.

VILADECANS THE STYLE OUTLETS

- Project to improve lighting management in the car park.

FRANCE

ROPPENHEIM THE STYLE OUTLETS

- Starting the process of renewing the BREEAM IN-USE certification, which will be completed in 2019.
- Implementing the toilet renovation project, which includes improving the water consumption efficiency by incorporating low flow taps, waterless urinals and dual-flush toilets, to be carried out in 2019.
- Starting the communal area redesign project, which will be carried out over two years, and which includes the total renovation of the centre's green spaces.

ITALY

- Installing the first phase of the new BMS at Vicolungo The Style Outlets and starting its installation at Castel Guelfo The Style Outlets, both cases include the incorporation of an Energy Manager and connecting it to the other centres in Neptune's portfolio through the cloud (to be completed in 2019).
- Starting the cosmetic and functional renovation of Vicolungo The Style Outlets, including extending the garden areas and improving the centre's efficiency and sustainability, among other aspects.
- Creating new garden areas at Castel Guelfo The Style Outlets

POLAND

- Refurbishing the service area and creating a first aid room at FACTORY Ursus.
- Installing additional gas metres at FACTORY Ursus.
- Adjusting the BMS (Building Management System) and introducing trend analysis to save on energy consumption at FACTORY Annopol.
- Cleaning the ventilation ducts at FACTORY Poznan.
- Modernising the BMS at FACTORY & Futura Park Krakow.
- Installing a toilet water treatment plant at FACTORY & Futura Park Krakow.

BEST ENVIRONMENTAL PRACTICES IN DESIGN AND CONSTRUCTION

Alpes The Style Outlets

Once Environmental Authorisation was obtained for Alpes The Style Outlets, the first measures of the Environmental Action Plan were carried out.

The proposed measures of the plan include:

- Wetland protection:
 - Combating an invasive plant typical of the region named Goldenrod, over an area of 5.5 hectares.
 - Maintaining a grassy area of 9.6 hectares.
 - Reinforcing an embankment to improve the natural run-off system and create ponds over 7.3 hectares.
 - Reforestation measures over 6.7 hectares.
- In terms of local protected species: 23 species of bats, 18 species of birds and 2 species of particularly vulnerable reptiles were found specifically in the area, therefore, sites of particular significance for these populations were avoided, reducing the impact of their displacement, and additional measures to boost local biodiversity were taken.



The regeneration works will be developed over a period of 10 years from the start of construction, with NEINVER allocating the necessary resources to monitor it and to communicate regularly with the public administration on the status of the measures.

Amsterdam The Style Outlets

A sustainable Remediation Plan has been followed in the development of **Amsterdam The Style Outlets**, whereby ground excavation and decontamination works have been undertaken on the plot where the future centre will be located, which was contaminated by an old sugar factory. In this sense, NEINVER has gone to great lengths, providing the project with the necessary resources to carry out this ambitious Plan, which will not only allow the remediation of the ground, but will also give it a new use, at all times taking care of important aspects, such as integrating it with the architecture of the area.



COLLABORATION WITH OTHER STAKEHOLDERS

For NEINVER, it is important to promote knowledge and improved environmental performance at the centres, involving its suppliers, contractors and operators within the framework of the company's sustainability standards. In this way, NEINVER

hosts awareness days in collaboration with these stakeholders and carries out a process of continuous improvement in the collaboration and communication systems, so that they are increasingly more efficient and helpful.

Promoting environmental improvement with stakeholders



SUPPLIERS



OPERATORS

Environmental requirements

- Knowing NEINVER's policy on the environment, energy efficiency, quality, and health and safety.
- Answering a pre-assessment questionnaire which assesses environmental certifications.
- Signing "Green clauses" in the contracts, which include environmental, energy efficiency and health and safety best practices.
- Working in compliance with the Service Level Agreements*1 established in the contracts, through which their behaviour is assessed.
- Complying with environmental legislation and carrying out best practices.
- Properly managing the health and safety of their professionals and facilities.
- Properly managing waste, especially in the event of hazardous waste.

- Complying with the clauses in lease contracts which include the environmental and efficiency requirements.
- Complying with the requirements of Technical Guides for the premises, which establish the requirements which must be followed when designing, building and managing their shops.

Awareness and collaboration tools

- Guides on best environmental and energy efficiency practice for suppliers and operators.
- Organising 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, the location of bins, etc.
- Continuous training on NEINVER's procedures and policies, as well as on specific issues which are considered as areas for improvement at the centre.
- Action guidelines in the event of an emergency, for contractors and operators.
- Periodic performance meetings between the contract manager and the supplier to assess improvements and critical points.
- Awareness posters and signage on responsible consumption in the toilets.

*1 For suppliers with the most environmental impact only: cleaning, gardening, security and maintenance.

2018 AND 2019 GOALS

2018 Goals

	AREA	GOAL	PROGRESS
Environment	BREEAM IN-USE certification at Alegra	To obtain the Very Good rating, in both part 1 (building) and part 2 (management).	The certification with the recommended rating was achieved (November 2018).
	BREEAM NEW CONSTRUCTION certifications	To obtain the BREEAM NEW CONSTRUCTION certificate for NEINVER's new head office, rated Excellent.	Currently, NEINVER has achieved the design phase certificate (December 2018), rated Excellent, with that of the construction phase pending until the completion of the work.
	Expanding the scope of the ISO certificates	ISO 9001, 14001, 50001 and OHSAS 18001 certifications for the Megapark Barakaldo centre.	The quadruple certification at Megapark Barakaldo was achieved, after successfully passing the certification audit in September 2018.
	Making the transition from OHSAS 18001 to ISO 45001 and expanding the scope	To make the transition from OHSAS 18001 to ISO 45001 in Spain, in turn expanding the scope of the rest of NEINVER's portfolio.	The transitional works (training, revising legal requirements, drawing up documentation, etc.) are being started in order to certify ISO 45001 in the next renewal audit (2019) in the entire NEINVER portfolio.
	WELL certification at NEINVER's new head office	To obtain the WELL Building Standard certificate at the new head office, which focusses on employee health and wellbeing. The aim is to achieve GOLD level.	Most of the work is being carried out during the design and construction phase, with receipt of the certification pending until the completion of the work.
	Improvements in terms of accessibility	To implement the improvement proposals from the DIGA certification audit report at Viladecans The Style Outlets and to carry out the recommendations at the other centres in Spain, based on the architectural survey of 2017, to be able to proceed with the accessibility certification in 2019.	All of the planned works are being carried out and the contract is being signed to implement the AIS standard in 2019.
	Energy	Promoting electric vehicles	To install electrical vehicle recharge points at the centres which do not have them yet.
To continue developing energy efficiency measures		To install anti-radiation film to skylights (Getafe, Coruña), LED lighting (Vicolungo, Las Rozas), lighting optimisation projects (Viladecans, Megapark), photovoltaic installation study for 2019, among others.	All of the proposed measures are being carried out and energy efficiency measures continue to be worked on in 2019.

2019 Goals

	AREA	GOAL
Management systems	Obtaining the BREEAM IN-USE certificate at Viladecans for the first time and renewing it in the rest of the Neptune portfolio.	<ul style="list-style-type: none"> To certify Viladecans as "Very Good" in both parts, and in the other assets, to maintain the level and improve it where feasible.
	Certifications at NEINVER's new head office	<ul style="list-style-type: none"> To obtain the final BREEAM NEW CONSTRUCTION and WELL certificates, after finishing the works, at Excellent and Gold level, respectively.
	Making the transition from OHSAS 18001 to ISO 45001 and expanding the scope of the other centres without this certification.	<ul style="list-style-type: none"> To carry out the audit for transitioning from the OHSAS 18001 standard to ISO 45001 at the Spanish centres and to certify this scheme at the rest of the centres in NEINVER's portfolio which are not certified in terms of health and safety.
	AIS (Accessibility Indicators System) certification	<ul style="list-style-type: none"> To carry out the AIS international standard certification for accessibility, for all Spanish centres. Minimum expected rating **
	Improvements for Occupational Risk Prevention	<ul style="list-style-type: none"> To implement a new tool to streamline procedures for coordinating business activities in Spain. To establish annual coordination meetings by centre on ORP with all the usual contractors. To promote worker participation and consultation by setting up quarterly meetings between the ORP managers at centre level.
	Revising legal requirements	<ul style="list-style-type: none"> To outsource the revision of legal requirements to a specialised legal consultancy, so that a double-check (internal and external) is obtained for any environmental, industrial safety, risk prevention, or energy efficiency requirements, etc. To set up biannual newsletters summarising legislative updates by country.
	Improving GRESB ratings	<ul style="list-style-type: none"> To improve the ratings of the Neptune portfolio in the GRESB standard, which compares the company with the competition.
	Predictive maintenance	<ul style="list-style-type: none"> To implement a predictive maintenance system based on big data.
Energy	To continue developing energy efficiency measures	<ul style="list-style-type: none"> To install air conditioning frequency converters at San Sebastián de los Reyes The Style Outlets. To introduce a new Energy Manager at Roppenheim The Style Outlets and to expand them at Vicolungo and Castel Guelfo The Style Outlets. To line air conditioning pipes to reduce energy losses during transport (San Sebastián de los Reyes The Style Outlets). To install additional meters in Energy Manager at Nassica Getafe to continue delving into consumption breakdowns. New speed variators on the roof tops of Las Rozas to optimise its energy efficiency. To install rainwater collection tanks to be used for cleaning the floor. To renovate the toilets at Castel Guelfo and Roppenheim, where water saving measures will be introduced.
	Photovoltaic energy analysis	<ul style="list-style-type: none"> To carry out a detailed photovoltaic energy study, in order to determine the investment viability by centre. If the result is positive, to start installation proceedings.

Environmental performance



ENERGY CONSUMPTION

(103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 302-5 y G4-CRE1)

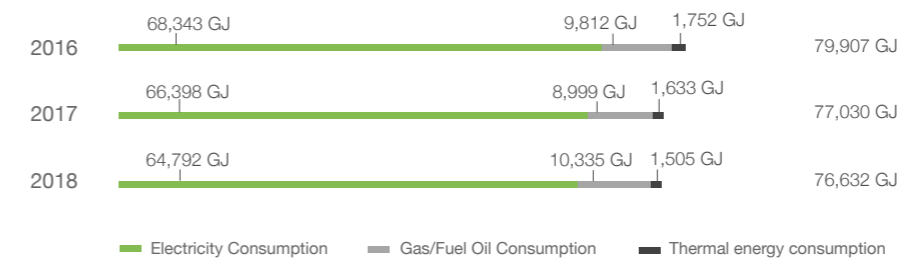
All NEINVER centres have the ISO 50001 certification for energy management, which demonstrates the importance of this environmental aspect for its activity.

It is important to highlight that in 2018, NEINVER has managed to reduce its electricity consumption by 2.4% compared to the previous year and has successfully extended the supply of green energy to the entire asset portfolio. The decrease in thermal energy consumption seen in 2017 is continuing to reduce in 2018 by 7.9% compared

to the previous year.

This reduction is largely explained by the investments and initiatives made in recent years in terms of energy efficiency. In 2018, NEINVER has continued to develop these types of measures, for example, installing anti-radiation vinyl on skylights, LED floodlights, lighting optimisation projects, and has other electricity optimisation projects in place, such as a study on photovoltaic installations in 2019, for example.

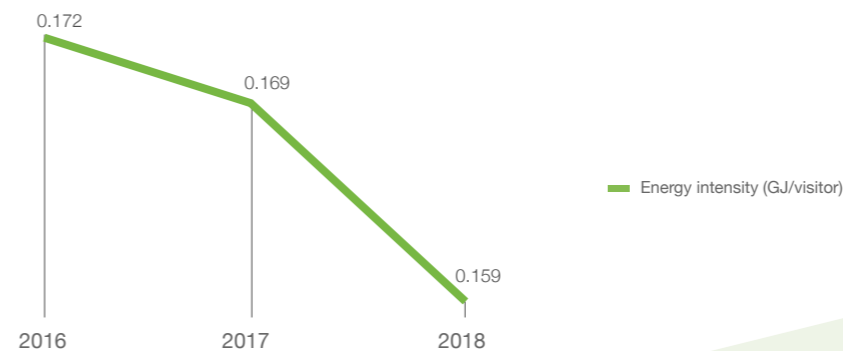
Total energy consumption (GJ) by source



With regards to the consumption intensity per visitor and gross leasable area (GLA), NEINVER has continued to slightly reduce its impact by implementing consumption reduction measures,

such as installing sun protection film, air curtains in the doors to reduce the demand for air conditioning, or installing LED floodlights, among other things.

Centres' energy intensity per visitor (GJ/visitor) and per hour of operation (GJ/hour)





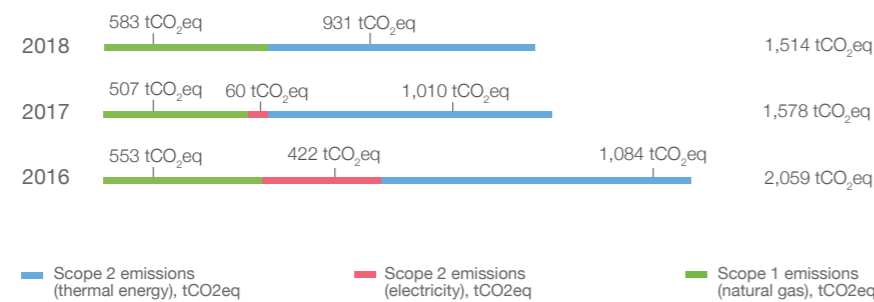
GREENHOUSE GAS EMISSIONS

(103-1, 103-2, 103-3, 305-1, 305-2, 305-3, 305-4, 305-5, G4-CRE3 y G4-CRE4)

In addition to the investments and measures adopted to improve the energy efficiency of the centres, the acquisition of green energy has continued to significantly reduce greenhouse gas emissions. Currently, all NEINVER centres acquire electric energy from a guaranteed renewable source.

In 2018, greenhouse gas emissions have decreased slightly by 4.1% (Scope 1 and 2), according to the GHG Protocol *1. From 2018, all asset centres are buying electricity from renewable sources, which is why no CO2 emissions are currently created by electric energy *2.

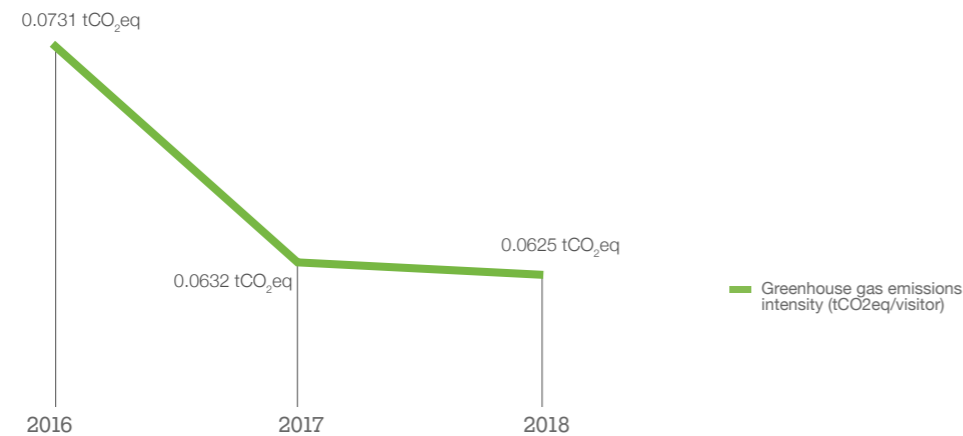
Scope 1 and 2 Greenhouse Gas Emissions (tonnes CO2eq)



With regards to the emission intensity of the centres per person and per gross leasable area, at the end

of 2018, NEINVER was continuing to gradually decrease them by 1.1% and 6.3% respectively.

Centres' emissions intensity per visitor (tonnes CO2eq/visitor) and per hour of operation (tonnes CO2eq/hour of operation)



Emissions from transport

In line with the commitment to reduce the carbon footprint impact at its centres, NEINVER is carrying out a series of measures aimed at preventing, as far as possible, the emissions of the centres and the

environmental impact caused by the transport of its employees, as well as that of its visitors. The most important measures include:



Virtual meetings

Promoting the use of videoconferences to avoid employee travel.



Electric vehicles

Installing vehicle-charging points at 70% of the portfolio.



Bicycles

Bicycle parking at 100% of the portfolio.



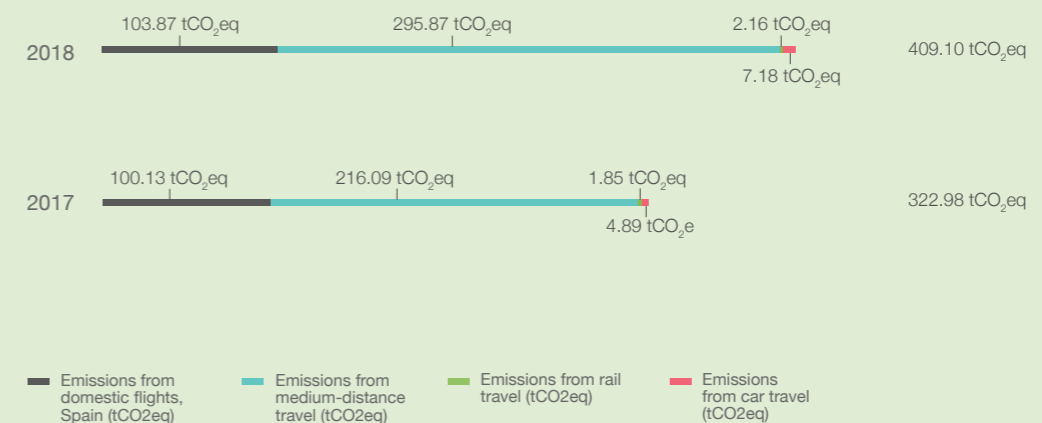
Public transport

Free transport services to the centre.

In 2018, business trip emissions have increased significantly (26.6%). This increase is mainly due to an increase in journeys to the centres under

development in the Czech Republic and the Netherlands.

Greenhouse gas emissions from employee travel (tCO2eq)*



*1 The GHG Protocol is the most recognised international methodology for calculating greenhouse gas emissions. This standard classifies emissions in three scopes (1,2 and 3). The emissions calculated by NEINVER correspond to Scope 1 (Direct consumption of natural gas in the company's boilers) and Scope 2 (emissions from electricity consumption and the importation of heat from district heating systems).

*2 In 2016 and 2017, in addition to the Megapark centre, the only centres which consumed electricity from non-renewable resources (Galería Malta and Futura Park Wrocław) were sold by the company before the 2018 year-end, which is why the corresponding emissions have not been taken into account to allow greater comparability.



WATER CONSUMPTION

(303-1, G4-CRE2, 103-1, 103-2, 103-3)

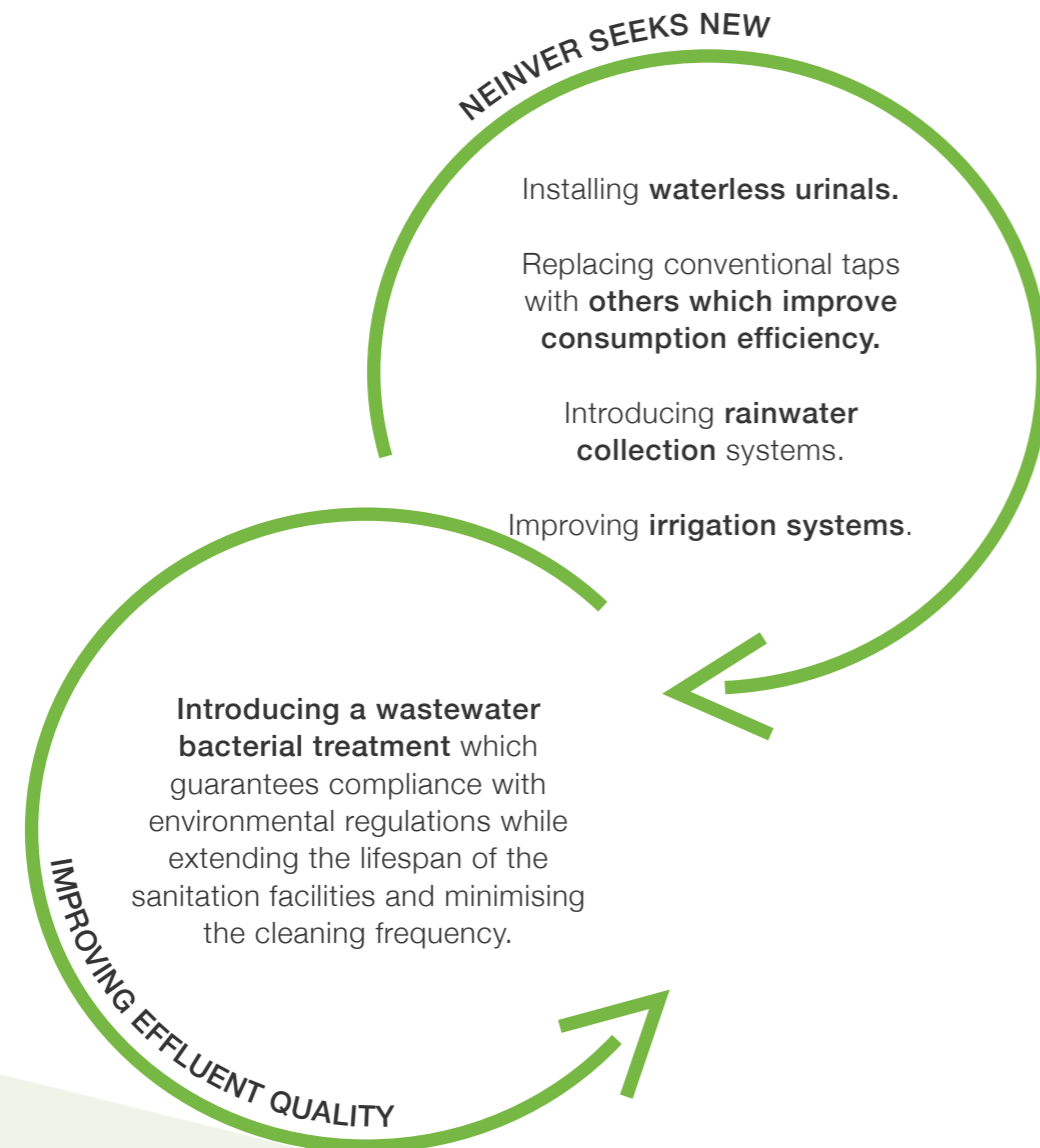
NEINVER believes that rationalising water use at its centres is very important, therefore, it is promoting its efficient use in all processes, thanks to different actions and plans. In this regard, NEINVER is promoting best water consumption practices to all

its visitors, employees, suppliers and operators by means of posters or by including this aspect in the recommendations of the best practice manuals, aimed at suppliers and operators.

With regards to water consumption data, following an increase in 2017, mainly due to the incorporation of the Viladecans centre, in 2018, NEINVER has

achieved a 2.2% reduction, thanks to a more effective water management and the saving measures put in place, such as those mentioned above.

NEINVER best practices in water management



Total water consumption (m³) at NEINVER centres



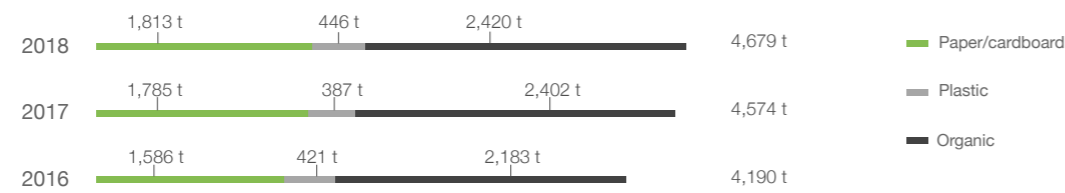
WASTE

(306-2, 103-1, 103-2)

NEINVER is committed to proper waste management at all its centres, promoting waste minimisation and driving improved waste segregation. In order to achieve this, NEINVER involves all its stakeholders through awareness and by installing bins which help proper waste segregation. Since 2016, clauses have been included in the contract with the waste manager, which have enabled better waste management and treatment.

In 2018, the amount of generated waste has slightly increased by 2.3%, largely due to the increase in usable commercial area at NEINVER's asset centres. It is important to note that NEINVER sends all previously classified recoverable waste (cardboard, plastic, glass, wood, metals, etc.) to recycling plants, so that it can be subsequently treated and marketed as new materials.

Waste production (t) at NEINVER centres



AIR QUALITY AND FUGITIVE EMISSIONS

(306-2)

NEINVER continuously monitors CO₂ emissions inside the centre (if it is a closed building) and those in covered parking areas. These emissions are controlled using a BMS tool, which has temperature and humidity probes that automatically activate the recirculation or ventilation when necessary, according to the established parameters.

Additionally, NEINVER undergoes annual specialised interior air quality audits and measures the noise associated with its activity, carrying out the appropriate measures if it exceeds the emission limit values. With regards to Legionella control, NEINVER

has specialised companies for cleaning, disinfecting and performing periodic analysis at the centres where there are high-risk facilities.

Throughout 2018, NEINVER has carried out certain initiatives in this regard, including installing anti-radiation vinyl on large skylights at Coruña The Style Outlets and Getafe The Style Outlets, which improve insulation and, therefore, help to reduce the demand for air conditioning, or modernising the BMS tools at FACTORY and Futura Park Krakow, FACTORY Annapol and at the two Italian centres.

ENVIRONMENTAL AWARENESS AND TRAINING

Environmental awareness is crucial for achieving greater sustainability for the current and future generations. Therefore, NEINVER carries out annual internal and external training sessions on energy efficiency, waste management and certification systems.

For example, in order to promote awareness and environmental values to a greater extent, in November 2018, EDP's "Imagine your energy" activity was organised at the Nassica Getafe centre, aiming to teach society about energy and how to save it through educational exercises.

In terms of training, in 2018, the company continued

committing to BREEAM Associate courses for Project Managers. Furthermore, NEINVER continually carries out training and awareness campaigns for operators and contractors.

NEINVER has also improved the environmental communication aimed at the tenants and users of all the Spanish centres by designing and disseminating environmental awareness campaigns.

True to its environmental awareness work, NEINVER continues to spread campaigns and involve its operators in initiatives such as celebrating Earth Hour or Energy Efficiency Day.

BIODIVERSITY

In 2018, NEINVER has continued to implement the Biodiversity Management Plan, planned in 2016 from the perspective of reducing the impact of the centres' land occupation on biodiversity as much as possible, and compensating for that impact by

putting in place measures aimed at improving it. These are initiatives which are being implemented for the BREEAM NEW CONSTRUCTION and BREEAM IN-USE renovations.

Biodiversity Management Plan scope of work



Planting **fruiting shrub species** to sustain the fauna.



Improvements in **nesting bird** management guidelines, especially migrating and protected birds.



Plantations of **key flora species** for the habitats surrounding the centres.



Setting up **drip irrigation** in garden areas.



Best practices to guarantee the **use of organic fertilisers and pesticides**.



Best practices to guarantee that **no invasive species** are planted in the garden areas.



Installing **hives and nests**.

ENVIRONMENTAL COSTS AND INVESTMENTS

Throughout 2018, NEINVER has allocated over three million Euros to environmental costs and investments linked to, inter alia, renovating green

areas at the centres, integrating new BMS and Energy Manager tools, and changing the lighting system to include LED lighting.



COUNTRY	ENVIROMENTAL COSTS	ENVIRONMENTAL INVESTMENTS
Spain	€699,487	€236,535
Italy	€342,291	€369,640
Poland	€305,904	€292,100
France	€181,861	€1,200,000
TOTAL	€1,529,544	€2,908,275

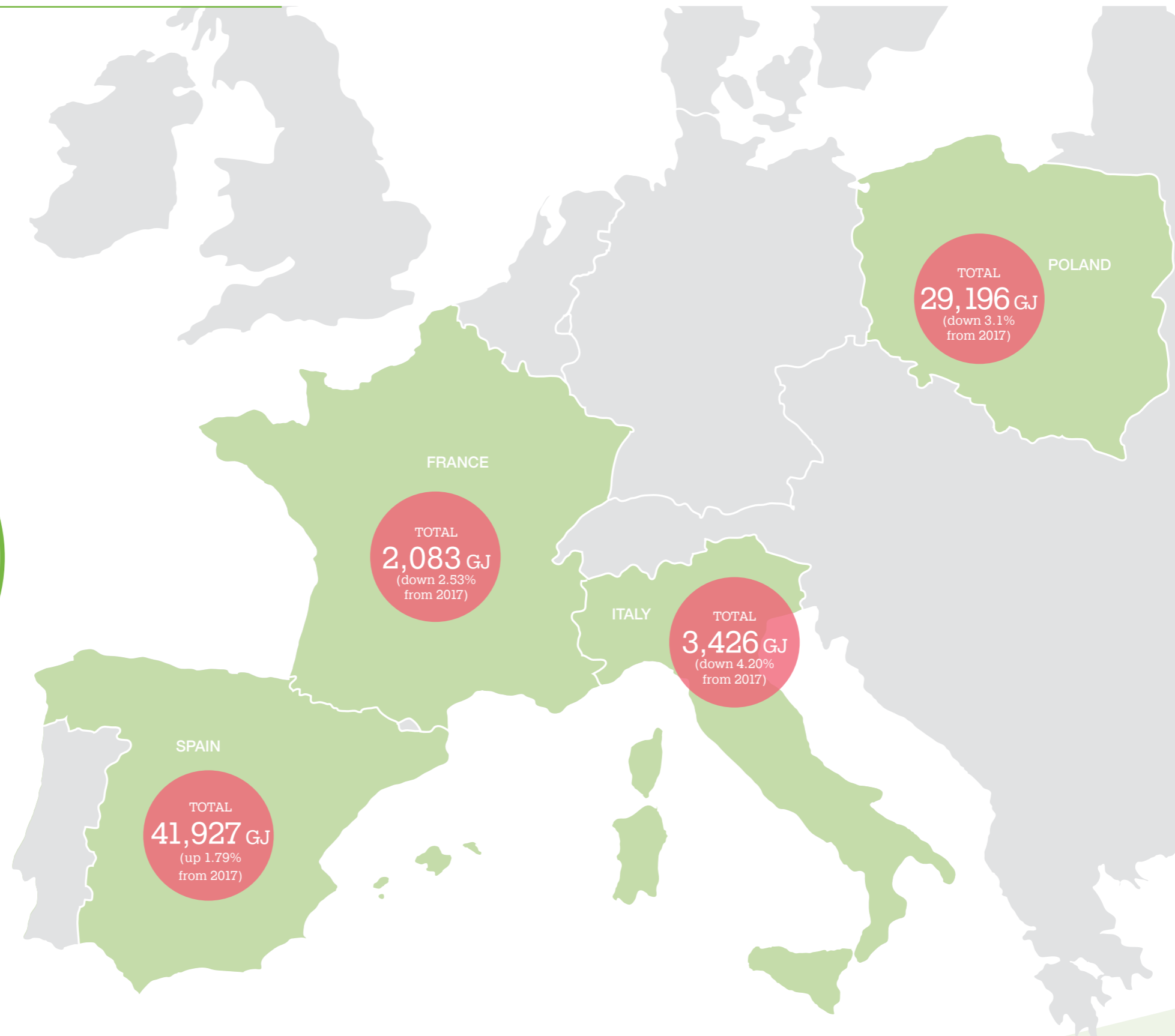
Environmental management evolution by country





ENERGY CONSUMPTION

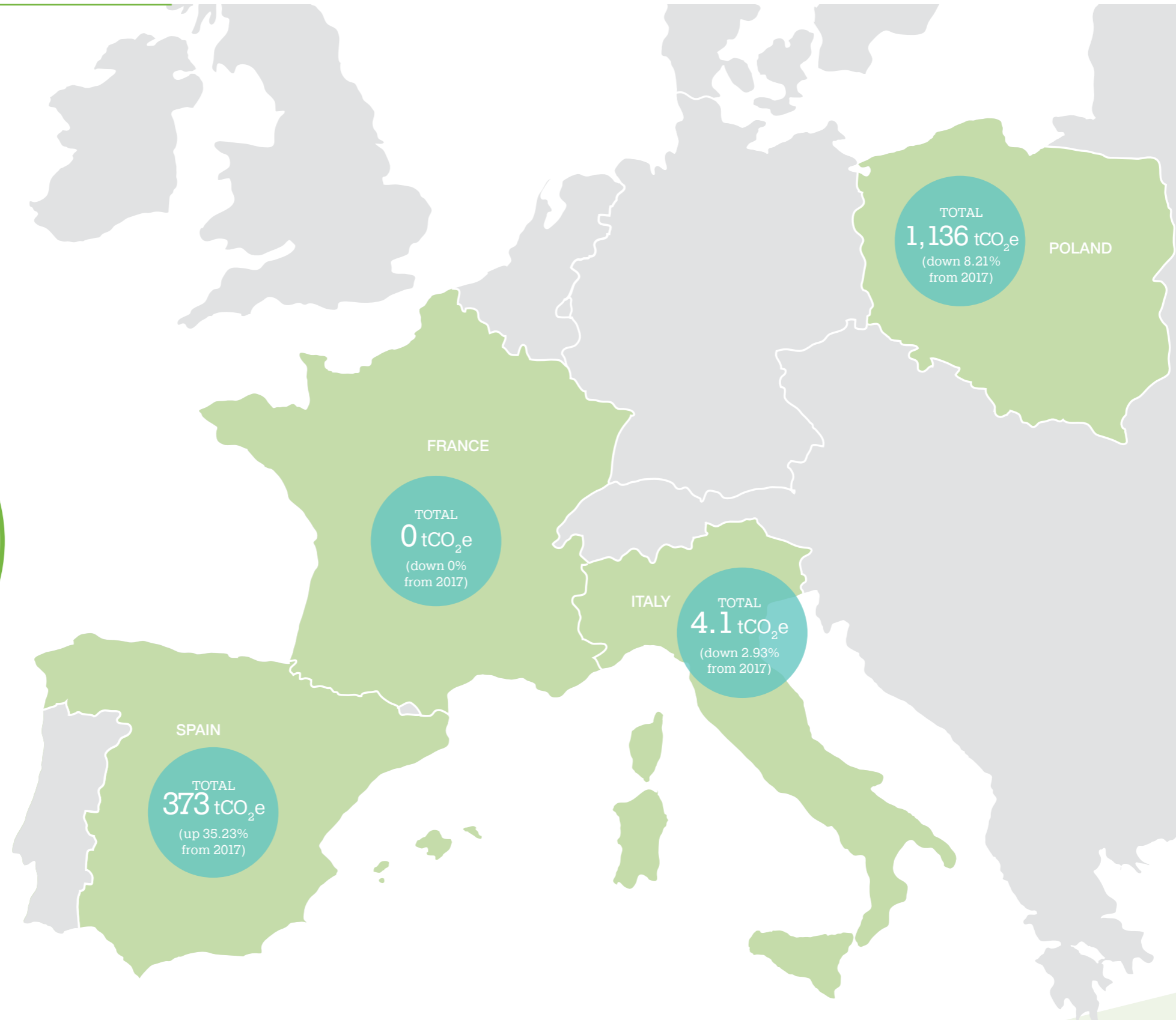
TOTAL NEINVER
76,632 GJ
(down 0.52%
from 2017)





GREENHOUSE GAS EMISSIONS

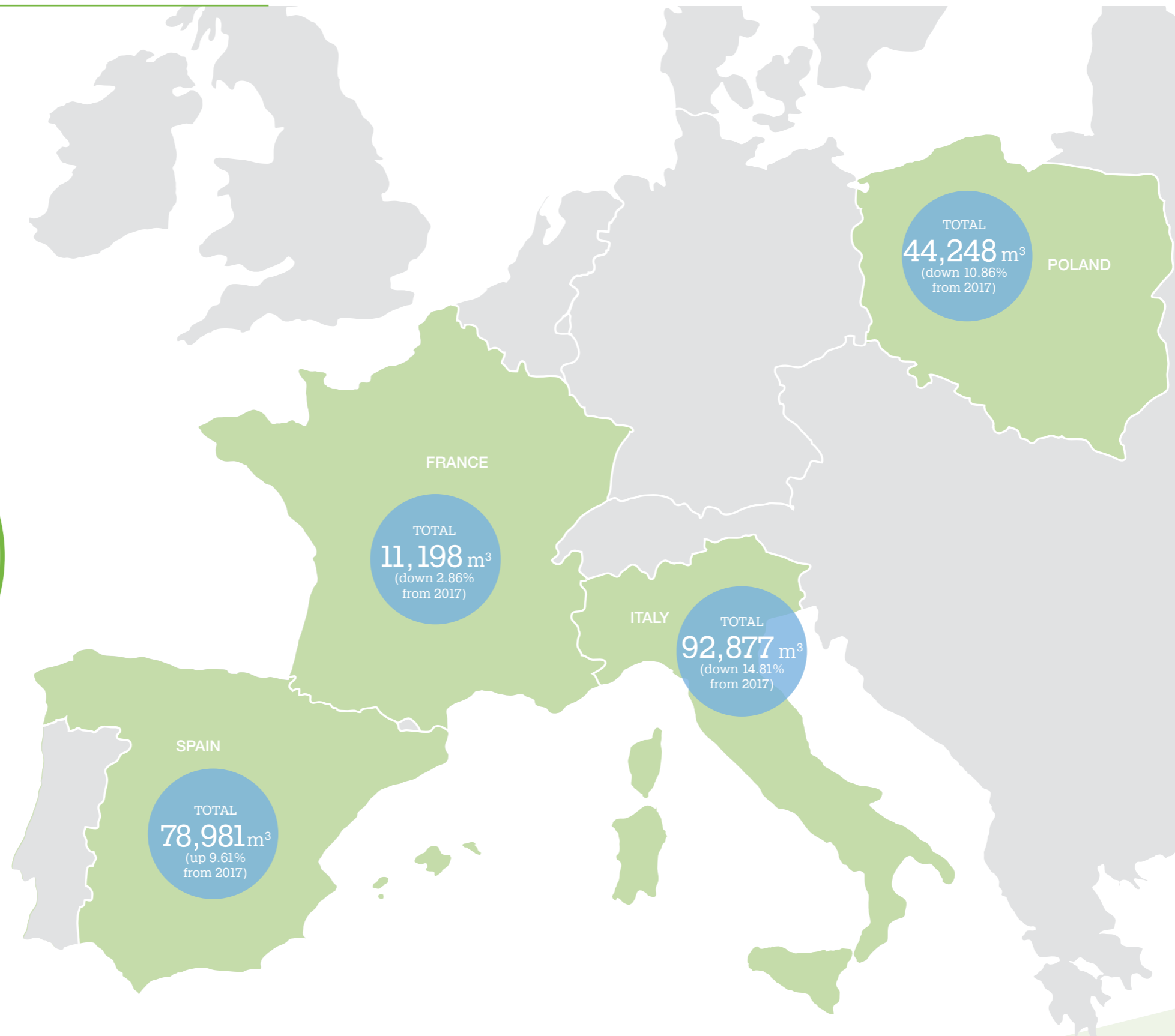
TOTAL NEINVER
1,513 tCO₂e
(down 0.30% from 2017)





WATER CONSUMPTION

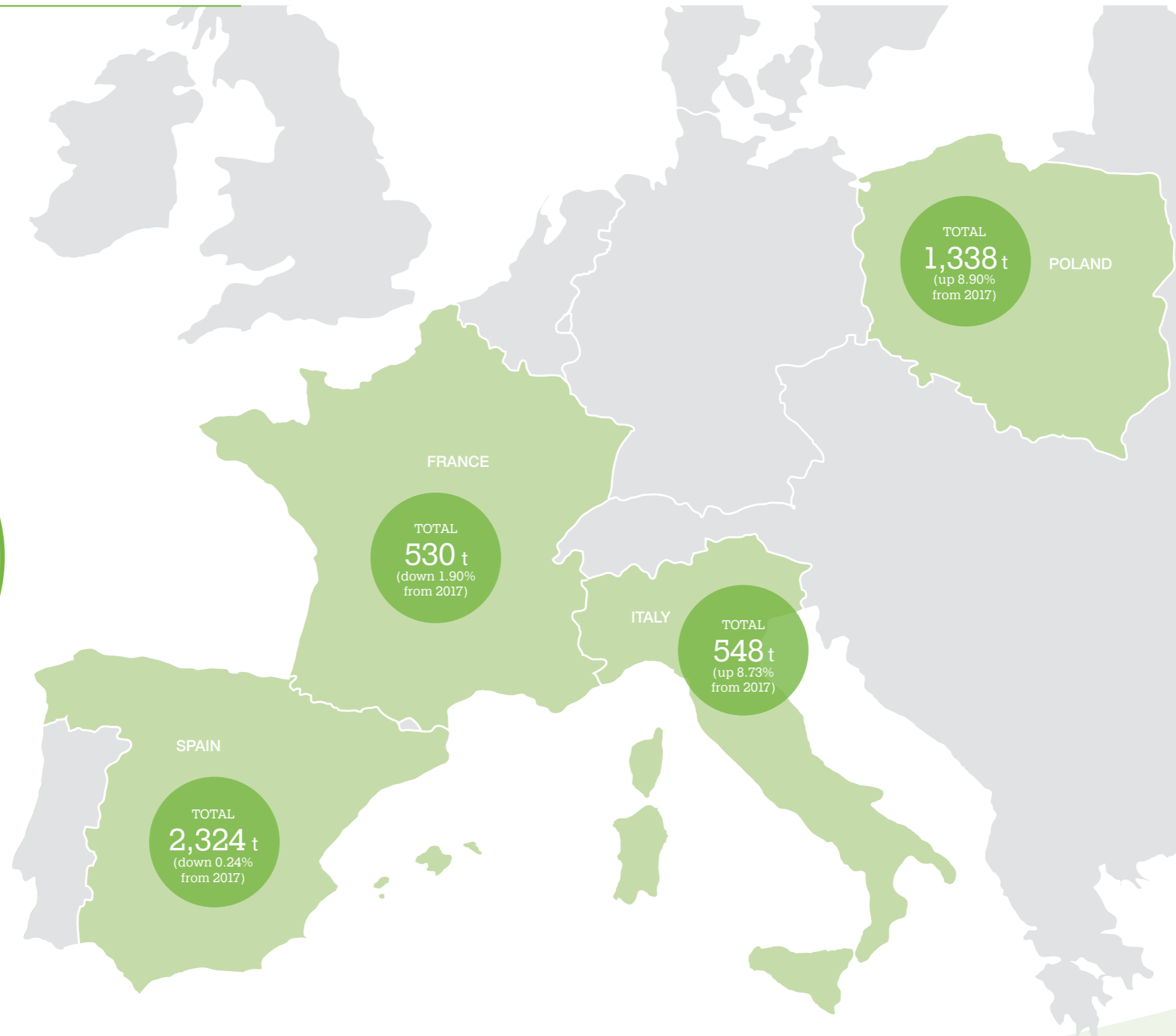
TOTAL NEINVER
226,984 m³
(down 2.24%
from 2017)





WASTE PRODUCTION

TOTAL NEINVER
4,680 t
(up 2.33%
from 2017)



Appendixes

ECONOMIC PERFORMANCE

Direct economic value generated and distributed. (201-1)

In thousands of euros	2018	2017	2016
Economic value generated	113,568	92,973	65,237
(Clients) Net receipts	102,998	88,609	65,266
Sale of (fixed) assets	-9,530	4,364	-33
Sale of financial assets	20,100	0	4
Other items (Specify)	0	0	-
Economic value distributed	-95,559	-71,719	-65,760
Suppliers (Operating costs)	-53,301	-46,350	-32,180
Employees (Salaries/Benefits)	-20,485	-17,400	-18,351
Financial Institutions (Payments to providers of capital)	-13,025	-15,497	-7,411
Public Agencies (Payment to governments)	-5,248	7,528	-7,819
Shareholders (Dividends)	-3,500	0	-
Other items (Specify)	0	0	-
Economic value retained	18,009	21,254	-524

EMPLOYEES

Breakdown by contract type.

Breakdown by contract type, employees covered by collective bargaining agreements, and number of voluntary departures	2018	2017	2016	% variation	causes	2015	2014
Percentage of employees who are full time	88%	90%	90%	-2%	Day Reductions by legal guardian	90%	92%
Percentage of employees with open-ended contracts	88%	93%	94%	-5%	Maternity leave	93%	94%
Percentage of employees covered by collective bargaining agreements	64%	61%	58%	5%	Staff increase in countries with agreement	56%	56%
Voluntary departures	14%	9%	14%	57%		5%	9%

Breakdown of staff by employee category, gender, and age range. (405-1)

Employment category	2018				2017			
	Age	Male	Female	Total	Age	Male	Female	Total
GOVERNANCE TEAM	<30			0	<30			
	30-50	1		1	30-50	1	0	1
	>50	1		1	>50	1	0	1
	Total	2	0	2	Total	2	0	2
SENIOR MANAGEMENT	<30			0	<30			0
	30-50	8	4	12	30-50	6	3	9
	>50	1		1	>50	2	1	3
	Total	9	4	13	Total	8	4	12
MIDDLE MANAGEMENT	<30	1		1	<30			0
	30-50	13	21	34	30-50	14	25	39
	>50	2	4	6	>50	1	4	5
	Total	16	25	41	Total	15	29	44
TECHNICIANS	<30	2	1	3	<30	1	2	3
	30-50	23	19	42	30-50	20	21	41
	>50	4	3	7	>50	3	2	5
	Total	29	23	52	Total	24	25	49
ADMINISTRATIVE STAFF	<30	11	37	48	<30	10	41	51
	30-50	29	86	115	30-50	27	89	116
	>50	1	6	7	>50	1	6	7
	Total	41	129	170	Total	38	136	174

Employee training by gender, category and country. (404-1)

Hours of training by gender, compared to the average	2018	2017	2016
MALE	48.21	46.26	89.93
FEMALE	61.70	66.09	75.79
AVERAGE	57.01	59.57	77.90

Hours of training by employee category, compared to the average	2018	2017	% variation
GOVERNANCE TEAM	0.00	21.00	-100%
SENIOR MANAGEMENT	27.47	40.73	-33%
MIDDLE MANAGEMENT	61.94	53.68	15%
TECHNICIANS	50.84	59.46	-14%
ADMINISTRATIVE STAFF	60.28	62.73	-4%

Hours of training by country, compared to the average	2018	2017	% variation	Causas que explican la variación
GERMANY	18.33	8.50	116%	Languages increase
SPAIN	35.91	35.66	1%	
FRANCE	9.87	29.82	-67%	Languages decrease
ITALY	26.30	33.70	-22%	Languages decrease
POLAND	136.07	128.21	6%	Technical training increase

Detailed information on parental leave. (401-3)

LEAVES	2018				2017			
	Took leave		Returned		Took leave		Returned	
	H	M	H	M	H	M	H	M
GERMANY	0	0	0	0	1	0	1	0
SPAIN	3	7	3	6	1	8	1	4
FRANCE	1	0	1	0	0	0	0	0
ITALY	0	1	0	0	0	0	0	2
POLAND	0	7	0	3	1	11	1	2
CZECH REPUBLIC	0	0	0	0	0	0	0	0
TOTAL	4	15	4	9	3	19	3	8



APPENDIX OF ENVIRONMENTAL INDICATORS

	POLAND			ITALY			FRANCE			SPAIN		
ENERGY	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Energy consumption												
Total energy (GJ)	32,172	30,129	29,196	3,871	3,577	3,426	1,959	2,137	2,083	41,904	41,188	41,927
Electricity (GJ)	26,170	24,464	24,052	3,774	3,501	3,346	1,959	2,137	2,083	36,439	36,296	35,310
Thermal energy (GJ)	1,752	1,633	1,505	-	-	-	-	-	-	-	-	-
Natural gas (GJ)	4,250	4,031	3,639	97	75	80	-	-	-	5,465	4,893	6,616
Energy intensity												
Energy intensity (GJ/visitor)	0.00228	0.00203	0.00203	0.00059	0.00056	0.00054	0.00111	0.00115	0.00113	0.00153	0.00146	0.00140
Energy intensity (GJ/hour of operation)	0.360	0.332	0.315	0.066	0.060	0.057	0.0719	0.0784	0.0762	0.192	0.206	0.190
GREENHOUSE GAS EMISSIONS	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Emisiones de gases de efecto invernadero												
Scope 1 and Scope 2 emissions (tCO ₂ eq)	1,323	1,238	1,136	5.5	4.2	4.1	-	-	-	308	276	373
Scope 1 emissions (tCO ₂ eq)	240	227	205	5.5	4.2	4.5	-	-	-	308	276	373
Scope 2 emissions (tCO ₂ eq)	1,084	1,010	931	-	-	-	-	-	-	-	-	-
Emissions intensity												
Emissions intensity (kg/visitor)	0.104282	0.093752	0.091849	0.06344	0.04854	0.04444	-	-	-	0.02052	0.01675	0.0218
Emissions intensity (kg/hour of operation)	17.28146	16.10987	14.50531	0.0872	0.0678	0.0744	-	-	-	3.20239	2.88495	3.86982
WATER	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Water consumption												
Water consumption (m ³)	40,199	39,915	44,248	87,203	109,021	92,877	10,361	11,198	10,878	62,102	72,057	78,981
Water intensity												
Water intensity (m ³ /visitor)	0.00291	0.00287	0.00319	0.01284	0.01644	0.01501	0.00588	0.00604	0.00588	0.00257	0.00287	0.00330
Water intensity (m ³ /hour of operation)	0.4688	0.4783	0.5011	1.443	1.798	1.575	0.3803	0.4110	0.3978	0.3087	0.3994	0.4278
WASTE	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Waste production												
Total waste production (t)	991	890	669	516	504	548	495	540	530	2,187	2,639	2,933
Waste production intensity												
Waste production intensity (kg/visitor)	0.05836	0.05250	0.04999	0.0984	0.0975	0.1071	0.2807	0.2915	0.2864	0.0860	0.0924	0.0991
Waste production intensity (kg/hour of operation)	8.9876	8.2046	7.8840	10.404	10.206	10.701	18.168	19.831	19.383	9.4284	12.3303	12.9346

NEINVER CERTIFICATIONS

	ISO 9001	ISO 14001	ISO 50001	ISO 45001	BREEAM IN USE	BREEAM NEW CONSTRUCTION
POLAND						
FACTORY Poznan	x	x	x	2019	x	
FACTORY Ursus	x	x	x	2019	x	
FACTORY Krakow	x	x	x	2019	x	x
Futura Park Krakow	x	x	x	2019	x	x
FACTORY Annopol	x	x	x	2019	x	x
Poland Office	x	x	x	2019		
ITALY						
Castel Guelfo The Style Outlets	x	x	x	2019	x	
Vicolungo The Style Outlets	x	x	x	2019	x	
FRANCE						
Roppenheim The Style Outlets	x	x	x	2019	x	
SPAIN						
San Sebastián de los Reyes The Style Outlets	x	x	x	x	x	
Getafe The Style Outlets	x	x	x	x	x	
Las Rozas The Style Outlets	x	x	x	x	x	
Coruña The Style Outlets	x	x	x	x	x	x
Nassica Getafe	x	x	x	x	x	
Viladecans The Style Outlets	x	x	x	x	2019	x
Fashion Outlet Barakaldo	x	x	x	x		
Megapark Barakaldo	x	x	x	x	x	
Centro Comercial y de Ocio Alegra	x	x	x	x	x	
Spain Head Office	x	x	x	x		x

About this report



About this report

(102-46, 102-47, 102-53, 102-54, 102-55 y 103-1)

SCOPE OF THE INFORMATION AND STANDARDS USED IN THE REPORT

This sustainability report includes information on 2017 for all activities and services provided by NEINVER. Where appropriate, information is also included on previous years to facilitate comparability.

It has been developed in compliance with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards), in its Core option, as specified in point 102-54 of the GRI content index.

This document has been created in accordance with the reporting principles listed in Standard 101 of the Global Reporting Initiative (GRI). 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 the report.

Of all the material topics that appear in the materiality matrix, in order to write the report, those situated in the upper quadrant have been taken into account, which are detailed below, as well as their coverage, inside or outside the organisation:

GRI	Material topics	Coverage	
		Organisation	Outside the organisation
201	Economic performance	x	x
203	Indirect economic impacts		x
204	Procurement practices		x
205	Anti-corruption	x	x
206	Anti-competitive behaviour	x	x
302	Energy	x	
303	Water	x	
305	Emissions	x	
306	Effluents and waste	x	
307	Environmental compliance	x	
308	Supplier environmental assessment	x	x
401	Employment	x	x
403	Occupational health and safety	x	
404	Training and education	x	
405	Diversity and equal opportunities	x	
413	Local communities		x
416	Customer health and safety	x	x
417	Marketing and labelling	x	
418	Customer privacy	x	
419	Socio-economic compliance	x	

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: sustainability@neinver.com.

(102-53)

GRI Content Index



For the Materiality Disclosures Services, GRI Services has reviewed that the GRI content index is clear, and that the references for Contents 102-40 to 102-49 correspond to the indicated sections of the report.

CONTESNTS	PAGE	REMARKS	
GRI 101: FOUNDATION 2016			
GRI 102: GENERAL DISCLOSURES 2016			
Organisational profile			
102-1	Name of the organisation	NEINVER S.A.U.	
102-2	Activities, brands, products and services	7	
102-3	Location of headquarters	Avenida Pío XII, 2ª planta, 28016, Madrid (Spain)	
102-4	Location of operations	9	
102-5	Ownership and legal form	NEINVER is a corporation (sociedad anónima unipersonal).	
102-6	Markets served	9, 24 y 39	
102-7	Scale of the organisation	8	
102-8	Information on employees and other workers	33	
102-9	Supply chain	42	
102-10	Significant changes to the organisation and its supply chain	27	
102-11	Precautionary principle or approach	46 y 47	
102-12	External initiatives	14 y 21	
102-13	Membership of associations	44	
Strategy			
102-14	Statement from senior decision-maker	4	
102-15	Key impacts, risks and opportunities	14	
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	14 y 21	
102-17	Mechanisms for advice and concerns about ethics	14	
Governance			
102-18	Governance structure	13	
102-19	Delegating authority	13	
102-20	"Executive-level responsibility for economic, environmental and social topics"	13	The Management Committee involves all the company's top managers in issues related to economic, environmental and social topics. This Committee reports to Senior Management.

CONTENTS	PAGE	REMARKS	
102-21	"Consulting stakeholders on economic, environmental and social topics"	All members of the Management Committee stay in ongoing contact with the key stakeholder groups in their area of activity. Topics important enough to affect the company's performance are shared by the Management Committee and, when necessary, are escalated to other elements of the corporate governance structure.	
102-22	Composition of the highest governance body and its committees	13	
102-23	Chair of the highest governance body	The Chairman of the Board is not an executive officer, as Daniel Losantos was named CEO in late 2015.	
102-26	"Role of highest governance body in setting purpose, values and strategy"	13	
102-27	Collective knowledge of highest governance body	The company continually assesses the need to improve knowledge among its governance bodies, and in all cases promotes the most advisable initiatives.	
102-28	Evaluating the highest governance body's performance	There is no independent performance evaluation of NEINVER's highest governance body.	
102-29	Identifying and managing economic, environmental and social impacts	The Management Committee and other advisory bodies promptly inform the highest governance body about the most important management issues in the company, and that highest body gives its opinion and makes decisions about the most relevant issues.	
102-30	Effectiveness of risk management processes	27	The Management Committee informs the highest governance body about the main identified risks and about the steps to take to manage them.
102-31	Review of economic, environmental and social topics	At all its meetings, the highest governance body analyses any new impacts, risks and opportunities of high relevance to the company.	
102-32	"Highest governance body's role in sustainability reporting"	Management Committee.	
102-33	Communicating critical concerns	The Management Committee and other advisory bodies promptly inform the highest governance body about the most important management issues in the company, and that highest body gives its opinion and makes decisions about the most relevant issues.	
102-36	Process for determining remuneration	35	
102-37	Stakeholders' involvement in remuneration	Stakeholders' opinions are not solicited for this section.	
Stakeholder engagement			
102-40	List of stakeholder groups	29	
102-41	Collective bargaining agreements	33	
102-42	Identifying and selecting stakeholders	NEINVER defines its list of stakeholders as including all organisations/groups that are critical to the company's operations or are influenced by its operations.	
102-43	Approach to stakeholder engagement	29, 30 and 40	
102-44	Key topics and concerns raised	29, 30 and 40	

CONTENTS	PAGE	REMARKS
Reporting practice		
102-45	Entities included in the consolidated financial statements	Financial data taken from the Group's annual consolidated financial statement. Its scope includes NEINVER, S.A.U. and all its subsidiary companies.
102-46	Defining report content and topic Boundaries	66
102-47	List of material topics	66
102-48	Restatements of information	Water and energy consumption data and greenhouse gas emissions data for 2015 and 2016 have been revised slightly from the figures included in the 2016 Sustainability Report. These restatements reflect improvements to the data collection and processing procedures, and are not considered significant.
102-49	Changes in reporting	In 2016 the sustainability report was prepared based on G4, and the present report is based on GRI Standards.
102-50	Reporting period	The reporting period is the year 2017, although information from previous years is included where deemed appropriate.
102-51	Date of most recent report	The most recent edition of the report was published last year, in 2017, with content corresponding to the year 2016
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	sustainability@neinver.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the Essential option of the GRI Standards
102-55	GRI content index	67 - 70
102-56	External assurance	No external assurance was obtained for the sustainability report. All indicators included in it come from the company's own annually audited management systems.
GRI 201: Economic Performance 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	15
103-2	The management approach and its components	15
103-3	Evaluation of the management approach	15
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	15
201-2	"Financial implications and other risks and opportunities due to climate change"	Actions related to energy are key to fighting climate change, which can have various effects on the assets the company manages: water shortages, changes in energy prices, changes in flooding patterns, and impacts on the supply chain, for example.
201-3	Defined benefit plan obligations and other retirement plans	There is no benefit plan in the organisation.
GRI 203: Indirect Economic Impacts 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	41
103-2	The management approach and its components	41
103-3	Evaluation of the management approach	41
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	41
203-2	Significant indirect economic impacts	41

CONTENTS	PAGE	REMARKS
GRI 204: Procurement Practices 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	42 and 43
103-2	The management approach and its components	42 and 43
103-3	Evaluation of the management approach	42 and 43
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	43
GRI 205: Anti-corruption 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	14
103-2	The management approach and its components	14
103-3	Evaluation of the management approach	Criminal compliance procedures to be audited every year.
GRI 205: Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	14 and 36
205-3	Confirmed incidents of corruption and actions taken	There were no known cases of corruption during the reporting period.
GRI 206: Anti-competitive Behaviour 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	14
103-2	The management approach and its components	Our Ethical code has a specific section for Conflicts of interest, number 3.4, and it is signed by all the employees. A Conflicts of Interest Policy is available for all the employees through out intranet.
103-3	Evaluation of the management approach	Criminal compliance procedures to be audited every year.
GRI 206: Anti-competitive Behaviour 2016		
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	14
GRI 302: Energy 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	51
103-2	The management approach and its components	51
103-3	Evaluation of the management approach	51
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	51
302-3	Energy intensity	51
302-4	Reduction of energy consumption	51
302-5	Reductions in energy requirements of products and services	51

CONTENTS	PAGE	REMARKS
GRI 303: Water 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	53
103-2	The management approach and its components	53
103-3	Evaluation of the management approach	53 NEINVER's portfolio and headquarters are certified under ISO 14001 standard, environmental management system, with external audits on a yearly basis
GRI 303: Water 2016		
303-1	Water withdrawal by source	53 All NEINVER centres use the municipal water supply.
303-2	Water sources significantly affected by withdrawal of water	No water sources were significantly affected by the company's withdrawal of water.
GRI 305: Emissions 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	52
103-2	The management approach and its components	52
103-3	Evaluation of the management approach	52
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	52
305-2	Energy indirect (Scope 2) GHG emissions	52
305-3	Other indirect (Scope 3) GHG emissions	52
305-4	GHG emissions intensity	52
305-5	Reduction of GHG emissions	52
GRI 306: Effluents and Waste 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	54
103-2	The management approach and its components	54
103-3	Evaluation of the management approach	NEINVER's portfolio and headquarters are certified under ISO 14001 standard, environmental management system, with external audits on a yearly basis
GRI 306: Effluents and Waste 2016		
306-2	Waste by type and disposal method	54
306-3	Significant spills	There were no significant spills.
GRI 307: Environmental Compliance 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	46
103-2	The management approach and its components	46 and 47
103-3	Evaluation of the management approach	47
GRI 307: Environmental Compliance 2016		
307-1	Non-compliance with environmental laws and regulations	NEINVER received no such sanctions in 2018.

CONTENTS	PAGE	REMARKS
GRI 308: Supplier Environmental Assessment 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	42
103-2	The management approach and its components	42
103-3	Evaluation of the management approach	42
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	The company evaluates all its suppliers.
GRI 401: Employment 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	33 and 34
103-2	The management approach and its components	33 and 34
103-3	Evaluation of the management approach	34
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	33
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	35
401-3	Parental leave	62
GRI 403: Occupational Health and Safety 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	35
103-2	The management approach and its components	35
103-3	Evaluation of the management approach	35
GRI 403: Occupational Health and Safety 2016		
403-2	Types and frequency of accidents, occupational diseases, missed days, absenteeism and number of deaths caused by occupational accidents or diseases	35
GRI 404: Training and Education 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	34
103-2	The management approach and its components	34
103-3	Evaluation of the management approach	34
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	61 and 34
404-3	Percentage of employees receiving regular performance and career development reviews	34

CONTENTS	PAGE	REMARKS
GRI 405: Diversity and Equal Opportunity 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	33
103-2	The management approach and its components	Our Ethical Code has a specific section for Fair Remuneration, number 4.3, and it is signed by all the employees.
103-3	Evaluation of the management approach	61
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	61
GRI 413: Local Communities 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	41
103-2	The management approach and its components	41
103-3	Evaluation of the management approach	41
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments and development programs	41 NEINVER conducts this type of evaluation for all properties.
413-2	Operations with significant actual and potential negative impacts on local communities	When developing new properties, none of the socio-economic impact studies found any severe negative impacts in this area.
GRI 416: Customer Health and Safety 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	39
103-2	The management approach and its components	39
103-3	Evaluation of the management approach	39
GRI 416: Customer Health and Safety 2016		
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
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no cases of non-compliance in this regard.
GRI 417: Marketing and Labelling 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	37
103-2	The management approach and its components	Marketing procedures in ISO 9001 scope, quality management system: PM-01, PM-02, PM-03, PM-04, PM-05, PM-06 y PM-07
103-3	Evaluation of the management approach	NEINVER's portfolio and headquarters are certified under ISO 9001 standard, quality management system, with external audits on a yearly basis
GRI 417: Marketing and Labelling 2016		
417-2	Incidents of non-compliance concerning product and service information and labelling	There were no cases of non-compliance in this regard.

CONTENTS	PAGE	REMARKS
GRI 418: Customer Privacy 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	14 and 18
103-2	The management approach and its components	Security management system
103-3	Evaluation of the management approach	Advising and periodical external audits with external specialists
GRI 418: Customer Privacy 2016		
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.
GRI 419: Socioeconomic Compliance 2016		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	14
103-2	The management approach and its components	14
103-3	Evaluation of the management approach	36 Fulfilment with the American regulation Foreign Account Tax Compliance Act (FACTA), as well as local legislation in each location.
GRI 419: Socioeconomic Compliance 2016		
419-1	Non-compliance with laws and regulations in the social and economic area	The company has not received any significant sanction in the last year.
GRI G4 construction and real estate sector		
GRI 103: Management approach 2016		
103-1	Explanation of the material topic and its Boundary	46
103-2	The management approach and its components	46 and 47
103-3	Evaluation of the management approach	47
GRI G4: Construction and Real Estate Sector 2016		
CRE1	Building energy intensity.	51
CRE2	Building water intensity.	53
CRE3	Greenhouse gas emissions intensity from buildings.	52
CRE4	Intensity of greenhouse gas emissions greenhouse for new buildings construction and renovation activities	52
CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	46
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	The company's projects have not displaced any populations.
CRE8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment.	46



NEINVER