2021 FULL YEAR RESULTS

REBUILDING POST RESET

8 March 2022

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Supporting
Community Living

RESULTS AND MARKET OVERVIEW

Lawrence Hutchings
Chief Executive

OVERVIEW

OPERATIONAL RESILIENCE DURING FULL YEAR 2021

Rebuilding post the pandemic and structural reset

47.7m

Footfall Visits (5.7% vs National Index)

93%

FY 2021 rent collected (95% rent collected Q1 2022)

93%

Resilient occupancy as at 30 December 2021

143

Leases signed at average premium to ERV and passing rent in 2021

48

Leases signed / in pipeline YTD 2022

£380.1m

Valuations stabilised over the past two quarters

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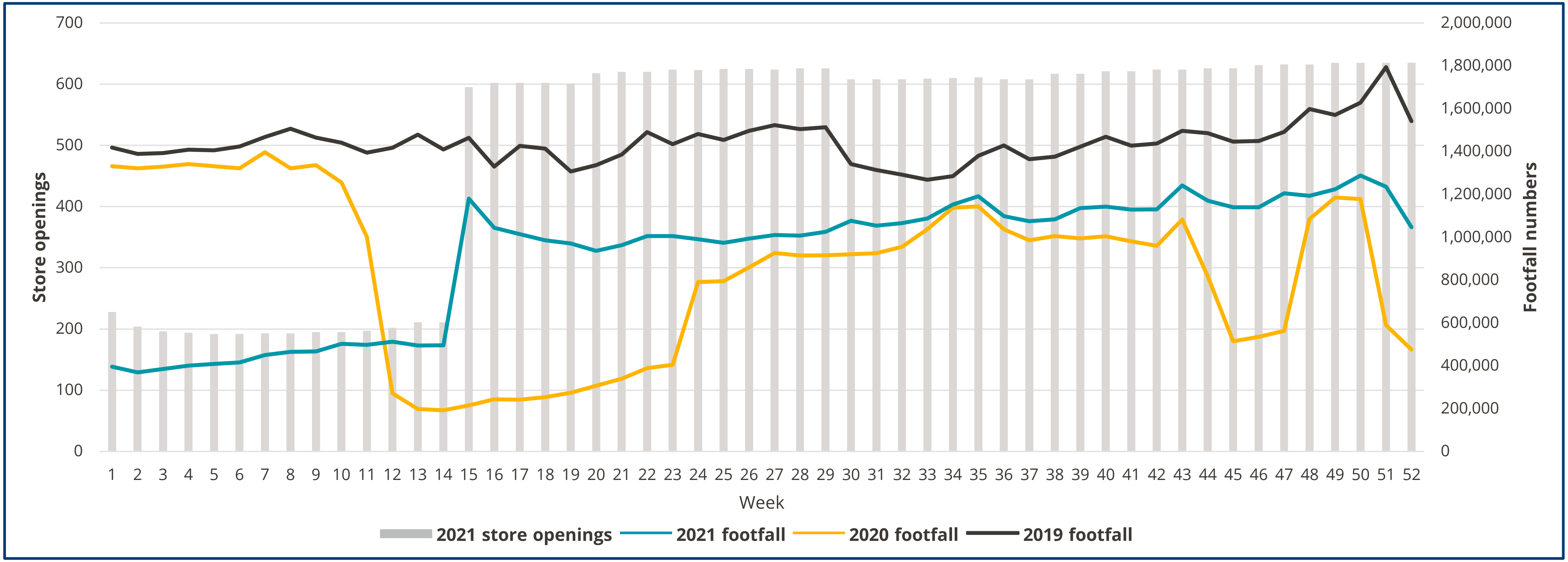
DEMAND FOR COMMUNITY RETAIL CONTINUES

- All centres remained open throughout 2021 supporting our essential retailers and our communities to "shop local“
- Pandemic disruption the most significant in FY21 – National lockdown 6 January to 12 April 2021, Winter Covid Plan B from December 2021
- Retailers responded comprehensively to lifting of restrictions by reopening stores rapidly demonstrating the importance of physical stores



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2021 FINANCIAL RESULTS

Stuart Wetherly

Group Finance Director

FINANCIAL

FINANCIAL RESULTS

Covid-19 disruption has had a pervasive impact on financial results

	2021	2020[2]	DIFFERENCE
PROFITABILITY			
Net Rental Income	£29.0m	£34.1m	£(5.1)m
Adjusted Profit[1, 2]	£8.1m	£11.0m	£(2.9)m
Adjusted Earnings per share[1, 2]	6.8p	10.2p	-3.4p
IFRS Loss for the period	£(26.4)m	£(203.9)m	+£177.5m
NET ASSET VALUE			
Net Asset Value	£168.4m	£167.1m	+£1.3m
NAV per share	102p	150p	-48p
EPRA NTA per share	102p	157p	-55p
GROUP DEBT			
Group net debt	£185.3m	£345.1m	-£159.8m
Net debt to property value	49%	65%	+ 16 pps
Average maturity	5.4 years	4.4 years	+ 1 years

1. Adjusted Profit incorporates profits from operating activities and excludes revaluation of properties and financial instruments, gains or losses on disposal, exceptional items and other defined terms.
2. Comparatives for 2020 have been restated for a prior year adjustment of £0.5m in respect to the treatment of Software as a Service (SaaS) configuration costs. 2020 Adjusted Profit has also been restated to reflect the introduction of the new Snozone EBITDA performance measure.for the amended approach to IFRS 16 adoption.

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REFOCUS – INVESTMENT ASSETS V MANAGED ASSETS

Managed Assets reclassified as Held for Sale at 30 December 2021

INVESTMENT ASSETS

- Assets within The Mall (Blackburn, Maidstone, Walthamstow and Wood Green) and Ilford
- Assets where the Group retains net equity

MANAGED ASSETS

- Hemel Hempstead and Luton
- Assets in which the Group no longer retains net equity and hence involvement is in substance as a Manager
- Working with respective lenders on exit transactions/restructuring
- Asset and Liability balances ringfenced within ‘Held for Sale’ caption
- Results will no longer be included within our Adjusted Profit metric in 2022

NAV per Share	102p
NAV per Share excluding Managed Assets	114p

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GROUP ADJUSTED PROFIT

Impacted by COVID-19 trading restrictions

	2021	2020[2]	DIFFERENCE	COMMENT
PROFITABILITY				
Investment Assets - Net Rental Income	£21.5m	£20.2m	+£1.3m	Lower bad debt charge
Investment Assets – Interest Payable	£(10.8)m	£(11.4)m	+£0.6m	Impact of debt restructuring
Investment Assets - Contribution	£10.7m	£8.8m	+£1.9m	
Snozone (EBITDA)	£0.8m	£(1.7)m	+£2.5m	Impact of £2.5m pandemic insurance receipt
External Management Fees	£2.4m	£2.3m	+£0.1m	
Central operating costs	£(6.8)m	£(7.0)m	+£0.2m	
Variable overhead	£(0.9)m	-	-£0.9m	Variable remuneration waived in 2020
Central interest, investment income and CY tax	£(0.2)m	£0.3m	-£0.5m	Prior year tax credit and legacy investment income
Adjusted Profit (excluding Managed Assets) [1, 2]	**£6.0m**	**£2.7m**	**+£4.3m**	
Managed Assets – Contribution	£2.1m	£8.3m	-£6.2m	£4.0m surrender premium benefit in 2020
Adjusted Profit[1, 2]	**£8.1m**	**£11.0m**	**£(2.9)m**	

1. Adjusted Profit incorporates profits from operating activities and excludes revaluation of properties and financial instruments, gains or losses on disposal, exceptional items and other defined terms.
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RENT COLLECTION

Business wide focus delivering progress to 93% collection

	RENT COLLECTED 12M TO 30 DECEMBER 2021	RENT COLLECTED Q1 2022
	%	%
Rent collected	88.1%	94.7%
Rent deferred/payment plans	4.5%	-
TOTAL COLLECTED AND DEFERRED	**92.6%**	**94.7%**
Outstanding	1.8%	4.9%
Bad debt	0.7%	-
Rent concessions	4.9%	0.4%
TOTAL BILLED	**100%**	**100%**

- 2021 Rent Collected/Deferred – 93%
- Q1 2022 rent collection - 95%

Amounts include VAT, amounts billed for Q1 2022 are up to end of February 2022

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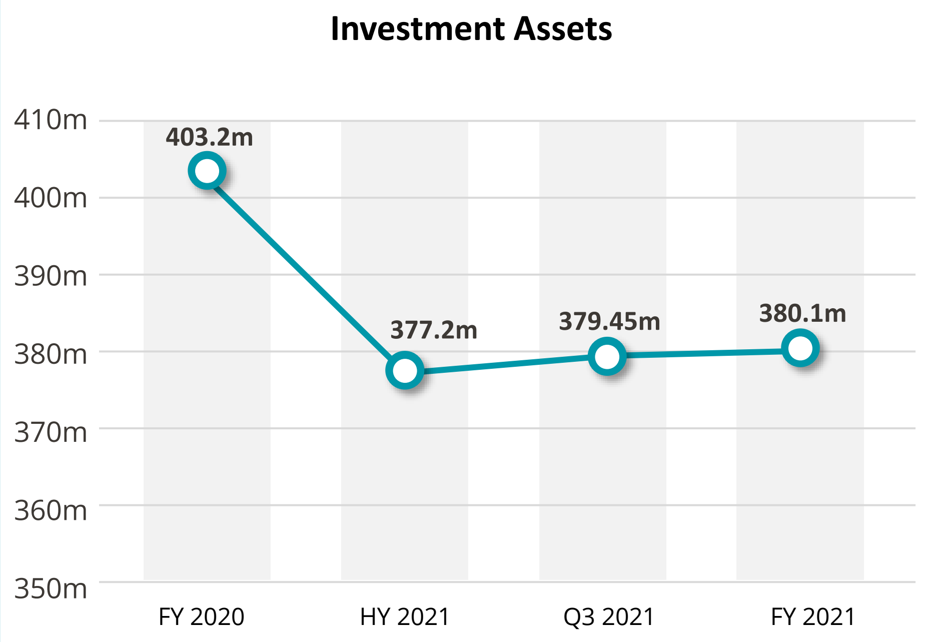
VALUATIONS

Valuations stabilising in second half of 2021

	30 December 2021			30 December 2020			
	£m	NIY (%)	NEY (%)	£m	NIY (%)	NEY (%)	LIKE FOR LIKE VARIANCE (%)
Blackburn	38.20	12.10%	13.24%	40.60	13.17%	12.23%	-5.91%
Maidstone	36.20	10.44%	11.22%	46.00	10.67%	10.75%	-4.74%
Walthamstow	100.40	5.84%	6.55%	106.60	5.17%	6.15%	-5.82%
Wood Green	148.90	7.33%	6.88%	158.00	6.71%	6.43%	-5.76%
Ilford	56.40	5.86%	7.99%	60.00	5.30%	7.49%	-6.00%
INVESTMENT ASSETS	**380.10**	**7.78%**	**8.64%**	**411.20**	**7.28%**	**7.99%**	**-5.73%**
Luton	82.50	11.00%	11.05%	92.50	9.80%	9.50%	-10.81%
Hemel Hempstead[1]	10.50	12.49%	18.20%	23.30	10.00%	12.69%	-41.67%
MANAGED ASSETS	**93.00**	**10.66%**	**12.63%**	**115.8**	**9.80%**	**10.65%**	**-15.84%**



- Asset values stabilised in second half of 2021
- Investment Assets +0.8% for H2 2021 after 6.4% decline in H1 (like for like)

1. Like for like adjusted for disposal of Maidstone House offices and Edmonds Parade, Hemel Hempstead in December 2021 and June 2021 respectively.

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GROUP DEBT

Core Mall facility reset with extended covenant waivers as part of November 2021 restructuring

	DEBT £m	CASH £m	NET DEBT £m	LTV %	NET LTV %	INTEREST	LTV COVENANT	MATURITY	STATUS
The Mall - Blackburn, Maidstone, Walthamstow, Wood Green	200.0	(17.2)	182.8	62%	56%	£165m at 3.45% £35m at 6%+SONIA	70%	Jan 27	All covenants waived until November 2023
Ilford	39.0	(4.0)	35.0	69%	62%	2.76%	70%	Mar 24	All covenants waived until April 2022
Central cash (incl. Snozone)	-	(32.5)	(32.5)	n/a	n/a	3.74%	n/a	n/a	
TOTAL	**239.0**	**(53.7)**	**185.3**	**63%**	**49%**				

- The Mall
  - All default covenants waived until November 2023 as part of November 2021 restructuring
  - £35m loan reduced by £7.1m in January 2022 utilising Maidstone House proceeds
- Ilford – agreed outline terms on longer term covenant waiver/relaxation to facilitate investment in major asset initiatives

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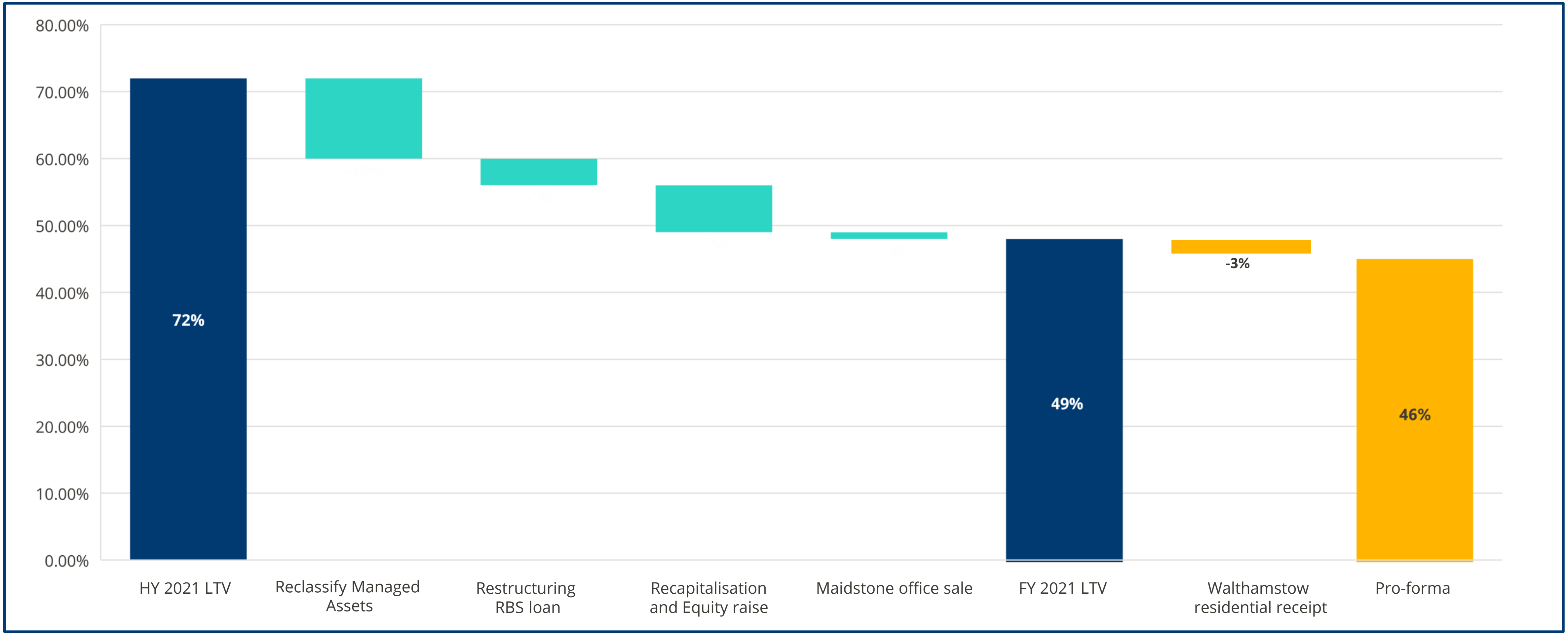
REFOCUS, RESTRUCTURE AND RECAPITALISE - NET LTV BRIDGE



- The combination of refocus, restructure and recapitalise has reduced Net LTV from 72% to 49% at Year End
- The Walthamstow residential receipt will reduce leverage by a further 200-300 bps

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DISCIPLINED BALANCE SHEET MANAGEMENT

Operational improvements, valuation stability and remedial actions undertaken provide stable base for future growth

95%

Q1 2022 Rent Collection

+0.8%

H2 21 movement in Investment Assets

46%

Proforma Net LTV (post Walthamstow receipt)

£32.5m

Central Cash

Resilient operating performance

Significant reduction in leverage (23 pps)

Continued support from key stakeholders

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BUSINESS UPDATE

Lawrence Hutchings
Chief Executive

BUSINESS

COMMUNITY STRATEGY AND PLATFORM PROVIDING RESILIENT OPERATIONAL PERFORMANCE

STRUCTURAL CHANGE

The recent lockdowns have provided greater clarity on the evolution of digital retail and the importance of physical stores

COMMUNITY STRATEGY PROVEN

Our focus on the local shopping and non-discretionary merchandise: grocery, pharmacy and personal services

REPOSITIONING

Significant progress on key initiatives and pipeline of key projects identified, backed by leasing demand

MANAGEMENT PLATFORM

Placing our communities' teams and customers at the centre of everything we do; best-in-class management platform

FOOTFALL

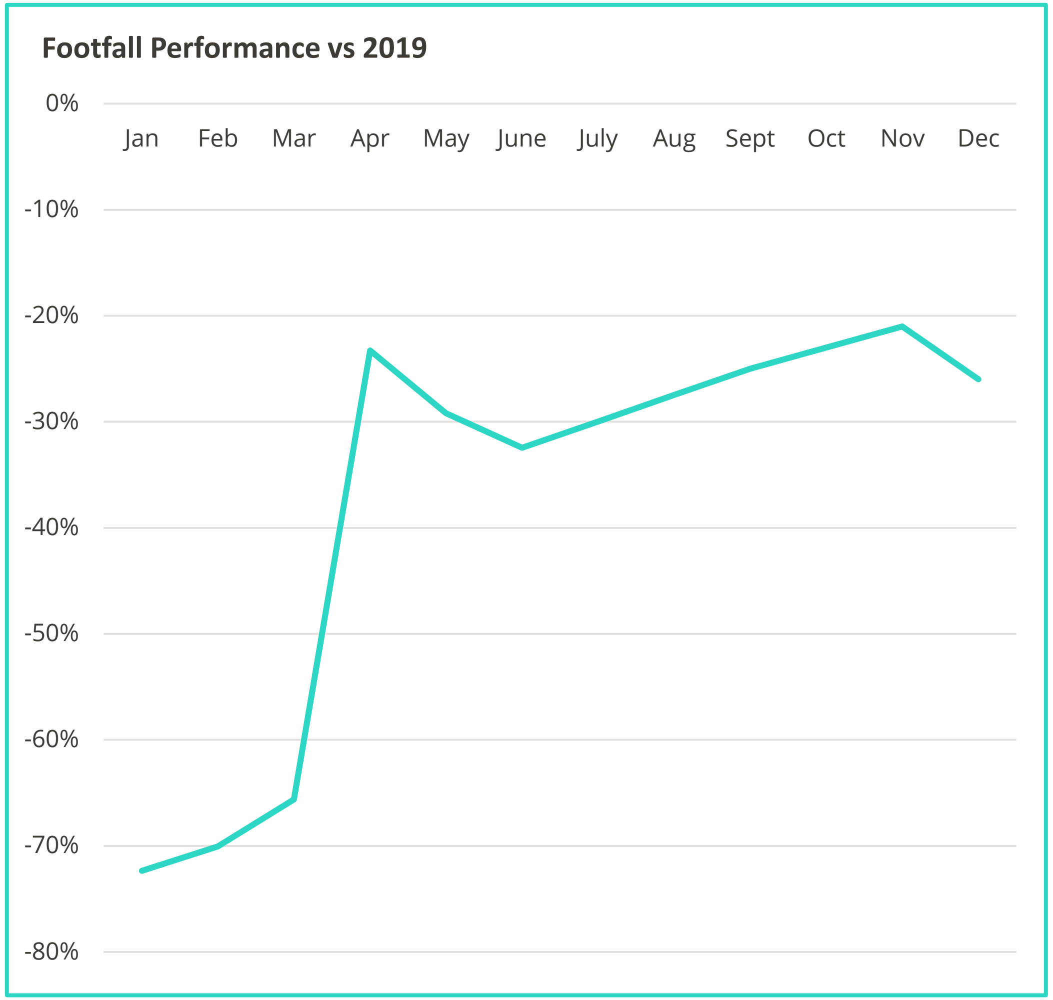
Community strategy underpins benchmark outperformance

- Rebound in Footfall after each set of restrictions confirms the importance of physical retail
- Footfall performance mirroring broader community infection rates
- Performance varies across our centres, ranging from 75 – 98% of 2019 numbers
- Signs of rebuilding footfall in Q1 2022, post lifting of restrictions reflecting summer 2021

FY 2021 Footfall KPIs

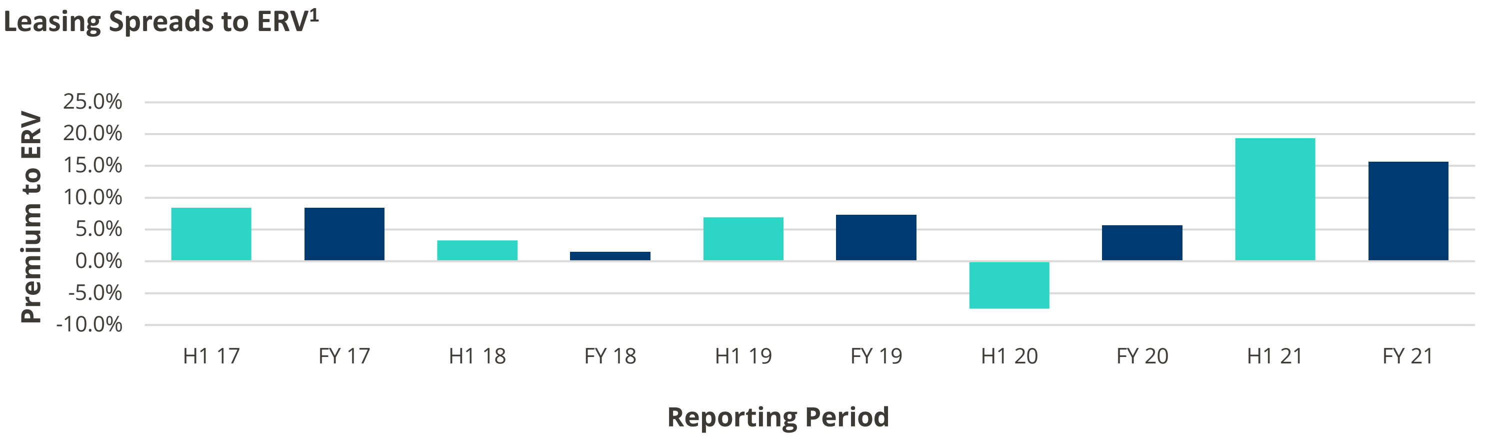
47.7m
Footfall

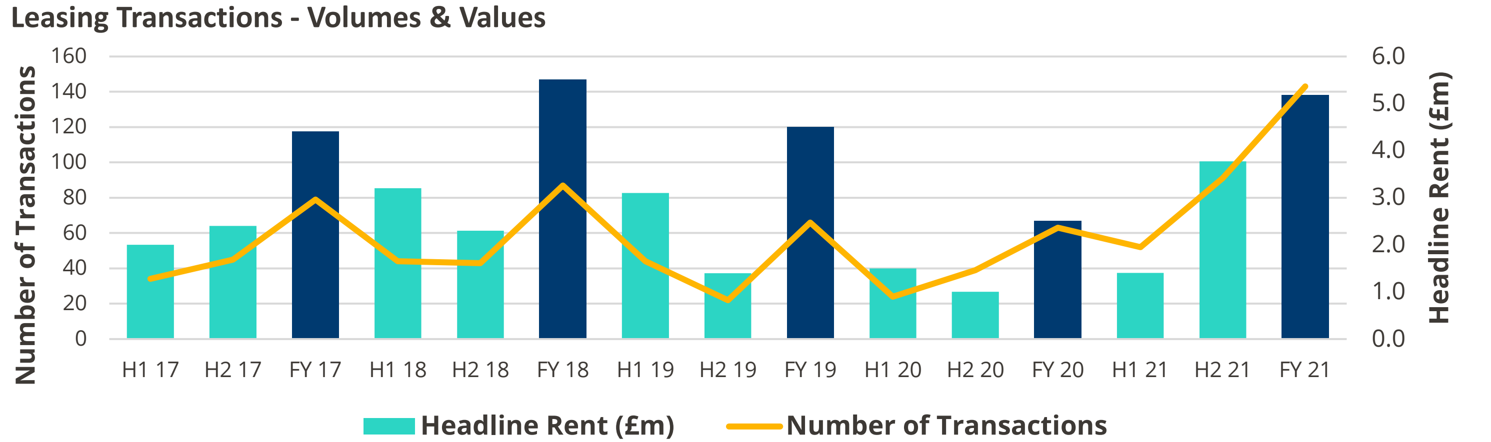
+5.7%
Footfall to benchmark



LEASING VALUES & VOLUMES MAINTAIN POSITIVE TRAJECTORY

- 2021 Transaction volumes & values in excess of FY 2019
- Positive leasing spreads reinforce affordability of our £12-15 psf average rents





2021 Performance (to 31 December 2021)

New lettings	89	£4.0m
Renewals settled	54	£1.2m
Total	**143**	**£5.2m**
Comparison to previous rent [1]		+7.3%
Comparison to ERV [1]		+15.6%
Weighted average lease length to expiry		6.5 years
Weighted average lease length to break		4.8 years

[1] For lettings and renewals (excluding development deals and CVA variations) with a term of 5 years or longer which do not include turnover rent or service charge restrictions.

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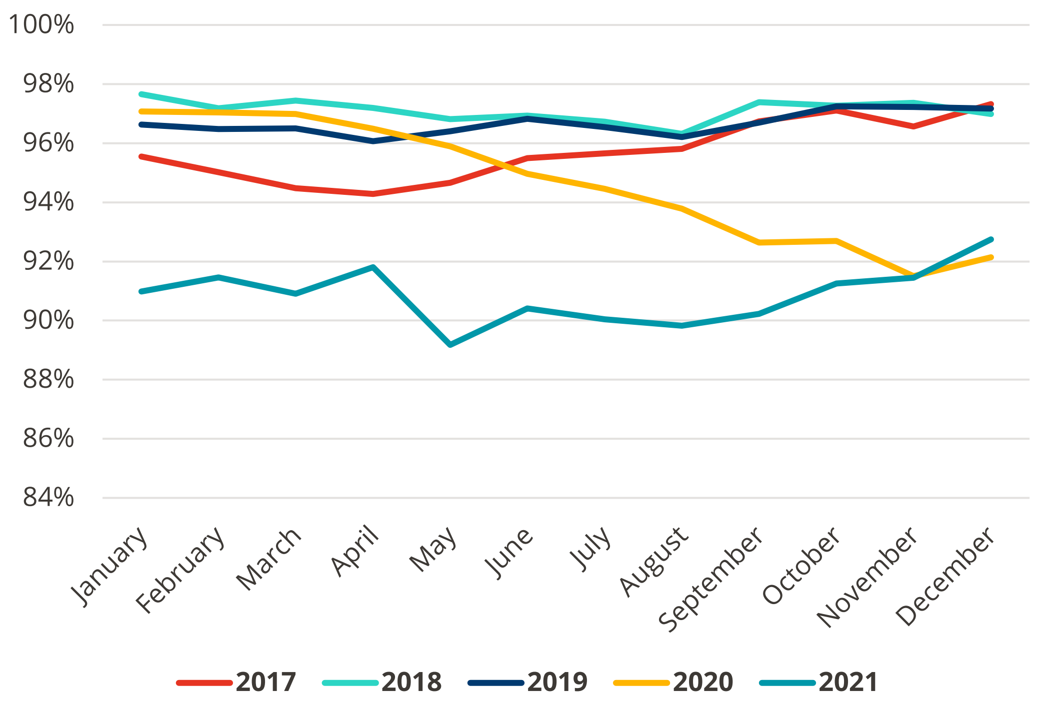
LEASING PIPELINE

Retailer demand continues to recover in our key categories

- Volumes & values enabling a rebuilding of occupancy above December 2020 levels
- Retailer demand driven by our key community uses; new independent traders, services and retailers reasserting physical presence
- Continued momentum in Q1 2022 following productive H2 2021
- Stabilised valuations places increased emphasis on rebuilding occupancy to drive income and value

Occupancy to December 2021



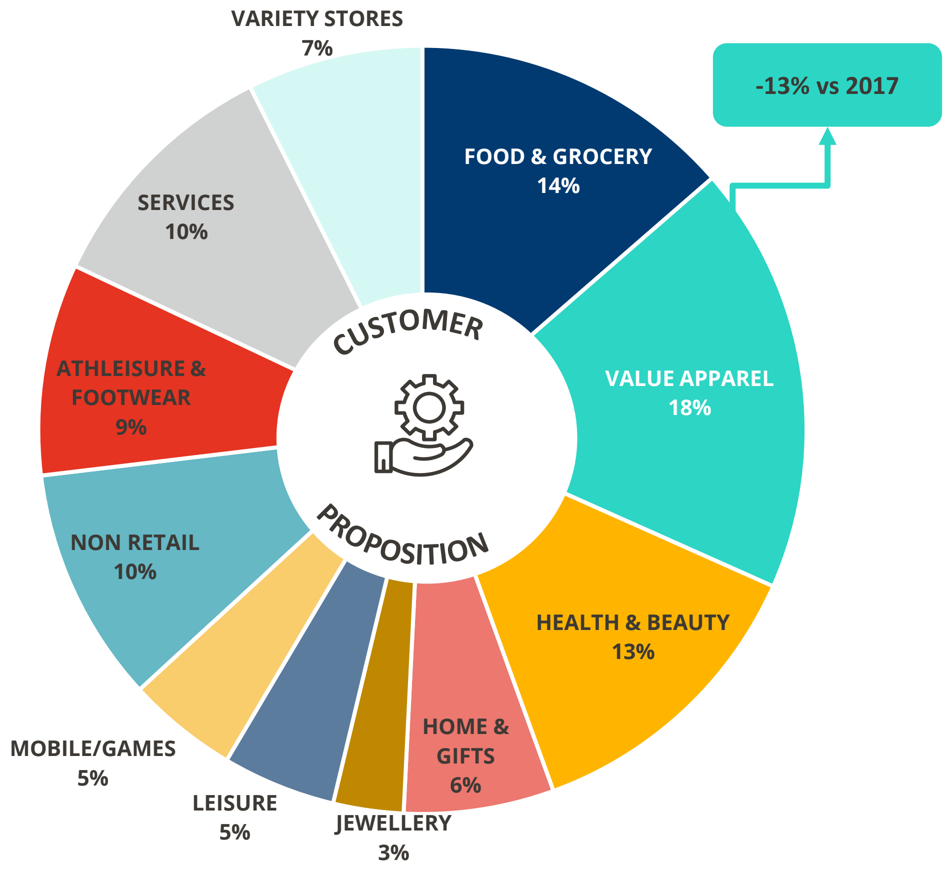
Leasing pipeline (31 December 2021 to 31 March 2022)

New lettings & renewals

14 Signed	26 Lawyers instructed	8 Heads of Terms Agreed	48 Total
£547,516 Headline rent	£1,662,900 Headline rent	£872,260 Headline rent	£3,082,676 Total

POSITIONING AND MERCHANDISE MIX REMAIN ESSENTIAL

Focus continues on creating vibrant, relevant and tailored community centres



TOP 10 OCCUPIERS BY CONTRACTED RENT	% OF RENT	STORES
Superdrug / The Perfume Shop	4.23%	18
Boots	3.88%	5
PRIMARK	3.62%	5
TK Maxx	3.41%	4
Sports Direct	3.14%	10
wilko	2.90%	7
H&M	2.62%	5
JD	2.44%	7
Instant Managed Offices Ltd	2.09%	2
Blackburn Council	2.06%	n/a
TOTAL	**30.39%**	**66**

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REPOSITIONING AND REMERCHANDISING

Medical Services: Supporting NHS strategy to bring health care to communities

Significant progress made and focus on both diagnostics centres and health care facilities to provide further anchors across the portfolio to drive footfall

Wood Green

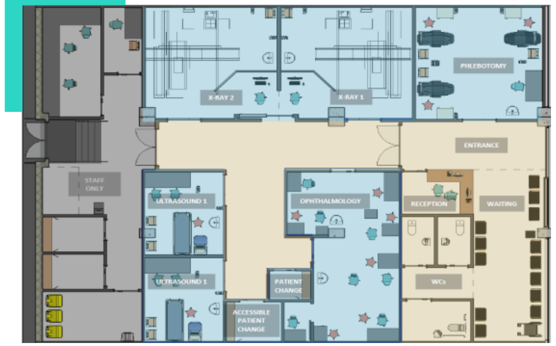
- First diagnostic facility in a shopping centre in the UK in Wood Green opening in Q2 2022
- Lease Exchanged for Phase 1 – 15-year term to the NHS with indexation for ground floor unit (circa 5,000 sq ft)
- Progressing on Phase 2 – basement space (circa 8,000 sq ft)

Ilford

- Modern primary care healthcare facility (20,000 sq ft).
- Agreement for lease exchange imminent.
- Top floor location driving traffic to and throughout the centre
- Creates further ancillary use potential in adjoining units – e.g. health hub
- 25-year lease with indexation to NHS Trust

Portfolio

- Further Diagnostics and Primary care facilities in advanced discussion



Supports community strategy with compelling operational and investment rationale

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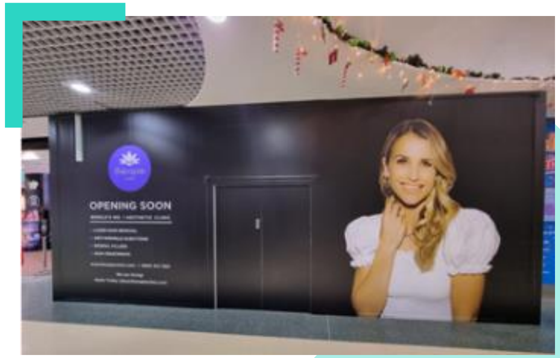
REPOSITIONING AND REMERCHANDISING

Personal Services: optical, hair, skin and nail care specialist operators remain growth categories

Increasing Occupier Demand

- National and independent operators creating competitive tension and improved commercial outcomes
  - Significant growth in laser hair removal, non-surgical treatments and eye services with 11 deals completed
  - Leasing platform focused to identify and support independent operators
  - Independents include The Skin Collective in Walthamstow and Wood Green, and Cleo Clinic in Hemel Hempstead and Walthamstow
  - National operators include Therapie at Wood Green, and The Laser Clinic in Ilford and Luton



Facilitating new retail and service entrepreneurs with our affordable average £12 psf rents

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REPOSITIONING AND REMERCHANDISING

Food and Grocery: Responding to increased demand for local meal solutions

Express and Grab & Go Food

- Supporting startup and SME retailers, many from our local communities
- 15 of the 89 new lettings completed for the year, grab and go food offerings, examples include:
    - National Chains: Miss Millie's, Subway and Lola's Cupcakes in Walthamstow and Jamaica Blue in Ilford
    - Independent local operators: Sushi, bubble tea and coffee

Grocery Operators and Supermarkets

- Additional grocery offerings opened, including a Lidl and a Polish supermarket in Luton
- Further advanced discussions with grocery operators for Ilford & Wood Green

Investment in specialist leasing resources and support including design and retail skills driving occupancy

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MIXED USE – KEY PROJECTS

Strong progress in identifying and unlocking value and capital receipts

Walthamstow Residential

- Unfettered planning consent secured, clearing key transaction condition
- Satisfying remaining transaction conditions well progressed and on track
- Expectation of transaction unconditionality and release of c.£20m land receipt during Q2 2022

Maidstone House Office Sale

- Sale of offices to Maidstone Borough Council completed in Dec-21
- Transaction value at £7.07m in line with book value
- Releases equity to pay down debt, while addressing significant lease expiry risk profile

FEC Residential Accord

- Masterplan led residential potential identified across a number of assets
- Early stage engagement with local authorities to discuss areas of focus within wider masterplan context
- Active collaboration in assessing new opportunities beyond core assets – potential to right-size retail and unlock alternative use development

ESG STRATEGY UPDATE

- 167 Charities supported / 163 community events during 2021 / 3,575 voluntary hours donated
- Workforce engagement – 97% in top quartile of staff survey
- Aligned to the United Nations Sustainable Development Goals; Environmental improvement, social empowerment and greater equality
- Net Zero pathway in line with industry best practice and Better Buildings Partnership (BBP) Climate Change Commitment

- Considerable progress on Scope 1 and 2 emissions
- Energy consumption – 12%
- Emissions - 17%
- Accelerating delivery with support of external; JLL and the Better Building Partnership and UK Green Buildings Council

Scope 1
Natural gas Consumption
-41% vs 2020

Scope 2
Electricity Consumption
-2% vs 2020

Total Energy Consumption
-12% vs 2020

Total Emission
-17% vs 2020

SUSTAINABLE DEVELOPMENT GOALS

JLL

BBP BETTER BUILDINGS PARTNERSHIP

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SNOZONE

2021 FY Review

- Multi award winning leisure facilities and operator
- Peak Q1 2021 trading quarter impacted by restrictions, with some extending into September 2021. December 2021 also impacted by Omicron Plan B measures
- Delivered EBITDA of £0.8m (excl. VAT rebate)
- Business Interruption Insurance payment received of £2.5m from a policy retained since 2017 + VAT rebate of £1.4m from a policy pursued since 2018
- Lease regeared for both UK facilities results in cash rent saving of c. £350k pa
- Electricity consumption reduced by 12% and Gas by 63% v 2019
- Acquisition of Snowzone, Madrid in February. Fully integrated and rebranded by August. Seeking further growth opportunities

Planting trees to offset our carbon footprint

SUMMARY

Rebuilding post the reset; capitalising on increased momentum

- Pandemic has driven a "reset " in Goods and Services distribution platforms – physical retailing remains important and cost effective
- Consumer support and retailer demand for community retail
- Valuations stabilised and Investment market activity increasing
- Refocus, restructure and recapitalise delivered balance sheet stability - further deleveraging through Maidstone and Walthamstow receipts
- Leading management platform
- Rebuild occupancy, income and value

Q&A

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Q&A

Forward Looking Statement

This document contains certain statements that are neither reported financial results nor other historical information.
These statements are forward-looking in nature and are subject to risks and uncertainties.

Actual future results may differ materially from those expressed in or implied by these statements. Many of these risks and uncertainties relate to factors that are beyond the Group's ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behaviour of other market participants, the actions of government regulators and other risk factors such as the Group's ability to continue to obtain financing to meet its liquidity needs, changes in the political, social and regulatory framework in which the Group operates or in economic or technological trends or conditions, including inflation and consumer confidence, on a global, regional or national basis.

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Information contained in this document relating to the Group should not be relied upon as a guide to future performance.