

2022

APSYS POLSKA
SUSTAINABLE
DEVELOPMENT
REPORT 2022



APSYS TOGETHER,
ANOTHER CITY
IS POSSIBLE.



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FOREWORD



“As well as defining the purpose of the Apsys Group, this process also defined its strategy. It is based on 4 pillars. Long-term goals and specific commitments have been established for each of them.”

We are enhancing cities by developing unique places that make everyone's life more beautiful – this is the strategic goal of the Apsys Group, defined in 2022. It is the result of a multi-stage process in which the employees of Apsys France and Apsys Polska were actively involved. It all started with fundamental questions related to the organisation's identity, its ambitions and commitments: Why does Apsys exist? What is it like now? Where does it want to be in the future? What can it offer cities and communities? Extensive surveys, workshops with experts, interviews with managers and the company's partners made it possible to pinpoint what distinguishes the organisation, what its non-business purpose is, and what influences the direction of its development. This is reflected in Apsys' new slogan: **Together. Another city is possible.** This ambitious declaration reflects the responsibility of the company – as a developer and property manager – for the development of cities and the well-being of their residents.

As well as defining the purpose of the Apsys Group, this process also defined its strategy. It is based on 4 pillars. Long-term goals and specific commitments have been established for each of them. They are closely linked to the sustainable development policy and its environmental, social and corporate governance aspects. Pillar I includes commitments related to caring for the planet, including the formulation of a long-term plan in 2023 to reduce the Apsys Group's carbon footprint. Pillar II includes goals related to creating tailor-made projects for each location, responding to the needs of cities and their residents. Pillar III sets out rules for engaging business partners in good practices, for example, through the implementation of green leases. Pillar IV focuses on developing the talents of our employees. One of the tools used to gain insight is an annual satisfaction survey. It helps define the needs of Apsys team members and address them adequately. Apsys' greatest resource is its people, which is why we care about internal communication and the development of our employees' skills.

The Apsys Group's strategic goal was defined based on values that have always been part of the organisation's DNA: environmental and social responsibility, creativity, and courage in implementing out-of-the-box, pioneering projects in the real estate market. In 2022, despite the difficult macroeconomic and geopolitical situation, Apsys Polska made a number of investments of an exceptional nature. One of them is Food Fyrtel, the first food hall in Poznań, which is part of Posnania. In 2022, Apsys also signed a preliminary agreement for the purchase of a historic building located in the heart of Gdańsk's Old Town. This is a remarkable project – thanks to the process of retrofitting, the building will be restored to its former glory, and the city's residents and tourists will gain a new meeting place. All investments are carried out in a sustainable manner, with respect for the environment and in accordance with local conditions. The new venues are inclusive, visitor-friendly and accessible to different customer groups.

The APSYS POLSKA – SUSTAINABLE DEVELOPMENT POLICY – REPORT 2022 summarises the organisation's achievements across the areas defined by the four pillars of the company's strategy. It also defines long-term goals, up to the year 2030, that Apsys has set for itself in order to achieve its strategic goal: **enhancing cities by developing unique places that make everyone's life more beautiful.**

BENOIT CHARLES
CEO of Apsys Polska

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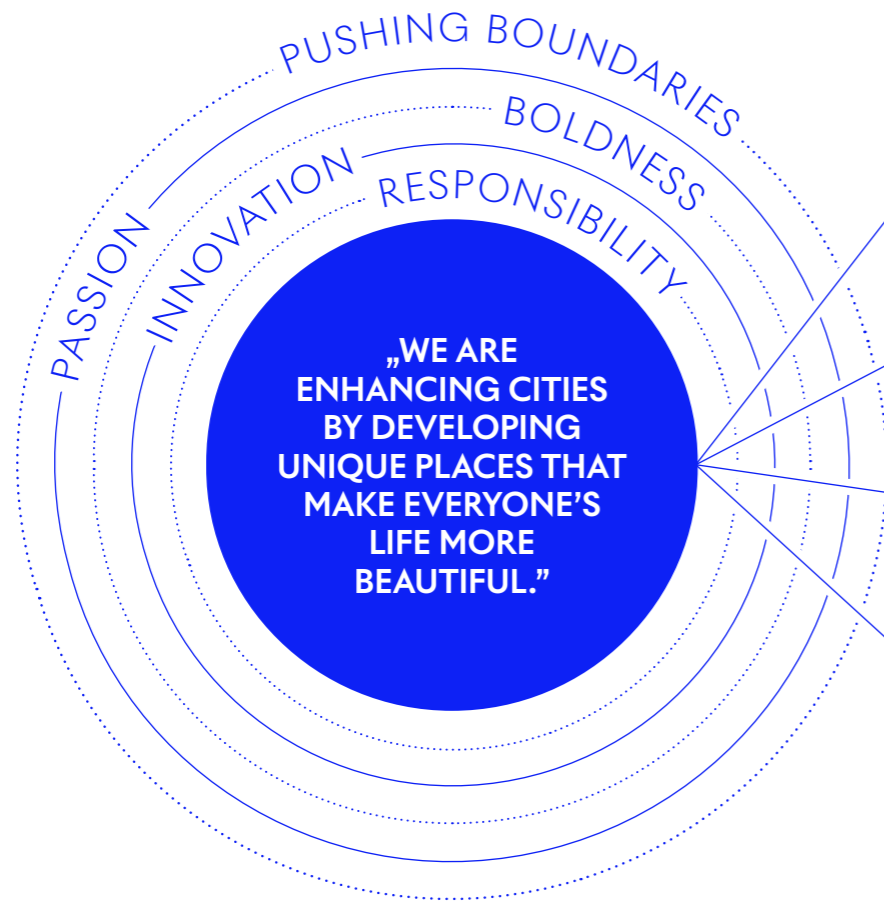
APSYS' STRATEGY AND THE ACHIEVEMENT OF UN GOALS



IN-DEPTH KNOWLEDGE AND YEARS OF EXPERIENCE – INCLUDING CLIMATE, SOCIAL, URBAN ISSUES – ARE THE REASON BEHIND APSYS' COMMITMENT TO SUPPORT AND ANTICIPATE URBAN CHANGES.

APSYS' STRATEGY AND THE ACHIEVEMENT OF UN GOALS

APSYS GROUP'S STRATEGIC GOAL:



THIS STRATEGIC GOAL IS BASED ON THE FOUR PILLARS OF ACTION EMBEDDED IN THE GOALS OF THE UN'S 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT.

Each of these pillars reflects Apsys' commitment to sustainable development. Our catalogue of actions includes actions aiming to improve the climate and the quality of the environment, involve local communities in activities, address a wide range of stakeholders and also take care of our employees and support their development.

WE ACT WITH RESPECT FOR THE PLANET

- 1 WE REDUCE OUR CARBON FOOTPRINT
- 2 WE MANAGE OUR IMPACT ON NATURAL RESOURCES AND BIODIVERSITY
- 3 WE TARGET THE MOST EFFECTIVE ENVIRONMENTAL CERTIFICATIONS AND LABELS



WE DESIGN TAILOR MADE PLACES FOR EACH TERRITORY

- 1 WE OFFER A RICH AND USEFUL EXPERIENCE
- 2 WE PROMOTE THE CREATION OF MIXED-USE SPACES
- 3 WE SUPPORT EMPLOYMENT AND LOCAL ECONOMIC DEVELOPMENT



WE ENGAGE OUR PARTNERS IN VIRTUOUS APPROACHES

- 1 WE INVOLVE OUR BRANDS AND OPERATORS TO ADAPT VIRTUOUS PRACTICES
- 2 WE FAVOUR GREEN FINANCING
- 3 WE SUPPORT OUR SUPPLIERS AND SERVICE PROVIDERS IN THE PURSUIT OF SUSTAINABILITY



WE CULTIVATE OUR TALENTS

- 1 WE VALUE UNIQUENESS
- 2 WE ENCOURAGE AND STIMULATE KNOW-HOW
- 3 WE ENSURE THE WELL-BEING AND DEVELOPMENT OF EACH INDIVIDUAL

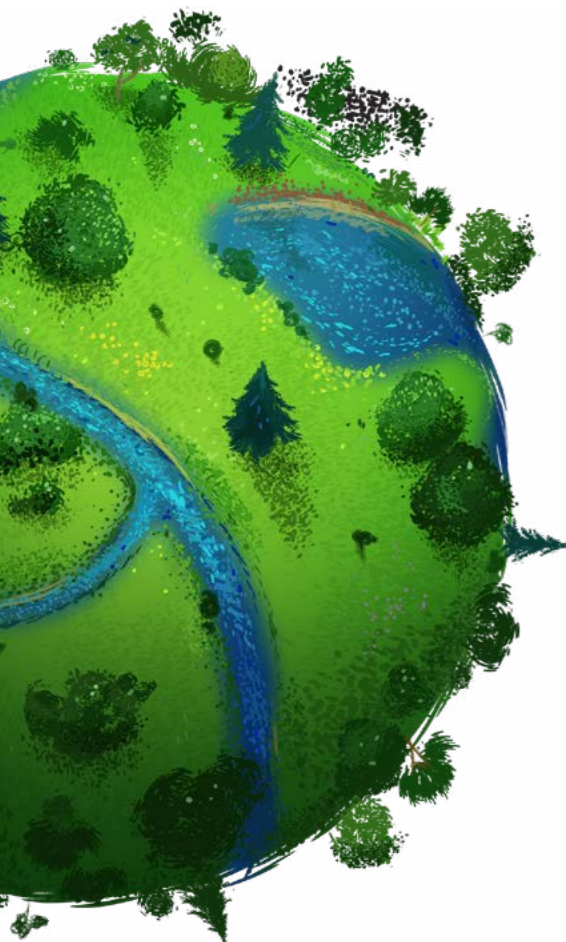


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WE ACT WITH RESPECT FOR THE PLANET

- WE REDUCE OUR CARBON FOOTPRINT
- WE MANAGE OUR IMPACT ON NATURAL RESOURCES AND BIODIVERSITY
- WE TARGET THE MOST EFFECTIVE ENVIRONMENTAL CERTIFICATIONS AND LABELS

Apsys is constantly taking steps to optimise the resources used and increase the efficiency of the assets it manages. Identifying and implementing solutions to reduce greenhouse gas emissions is a key part of Apsys' operations, enabling it to carry out its activities with respect for the planet.



APSYS THINK GREEN

The ongoing activities under the “caring for the planet” pillar are part of Apsys' own **THINK GREEN** programme, which was launched in 2019. Its guiding principles are based on the promotion of sustainable development activities, promoting pro-environmental behaviours through initiatives organised in the managed properties, and educational activities in the area of environmental protection.

ENVIRONMENTAL INITIATIVES AND EDUCATION IN 100% OF THE CENTRES MANAGED BY APSYS POLSKA

REDUCTION OF CARBON FOOTPRINT

In 2022, the Apsys Group conducted the first calculation of the carbon footprint from its operations for 2021.

The carbon footprint of Apsys Polska for 2021, across scope 1, 2 and 3, was 54,296 tCO₂e. The calculations covered Apsys Polska's head office and the Posnania centre, owned by the company in Poland.

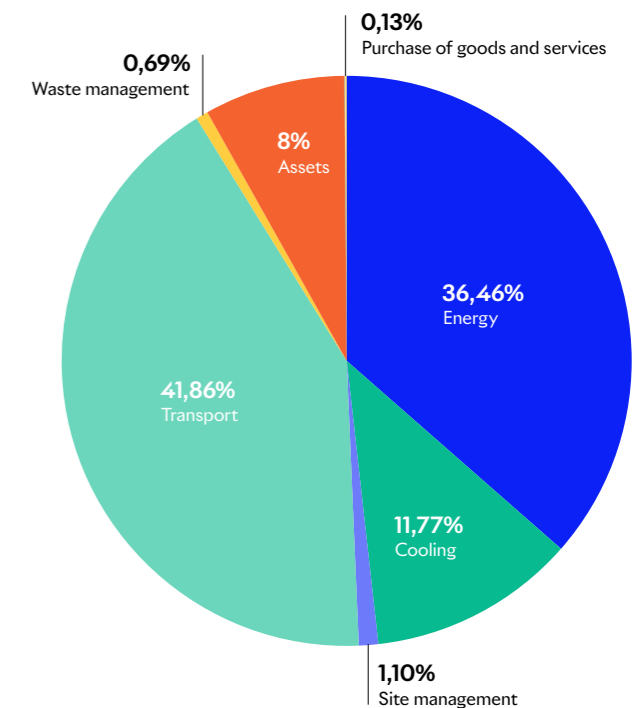
These calculations made it possible to identify the areas with the greatest impact on the volume of organisation's emissions in Poland.

These areas are:

- 1. TRANSPORT** – 41,86% of total emissions
- 2. ENERGY** – 36,46% of total emissions

The next step in Apsys' efforts is to prepare a decarbonisation plan and identify actions that will contribute to the reduction of the carbon footprint in coming years, in

CARBON EMISSION FOR APSYS POLSKA



line with the goal of limiting global warming to below 1.5 °C and the goal of EU countries to achieve climate neutrality by 2050

IMPACT ON THE USE OF NATURAL RESOURCES AND BIODIVERSITY

ENERGY CONSUMPTION, WATER CONSUMPTION, CO₂ EMISSIONS FROM MANAGED ASSETS

Green initiatives undertaken by Apsys teams in cooperation with Owners in shopping centres aim to reduce consumption and foster an efficient use of utilities, such as energy, water and gas.

In 2022, a team of technical experts from Apsys Polska prepared a document identifying possible areas for improvement in terms of resource efficiency. The resulting document is a comprehensive set of guidelines concerning the operational scope of the property, identifying areas responsible for the consumption of

electricity, heat (gas) and water. It provides recommendations on how to properly and rationally control the settings of equipment and installations (lighting, HVAC, elevators, BMS). It also identifies potential investments in the areas of energy recovery and renewables.

With this document, Apsys made a significant contribution to the preparation of guidelines for the entire retail real estate industry, members of PRCH (Polish Council of Shopping Centres) and PINK (Polish Chamber of Commercial Real Estate).

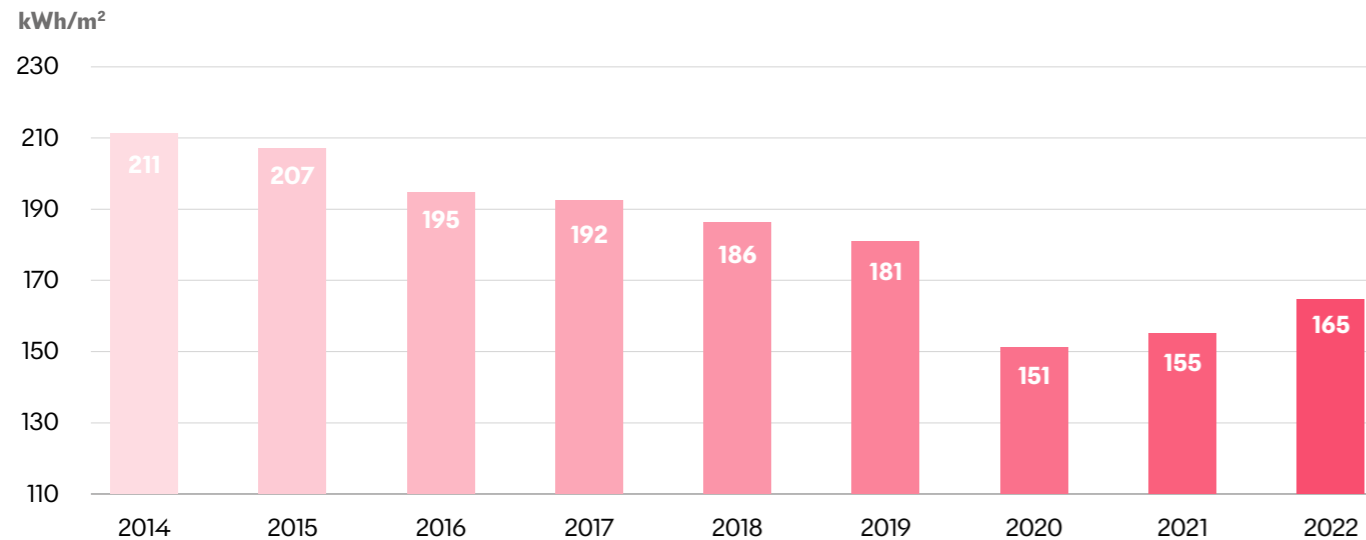
REDUCING ELECTRICITY CONSUMPTION

**LONG-TERM TARGET FOR 2030:
23% REDUCTION IN ENERGY
CONSUMPTION**

Thanks to the introduced recommendations, total electricity consumption for the portfolio of assets managed by Apsys Polska in 2022 was **9% lower** than in 2019 (a comparable year, before the COVID-19 pandemic). In 2020-2021, the assets were not in full operation and therefore they cannot be taken into account for reference purposes).

Compared to the base year 2014, the reduction in electricity consumption in managed centres was **22%**.

ELECTRICITY CONSUMPTION

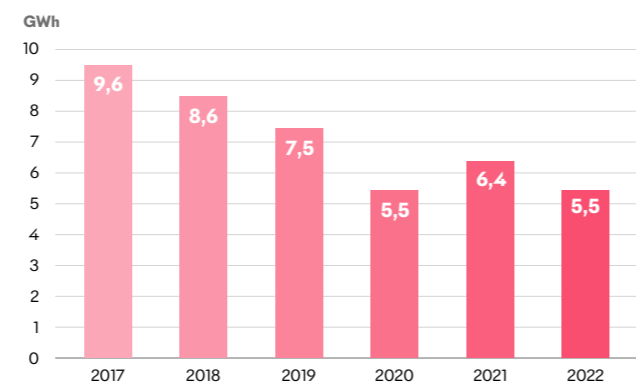


22% REDUCTION IN ELECTRICITY CONSUMPTION OF MANAGED ASSETS SINCE 2014

In 2022, the portfolio of buildings managed by Apsys Polska recorded an average consumption of **165 kWh** per sqm of space (compared to 181 kWh/sqm in 2019).

At Posnania, thanks to the measures taken, the energy consumption dropped by as much as 43% compared to the base year of 2017 (the year after the centre opened). These savings have been achieved without significant capital expenditures and without loss of comfort for the users.

ELECTRICITY CONSUMPTION IN COMMON AREAS IN POSNANIA



43% REDUCTION IN ELECTRICITY CONSUMPTION AT POSNANIA SINCE OPENING (2017)*

* considers electricity consumption for common parts

The operational measures implemented to reduce electricity consumption affected, to varying degrees, all equipment and installations. They included:

- **Introducing changes in the control of installations and equipment**, including reducing their operating time and changing the parameters of the lighting installation covering common areas and façades, escalators and moving walkways, HVAC equipment, introducing a new schedule of equipment operation, including the automatic shutdown of air-conditioning equipment, water heaters, pumps and other equipment outside building operating hours and during low footfall hours, as well as appropriate programming of recuperation and recirculation, freecooling;
- **Using motion sensors** to turn on lighting in common corridors, delivery, customer and evacuation stairwells;
- Implementing **a utility savings procedure in common areas**;

- Preparing guidelines with recommendations on **how tenants can achieve energy savings** (division of lighting circuits to ensure optimisations, ex., turning off unnecessary fixtures, logos and advertising screens at night, on holidays and non-trading Sundays);
- **Introducing an intelligent energy management system** (BMS, DALI and similar), including the division of circuit lighting so that only some of the circuits are used on sunny days and the automatic control of additional lighting circuits, the use of twilight sensors and scheduling;
- During periods of cold temperatures outside, **introducing alternate opening of entrance doors** to minimise cooling of the property;
- Analysing, **optimising** and reducing the **electric and thermal power ordered** for assets to a safe minimum.

As a property manager, Apsys Polska also proposes and implements investment activities aimed at reducing electricity consumption. Among the most important ones, carried out in 2022, were:

- **Adding CO² sensors to the Roof Top system and ventilation central units** – saving energy by adjusting the amount of fresh air to the number of people in the centre (Focus Mall Piotrków Trybunalski);
- Installation of motion and/or presence **sensors in technical corridors** (automatic switching off of lighting when there is no need to illuminate these areas) (Focus Mall Piotrków Trybunalski, Focus Mall Zielona Góra, Galeria Przymorze);
- **Replacement of devices** with more energy-efficient ones;

- **Installation of UV film on skylights** – to reduce heat transfer through skylights and increase cooling efficiency in the summer (Centrum Rondo w Bydgoszczy);
- **Covering of the roof sheathing with UV-reflecting film** – allowing to lower the temperature in the building to enable more efficient operation of the ventilation and air-conditioning equipment (Focus Mall Zielona Góra, Kometa);
- **Installation of inverters** with performance control system for circulating pump motors;
- **Expansion and modernisation of the BMS system** in order to control HVAC system and lighting while taking into account energy consumption (Platan, Nowe Bielawy).

“ 2022 was a difficult year in the energy markets. Purchase prices for electricity and gas were very high and unstable. Therefore, particular emphasis has been placed on cost-saving and consumption-reducing measures. Across the entire portfolio, audits have been carried out to optimise the contracted capacity and optimization of operation. As a result of the audits, some assets have lowered the contracted capacity, thus reducing the costs for the asset. ”

**DANIEL FILIPCZYŃSKI
TECHNICAL DIRECTOR, APSYS POLSKA**

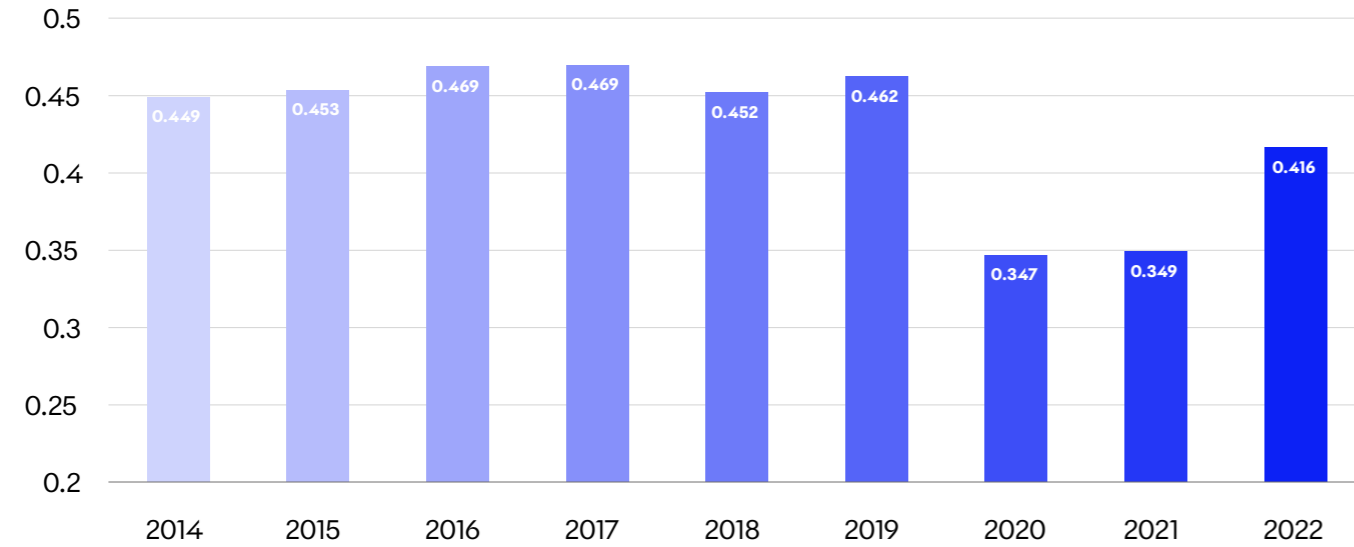


REDUCING WATER CONSUMPTION

**LONG-TERM TARGET FOR 2030:
10% REDUCTION IN WATER CONSUMPTION**

AVERAGE WATER CONSUMPTION

m³/m² of GLA

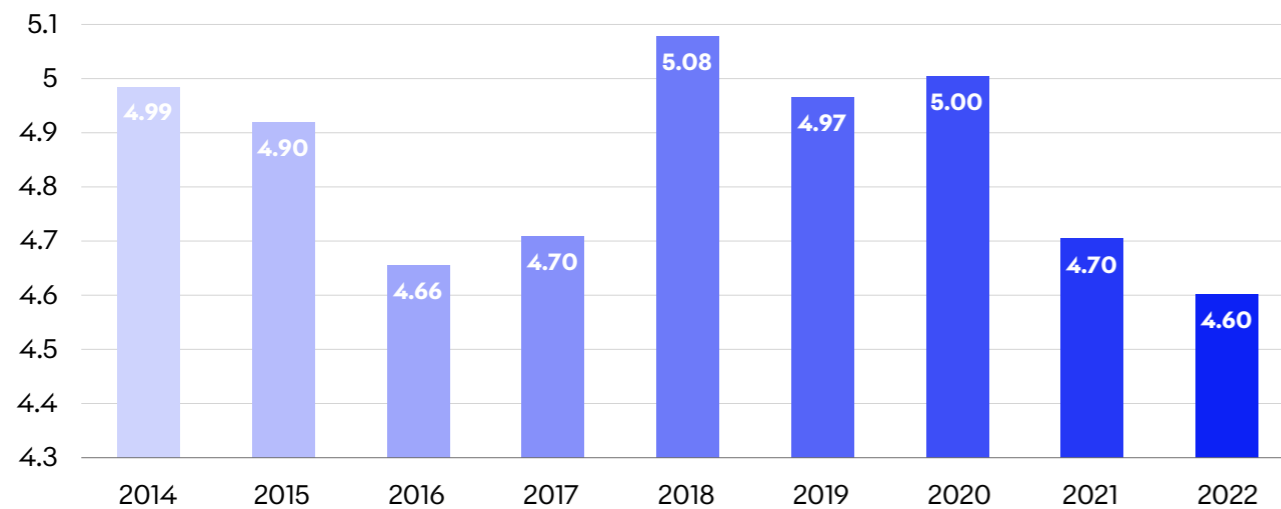


As a result of ongoing management activities and the application of guidelines developed by Apsys and Owners' capex budget works, **water consumption** across the Apsys portfolio **decreased by 9%** in 2022 compared to 2019 (in terms of m³ of water per sqm of space). **On a per-visitor basis**, water consumption was **reduced by 8%**.

Compared to the baseline year, the reduction in water consumption was **7%** per square metre of area and **8%** per visitor.

AVERAGE WATER CONSUMPTION

litr/visitor



**REDUCTION IN WATER CONSUMPTION BY
7% PER SQM OF MANAGED AREA SINCE 2014**

Water use efficiency was improved through the following measures, among others:

- 1. Use of fittings that reduce water consumption** (automatic sink faucets, controlled by a photocell), installation of tap aerators on spouts (Nowe Bielawy, Nowa Górna, Galeria Katowicka).
- 2. Controlling water leaks by installing a leak monitoring system**, connecting water shut-off valves to building management systems.
- 3. Reducing the amount of water used for watering plants** by planting of undemanding spaces.

- 4. Use of maintenance-free waterless urinal systems** (no need for chemical blockers) (Focus Park Rybnik, Galeria Katowicka).
- 5. Use of collected rainwater to flush some of the vertical sewers** (Posnania).

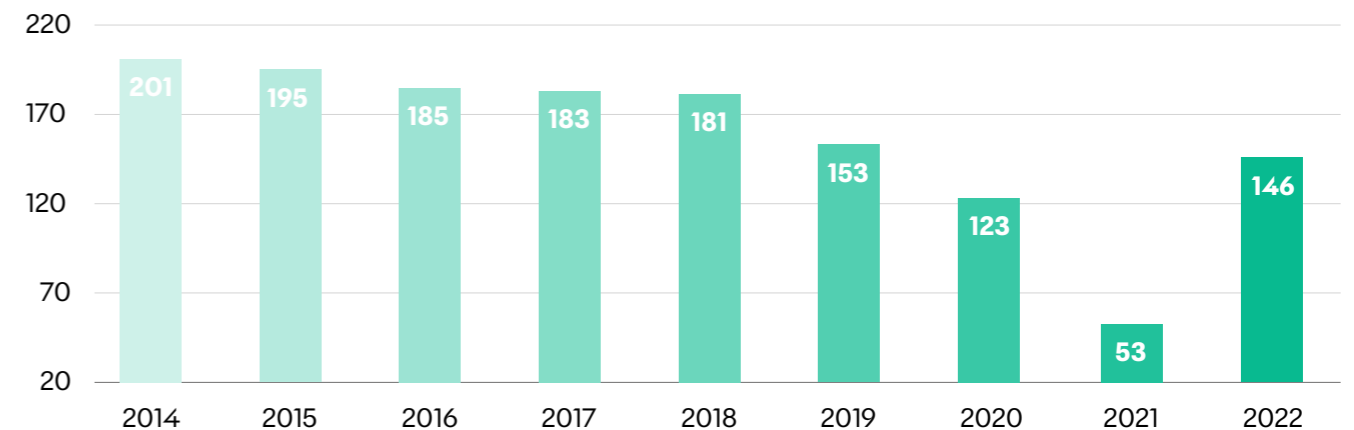
In addition, as part of educational activities in some of the managed assets, campaigns were carried out, in cooperation with local responsible institutions, to encourage people to drink water directly from the water system.

REDUCING EMISSIONS OF POLLUTANTS INTO THE ATMOSPHERE

**LONG-TERM TARGET FOR 2030:
50% LESS CO₂ EMISSIONS**

CO₂ EMISSION

kg/m² of GLA



For the portfolio managed by Apsys, CO₂ emissions into the atmosphere in 2022 were 146 kg per sqm of space, marking a decrease of **5%** compared to 2019. The

calculations are based on the electricity, heat and gas consumption at the assets.

*Compared to the baseline year 2014, the reduction in CO₂ emissions is 27%.



Extremely high energy prices in 2022 and an unstable and unpredictable energy market due in part to the war in Ukraine, the sanctions imposed on Russia and restrictions on fuel supplies from Russian territories resulted in only part of the portfolio of managed assets opting to purchase energy from renewable sources. This had a direct impact on the CO₂ emission figures in 2022 compared to 2021, when the assets achieved a very good result.

In addition to structural measures such as the purchase of green energy, Apsys is also trying to implement solutions to improve air quality in the places where the assets it manages are located. In 2022, an **eco-friendly mural** was painted on one of the walls of Galeria Katowicka – it was the culmination of a long-term and multifaceted campaign under the slogan “This city will go green”. Carbon dioxide-absorbing catalytic paints were used to create it. The mural, created by a well-known artist, promotes environmental care.

**27% REDUCTION IN CO₂ EMISSIONS
AT THE MANAGED ASSETS, COMPARED TO 2014**

PROMOTION OF SUSTAINABLE MEANS OF COMMUNICATION

Initiatives aiming to reduce the carbon footprint in the centres managed by Apsys also include activities promoting sustainable mobility – the use of alternative, green modes of transportation. **100% of the assets managed by Apsys have access to public transportation** thanks to their location near transport nodes (tram, bus) and bike paths.

The size of zones dedicated to cyclists in the assets has been increased (including bicycle shelters in the outdoor area) along with infrastructure – repair stations, changing rooms for cyclists, etc. At the Kometa centre in Toruń, additional charging stations for electric cars and scooters have been installed.

In addition, Apsys promotes sustainable communication through educational and marketing activities in the assets it manages.

In Galeria Gniezno and Centrum Rondo in Bydgoszcz, customers had the opportunity to have their bicycles security marked during various events. Posnania encouraged customers to use public transportation and ride bicycles as part of an Eco lottery. For the second time, the New Mobility Congress was held at Manufaktura, a shopping centre located in Łódź, with a parade of electric cars, panel discussions and many other attractions.

RESPONSIBLE WASTE MANAGEMENT

**LONG-TERM TARGET FOR 2030:
NO WASTE SENT TO LANDFILLS FOR 30% OF THE PORTFOLIO,
AND FOR THE REMAINDER – A 50% REDUCTION IN THE
AMOUNT OF WASTE SENT TO LANDFILLS**

In 2022, Apsys Polska placed great emphasis on effective **waste management** – it introduced measures aimed at reducing waste:

- **proper sorting of waste in the waste stream** (purchase and labelling of containers for different types of waste with the possibility of waste sorting);
- **increased percentage of waste recycled** (an increase of 2.37 percentage points compared to 2021);

- **use of remaining waste for alternative fuels;**
- **educational activities and information campaigns** on waste sorting, waste reduction and the use of reusable packaging.

These measures have resulted in an increase in the share of sorted waste up to 57.04% (compared to 54.67% in 2021).

**57.04% OF SEGREGATED WASTE
IN THE WASTE STREAM**

At Posnania, 100% of the waste is recycled: some of it is segregated into individual fractions and the rest is used for biofuels.

Apsys Polska attaches great importance to educating tenants and consumers about the circular economy. It consistently undertakes initiatives to promote responsible waste management.

Posnania has created an **Eco vestibule** – an attractive zone with a reverse vending machine for bottles and a

device that collects hazardous waste. Customers are rewarded for their pro-environmental attitude with additional points on their loyalty cards. The space is also used for educational purposes and hosts workshops and training for schools.

The Eco vestibule was part of the “For the Love of the Future” programme, for which Posnania received a Silver Solal award in the best marketing campaign category.



ECO VESTIBULE IN POSNANIA

PROMOTION OF THE CIRCULAR ECONOMY

An important element permanently embedded in the operation of the assets managed by Apsys is the **promotion of circular economy**. This includes educational campaigns on proper waste sorting and the reuse of resources.

In 2022, a total of **35 activities and educational initiatives on zero waste and circular economy were carried out at 17 assets.**

Circular fashion boutiques have been set up in Posnania and Galeria Katowicka. They offer selected second-hand clothing and accessories presented in a boutique format. Their staff provides free fashion advice and helps customers put together a unique outfit. Visitors can also take part in workshops and panel discussions on circular fashion, upcycling and ecology.

In 7 centres, clothing collection events were held to ensure the reuse of clothes. Initiatives were carried out in cooperation with various institutions such as “Ubrania do oddania” (Galeria Katowicka, Posnania), Sue Ryder Foundation (Centrum Rondo in Bydgoszcz), and Fundacja Rodzinny Gdańsk (Galeria Przymorze). The campaigns also included with clothing sales (Centrum Rondo in Bydgoszcz), podcasts on sustainable fashion (Galeria Katowicka), and used clothes fairs (Posnania).



UBRANIA DO ODDANIA” ACTION IN GALERIA KATOWICKA

APSYS’ LONG-TERM TARGET FOR 2030: INCREASING BIODIVERSITY AT THE ASSETS BY 100% BY 2020.

BIODIVERSITY

In 2022, Apsys Polska took a number of measures to improve the ecological value the areas around the assets it manages by increasing biodiversity.

In the vicinity of the 9 assets, a flower meadow was planted in place of a lawn and the paved areas were transformed into greenery. Nine assets now have bird nesting boxes, hedgehog houses, insect hotels and apiaries.

In Warsaw’s Centrum Janki, insect habitats and houses have been placed in the green area belonging to the centre.

In Manufaktura, as part of the Manufaktura Dobrej Energii programme, a flower meadow was planted and a new additional green area was created – 8 trees and seasonal plants were planted at one of the main entrances to Manufaktura’s market square.

In addition, a series of awareness-raising campaigns and promotional activities concerning environmental behaviours among customers were carried out in the centres. The buy&get campaigns included gifts such as flower meadow seeds, oxygen-producing plants or kits for growing your own vegetables.



BIRD NESTING BOXES IN CENTRUM JANKI

CERTIFICATION

**LONG-TERM TARGET FOR 2030:
100% OF ASSETS WITH ENVIRONMENTAL CERTIFICATES**

BREEAM

Apsys Polska consistently ensures sustainable management of its assets, in accordance with BREEAM certification guidelines. This demonstrates a sense of care for the environment and enhances the value of the assets. Apsys regularly renews the environmental certification of its buildings, striving to achieve higher and higher rating levels.

In 2022, 11 BREEAM In-Use certifications were renewed, the majority of which achieved “Excellent” and “Outstanding” rating levels.

90% OF THE MANAGED ASSETS HAVE BREEAM IN-USE CERTIFICATION.

In 2022, a total of 90% of the assets managed by Apsys had at least 1 environmental certification, of which two were in the process of obtaining certification.

In 2022, the **Solea Mieszkania przy Wyciągach** residential project received a **BREEAM pre-construction certificate at the “very good” level.**



ASSET	ASSET PERFORMANCE	MANAGEMENT
Posnania	Outstanding	Excellent
Manufaktura	Excellent	Excellent
Nowe Bielawy	Excellent	Excellent
Nowe Czyżyny	Excellent	Excellent
Galeria Gniezno	Excellent	Excellent
Nowa Górna	under certification	
Centrum Janki	Excellent	Very good
Kometa	Excellent	Excellent
Korona	Excellent	Excellent
Platan	Excellent	Very good
Centrum Rondo	Excellent	Excellent
Tulipan	under certification	
Focus Park Rybnik	Excellent	Excellent
Focus Mall Zielona Góra	Excellent	Excellent
Focus Mall Piotrków Trybunalski	Excellent	Excellent
Alfa Białystok	Excellent	Very good
Bonarka Kraków	Excellent	Excellent

ISO 14001

Apsys Polska operates according to the highest standards. This is confirmed by the recertification of ISO 14001:2015-09 in July 2022 for property management, awarded by Isocert Sp. z o.o. The certificate proves that

Apsys has implemented and applies an Environmental Management System that meets the requirements of the PN-EN ISO 14001:2015-09 standard.

ISO 14001 CERTIFICATION FOR APSYS' MANAGEMENT SYSTEM

3

WE DESIGN TAILOR-MADE PLACES FOR EACH TERRITORY

- WE OFFER A RICH AND USEFUL EXPERIENCE
- WE PROMOTE CREATION OF MIXED-USE PLACES
- WE SUPPORT **EMPLOYMENT** AND **LOCAL ECONOMIC DEVELOPMENT**

Apsys pursues development projects tailored to the location and dedicated to the communities for which they have been developed. These are tailor-made spaces, adapted to the local character, friendly, inclusive, accessible, and engaging for the local community.

These values are manifested in the day-to-day operations of Apsys Polska in the assets it manages. The centres managed by Apsys Polska are an integral part of the local community, actively contributing to their well-being.

RICH AND FUNCTIONAL EXPERIENCE

As the owner of Posnania and the manager of many shopping centres, Apsys Polska strives to ensure that the properties it manages offer customers diverse

experiences, both in terms of shopping and entertainment, as well as customer service and customer experience.

COMMERCIAL OFFER

Apsys Polska introduces new brands from different business sectors into the centres, meeting consumer expectations and diversifying the existing offer (such as TK Maxx introduced in 2022, Lovisa, Alpine Pro, Lindt in Posnania, Manu Arte, Lego, Rituals in Manufaktura and many others). The company also ensures that existing tenants in the centre adjust their sales concepts to meet the current standards (expansions, remodelling) f.e. Intersport, Wenezia, Ochnik in Posnania, Sizer, Douglas, NewBalance, Homla, Timberland in Manufaktura or the newest Reserved concept in Galeria Katowicka. In addition, as an entity responsible for short-term leases, Apsys introduces innovative, niche concepts for

mall kiosks or premises adapted for short-term leases (pop-ups). In 2022, Apsys added to its portfolio brands such as sport concept Columbia in Galeria Katowicka. NAOKO, Kuszyńska&Ewert, Łukasz Jemioł in Manufaktura. These concepts enhance the centre's offerings and increase its attractiveness.

One of the trends that Apsys is responding to is localism. Each centre features local, region-specific formats. An excellent example is the Saturday Handicrafts Fair (Sobotnia Rękodzielnia), a local crafts fair held once a month at the Tulipan Shopping Centre in Łódź.



LOCAL CRAFTS FAIR AT THE TULIPAN SHOPPING CENTRE

MARKETING ACTIVITIES

Each year, Apsys Polska conducts marketing activities in all centres to ensure rich and diverse experiences.

These activities are not only related to the commercial calendar to increase and promote the centre's offerings, but also include entertainment and sports activities. Many of them are carried out in cooperation with local

institutions, NGO's, and charities. Some are permanently included in the calendar of events and are an annual must-see, such as the Bike Parade, the presentation of the Lech Poznań football team in Posnania, or the Łódź finale of the Great Orchestra of Christmas Charity at Manufaktura.

For many years, Manufaktura in Łódź has been a venue for the city's most important events. Every year, the Manufaktura market square hosts a number of activities organised in cooperation with the City Hall, radio stations, foundations and associations.

In 2022, some of the most spectacular events included the **Summer Concert**, the **Light Move Festival**, the **iconic Fiat 126p (Maluch) rally**, and **Basketmania** – a street basketball tournament. The **Independence Day Picnic**, a tradition of the city of Łódź and Manufaktura, was also held in 2022 for the first time after the pandemic hiatus.

Apsys Polska strives to ensure that the assets it manages act as urban agoras – not just shopping destinations, but

also social hubs where customers feel comfortable.



BASKETMANIA IN MANUFAKTURA



THE INDEPENDENCE DAY PICNIC IN MANUFAKTURA

QUALITY OF SERVICE

The quality of services offered by shopping centres plays a crucial role in shaping the consumer experience. As the retail market becomes increasingly competitive, consumer expectations and preferences are evolving.

Consequently, quality of service is increasingly becoming a key factor influencing the choice of venue, as well as building brand loyalty.

APSYS AT YOUR SERVICE PROGRAMME

Aiming to achieve the highest possible quality of services offered by its assets, in 2018 Apsys Polska developed and implemented the proprietary **At Your Service** program.

Each year, in cooperation with an external company, the quality of service is evaluated in each asset managed by Apsys Polska.

AT YOUR SERVICE PROGRAM COVERS 100% OF THE CENTRES MANAGED BY APSYS POLSKA

More than 60 services across 6 major categories are surveyed:



Attractiveness of the shopping centre



For customers arriving by car



For families with children



Shopping amenities



Information in the shopping centre



For a wide range of customers

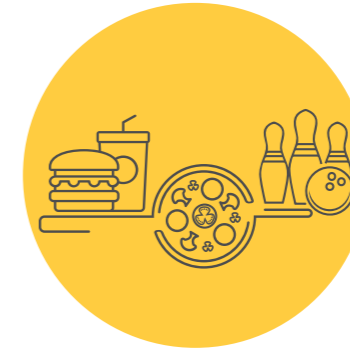
The At Your Service program is designed to ensure that all centres managed by Apsys Polska, regardless of their size, offer or location, are objectively evaluated.

For this purpose, the centres are divided, based on the availability of entertainment and food & beverage offerings, into **three groups**.



COMFORT

Centres with limited food & beverage offerings, no entertainment offerings. Customer service approach focused on quality, not quantity.



PREMIUM STANDARD

Centres with well-developed food & beverage sector and basic entertainment offerings. Customer service enables interaction between customers and the shopping centre.



GOLDEN STANDARD

State-of-the-art centres with extensive dining and entertainment options and a wide range of customer services, including premium services.

Since 2018, the survey results have consistently improved. In 2022, **435 factors** affecting service quality in the centres were assessed. Feedback helps identify

areas for service improvement and implementation of new solutions. **16 new facilities and services have been introduced in the Comfort centre group.**

SERVICES AND FACILITIES IN THE COMFORT CENTRE GROUP WERE RATED AT 97%. PREMIUM STANDARD AND GOLDEN STANDARD CENTRES SCORED 91%.

SOCIAL ENGAGEMENT

IN 2022, 100% OF APSYS-MANAGED CENTRES CARRIED OUT AT LEAST 1 COMMUNITY INITIATIVE.

WAR IN UKRAINE

Being an agora and an integral part of the community requires Apsys Polska to be highly attentive and sensitive to social needs.

The biggest unexpected social challenge in Poland in 2022 was the consequences of Russia's invasion of Ukraine. Since the first days of the conflict, Apsys Polska – both the organisation and the centres it manages – has been actively involved in helping refugees from Ukraine.

All Apsys Polska centres hosted charity collections of basic products such as food, hygiene products, medicines as well as powerbanks, batteries, accessories and pet food. Customers could also donate clothes.

A **charity store** for Ukrainian refugees was opened in the Platan Shopping Centre in Zabrze, where clothes and shoes were given out for free by Ukrainian residents who volunteered to help. The store was created in close cooperation with the Children and Youth Association "Great Fleet of United Forces" ["Wielka Flota Zjednoczonych Sił"]. For this initiative, the centre was

honoured with a silver statuette in the SOLAL competition – a European marketing competition for the Real Estate industry, in the Corporate Social Responsibility category.



In Galeria Katowicka – due to its location as a hub with train and bus stations and simultaneously a transit point for refugees – special waiting areas were created, and vouchers for hot meals were distributed.

The head office of Apsys Polska also actively participated in assisting refugees. The organisation purchased and delivered **100 full sets of folding beds, bedding,**

sleeping bags, etc., to the Warsaw City Hall (used in collective accommodation points). In addition, Apsys Polska provided in-kind and financial support to the **School and Education Centre in Otwock**, where children and families from Ukraine were placed. The company used its Christmas gift budget for partners and contractors to create and equip a computer room.

“ The war in Ukraine forced people to flee their country. They needed immediate help and we, as Apsys, offered such help. We have become heavily involved in helping the School and Education Centre in Otwock, with which we have cooperated for years, donating necessary products, clothing, hygiene items and co-financing the stay of Ukrainian families. Once again, our employees showed open hearts and high social sensitivity. For our Ukrainian colleague, whose family fled Ukraine on the 3rd day of the war, we organised a charity collection. They needed literally everything – clothes, hygiene items, a baby stroller, food, etc. The employees of Apsys helped this family to start a new life in Poland. ”

AGNIESZKA SZCZEPAŃSKA,
OFFICE MANAGER IN APSYS POLSKA



Apsys Polska has been cooperating with the Centre in Otwock for many years. In 2022, as in previous years,

Apsys employees donated their own money to buy Christmas gifts for all the children at the Centre.

LOCAL SENSITIVITY

The centres managed by Apsys Polska engage in activities important to local communities.

In 2022, Manufaktura in Łódź became a platform and fundraiser **for the purchase of the region's first neonatal ambulance.** Throughout the year Manufaktura, organised 100 automotive events (weekends with luxury car rides, a drifting track, and many others), recruited 2 ambassadors from the BBC, involved 15 recognised celebrities to support the project free of charge and raised **PLN 1,500,000** for the cause.



Another centre in Łódź, Tulipan, has developed strong links with two community organisations, becoming their full-fledged partner. For "Dom w Łodzi" – an orphanage for children with disabilities – Tulipan organises birthday parties. The centre also held a fundraiser with its customers to raise money for the renovation of the orphanage. The second partner organisation was Azyl, a shelter for homeless animals. In addition to collecting food and accessories, the centre actively promotes the adoption of animals from the shelter in the centre's premises and through its social media channels.



INCLUSIVITY

POLISH-UKRAINIAN INTEGRATION

The war in Ukraine led to an influx of Ukrainians who were integrated into the Polish community. Ukrainian children have become students in Polish schools and kindergartens, while adults have become employees of Polish businesses. All of them have also become customers of centres managed by Apsys Polska.

Centres managed by Apsys have responded to the needs of the new target group. Ukrainian-speaking hostesses were hired for marketing events. Communication in Ukrainian was introduced in our centres and on our websites.

A number of initiatives dedicated to the youngest were also carried out. They were aimed at facilitating the integration of Ukrainian children with their peers. Integration workshops for Polish and Ukrainian children were held at Galeria Katowicka, in collaboration with the “Dom Aniołów Stróżów” foundation and the Silesian Theatre. Artists from Ukraine also participated in the workshops.

The Rondo shopping centre in Bydgoszcz organised a monthly series entitled “Theatre Shows All Year Round” [“Teatryki na okrągło”]. During the year, **2,200 children took part, including 550 from Ukraine.**



THEATRE SHOWS ALL YEAR ROUND AT THE RONDO CENTRE

ACCESSIBILITY

Apsys Polska places great emphasis on educational activities regarding disability and the inclusion of people at risk of exclusion. Apsys Polska's program, **Spectrum of Understanding**, was developed for this purpose.

The program aims to increase the accessibility and friendliness of shopping centres for people with various disabilities, both visible and hidden.

APSYS SPECTRUM OF UNDERSTANDING

As part of the program, **audits of assets** are conducted for accessibility and friendliness towards people with disabilities. The audits are carried out by external organisations and associations.

Training is also provided for centre employees, service companies and tenant staff in assisting people with special needs. Centres also run information and awareness campaigns for their customers.

Many assets offer a wide range of **additional services** to make shopping easier for people with different needs,

including the possibility of renting rehabilitation walkers and wheelchairs for people with mobility impairments.

For individuals on the autism spectrum, **quiet hours** have been introduced in **63%** of centres in portfolio, during which music is turned off in common areas and lighting is dimmed. Also, upon request, music is muted and media screens are turned off in the stores. In addition, specific amenities include **quiet rooms** (Posnania, Galeria Katowicka) and there is the option of free **rental of noise-cancelling headphones (in 79% of managed centres).**

63% OF THE ASSETS MANAGED BY APSYS POLSKA HAVE INTRODUCED **QUIET HOURS**, DURING WHICH MUSIC IN THE CENTRE IS MUTED AND LIGHTS ARE DIMMED, TO REDUCE SENSORY STIMULI.

Posnania collaborates continuously with advocacy groups for people with disabilities, who advise on how to adapt the centre's premises and equipment to their needs. The centre also offers a training program for the onsite staff, including tenants' employees and service companies, addressing the needs of people with disabilities, prepared in cooperation with the “Wózkowicze” and “TAKpełnosprawni” foundations.

Assets in Apsys Polska's portfolio also participate in Polish and international initiatives raising awareness about the challenges faced by people with special needs. Every April, the assets are illuminated in blue as a sign of solidarity with people on the autism spectrum. In October, some of the assets are illuminated in green in solidarity with people with cerebral palsy.

TAILOR-MADE PROJECTS – MULTIFUNCTIONAL DEVELOPMENTS

Apsys Polska engages in active real estate development activities. Since its inception, it has shaped and influenced the commercial real estate market in Poland. The projects undertaken by the company are developed with respect for the history and potential of the location

where they are built. They are designed with the future users in mind.

In 2022, Apsys Polska was involved in two development projects.

FOOD FYRTEL

#food #friends #fun

Foodfyrtel is the first year-round food hall in Poznań. It is also Apsys Polska's first proprietary food hall concept. It was created as an independent space, yet intrinsically connected to Posnania.

Among the **18 food & beverage** concepts, local initiatives dominate, emerging from the culture of street food and food trucks, evolving in the new, year-round, stationary form within the Foodfyrtel space.

“ Foodfyrtel is an initiative that fully reflects the idea behind all of Apsys Polska's activities. Our goal is to change cities for the better and make the lives of their residents more beautiful. We treat each investment as a commitment to the cities and communities for which we want to create new opportunities for development, consistent with their needs and unique character. The first Apsys food hall, an original place in the Wielkopolska market for culinary experiences, meetings and valuable entertainment, and at the same time a space that enables the development of local entrepreneurs, fully realizes these ambitions.

”

CYRIL PLUMECOQ,
OPERATION DEPARTMENT DIRECTOR



THE SPACE WAS CREATED USING THE CONCEPT OF **DESIGN RECYCLING.** MOST OF THE INTERIOR DESIGN ELEMENTS (INCLUDING CONTAINERS, FURNITURE, LAMPS, MIRRORS, CARPETS, ETC.) **ARE ITEMS THAT HAVE BEEN GIVEN NEW LIFE, PURCHASED IN SECOND-HAND STORES.**

Environmental care is expressed through the use of paper plates and cutlery made of bamboo and wood.



SOLEA, APARTMENTS AT WYŚCIGI [MIESZKANIA PRZY WYŚCIGACH]

The physical construction of Apsys Polska's first residential project, Solea, in Warsaw's Służew district, began in 2022.

Solea is a development project carried out within a consortium with SKM, a local housing developer (responsible for formalities, administrative matters, and apartment sales).

Solea Apartments at Wyścigi is a complex of two buildings with 91 apartments and one commercial unit. The project will transform an old, unused post-industrial

space into a new area for the benefit of residents. The development offers apartments of various sizes to meet the needs of diverse target groups, thus integrating the site into the socio-demographic urban fabric.

Solea Apartments at Wyścigi is a high-standard development project with 3 m-high apartments, access to the outdoor area (balcony, loggia, garden) from each apartment, a reception and 24-hour security, built using high-quality materials.



SOLEA
MIESZKANIA
PRZY WYŚCIGACH



SOLEA APARTMENTS AT WYŚCIGI



SOLEA APARTMENTS AT WYŚCIGI

THE SOLEA DEVELOPMENT HAS ALREADY RECEIVED A BREEAM PRE-CONSTRUCTION CERTIFICATE WITH A "VERY GOOD" RATING AT THE DESIGN STAGE.

The sustainable approach is reflected through several above-standard solutions:

- Low-emission materials used for construction and finishing – certified wood, natural stone, glass, ceramics,
- Solar panels on the roofs of buildings,
- Smart lighting systems,
- Water-saving tanks for green area maintenance,
- Green areas on roofs,
- A green patio between the buildings, and green areas around the buildings designed according to the biodiversity concept, mainly with deciduous plant species that are more aerobically efficient, based on native species, resistant to climate and weather changes,
- Insect and birdhouses,
- Anti-smog sidewalks around buildings,
- Bike racks,
- Electric car charging outlets at each parking space.



“ The Solea project reached the 2-storey stage at the end of 2022. From the beginning, we wanted it to stand out among other residential projects under development and reflect Apsys' idea of creating a city where the lives of its residents will be more beautiful. The development was designed in strict compliance with the principles of sustainable development. In addition, in accordance with Apsys' philosophy, the general contractor for the Solea Apartments at Wyścigi project was a local company with a long history, selected through a tender process. ”

JAN OKO,
PROJECT MANAGER.





4

WE ENGAGE OUR PARTNERS IN VIRTUOUS APPROACHES

- WE INVOLVE OUR BRANDS AND OPERATORS TO ADAPT VIRTUOUS PRACTICES
- WE FAVOUR GREEN FINANCING
- WE SUPPORT OUR SUPPLIERS AND SERVICE PROVIDERS IN THE PURSUIT OF SUSTAINABILITY

GOOD BUSINESS PRACTICES OF THE ORGANISATION

PROCEDURES

Since its establishment, Apsys Polska has been guided by **the principle of transparency** in its business operations. As a reliable business partner, Apsys has implemented a number of procedures for various areas of its operations.

These include procedures for tendering and purchasing, which are all the more important as Apsys Polska, a management company, is responsible for the funds and resources of its business partners.

They include:

- Detailed tender rules,
- Inquiries collected from at least 3 bidders,
- Bids sent to at least 2 employees of Apsys Polska,
- Additional collateral for investments over PLN 100,000 (e.g. deposits, bank guarantees, insurance guarantees),
- Specific insurance requirements – depending on the type of work performed, the amount of the contract and the expected risk,
- Purchase request approved by the superior, according to acceptance matrix,
- Ongoing analysis of the impact of purchases on budget execution.

The organisation pays particular attention to **data security**, hence the internally developed procedures and solutions in this area.

- **Access to systems** from outside (via the Internet) is **restricted and fully secured** with encrypted connections and firewalls.
- **File and system backups** run daily and **stored on encrypted media** according to the secure hybrid cloud backup policy.

- **Regularly changed user passwords** that meet complexity requirements.
- **Limited internal access** to property management systems and data.

In addition to procedures related to the nature of its business, Apsys has developed strict data management and confidentiality (GDPR) procedures, anti-corruption and AML procedures, emergency procedures and more.

In accordance with the EU directive, Apsys Polska has and applies, as an obligated institution, **procedures related to the prevention of money laundering and terrorism financing**. As part of the compliance activities, appropriate procedures have been prepared for both Apsys Polska itself and for the entities with which the organisation cooperates, including owners of assets that

Apsys Polska manages. This includes the obligation to verify and assess whether the company is an entity in which activities with the characteristics of money laundering and terrorism financing could take place.

Apsys also has an obligation to provide periodic training to all employees.

100% OF APSYS POLSKA EMPLOYEES HAVE RECEIVED AML TRAINING

In order to ensure the transparency of Apsys Polska's operations, a procedure for anonymous reporting of

possible violations has been introduced. No concerns were reported in this regard in 2022.

COMPLIANCE

Compliance is overseen by an appointed **Compliance Officer**, who is responsible for ensuring that Apsys' operations are conducted in accordance with applicable laws under the legislation in force and the company's internal procedures.

His activities cover all areas of Apsys Polska's operations and have 4 main functions:

#1

Ensuring the compliance of Apsys Polska's operations with the law.

#2

Internal and external audit.

#2

Consulting within the organisation, including training.

#4

Compliance risk management, i.e., assessing risks and addressing them.

INVOLVING STAKEHOLDERS IN GOOD BUSINESS PRACTICES

As a real estate development and management company, Apsys Polska works with many stakeholder groups. These include clients of Apsys Polska's portfolio assets,

institutional entities (municipal institutions, NGOs), contractors, tenants and owners of shopping centres managed by the company.

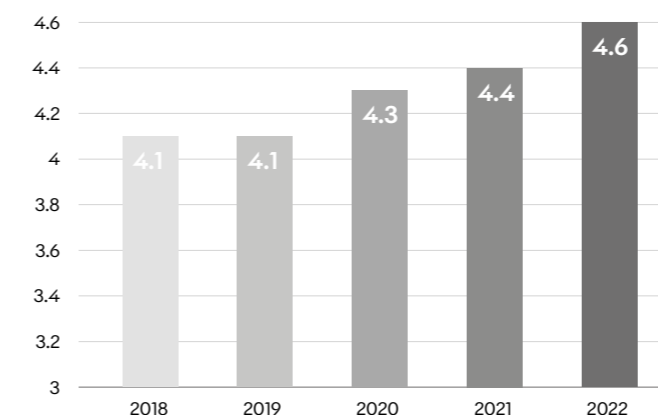
SATISFACTION SURVEY OF THE OWNERS OF MANAGED ASSETS

For several years now, as part of its commitment to improving the quality of its services, Apsys Polska has been conducting **satisfaction surveys** among the **owners of the assets** it manages. All areas of cooperation with Apsys Polska are evaluated – from substantive, such as management, marketing and leasing services, to qualitative such as contact with the centre's management team and head office, openness, customer-friendly attitude. The conclusions from the survey form the basis

for continuous improvement in terms of quality of the services provided by the company.

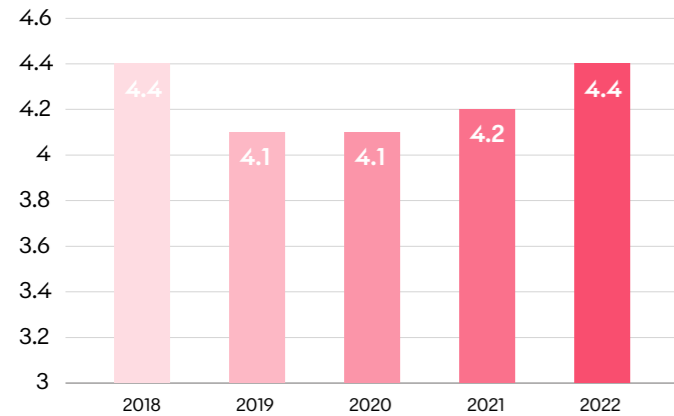
The 2022 survey included 35 people – representatives of funds and investment companies – of which 49% rated their cooperation with Apsys Polska at the highest possible level (5 on scale of 1 to 5). **92% of respondents described their cooperation with Apsys as "good" or "very good" (ratings of 4 and 5).**

SATISFACTION LEVEL OF SHOPPING CENTER OWNERS



4,6/5
– RATING OF SERVICES PROVIDED BY APSYS POLSKA

REFERRAL RATE OF APSYS POLSKA AS A PROPERTY MANAGER



4,4/5
– REFERRAL RATE OF APSYS POLSKA AS A PROPERTY MANAGER

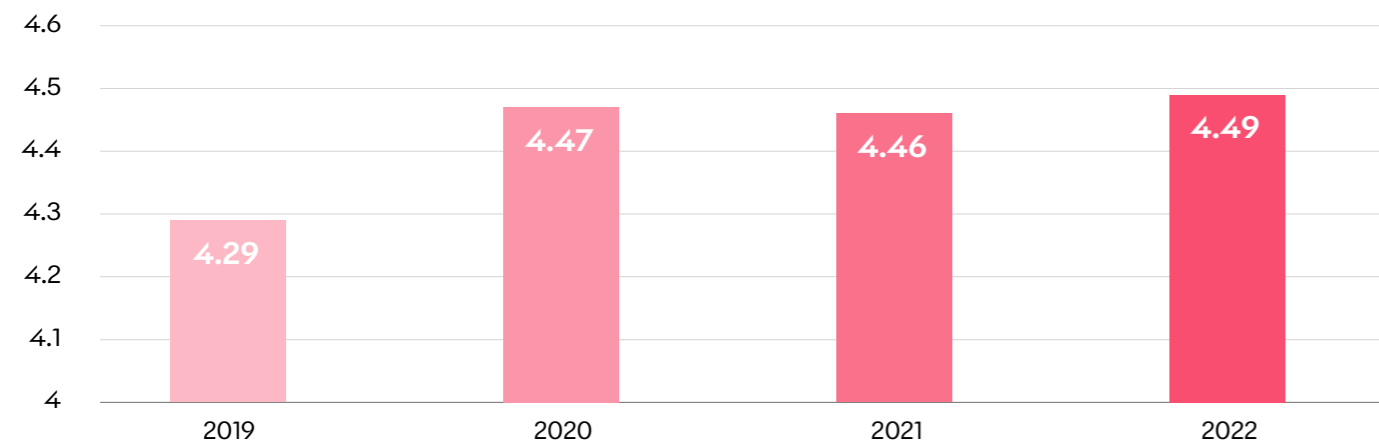
TENANT SATISFACTION SURVEY

Since 2019, Apsys Polska has been conducting periodic satisfaction surveys among tenants who have their premises in the assets managed by the company. In the survey, tenants' representatives evaluate the quality of cooperation with shopping centres' management teams, the quality of services provided by maintenance companies in the respective centre, as well as the effectiveness of marketing activities carried out in the given centre.

The 2022 survey covered 11 assets in the Apsys Polska's portfolio, with the participation of 90% of invited tenants (980 entities), marking the highest responsiveness rate in the past 4 years.

In the 2022 edition of the survey, Apsys Polska received a global rating of 4.5 (on a five-point scale) – the highest rating received by the company in all editions of the survey.

LEVEL OF TENANTS' SATISFACTION WITH APSYS POLSKA'S SERVICES



4,5 – RATING OF TENANTS' SATISFACTION WITH APSYS POLSKA'S SERVICES

EVALUATION PROGRAMME FOR CONTRACTORS AND COOPERATING COMPANIES

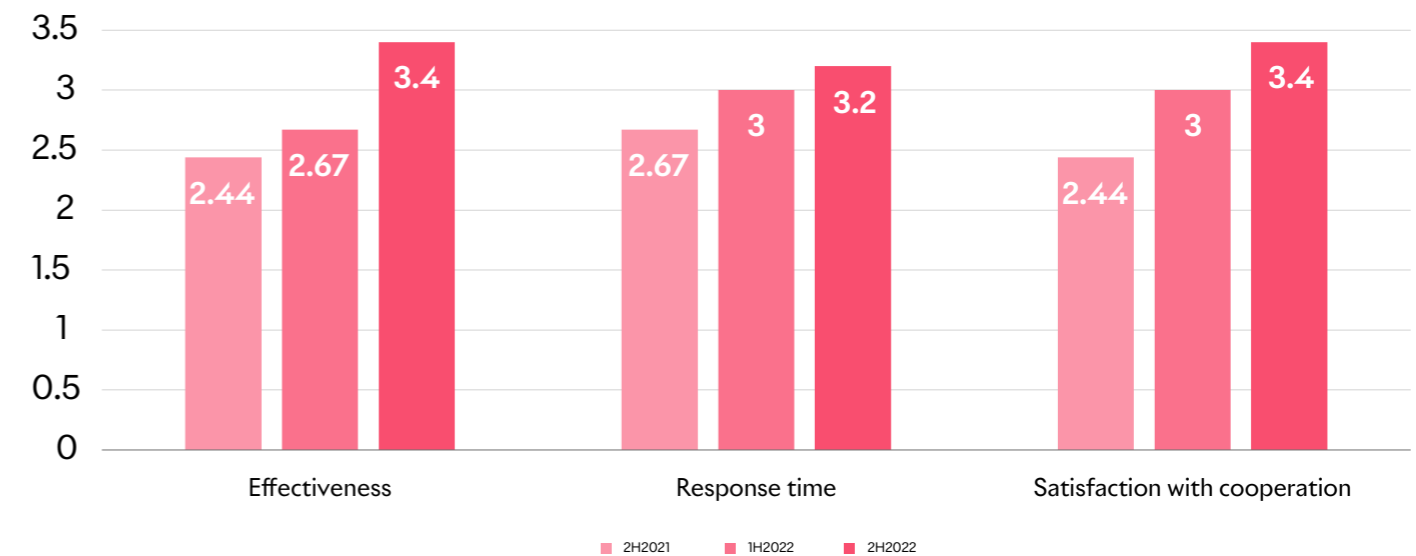
Together with its business partners, Apsys Polska operates a responsible business. It also engages external business partners, who have an impact on Apsys Polska's achievement of its ESG strategy goals, in its activities and best practices.

Apsys Polska encourages its contractors to engage in open dialogue and effective cooperation. The subcontractor evaluation programme, which was implemented in the previous year, was continued in 2022. The programme evaluates measurable aspects of cooperation with contractors, including reliability of service delivery, timeliness and warranty service.

In 2022, 132 companies took part in the survey. The results of the programme were used to summarise and identify possible areas for improvement for responsible persons representing each entity. Most importantly, the programme allows for knowledge sharing and the promotion of best practices among contractors and cooperating companies. As part of the programme, Apsys Polska has taken on the role of a platform for the exchange of good practices between companies.

This open dialogue proved helpful for further cooperation. The feedback provided after the survey helped to improve the quality of services in 2022 compared to 2021. Satisfaction with cooperation increased by 39%, while the timeliness of implementation and the efficiency of the teams improved by 20% and 39% respectively.

EVALUATION OF COOPERATION WITH CONTRACTORS AND COOPERATING COMPANIES



* scale 1-4

SYNERGY OF ACTIONS IN PURSUIT OF SUSTAINABLE DEVELOPMENT

In pursuing its ESG strategy, Apsys Polska aims to actively cooperate with subcontractors throughout the supply chain, as well as support and educate on environmental, social and corporate governance initiatives.

Apsys Polska is actively working in this area, raising awareness of the need and importance of such analyses, and expects that by sharing good practices it will encourage cooperating entities to implement their own ESG policies. Apsys Polska expects that the share of sustainable contractors will increase each year

**APSYS POLSKA'S LONG-TERM TARGET BY 2030:
AT LEAST 50% OF APSYS POLSKA'S BUSINESS PARTNERS ACROSS
THE VALUE CHAIN WILL BE GUIDED BY SUSTAINABILITY
PRINCIPLES AND HAVE AN ESG POLICY IN PLACE.**

GREEN ANNEXES TO LEASE AGREEMENTS

**APSYS POLSKA'S LONG-TERM TARGET BY 2030:
100% OF LEASE AGREEMENTS WITH GREEN
ANNEXES FOR OWN ASSETS**

In line with its established goal of engaging its stakeholders in good practices and caring for the planet, Apsys Polska implements green annexes to its lease agreements. They are a set of provisions in lease agreements that promote the use of environmentally friendly practices and solutions, including the reduction

of electricity and heat consumption, proper waste management, selection of appropriate materials and energy-efficient equipment. The parties (tenant and landlord) agree to keep each other informed and monitor progress in this regard

**SINCE SEPTEMBER 2022,
18% OF NEW GREEN LEASES IN POSNANIA**

In Posnania, green contracts have been in place since its opening. In 2022, the provisions were amended and detailed and constitute an integral part of all renewed and new contracts. In 2022, 14 of the 77 agreements signed in Posnania had a new green annex to the agreement, accounting for **18% of all agreements signed for the property in the year.**

Apsys Polska is one of the pioneers in the implementation of green provisions in lease agreements. The mutual commitments of landlords and tenants to care for the environment and the continuous exchange of information

are mutually beneficial. They help achieve the goals of sustainable development. Also, they provide landlords with an attractive investment, a wealth of information about the operation of the asset, and a group of informed tenants. The benefits for the tenants include lower maintenance costs, more comfortable use of space, and a positive impact on employee well-being.

Owners of assets managed by Apsys Polska are gradually deciding to implement green annexes to their lease agreements.



5

WE CULTIVATE OUR TALENTS

- WE VALUE UNIQUENESS
- WE ENCOURAGE AND STIMULATE KNOW-HOW
- WE ENSURE THE WELL-BEING AND DEVELOPMENT OF EACH INDIVIDUAL

The well-being and mutual respect of our employees is one of the pillars of Apsys. The strength of the organisation lies in its people, and each employee, through their commitment, knowledge and skills, creates the value of the company.

Apsys' values: Passion, Innovation, Boldness, Responsibility, Pushing Boundaries.

Apsys ensures that all HR processes are transparent and follow pre-established rules and principles.



WORKPLACE DIVERSITY

In 2022, Apsys Polska had 243 employees of various ages and genders.

DIVERSE AGE STRUCTURE

**APSYS POLAND'S LONG-TERM TARGET BY 2030:
DIVERSE AGE STRUCTURE OF EMPLOYMENT
– ON AVERAGE, 30% OF EMPLOYEES IN EACH AGE GROUP
BETWEEN 20 AND 50 YEARS, AT LEAST 10% OF EMPLOYEES
BEING OVER THE AGE OF 50.**

Apsys Polska supports the development of young talent, while respecting the experience and knowledge of older employees.

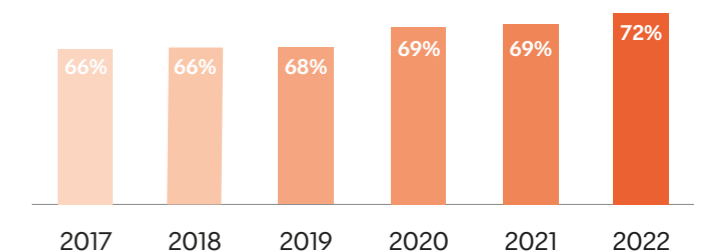
The average age of employees at Apsys Polska in 2022 was 39.

AGE	2018	2019	2020	2021	2022
20-30	25%	23%	22%	18%	16%
30-40	40%	42%	37%	36%	36%
40-50	29%	28%	31%	33%	33%
Over 50	6%	7%	9%	13%	15%

FEMALE-FRIENDLY ORGANISATION

APSYS Polska is a female-friendly organisation. By encouraging professional activity and enabling women to develop at all stages of their careers, the organisation puts the idea of “women power” into practice.

PERCENTAGE OF WOMEN EMPLOYED



Apsys Polska encourages the participation of women in the labour market. Two women are active mentors in the “Top Woman in Real Estate” association, in which

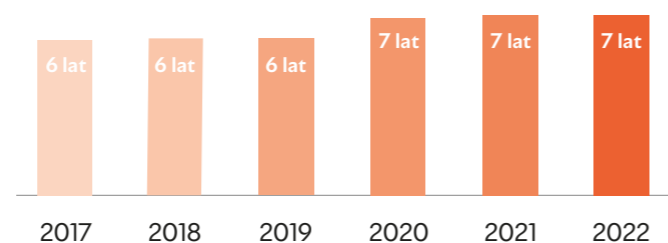
– in a yet another edition of their mentoring programme – they devote their time to helping young women in their professional growth.

61% OF EMPLOYEES IN MANAGEMENT POSITIONS ARE WOMEN.

JOB STABILITY

Thanks to dedicated measures creating conditions for decent work and development, the organisation's culture, and the values it represents, the average length of service at Apsys Polska has remained at a high level for years, well above the national average.

AVERAGE EMPLOYMENT DURATION



INCLUSIVITY

Apsys Polska is open to hiring people with disabilities. It prepares to adapt workstations to the needs of people

with different abilities. **In 2022, the company had no employees with disabilities.**

APSYS POLAND'S LONG-TERM TARGET BY 2030: PEOPLE WITH DISABILITIES – A MINIMUM OF 1% OF APSYS POLSKA'S EMPLOYEES

EMPLOYEE SATISFACTION AND GROWTH

Employee job satisfaction is key for a service and management company. The degree of their satisfaction is directly reflected in the level of services provided. For this reason, Apsys Polska implements a number of

measures and initiatives to monitor the level of employee satisfaction and introduces solutions to continuously increase employee satisfaction.

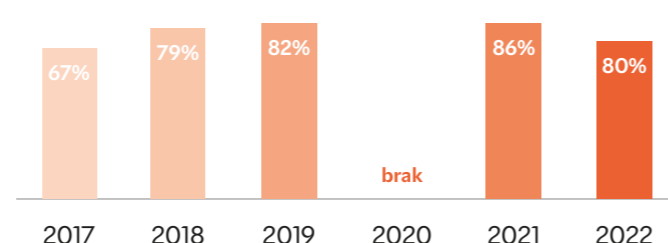
ANNUAL EMPLOYEE SATISFACTION SURVEY

APSYS POLAND'S LONG-TERM TARGET BY 2030:

- **AT LEAST 90% PARTICIPATION IN THE EMPLOYEE SATISFACTION SURVEY**
- **ANNUAL INCREASE IN EMPLOYEE SATISFACTION**

Every year, Apsys Polska conducts an employee satisfaction survey. **In 2022, 80% of Apsys Polska's employees (both from centres and headquarters) took part in the survey.** This was **6% less** than in the previous year

ATTENDANCE



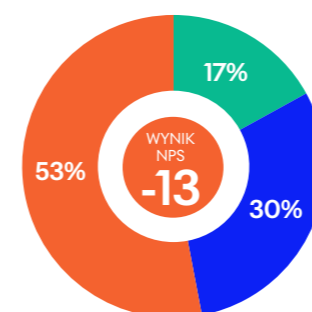
The level of employee satisfaction **decreased by 3 NPS points** compared to 2021, reaching an NPS score of -13. The decline was likely due to the hardship brought about by the pandemic, which had severe consequences for the retail real estate industry due to repeated unannounced changes in legislation and the necessity to negotiations with centre tenants. The result may also have been affected by the lack of day-to-day interaction with staff which, in the case of an organisation that places a high value on the Apsys spirit, was strongly felt. In comparison to the nationwide survey, the results were much lower (NPS +7).

At the same time, **43% of respondents said they would like to stay with Apsys Polska** for the next year (compared to 45% in the nationwide survey*), which resulted in an **NPS score of +28.**

Nearly half of the **employees (48%) declared** an ambassadorial attitude towards the company and **would recommend Apsys Polska as an employer** (compared to 40% in the nationwide survey*) resulting in an **NPS score of +34.**

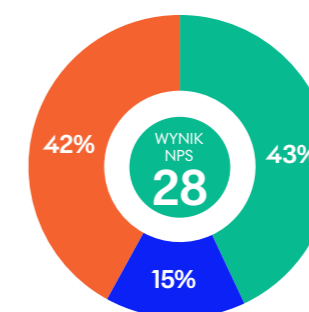
48% OF EMPLOYEES SAID THEY WOULD RECOMMEND APSYS POLSKA AS AN EMPLOYER.

JOB SATISFACTION



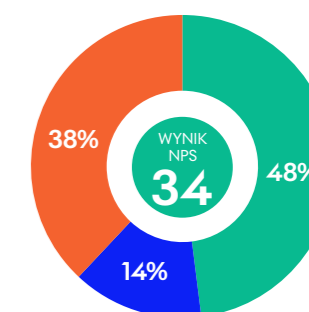
NPS 2021: -10 ↓
NPS 2019: 17 ↓
NPS 2018: 29

REMAINING IN APSYS



NPS 2021: 43 ↑
NPS 2019: 36 ↓
NPS 2018: 51

RECOMMENDING APSYS



NPS 2021: 53 ↑
NPS 2019: 42 ↓
NPS 2018: 52

■ PROMOTORS ■ DETRACTORS ■ NEUTRAL

According to Nationwide Job Satisfaction Survey (carried out by Leanpassion, April 2022).

Job satisfaction **NPS = -8 (NPS = -6; Leanpassion survey 2020)**

Remaining with the employer **NPS = 7 (NPS = 8; Leanpassion survey 2020)**

Recommending current employer **NPS = -4 (NPS = -10; Leanpassion survey 2020).**

Frequency distribution between promoters, neutrals and detractors and NPS score; based on the Employee Net Promotor Score methodology (netpromotor.com)

Following the survey, the Management Board of Apsys, implemented measures to respond to the needs of employees expressed in the satisfaction survey. Steps have been taken to improve the flow of information (introduction of regular meetings at the management level and meetings of employees with the Management Board), involvement and cooperation between the

company's departments (participation of people from different departments and different centres in the company's general projects), the expansion of training possibilities for employees and an increased scope of employee benefits.

* Nationwide survey carried out by Leanpassion in partnership with Openfield - autumn 2022, a sample of 1,900 employees of all ages representing various industries

“ Each employee satisfaction survey provides us with valuable information about job satisfaction, the employees’ feelings towards the organisation and their needs. This feedback allows us to implement actions that are a direct response to the needs expressed in the survey. After each survey, we conduct a thorough analysis of the results and the employees’ responses to the questions asked. Following each analysis, we introduce new solutions and modify the existing ones to make them better and more satisfying for the employees. ”

ANGELIKA MAJKOWSKA
HR MANAGER AT APSYS POLSKA

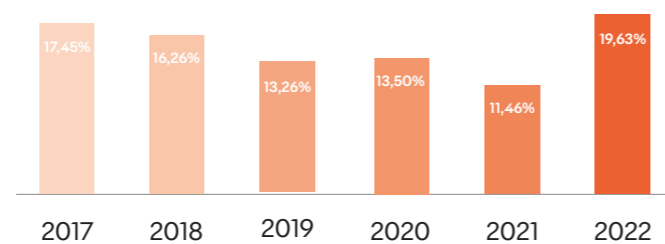


EMPLOYEE ROTATION

APSYS’ LONG-TERM TARGET BY 2030: TO MAINTAIN AN AVERAGE ANNUAL EMPLOYEE ROTATION RATE OF MAX. 15%

In 2022, after the period of the pandemic and fully remote work, **the organisation recorded a rotation rate of 19.63%** (the average percentage for Poland in 2022 was 19%, according to a Ranstad survey). Such a high increase in rotation rates could have been triggered by the end of the pandemic period and the need to return to on-site or hybrid work. The weakening of ties with the organisation during the two years of remote work made salary considerations more significant and facilitated the decision to change employers.

ANNUAL EMPLOYEE ROTATION



HYBRID WORK SYSTEM

The year 2022 ended the 2-year period of the COVID-19 pandemic. By decision of the Apsys Polska Management Board and in response to the needs of employees expressed in the 2021 edition of the employee satisfaction survey, a **hybrid work system**, i.e. partial performance of duties by employees from their place of residence, was established at the company’s head office.

The change in the way work is delivered required an adjustment of IT systems, processes, work organisation, management methods, as well as developing new forms of communication and information exchange between employees, teams, and company management.

TRAINING AND DEVELOPMENT PROGRAMME

One of the key elements cited by Apsys’ employees as important and determining their level of satisfaction is the desire and opportunities for development. Supporting employee growth is a key priority for Apsys. That is why the company invests in training and

development programmes. These include both external training – conducted by specialised entities – and internal training. As part of the knowledge and experience sharing programme, employees train each other and help each other grow.

APSYS’ LONG-TERM TARGET: 100% OF EMPLOYEES COVERED BY TRAINING PROGRAMMES, INCLUDING EVERY EMPLOYEE TRAINED IN THE ESG AREA.

As part of its training programme, Apsys enables each employee to improve their skills and develop their abilities, according to their individual needs.

IN 2022, 212 EMPLOYEES TOOK PART IN EXTERNAL SPECIALISED SKILLS AND FOREIGN LANGUAGE TRAINING AND 183 EMPLOYEES TOOK PART IN INTERNAL TRAINING.

Another important project for Apsys was **the Leadership programme** – a series of training sessions for management team members on developing managerial skills. Led by an external consultant, the programme started in 2020 and included the company’s management board and the directors of each department. The 2022 edition of the programme was addressed to shopping centre directors and managers from the company’s head office. **A total of 51 senior managers were trained in the 2022 edition.**

To support the knowledge-sharing initiative within the organisation, **mandatory compliance and AML training is conducted** on a regular basis. In 2022, **162 people participated** in such training sessions. Additional internal training covered changes in tax law, expanding practical

knowledge of MS Office tools like Forms, Power BI and Excel. **A total of 183 Apsys Polska’s employees participated in internal training sessions in 2022.**

In addition, in 2022, **two groups of Apsys Polska’s employees (18 people in total) took part in a workshop on climate change – “Climate Mosaic”.** Apsys’ employees broadened their knowledge of the root causes of climate change, greenhouse gases, the speed of climate change and potential impacts, but also identified opportunities to influence climate improvement, both for individuals and organisations. Some of the workshop participants then formed the **ESG Ambassador Group** in order to stimulate the company’s ESG activity and promote its achievements in this area.



CLIMATE MOSAICS WORKSHOP

Employee development is not only about training. Apsys Polska invites employees to actively participate in the processes and strategic areas of the organisation.

In 2022, the Apsys Group developed its purpose of existence (raison d'être). This was a joint effort by teams

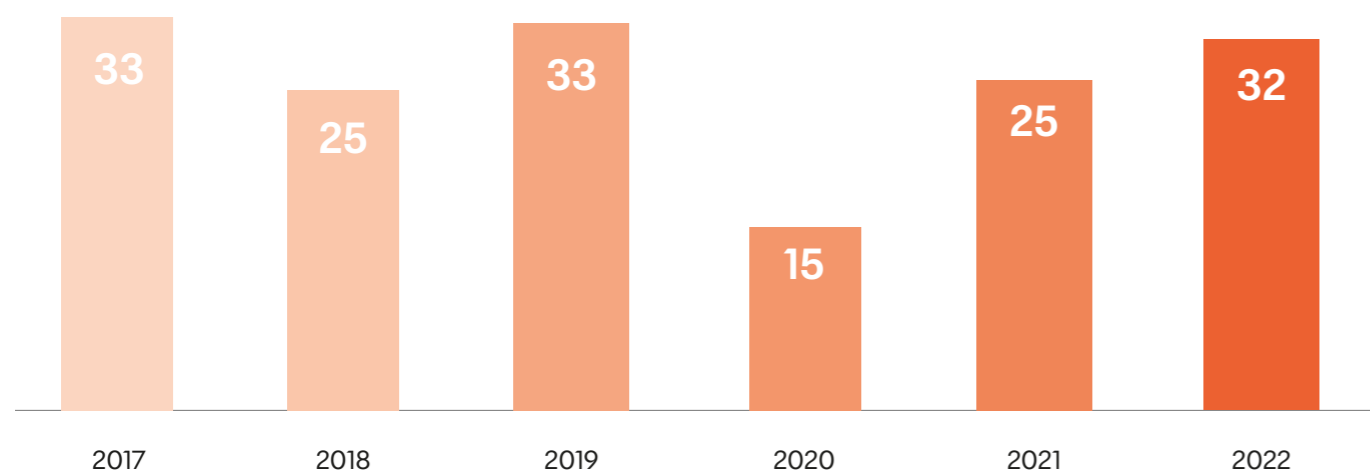
in France and in Poland. This multi-stage process was conducted in a way that involved all the organisation's employees – from a survey carried out to determine the organisation's image and priorities to a series of workshops defining the organisation's distinguishing features, as perceived by its stakeholders.

INTERNAL PROMOTIONS

The results of the organisation's focus on employee development include internal promotion opportunities. The organisation particularly encourages this form of

development. In 2022, **more than 13% of the total number of employees were promoted within the organisation** (a 47% increase compared to 2021).

NUMBER OF INTERNAL PROMOTIONS



EMPLOYEE WELL-BEING

CARING FOR THE WELL-BEING OF EMPLOYEES

In 2022, after the pandemic, Russia invaded the territory of Ukraine. The war raging on just across the eastern border and the unusual situation due to the influx of hundreds of thousands of people fleeing the conflict caused anxiety, stress and a sense of insecurity in many people.

Apsys Polska has not only been involved in helping refugees as an organisation, but has also supported its employees in helping those in need. In 2022, "volunteer time off" was introduced. As part of this initiative, each employee was given the opportunity to devote a portion of their working hours to volunteer work. 13 people took advantage of this opportunity. **78 hours of volunteer time off** were reported.

This unusual and difficult situation has given rise to the need to take special care of the well-being of employees and their families. Apsys supported its employees by

holding a **series of webinars** on difficult topics related to the war in Ukraine, including on how to talk to children about the war. **A total of 91 people participated in the webinars organised in 2022.**

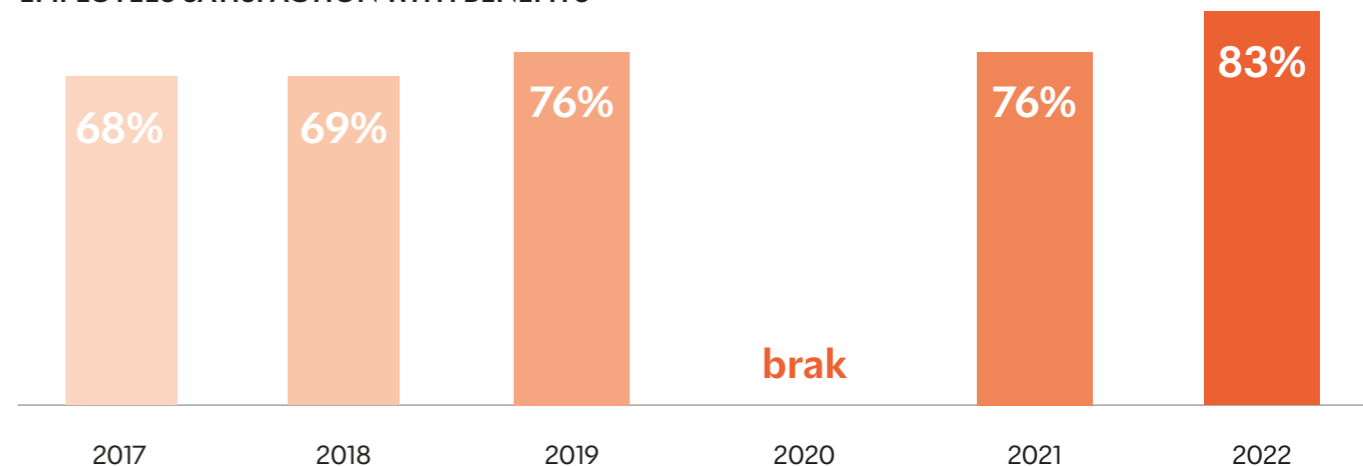
Out of concern for its employees, Apsys also engages in nationwide actions. Every year, Apsys Polska takes part in the **"2 hours for the family"** campaign. On this day, the working hours of all employees are reduced by 2h.



EMPLOYEE BENEFITS

The elements fostering employee well-being include employee benefits offered by organisations

EMPLOYEES SATISFACTION WITH BENEFITS



IN 2022, 83% OF EMPLOYEES EXPRESSED SATISFACTION WITH THE BENEFITS OFFERED BY THE ORGANISATION.

Apsys Polska offers its employees the following benefits:

- | | | | |
|-----------------------------------|------------------------------|---|--|
| #1
medical care | #2
group insurance | #3
co-funding for the Multisport card | #4
co-financing of holiday leave |
| #5
Christmas gift cards | #6
English courses | #7
employee referral programme | #8
company social events |

NEW TALENTS

FRIENDLY AND TRANSPARENT RECRUITMENT PROCESS

The recruitment processes conducted at Apsys are open and transparent. Each time, Apsys Polska publishes job postings both on its own website and, as needed, on job boards. Job opening announcements always clearly state the position requirements, both knowledge and skill-based.

In addition, it is possible to submit an unsolicited application on the Apsys Polska website.

The recruitment process is carried out in a transparent manner – candidates' applications are evaluated by at least two people. Meetings with selected candidates, are attended by a representative of the HR department and the future supervisor responsible for the relevant position. Each candidate invited to the direct recruitment stage receives feedback from the HR department upon completion.

Apsys has an **Employee Referral Programme** in place. Each time a recruitment need is identified, the organisation's employees are informed through internal communication sources about the process initiated, the position concerned, the requirements and the expected competencies. Each employee has the opportunity to participate in the recruitment process and grow within the company's structures, as well as to recommend for the position a person from outside the company who, according to them, meets the established requirements. If a person is hired thanks to a referral (and successfully completes the full recruitment process), the referring employee receives a cash bonus.

IN 2022, **8% OF CANDIDATES (4 PEOPLE)** WERE EMPLOYED AS PART OF THE EMPLOYEE REFERRAL PROGRAMME

EMPLOYEE ONBOARDING PROGRAMME

Introducing a new employee to an organisation is very important, and even more so in the hybrid work model. Often, it is a properly conducted onboarding process that determines whether an employee will stay in an organisation. Apsys has an expanded **employee onboarding programme**. It is designed to make it easy for new employees to enter the company and to ensure that they integrate smoothly with their team.

Shortly after joining Apsys, each new employee is introduced to the organisation's values, history and philosophy. They learn about the structure of the organisation and are familiarised with the procedures in place. During onboarding, the new employee receives training provided by representatives from HR, IT and Administration, and meets their immediate supervisor. In addition, a dedicated group of Apsys employees, as part of **Employee advocacy**, familiarises the new employee with the specifics of the work of the department they represent.

Organising the process in this way makes it easier for the new person to quickly familiarise themselves with the company and to communicate internally, as well as to understand the synergies between other departments.



EXPANDED EMPLOYEE ONBOARDING PROGRAMME AND DEDICATED EMPLOYEE ADVOCACY GROUP AT APSYS.

6
ABOUT
APSYS



Founded in 1997 by Maurice Bansay, the Apsys Group has been successfully operating in the commercial real estate market for over 26 years. In France, the company focuses on real estate development activities. Apsys Polska is an active developer and one of the largest commercial property managers in Poland. The company employs a total of **359 people, with 243 individuals working in Poland.**

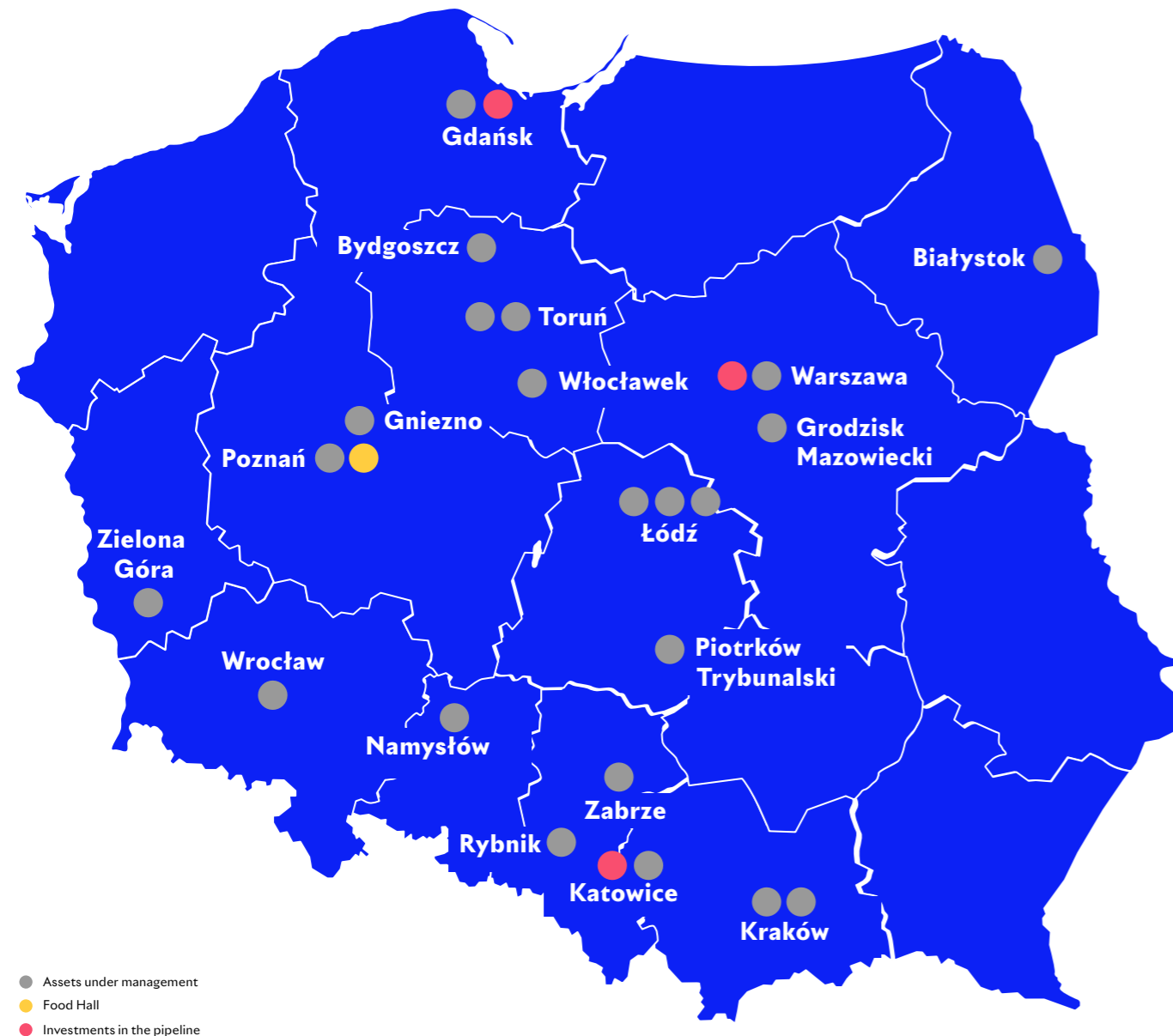
Apsys is a company with the vision and ambition to realize unique projects and create places that will become a permanent part of the urban tissue. Since 2022, the company's motto has been **"Together, another city is possible"**. Apsys seeks to more strongly and responsibly harness the potential of cities, influencing their transformation while considering environmental needs, stimulating social and economic development, and

collaboratively, through dialogue with stakeholders, creating a comfortable environment for people.

The company's strategic goal is to **enhancing cities by developing unique places that make everyone's life more beautiful.**

Thanks to its extensive experience and expertise, all activities, regardless of the size and location of each property, are tailored to the needs of the client. The company's largest investments include Manufaktura in Łódź and Posnania in Poznań.

Apsys Polska is an active member of the Polish Council of Shopping Centres, the largest organisation in Poland dedicated to the development of the shopping centre industry.



APSYS IN NUMBERS*

22
shopping centres managed

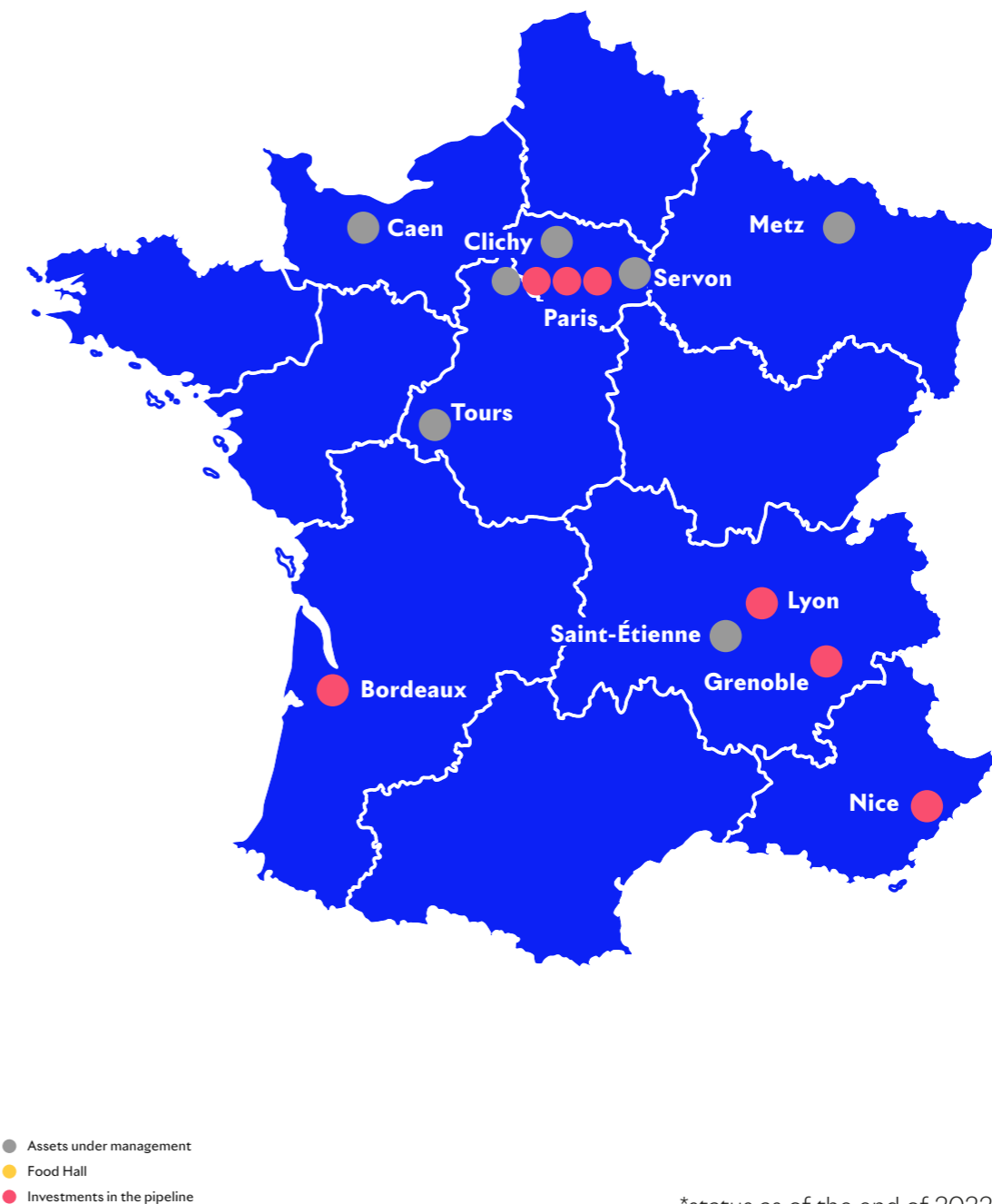
18
cities in Poland

More than **1 mln m²**
of managed space

2160
lease agreements

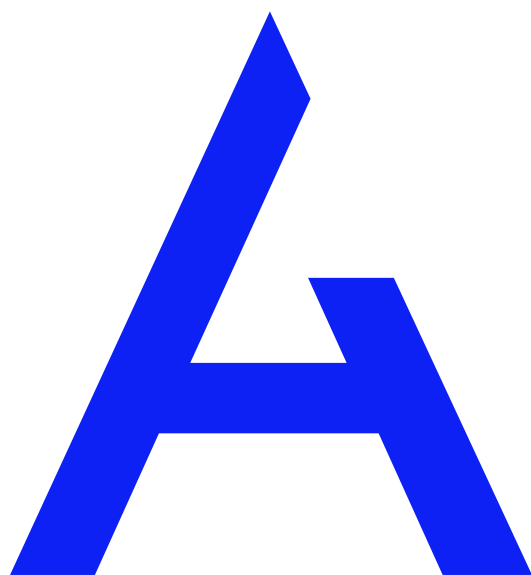
1
housing project under construction

2
mixed-use projects in the pipeline



*status as of the end of 2022

2022



www.apsys.pl

APSYS TOGETHER,
ANOTHER CITY
IS POSSIBLE.