













Our focus is on creating vibrant retail-led destinations that are loved by our visitors and where our customers flourish. We are committed to building a business that delivers value for all our stakeholders

What are our resources...

...and what competitive advantage do they deliver?

 <p>Our centres Strategically positioned regional destinations and access to affluent visitors make us the first choice landlord for many of our customers.</p> <p> See top properties on pages 10 and 11</p>	<p>40%</p> <p>of the UK population within catchment of an intu centre</p>	<p>9 of 20</p> <p>top centres in the UK</p>
 <p>Our people Directly employing over 2,500 talented people means they are trained and motivated to deliver outstanding service for our customers and visitors.</p> <p> See our people on pages 45 to 47</p>	<p>66%</p> <p>visitor happiness level</p>	<p>81%</p> <p>of our people have received accessibility training</p>
 <p>Our relationships By building strong relationships with our customers we create a sustainable operating model.</p> <p> See page 16</p>	<p>£125m</p> <p>invested by our customers in their stores this year</p>	<p>1,500</p> <p>store rent-sustainability models</p>
 <p>Our brand We have the UK's only national shopping centre brand. It differentiates us and helps us build strong customer and visitor loyalty.</p> <p> See pages 17 to 27</p>	<p>86%</p> <p>prompted brand awareness</p>	<p>1m</p> <p>email database</p>
 <p>Our data and insight Our insight into the UK's top brands and the shopping habits of our millions of visitors gives us a unique view of retail.</p> <p> See page 13</p>	<p>21k</p> <p>Tell intu responses</p>	<p>360m</p> <p>visits each year</p>
 <p>Our financial flexibility Our capital structure allows flexibility to dispose of or introduce partners to assets.</p> <p> See financial review on pages 30 to 37</p>	<p>£600m</p> <p>disposals since the start of 2019</p>	<p>£3.8bn</p> <p>of our 100% owned shopping centres are in the UK's top-20</p>



The value we deliver

How we engaged in 2019

What we will do in 2020

<p>Our customers Outperformed national footfall benchmark by</p> <p>2.4%</p>	<ul style="list-style-type: none"> — new customer performance team — CEO to CEO meetings with our top-30 customers — perception study research — attended major conferences in UK and Europe 	<ul style="list-style-type: none"> — new sector specialist heads of partnership will deepen relationships and understanding — regular and ongoing review programme with top-40 customers — increase data and insight sharing
<p>Our visitors Average net promoter score of</p> <p>75</p>	<ul style="list-style-type: none"> — 208 mystery shopper visits — 21,000 Tellintu responses, a rise on 2018 — 27% unprompted brand awareness — social media engagement with 17m unique users 	<ul style="list-style-type: none"> — Light House installation national tour to 12 intu centres — over 1,000 brand activations across all our centres — placemaking projects across the portfolio
<p>Our people Employees rated their overall motivation in the workplace</p> <p>8/10</p>	<ul style="list-style-type: none"> — made a commitment to mental health and wellbeing — introduced a new staff survey, the Happiness Index — launched a new monthly forum with CEO Matthew Roberts 	<ul style="list-style-type: none"> — improve employee engagement — introduce a business-wide mental health and wellbeing awareness programme — improve Happiness Index score
<p>Our communities Gross value added</p> <p>£4.8bn</p>	<ul style="list-style-type: none"> — 12,500 hours donated by our people — 400 community activities — 570 community organisations supported — £1.7m donated to charities 	<ul style="list-style-type: none"> — target of 35% of staff to volunteer — continue to support local charities — improve our measurement system for community activity to understand impact better
<p>Our investors Underlying earnings</p> <p>£127m</p>	<ul style="list-style-type: none"> — 150 roadshow meetings — seven real estate conferences meeting 80 investors — interaction with 20 sell-side analysts — site visits to four centres with 45 investors 	<ul style="list-style-type: none"> — investor engagement on alternative capital structures, including a potential future equity raise — roadshow meetings in UK, South Africa and Europe — attend real estate conferences
<p>Our environment Reduction in carbon intensity since 2010 of</p> <p>69%</p>	<ul style="list-style-type: none"> — reduced electricity intensity by 5% — met our 2020 target for electric vehicle charging points — won three industry awards for our waste management practices — signed the Better Building Partnership's Climate Challenge commitment 	<ul style="list-style-type: none"> — install a further 2MW of onsite renewable capacity — install 20 more electric vehicle charging points at our centres — launch new zero-carbon target for 2030