

PRIMED TO DELIVER



**U+I FULL YEAR RESULTS AND
STRATEGIC UPDATE**

26 May 2021



TODAY'S AGENDA

1. Introductions (Richard Upton)
2. FY 2021 performance: where we are now (Marcus Shepherd)
3. Reset: (Richard Upton)
 - + 100-day review key findings
 - + Where we are now
4. Prove: outcomes of new approach (Richard Upton)
5. Grow: confidence in outlook (Richard Upton)
6. Conclusions (Richard Upton)



RICHARD UPTON

CEO



FY 2021 PERFORMANCE:

WHERE WE ARE NOW

FY 2021 OVERVIEW

£(39.1)m development and trading losses for FY 2021

- + Including £30.3m of impairments against four assets (FY 2020: £11.0m gains)
- + Reduction in basic NAV to £202.9m (FY 2020: £289.6m)
- + Investment portfolio capital value decline of 15.1% (FY 2020 7.9%)
- + 86% of retail and leisure tenants were trading at 16 May 2021; average 73% trading during twelve month period
- + 62% of rent collected/alternative payments agreed for March Quarter; average 72% rent collected/alternative payments agreed during twelve month period

Delivered on H2 targets set at interims

- + £54.5m proceeds from monetisation programme against £50m target; comprising £43.6m free cash and £10.9m restricted cash
- + Proceeds of £4.9m contracted post YE
- + 26% reduction in gross recurring overhead¹ to £15.5m, ahead of £16m target (FY 2020: £21.0m)
- + Programme for delivery on ESG agenda, with four objectives focused on realising positive change

Prudent balance sheet management

- + Clear strategy to strengthen cash position and reduce debt
- + Liquidity of £63.3m free and restricted cash; (FY 2020: £31.1m); 35.5% gearing
- + Barclays debt repaid in May 2021; assets substituted into Aviva facility releasing £13.2m of restricted cash
- + Raised £16.9m of additional finance including a £13.5m two-year loan facility; €11.8m of €47m loan note debt repaid in April 2021
- + Suspension of interim and final dividend; no supplemental dividend to be paid

Primed business for “prove” stage

- + Completed 100-day review; simplified strategy, with new modelling framework agreed and clear routes to monetisation
- + Completed Board review, including a reduction from six NEDs to four by FY 2022
- + Jamie Christmas joined U+I in May and assumes role of CFO on 19 June 2021
- + Portfolio primed with c.£1.0bn GDV of planning consents across four projects (Landmark Court, Kingstanding, Kensington Church Street, Newtown Works)

FY 2021 PERFORMANCE

	31 March 2021	31 March 2020
Development and trading (losses) / gains	£(39.1)m	£11.0m
Basic NAV	£202.9m	£289.6m
Basic NAV per share	163p	232p
(Loss) before tax	£(86.7)m	£(58.6)m
Basic (loss) per share	(70.2)p	(44.5)p
Dividend per share (in respect of period reported)	-	2.4p
Supplemental dividend per share declared	-	-
Net debt	£72.1m	£129.9m
Gearing	35.5%	44.9%

UNDERSTANDING OUR LOSSES

- + £(86.7)m loss before tax
- + Development and trading impairments including our share of joint ventures. This includes £30.3m of impairments against four assets:
 - £10.6m: Spectre joint venture platform
 - £7.9m: St Mark's Square, Bromley
 - £5.5m: The Future Works, Slough
 - £6.3m: Beeston Park, Norwich
- + £18.9m deficit from the investment portfolio due to reduced market confidence in retail assets and the impact of Covid-19
- + Other operating and financing costs



Spectre joint venture
Slow office leasing market in Dublin and London;
exited platform



St Mark's Square, Bromley
Covid-19 retail closures and lease softening

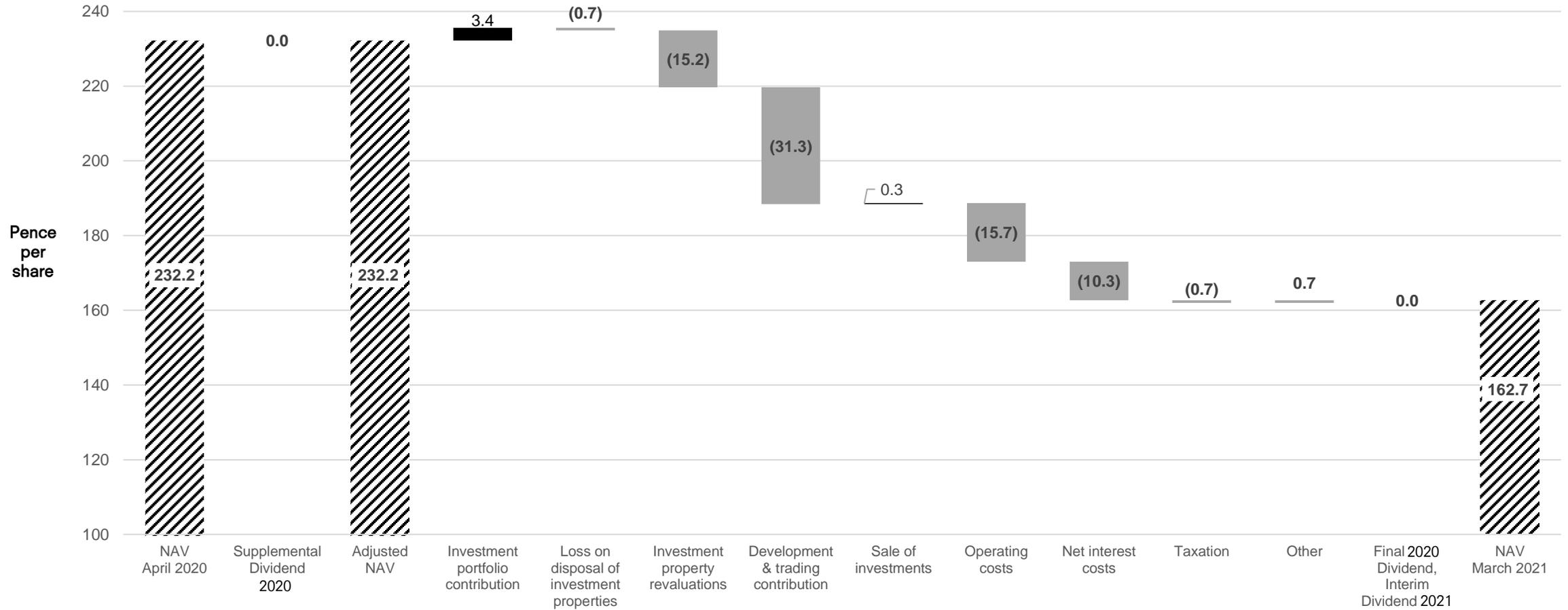


The Future Works, Slough
Delayed lettings from Covid-19 and Crossrail



Furlong Shopping Centre, Ringwood
Covid-19 retail closures; softened yield

MOVEMENT IN NAV THROUGH THE PERIOD

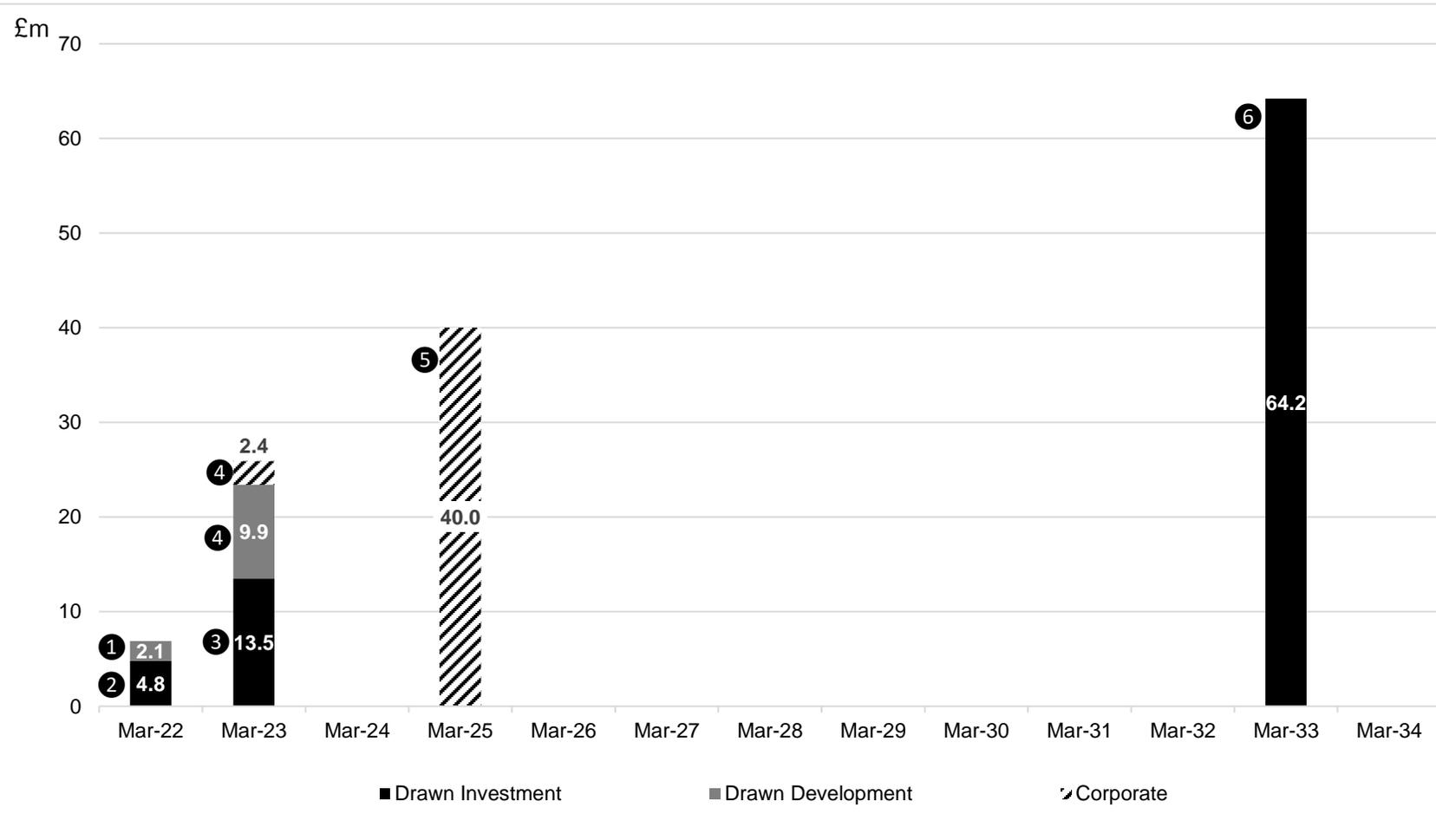


DEBT FINANCE

	FY 2021 £m	FY 2020 £m
Gross debt	135.4	161.0
Cash	(63.3)	(31.1)
Net debt	72.1	129.9
Gearing	35.5%	44.9%
Share of net debt in joint ventures	4.8	102.9
Net debt including joint ventures	76.9	232.8
Gearing including joint ventures	37.9%	80.4%
Analysis of gross debt (excluding JVs)		
Fixed rate	57.4%	64.6%
Capped / SWAP	29.3%	25.7%
Floating rate	13.3%	9.7%
Weighted average interest rate	5.7%	4.7%
Weighted average maturity	6.7 years	5.9 years

DEBT MATURITY PROFILE

1. Bromley residential, £2.1m
2. Barclays investment loan, £4.8m, post repayment from sales of Gemini Building at Harwell, Belsize Park and Vicus House; fully repaid since year end
3. £13.5m NatWest loan facility
4. White Heather and Dublin Industrial Estates drawn down €3.4m new debt
5. €47m loan notes extended by three years in period; for repayment in April 2024; €11.8m of this debt has been repaid since YE
6. Aviva £65.0m investment portfolio debt. Pre-emptive ICR waivers in place due to Covid-19; facility restructured in May 2021





RESET:

100-DAY REVIEW KEY FINDINGS

THE KEY FINDINGS OF THE ROOT AND BRANCH 100-DAY REVIEW

The business model is too complicated to understand

- + Too many projects; many outside our core regeneration focus
- + Complex ownership structures at project level makes it harder for shareholders to forecast

The existing capital structure adds complexity and cost

- + Size of balance sheet and deal by deal approach has led to expensive capital
- + Balance sheet and business complexity has allowed others to benefit from opportunities created by U+I to our disadvantage

The cost base is too high for a company of our size

- + Expensive overhead, including team, office and third party costs
- + Inefficient processes have refocused resources away from key deliverables

Need to address poor performance

- + Consistent under-delivery against our targets
- + Lack of visibility on asset valuations

All this aside, we believe **our regeneration model**, married to **the right capital** and aligned with the Government's focus on rebuilding economic growth and levelling up, is **more relevant than ever**.

But failings in execution and the wrong capital have undermined our ability to deliver the model successfully.



RESET:

WHERE WE ARE NOW

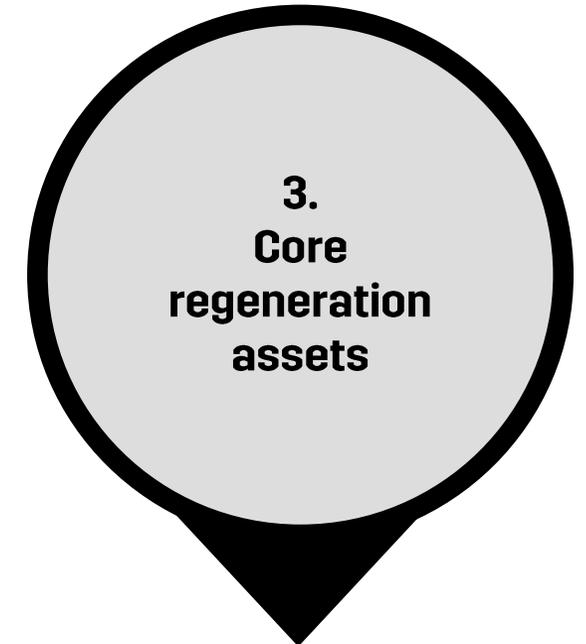
100-DAY REVIEW: CURRENT PORTFOLIO – GIVING GREATER CLARITY



GAV: £126m
NAV: £112m

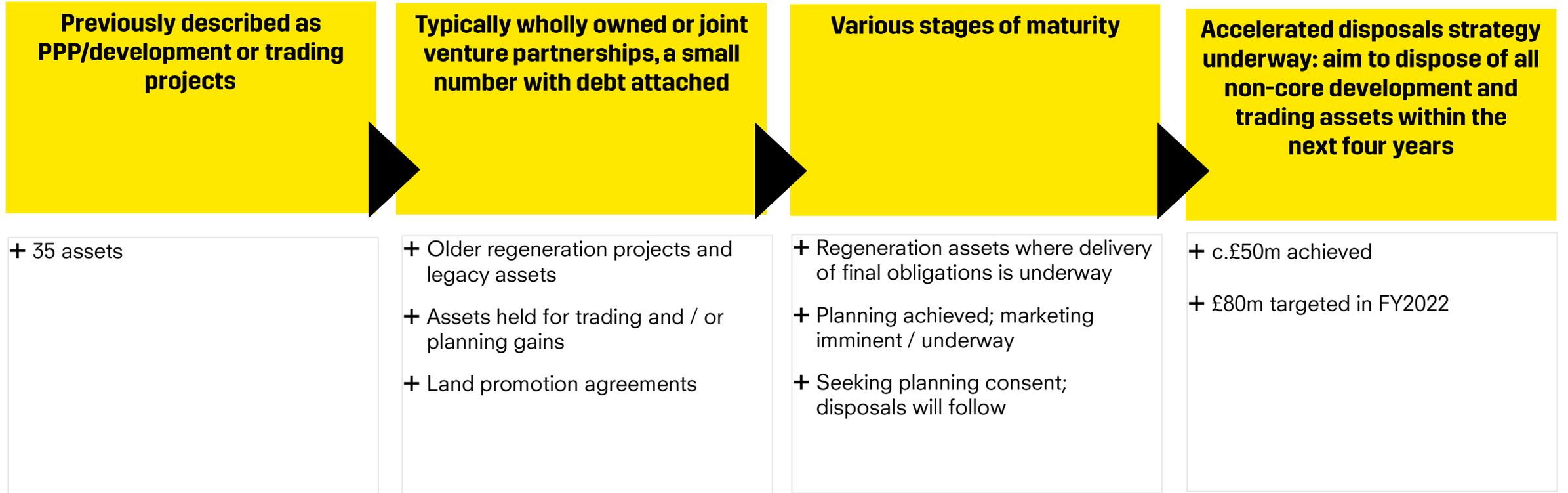


GAV: £85m
NAV: £54m*



GAV: £58m
NAV: £58m

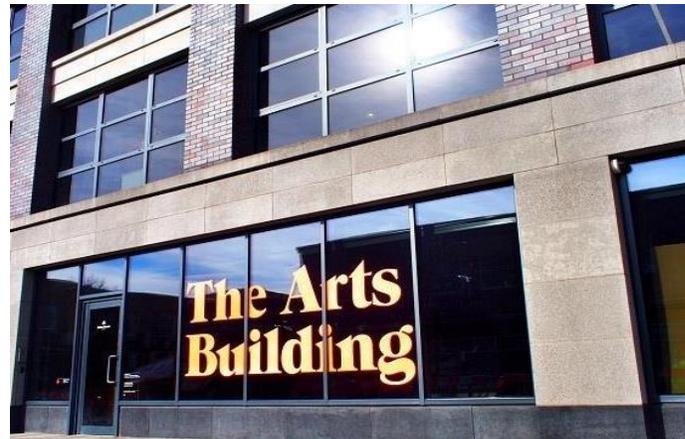
1. NON-CORE DEVELOPMENT AND TRADING ASSETS



1. NON-CORE DEVELOPMENT AND TRADING ASSETS – DISPOSALS PROGRAMME



Circus Street, Brighton (SOLD)



The Arts Building, Finsbury Park (SOLD)



Fleet Care Home, Dartmouth (SOLD post YE)



Chill Factor, Manchester (SOLD)



Kingstanding, Tunbridge Wells



Cambourne, South Cambridgeshire

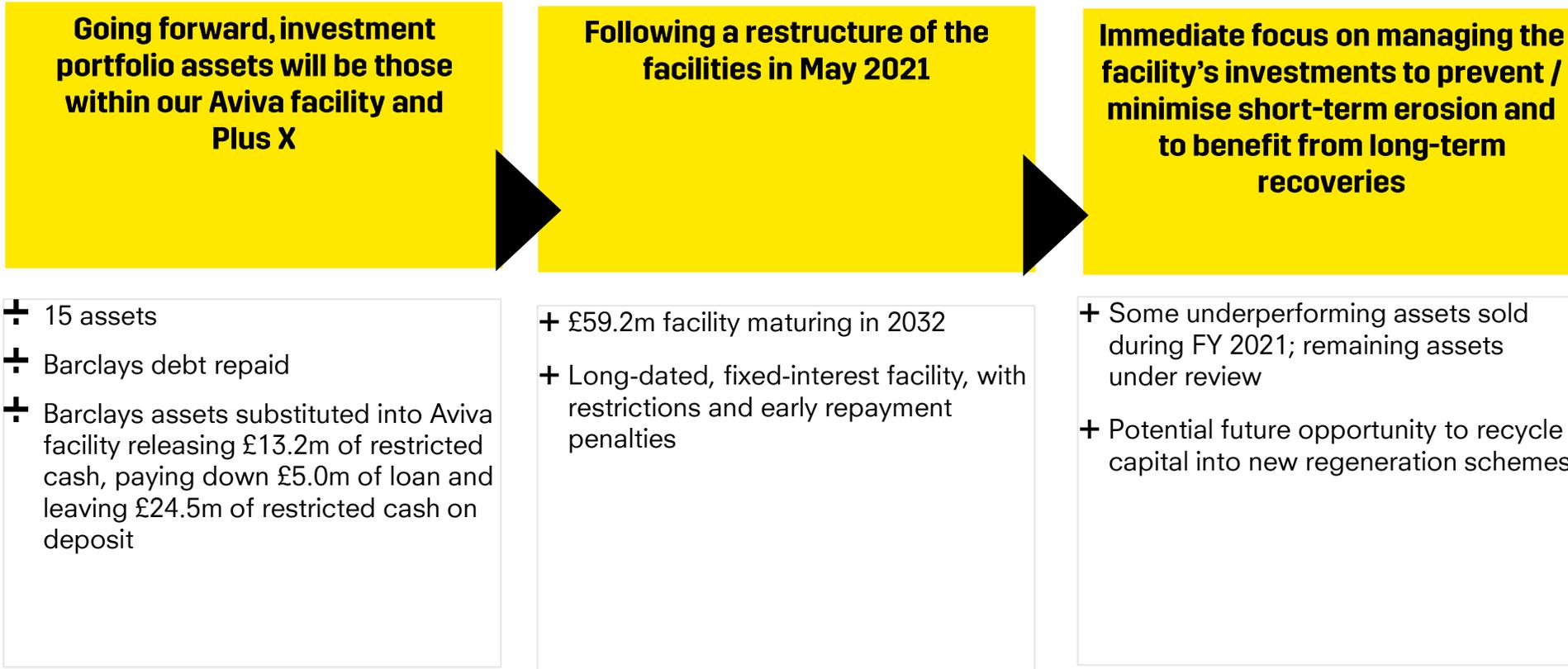
1. NON-CORE DEVELOPMENT AND TRADING ASSETS – DISPOSALS EXPECTATIONS

	TOTAL	NEXT 24 MONTHS	BEYOND 24 MONTHS
Number of projects	35	28	7
NAV ¹	£112m	£100m	£12m
Sale proceeds (net of debt)	£125-195m	£110-145m	£15-50m
Expected project spend in period	£(35)m ²	£(35)m ²	-
Net cash from projects	£90-160m	£75-110m	£15-50m
<hr style="border-top: 1px dashed black;"/>			
March 2021 debt on wholly owned projects	£14m	£12m	£2m
March 2021 share of debt on joint venture projects	£9m	£9m	-
Total	£23m	£21m	£2m

18 1 Includes Other investment portfolio assets (£10.3m), as shown on slide 20

2 Elements of this spend relate to projects exited in later years but is expected to be incurred in this period

2. INVESTMENT PORTFOLIO

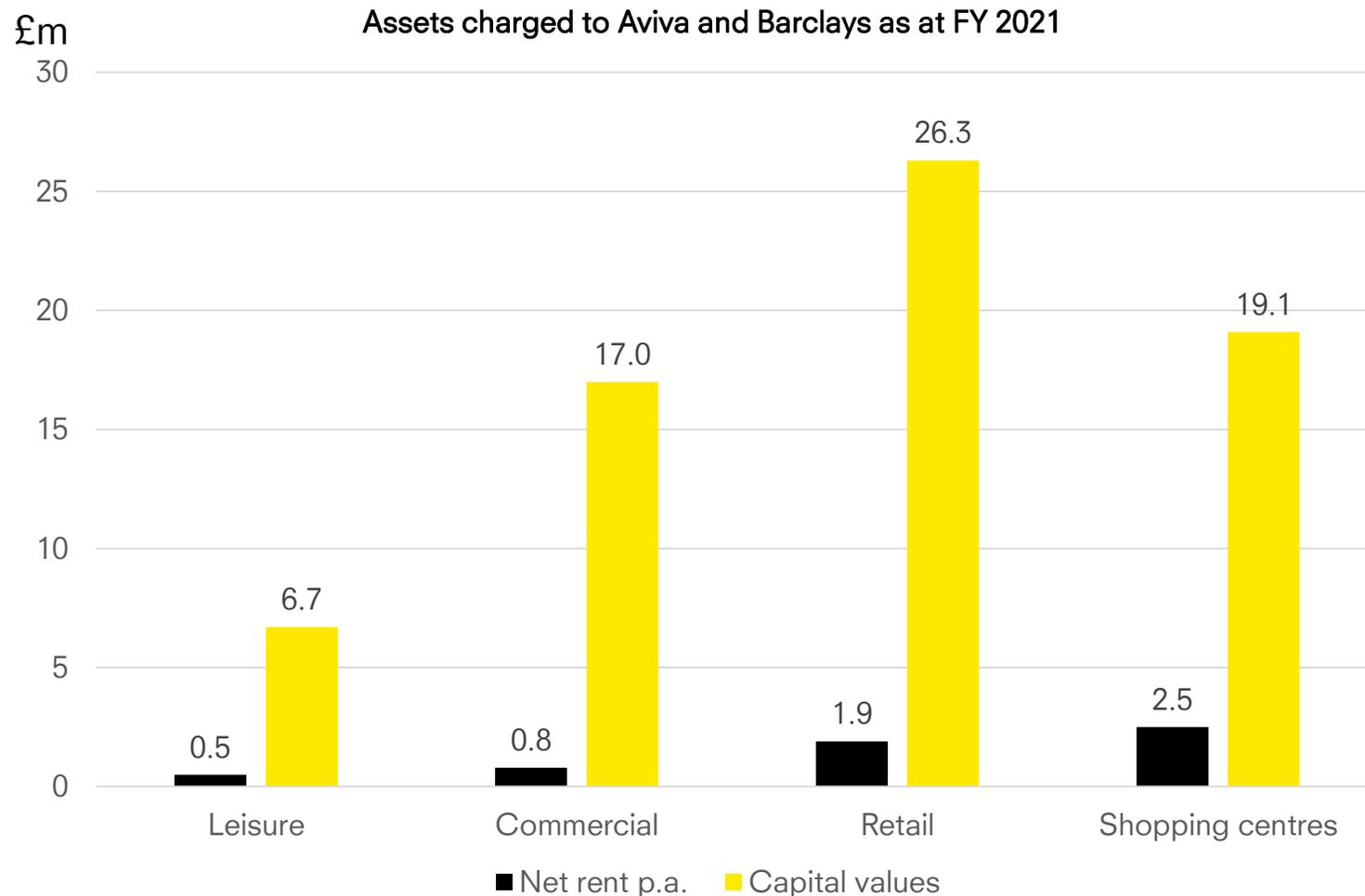


2. INVESTMENT PORTFOLIO – VALUATION BREAKDOWN AT FY 2021

Breakdown of investment portfolio valuation at 31.03.21

Total per balance sheet	£95.5m
Plus X, Brighton	£16.1m
Charged to Aviva	£47.8m
Charged to Barclays	£21.3m
Sub-total	£85.2m
Other ¹	£10.3m

¹ Comprises Cambourne, uncharged land at Ringwood and Broughton – included in non-core assets strategy and figures (see slide 18).



2. INVESTMENT PORTFOLIO – ASSETS CHARGED TO AVIVA AND BARCLAYS AT FY 2021



2. THE PLUS X PLATFORM GIVES A COMPETITIVE ADVANTAGE

- + Estimated 160x more socio-economic impact over traditional office buildings
- + Estimated societal impact of £100m (on average) in every location
- + Innovation support for thousands of SMEs over the next five years
- + >£23m grant funding won from LEPs, ERDF and HEFCE
- + Superior returns for landlords



2. INVESTMENT PORTFOLIO – DEBT AT 31 MARCH 2021 VS MAY 2021 RESTRUCTURING

	BARCLAYS (31.03.21)	AVIVA (31.03.21)*	AVIVA POST RESTRUCTURING (01.05.21)*
Facility size	£4.8m	£64.2m	£59.2m
Rate	L+3.1% floating	5.15% fixed	5.15% fixed
Maturity	March 2023	December 2032	December 2032
Security	4 assets valued at £21.3m	£37.7m restricted cash; 8 assets valued at £47.8m	11 assets valued at £65.9m; £24.5m restricted cash
Amortisation	-	c.£220K per quarter	Additional £10m amortised over term of the loan
Covenants	LTV 50%	LTV 75%, falling to 67.5% in December 2023	LTV 70%

2. INVESTMENT PORTFOLIO STATUS AND FUTURE STRATEGY

- + Some underperforming assets sold during FY 2021; remaining assets under review
- + Managing income, ensuring covenant compliance, amortising the loan
- + Restricted cash will be reinvested for total return, with a focus on income
- + Priority is balance of yield, income quality and value resilience
- + Potential future opportunity to recycle capital into new regeneration schemes
- + Retain Plus X as future value generator

3. CORE REGENERATION ASSETS

Core, predominantly multi-phase, projects that need U+I expertise to unlock their potential

Master developer approach provides multiple routes to monetisation



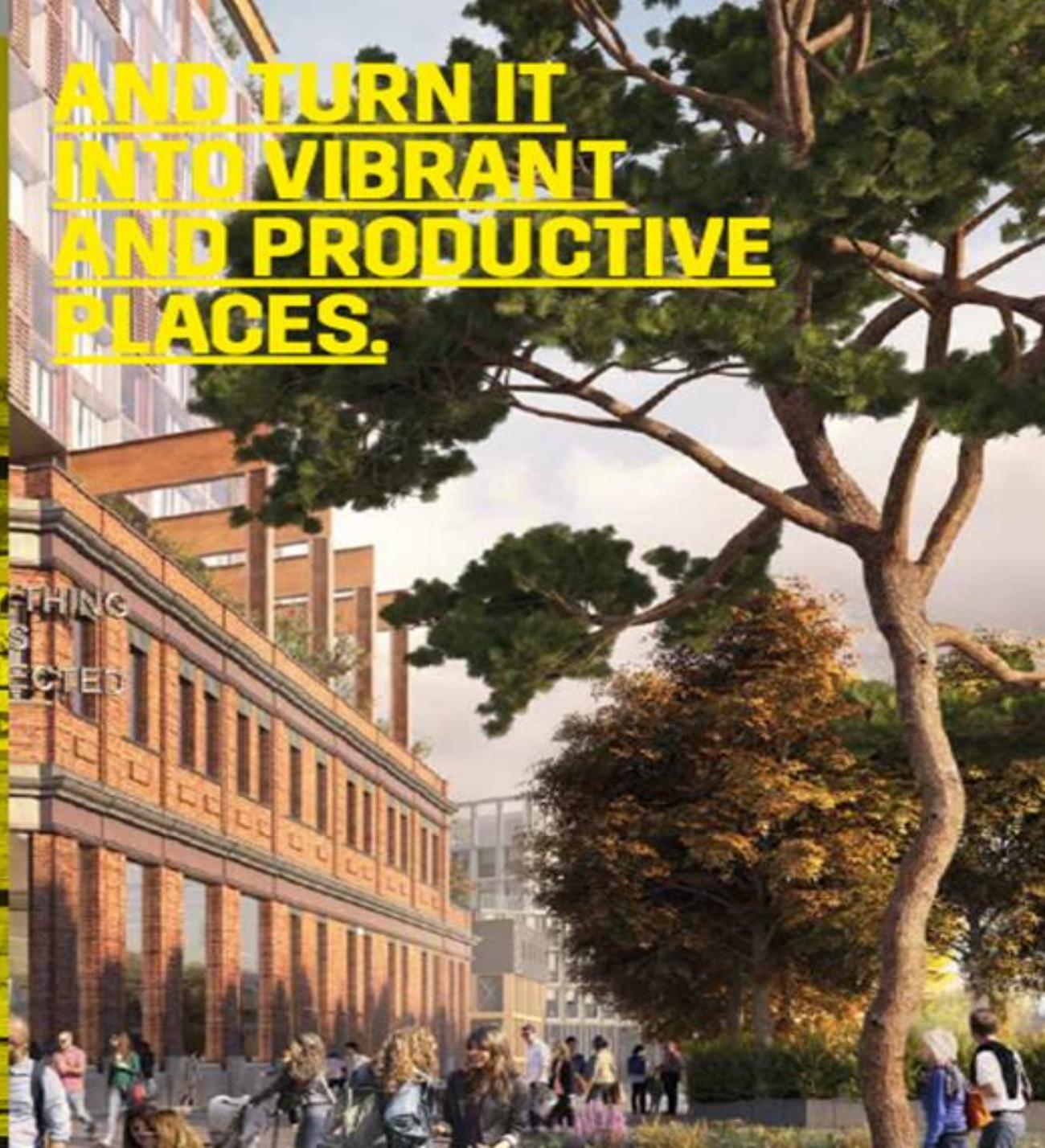
- ✚ Mayfield, Manchester
- ✚ 8 Albert Embankment, Lambeth
- ✚ Landmark Court, Southwark
- ✚ Morden Wharf, Greenwich
- ✚ Cambridge Northern Fringe East (CNFE), Cambridge

- ✚ Land enablement profits from planning and placemaking
- ✚ Plot sales to specialists
- ✚ Development management fees where U+I builds out a scheme with a funding partner
- ✚ Share of development profit structured as a promote when partnering with appropriate capital

**WE BUY
OVER-LOOKED
AND UNLOVED
LAND.**

**AND TURN IT
INTO VIBRANT
AND PRODUCTIVE
PLACES.**

**EVERYTHING
IS
CONNECTED**



3. LAND, DEMAND, CAPITAL AND POLICY STRENGTHEN OUR OPPORTUNITY

Land potential

- + The public sector is one of the most significant land owners in the UK
- + 1.3m acres of England is owned by councils; c.85% of London Council development projects are PPP
- + Under-resourced public sector under pressure to make its land work harder, generate revenue, deliver environmental improvements, meet demanding homes targets – and deliver social value
- + Potential for c.350,000 homes on previously developed land in six cities alone

Increased demand

- + UK population expected to grow to >72m by 2040; 83% live in towns or cities
- + A systematic change in lifestyles has driven a need to reinvent our towns and cities so they are designed for radical flexibility and efficiency, and address new living, working and socialising behaviours
- + New, carefully curated – and affordable – spaces will be increasingly attractive to meet demand / supply imbalances
- + >£5bn GDV new PPP opportunities expected in the near-term*

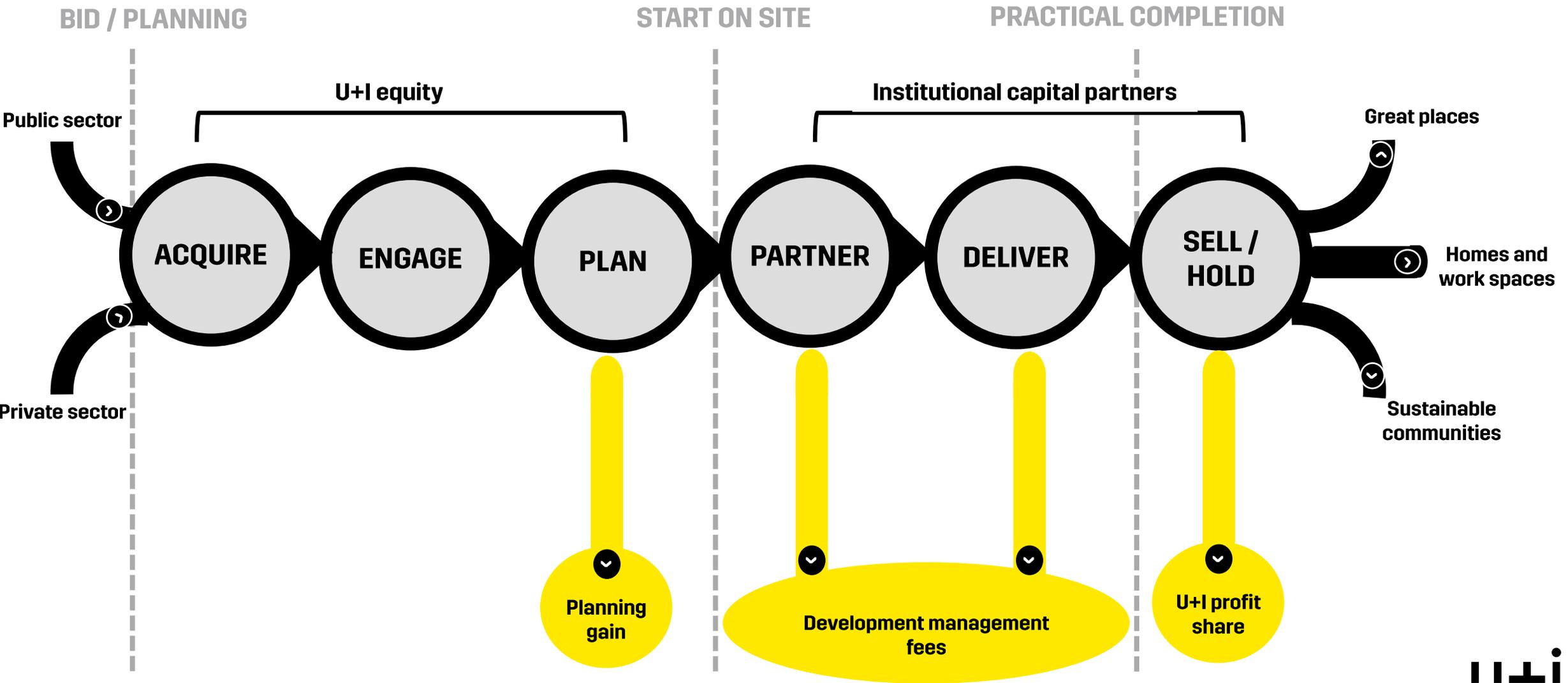
Pent up capital / ESG

- + Increased appetite for sustainable, thoughtful places that encourage wellbeing, create local jobs and UK infrastructure
- + Opportunities for patient capital to invest in shovel-ready schemes, delivered by trusted partners with proven credentials and shared values
- + The ESG real estate investment market is expected to double in 2021 as demand increases for companies demonstrating that they are making a positive social impact (OnePlanetCapital, 2021)

Supportive policy

- + Government is supportive of greener, community-led aspirations for an evolving society that will increase productivity
- + New policies and funding are being made available to stimulate growth in and around our towns and cities through regeneration
- + Housebuilding targets are on the rise in some regions and will remain a Government priority, regardless of political leader
- + £100m Government commitment to building on brownfield sites and £4.8bn Levelling Up Fund commitment in 2021 unlock regeneration opportunities

3. OUR MASTER DEVELOPER APPROACH – U+I INVESTS EQUITY AND SKILLS TO CREATE VALUABLE DEVELOPMENT OPPORTUNITIES



3. PRESTON BARRACKS - GREAT PLACES, GREAT SOCIAL VALUE, GREAT RETURNS

- + 369 new homes, including affordable
- + 534 student beds, new University Business School
- + Retail, medical centre and other amenities
- + 50,000 sq.ft. high-spec innovation and tech hub for start-ups and SMEs (Plus X)
- + 160x societal and economic value from Plus X than traditional office space
- + 1,500 new jobs; £280m injection into the local economy over the next ten years
- + £5.5m peak U+I equity

£34.5m

Total U+I gross profit; 6.3x equity multiple



3. WHAT OUR PARTNERS SAY

"IT HAS BEEN A GREAT EXPERIENCE TO WORK WITH U+I WHO BASICALLY TRUSTED AND BELIEVED IN OUR CREATIVE VISION... IT HAS REALLY CHANGED MY OPINION OF DEVELOPERS AND IT HAS BEEN A FANTASTIC EXPERIENCE FOR US."

Harriet Warden
CEO, Blackhorse Workshop

"They seem to have not only expertise, they had integrity as well and what they were talking about was not simply redevelopment, but putting some heart in redevelopment and that's really what sold us to them... U+I are totally on board, totally committed and I think are streets ahead of any of their competitors."

Mike Cosgrove
Cabinet member for Regeneration, Swale Borough Council

THIS PARTNERSHIP AIMS TO DELIVER ONE OF THE MOST AMBITIOUS AND TRANSFORMATIONAL PROJECTS FOR THE CITY IN A NEIGHBOURHOOD WHERE MEANINGFUL REGENERATION IS LONG OVERDUE."

Professor Debra Humphris

"It has been amazing, especially for us as a young, start-up company that really needs space... because we've had this space we've been able to hire staff and grow as a business."

Declan Cassidy
Director, MakerClub

"One of the things that is unusual about U+I is that they're absolutely passionate about the raw material on the site, its history, the buildings, the heritage and they want to weave that into a new vision for the site."

Fred Pilbrow
Senior Partner, Pilbrow & Partners

TOGETHER

RELATIONSHIPS BUILT ON TRUST OVER THE LONG-TERM.

"The creation of Deptford Market Yard has been collaborative work between Lewisham and U+I, a developer who understands community and regeneration."

Councillor Alan Smith

"IT WOULD BE GREAT IF MORE PROPERTY DEVELOPERS WERE LIKE U+I"

Councillor Claire Craghill
Lewisham Council

"THE CITY AND ITS PARTNERS APPOINTED U+I FOR THE MAYFIELD PROJECT BECAUSE THE COMPANY PRESENTED A COMPELLING VISION OF WHAT AN INCLUSIVE, VIBRANT NEW CITY DISTRICT MIGHT LOOK LIKE AND DEMONSTRATED THAT THEY COULD DELIVER ON THAT VISION."

Sir Richard Leese
Leader, Manchester City Council

"We are delighted to be progressing a scheme that reflects the history and heritage of the site whilst providing much needed housing for local people."

Baruch Erlich
Parkdale Investments Ltd

3. CORE PROJECTS: MAYFIELD, MANCHESTER

- + One of the UK's most significant regeneration projects
- + £1.5bn GDV Public Private Partnership
- + 1,100+ homes, 350 bed hotel, retail and leisure space
- + 3m sq.ft. mixed-use; 2m sq.ft. office space
- + Planning consent secured; detailed Phase 1 planning consent secured
- + £23m grant secured in August 2020
- + First public park in 100 years; on site
- + Scheme net zero carbon by 2028

>16,000

New jobs will be created



3. CORE PROJECTS: 8 ALBERT EMBANKMENT, LAMBETH

- ✦ One of the last heritage assets remaining on the River Thames
- ✦ £500m GDV Public Private Partnership with London Fire Brigade
- ✦ Turning a long under-used site into a place for homes, jobs and community service
- ✦ 400+ new homes, 85,000 sq.ft. work space, hotel, fire station and museum, gym and retail
- ✦ Approved by London Borough of Lambeth; Secretary of State call in; outcome expected Summer 2021

>1,200

New jobs will be created



3. CORE PROJECTS: LANDMARK COURT, SOUTHWARK

- + Vacant site by Borough Market
- + £240m GDV Public Private Partnership with TfL
- + 200,000 sq.ft. office, retail and workspace, 36 new homes
- + Full planning consent granted January 2021
- + Primed for patient capital in FY2022
- + Targeting net zero carbon emissions in construction and operation, as well as BREEAM 'Excellent' and Well certified 'Platinum' accreditations

>1,800

New jobs will be created



3. CORE PROJECTS: MORDEN WHARF, GREENWICH

- + One of the most significant riverside regeneration sites remaining in London
- + £770m GDV
- + Conditional Development Agreement with Morden College
- + 19 acres, 1,500 new homes, public park, brewery, 200,000 sq.ft. warehousing and creative industry space
- + Brewery and other tenant leases already secured
- + Planning decision in Summer 2021

>1,100

New jobs will be created



3. CORE PROJECTS: CNFE, CAMBRIDGE

- ✦ One of the region's largest regeneration sites; highly progressive masterplan
- ✦ Surrounded by life sciences parks
- ✦ £3bn GDV; 120 acres; PPP with Anglian Water Group and Cambridge City Council
- ✦ A socially and economically inclusive, low-carbon place for living and working
- ✦ 5,000+ new homes, 500,000 sq.ft. work space, 200,000 sq.ft. leisure, community and retail space
- ✦ Planning application to be submitted 2024
- ✦ Potential for earlier phases being considered

>8,500

New jobs will be created



3. OUR FIVE CORE REGENERATION SCHEMES

	Mayfield	Landmark Court	Morden Wharf	8 Albert Embankment	CNFE	Total
						
Current WIP ¹	£24.9m	£4.3m	£16.1m	£11.0m	£1.7m	£58.0m
Future equity required ²	£2m	£1-1.5m	£3.5-4m	£2-3m	£5-6m	£13.5-16.5m
Debt ³	£0m	£0m	£0m	£0m	£0m	£0m
GDV ⁴	£1.5bn	£240m	£770m	£500m	£3bn	£6.0bn
Gross project margin ⁵	£400m	£65m	£200m	£100m	£600m	£1.4bn

1 2021 contribution to NAV / equity invested to date by U+I

2 Further cash expected to be invested in project by U+I to deliver business plan as master developer

3 Money borrowed against project

4 Gross Development Value - expected value of scheme following completion of development

5 Profit expected to be generated by the development of the scheme, excluding finance costs

3. A CLEAR ESG FRAMEWORK FOCUSED ON OUR STAKEHOLDERS

	FOCUS AREAS	MATERIAL ISSUES
	Inclusive places	S <ul style="list-style-type: none"> • Purposeful construction and placemaking • Biodiversity and green infrastructure • Affordable housing • Affordable products and services • Inclusive economic development
	Inspiring buildings	E <ul style="list-style-type: none"> • Circular economy • Building labels and standards • Wellbeing and productivity • Energy and carbon
	Engaged communities	S G <ul style="list-style-type: none"> • Community cohesion • Healthy and sustainable communities • Diversity and inclusivity
	A company fit for purpose	G <ul style="list-style-type: none"> • Employee experience • Transparent disclosure • Responsible supply chain management • Corporate governance • Alternative capital raising / funding models

3. CONTINUING MOMENTUM IN THE YEAR AHEAD

Publish a complete socio-economic audit of our entire portfolio in Summer 2021.

Publish an ambitious set of targets across all aspects of our ESG agenda during FY 2022.

Roll out a capacity building programme to enable us to deliver on our agenda.

Publish first annual Positive Impact Report in FY 2022 outlining progress against our targets.

IN SUMMARY – THE ‘RESET’ IS DONE; MOVING TO ‘PROVE’ STAGE

Completed 100-day review and launched simplified strategy with multiple routes to monetisation

- + Impairments addressed
- + Defined master developer activity
- + Clear plan for investment portfolio

£54.5m¹ proceeds delivered through portfolio rationalisation programme against £50m target

- + Non-core assets identified for disposal
- + Dedicated disposals team created to track progress
- + Proceeds of £4.9m contracted post YE

Reduced gross recurring overheads to £15.5m, against £16m target

- + 42% reduction in staff numbers from 1 April 2020 to 30 June 2021
- + Office headquarters lease on the market
- + Reduction in discretionary, third-party costs and offshore structures

New integrated ESG strategy and vision to realise positive change

- + Stakeholder interviews, peer analysis and internal workshops completed
- + Legislation, policy and best practice reviews undertaken
- + Mapped key ESG issues, vision and objectives; identified programme for delivery



PROVE:

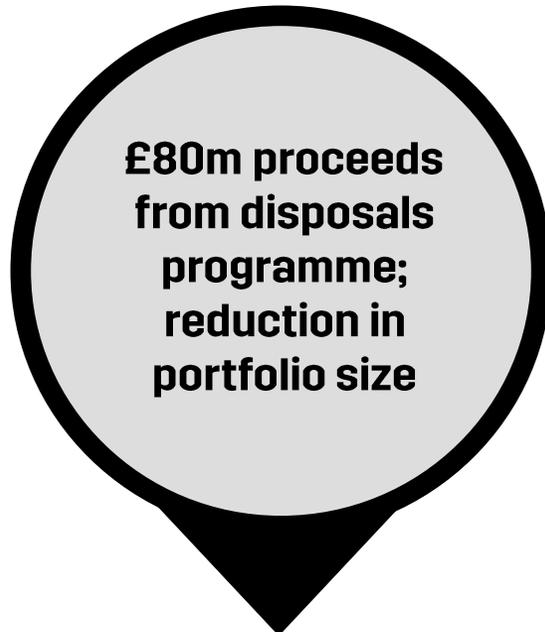
OUTCOMES OF NEW APPROACH

OUR TARGETS IN FY 2022, STRENGTHENING NEAR-TERM LIQUIDITY



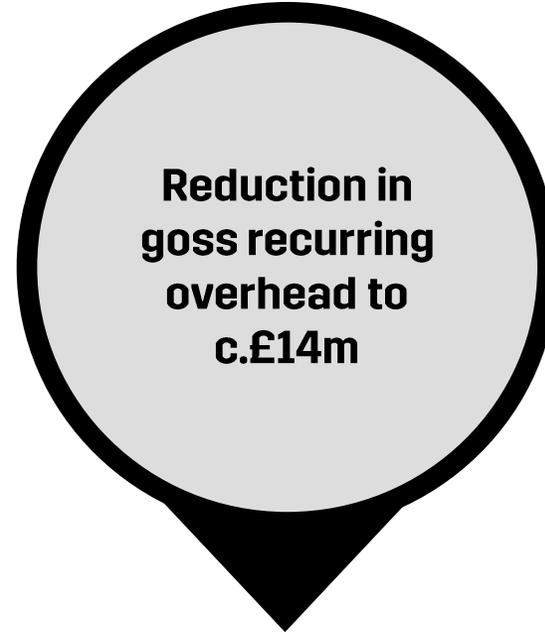
Application of consistent disciplined master developer approach across entire portfolio

- + Secure positive planning outcome at 8 Albert Embankment and Morden Wharf



£80m proceeds from disposals programme; reduction in portfolio size

- + Strengthen balance sheet; redeploy cash



Reduction in goss recurring overhead to c.£14m

- + Reduction in office costs, including solution for Howick Place lease and staff headquarters location



Improved access to supportive partners, including patient capital, through simplified model

- + Secure funding at Landmark Court and Phase 1 Mayfield



GROW:

CONFIDENCE IN OUTLOOK

OPPORTUNITIES AS WE MOVE TO 'GROW' STAGE

**Capture
greater
development
profits from
our core
regeneration
portfolio**

**Cash to pay
dividends**

**De-leverage
the business**

**Greater
reinvestment
potential**

ALL OF WHICH DELIVER VALUE TO OUR SHAREHOLDERS

GROW – OUR STAGES TO DELIVERING CONSISTENT PERFORMANCE

- + Deliver exceptional regeneration projects
- + Capture opportunities with major capital partners
- + Deliver more predictable income streams
- + Achieve monetisation and efficiencies targets
- + Strengthen our PPP pipeline
- + Build our brand further
- + Execute on ambition for best-in-class regeneration, delivering significant shareholder value



CONCLUSIONS

SUMMARY – POSITIVE OUTLOOK

**Our time is now.
Strong underlying
market fundamentals
in high-growth
geographies**

**Alignment with
Government policy and
structural trends**

**Focus on complex
mixed-use
regeneration where we
have a competitive
advantage and quality
portfolio**

**Vision, expertise,
trusted longstanding
relationships and
brand distinction
create barriers to entry**

**Strong evidence of
growth in PPP activity;
£5bn pipeline of
opportunities identified
to come forward in
coming years**

**Aligning patient capital
to new opportunities
allows participation in
development and
substantially improves
business model**

**Balance sheet strength
and resilience**

**Empowered,
incentivised, right-
sized team**



ANY QUESTIONS?



APPENDICES

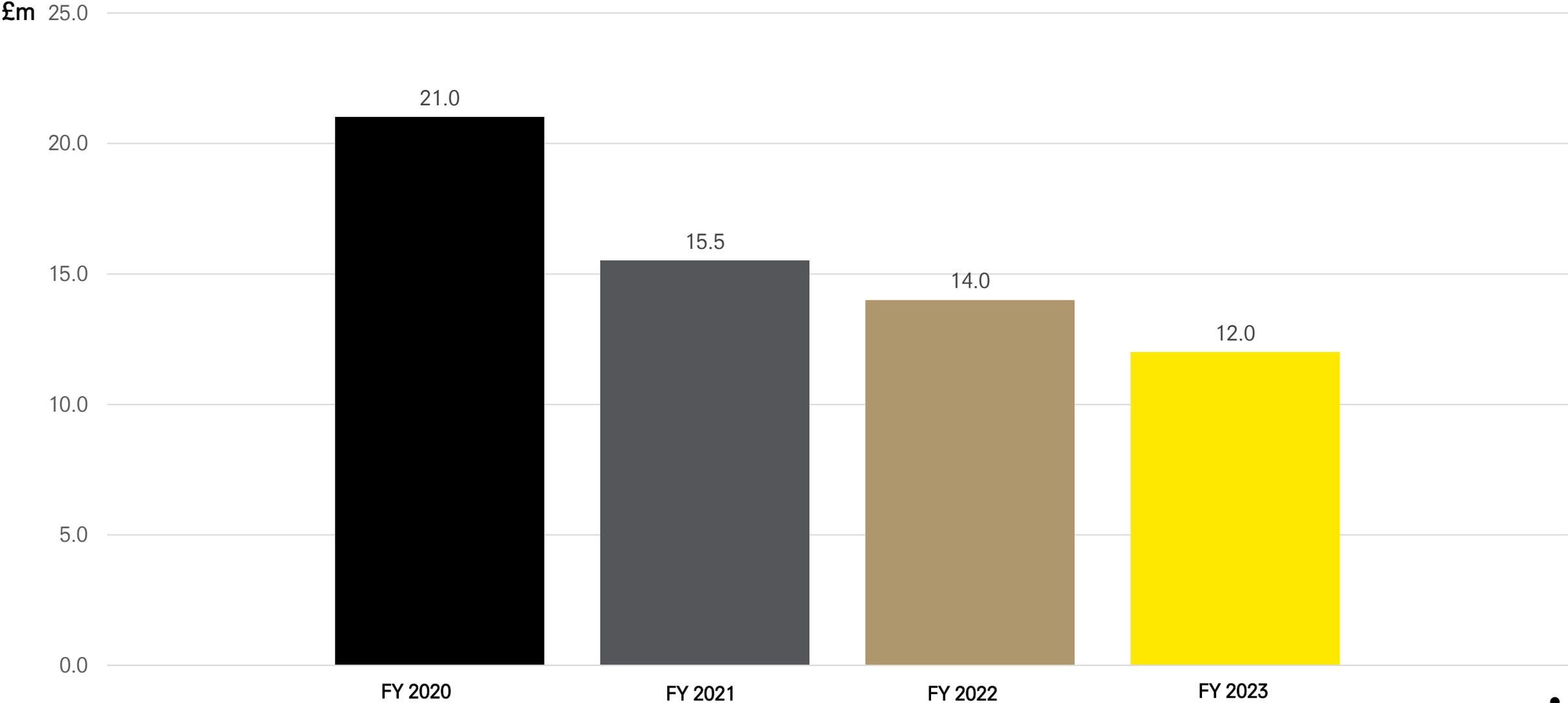
OUR DISPOSALS PROGRAMME IN ACTION

Project	Target realisation period	Description
399 Edgware, Edgware Road	Next 24 months	Residential-led mixed-use redevelopment of former shopping centre
St Mark's Square, Bromley	Next 24 months	Leisure-led mixed-use development, including a cinema, restaurants, a hotel residential units and a car park
Cambourne, Cambridgeshire	Next 24 months	Cambourne Park is a 55 acre business environment 10 miles west of Cambridge and land for housing
Circus Street Brighton	Next 24 months	Partnership with Brighton & Hove City Council, delivering homes, student accommodation and office space
Valentines House, Ilford	Next 24 months	Conversion of former office building to residential units and retail space
New Garden Square, Birmingham	Next 24 months	Site with opportunity for mixed-use development. Currently short-listed for a GPA process
Spirit of Sittingbourne, Sittingbourne	Next 24 months	Transformative town centre regeneration project; minor works required to complete
Kingstanding, Tunbridge Wells	Next 24 months	Promotion agreement over 200 acres of greenbelt farm land. Planning consent has been achieved for an industrial and office scheme
Collingwood Road, Dartmouth	Next 24 months	80 bed care home in Dartmouth, let to Care Concern
Vertium, Dublin	Next 24 months	Completed office building let to Amazon. Retentions outstanding
Mecca Bingo, Wood Green	Next 24 months	2.5 acre site let to Mecca Bingo. Potential for redevelopment as residential
The Movement, Greenwich	Next 24 months	Largely complete mixed-use scheme
Kensington Church Street, Kensington	Next 24 months	1950s office building with planning permission for mixed-use redevelopment
South Woodham Ferrers, Chelmsford	Next 24 months	Land promotion agreement
Castle House, Sheffield	Next 24 months	Former Co-op store. Now multi-let leisure, office and innovation hub in partnership with Kollider
Rhoscrowther Wind Farm, Wales	Next 24 months	Wind farm site
Kent Wool Growers, Ashford	Next 24 months	Site located near to Ashford, Kent with planning consent for residential development
The Future Works, Slough	Next 24 months	Three phase office development in Slough town centre; first phase is complete; planning consent received for next two phases

OUR DISPOSALS PROGRAMME IN ACTION

Project	Target realisation period	Description
Luneside East, Lancaster	Next 24 months	Regeneration site where U+I acted as master planner and has developed student accommodation in partnership with M&G
Preston Barracks, Brighton	Next 24 months	5 acre mixed-use regeneration project adjacent to the University of Brighton
Pincent's Hill, Reading	Next 24 months	Former golf course with potential for residential development. Freehold interest in part of the site and a promotion agreement over the remainder
Faraday Works, Greenwich	Next 24 months	5 acre mixed-use regeneration project within the Charlton Riverside Opportunity Area; formerly referred to as Westminster Industrial Estate
Hendy Wind Farm, Wales	Next 24 months	Wind farm site
Furlong excess land, Ringwood	Next 24 months	Land adjacent to Ringwood Shopping Centre
White Heather Industrial Estate, Dublin	Next 24 months	Industrial Estate in Dublin with potential for residential scheme
Curzon Park, Birmingham	Next 24 months	11 acre site in Birmingham compulsorily purchased by HS2
Broke Hill, Halstead	Next 24 months	150 acre golf course site near Sevenoaks with potential for residential development
Northpoint	Next 24 months	Northpoint loan
Newtown Works, Ashford	Beyond 24 months	12 acre site near Ashford, Kent with planning consent for mixed-used scheme
Keighley & Barnsley	Beyond 24 months	Joint venture with local partner. Keighley is a 5 acre edge of town centre development, Barnsley is a 23 acre site allocated to mixed-use development
The Old Vinyl Factory, Hayes	Beyond 24 months	Extensive regeneration project undertaken across 17 acres in Hayes
Launceston, Cornwall	Beyond 24 months	Promotion agreement on 50 acre greenfield site
Shepherds Bush Market, Shepherd's Bush	Beyond 24 months	24.5% stake in Shepherds Bush Market where there is an opportunity for an office-led mixed used scheme. Yoo Capital owns the other 74.5%
Dublin Industrial Estate, Dublin	Beyond 24 months	Industrial Estate in Dublin with potential for residential scheme
Barwood/LaSalle	Beyond 24 months	Land promotion agreement seeking to release greenbelt land for residential development

43% REDUCTION IN GROSS RECURRING OVERHEAD OVER A THREE YEAR PERIOD



INVESTMENT PORTFOLIO PERFORMANCE

Number of assets

15

31 March 2020: 17

Valuation change (inc. JVs)

£(18.9)m

31 March 2020: £(11.8)m

(15.1)%

Capital loss

Size of portfolio

£95.5m

31 March 2020: £130.6m

Initial Yield*

6.4%

31 March 2020: 6.2%

7.0%

After expiry of rent free periods

Weighted unexpired lease term*

6.0 yrs

31 March 2020: 6.0 yrs

4.9 yrs WAULT to break*

31 March 2020: 5.1 yrs

Estimated Rental Value*

£8.5m

31 March 2020: £11.0m

Void rate*

18.1%

31 March 2020: 16.6%

94.6%

On shopping centre assets

Equivalent Yield*

8.5%

31 March 2020: 8.0%

* Core portfolio only

Figures as at 31.03.21



INVESTMENT PORTFOLIO BY ASSET

#	Asset	Location	Type	Valuation	Valuation change YOY	WAULT (years)	Vacancy
1	The Mall, Armagh	Rest of UK	Retail	£5-10m	↓	2.06	8.58%
2	Caxton Works, Canning Town	London	Commercial	£0-5m	↓	3.75	47.46%
3	Borough Parade, Chippenham	Rest of UK	Retail	£0-5m	↓	1.75	5.80%
4	Deptford Market Yard, Deptford	London	Retail	£0-5m	↓	1.90	29.84%
5	Furlong Shopping Centre, Ringwood	South East	Retail	£5-10m	↓	2.04	0.00%
6	Sidcup World of Golf, Chislehurst	London	Leisure	£0-5m	↓	13.42	0.00%
7	Airport House, Croydon	London	Commercial	£10-15m	↓	5.00	28.00%
8	St Peter's Quarter, Bournemouth	South East	Retail	£5-10m	↓	7.83	22.46%
9	Pure Gym Unit, Finchley	London	Leisure	£0-5m	↔	15.25	0.00%
10	Waterglade Retail Park, Clacton-on-Sea	South East	Retail	£10-15m	↓	5.08	0.00%
11	The Old Vinyl Factory, Hayes	London	Retail	£0-5m	↓	16.35	44.62%
12	Plus X, Brighton	South East	Commercial	£15-20m	↓	0.00	45.03%
13	King's Street, Sheffield	Rest of UK	Retail	£0-5m	↓	2.00	67.92%
14	Cambourne, South Cambridgeshire*	Rest of UK	Land	£5-10m	↓	-	-
15	Swanley land, Swanley*	South East	Land	£0-5m	↓	-	-
Total					(15.06)%	6.00	18.11%

VALUATION MOVEMENTS BY ASSET TYPE

31 March 2021*	Valuation £m	Weighting %	Valuation movement %	NEY movement %	NEY movement bps	ERV movement %
Retail	27.0	31.8	(9.9)	8.9	55	(4.3)
Shopping centres	18.2	21.5	(33.3)	11.5	189	(16.3)
Commercial	33.1	39.0	(3.3)	7.0	76	0
Leisure	6.7	7.8	(1.9)	6.9	1	1.8

INVESTMENT PORTFOLIO – OUR TOP FIVE OCCUPIERS

As at 31 March 2021

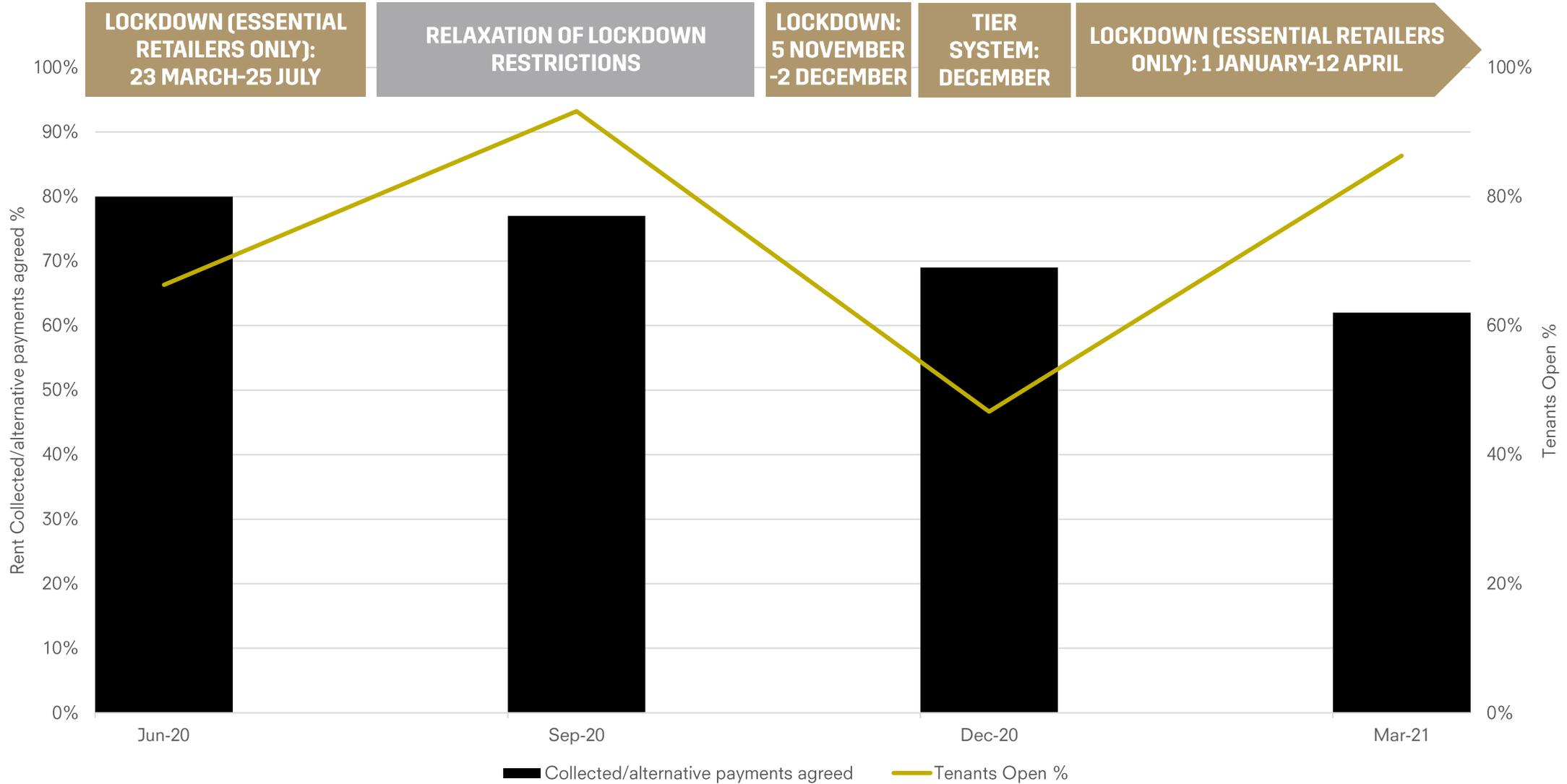
Occupier	Annual rent £'m	% of contracted rent*
Sainsbury's Supermarket Ltd	0.5	7.2
B&M Retail Ltd	0.4	5.5
Carpetright Plc	0.3	4.6
Pure Gym Limited	0.3	4.4
JD Wetherspoon PLC	0.2	3.5

* Increase in % of contracted rent due to sales during the year

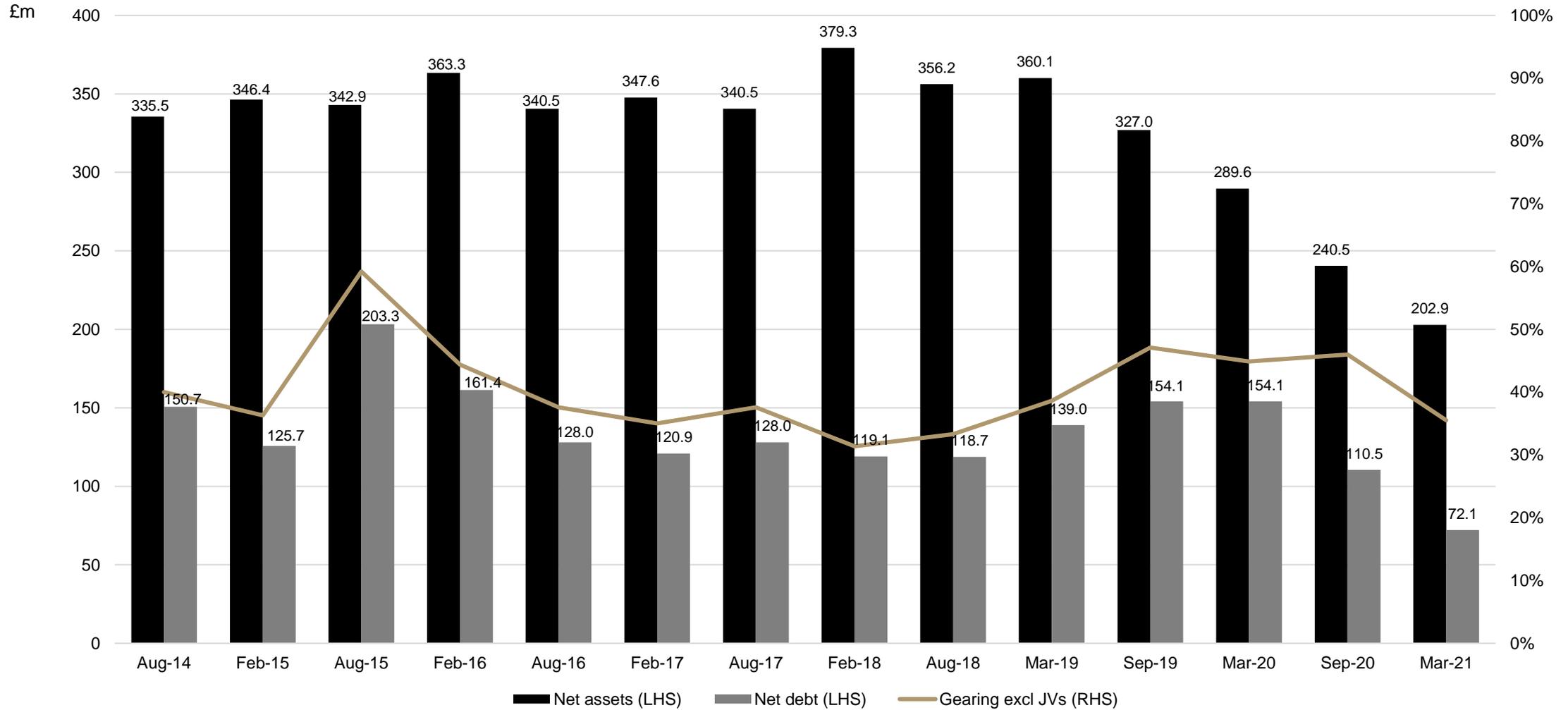
As at 31 March 2020

Occupier	Annual rent £'m	% of contracted rent
Sainsbury's Supermarket Ltd	0.5	5.5
B&M Retail Ltd	0.4	4.2
Carpetright Plc	0.3	3.5
Pure Gym Limited	0.3	3.3
JD Wetherspoon PLC	0.2	2.7

RETAIL AND LEISURE RENT COLLECTION AND TRADING BY QUARTER (AT 16.05.21)



NET DEBT, NET ASSETS AND GEARING



*On Balance Sheet

OUR APPROACH MITIGATES SOME OF THE BIGGEST RISKS

Risk

Planning delays

Mitigation

Strong success rate due to 26+ years of navigating the planning system; creating relevant, attractive shovel-ready mixed-use schemes, that address community needs

Land availability

Focus on unlocking potential from significant bank of unused brownfield land, aligns with new Government focus

Political uncertainty

Government's "Build, Build, Build" agenda puts regeneration at the heart of the Covid-19 recovery plan

Changing constructing regulations

Work with trusted third party experts to manage the integrity, quality and compliance of our schemes

Struggling retail sector

Strong occupancy, with tenants aligned to local catchments; convenience retail has performed well

Delays in investment/ decision-making

Mixed-use schemes will become more relevant; capital still looking to invest in assets of the future

Economic downturn

Business model, centred on mixed-use regeneration is resilient

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