



PROPIEDADES  
COMERCIALES

# Sustainability Report 2020



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# MESSAGE FROM THE CHAIRMAN

G4-1



"The current scenario invites us to reflect on the need for greater care of the society and the environment, showing that we can adapt to new challenges by reviewing our plans."

It is an honor for me to present the second edition of IRSA Propiedades Comerciales annual Sustainability Report reaffirming our commitment to the community, our clients and employees in a special year as 2020, where humanity is going through an unprecedented pandemic.

The current scenario invites us to reflect on the need for greater care of the society and the environment, showing that we can adapt to new challenges by reviewing our plans. We promote Corporate Social Responsibility (CSR) as a pillar of our organization, adopting sustainability criteria internally in our work teams and externally through our value chain, as well as in the communities where we operate as agents of social and environmental change.

Within the framework of our CSR policy, we continued during this year to carry out the volunteer programs and the usual actions both in shopping centers and office buildings. Although remotely, we continue to be a bridge between NGOs and the public, in causes such as inclusion and assistance to those most in need. In this sense, we made a donation as a Group together with the IRSA Foundation to join the "Let's Be One" program, reaching almost 14,000 boxes of food and cleaning products that were delivered to the most vulnerable areas of our country to help with the emergency generated by the COVID-19.

It is important to highlight the pride of being one of the five investors, through the coordination of the IRSA Foundation, of the First Social Impact Bond (BIS) of Argentina in which

the State and companies work together to generate employment conditions to extremely vulnerable youth in the city of Bs. As. The renowned publication Environmental Finance awarded the BIS in the category "Investment of the year / Education" in the "Environmental Finance Awards Impact 2020".

We believe that there is still room to continue growing both economically, socially, and environmentally, and we hope that IRSA PC will continue to consolidate itself as one of the leading commercial real estate companies in Argentina, adding new properties, leading brands and different formats to continue offering the best commercial proposals to our visitors and tenants.

In 30 years investing in Argentina, we have gone through numerous crises and we were able to get ahead with the support of our collaborators, tenants, consumers, suppliers, shareholders, and investors. We are convinced that we will be able to overcome the current difficulties by capitalizing on learning about the importance of technology, inclusion, solidarity and caring for the environment in our operations, being this our greatest commitment for future generations.

**Eduardo S. Elsztain**  
Chairman

# MESSAGE FROM THE CEO

G4-1

IRSA Propiedades Comerciales has been operating in the real estate market in Argentina for more than 25 years, focusing its strategy on economic profitability and innovation within a framework of sustainability.

We are part of the communities where our business units operate and through CSR actions in our shopping centers and offices we disseminate and make visible issues of interest to society such as environmental care, inclusion and assistance to those most in need.

We plan for the long term and work towards continuous improvement, environmental protection, and sustainable development, seeking to achieve environmental certification standards in our real estate projects. The “Zetta” office building developed by the company in the north of Buenos Aires has Leed Core & Shell certification and “200 Della Paolera” building, recently opened in the Catalinas area, has the potential for LEED certification.

We take care of our human capital and continue working to build an increasingly diverse organization that learns from different perspectives and values inclusion, both in governing bodies and in work teams, as a pillar of our organizational culture.

In economic matters, fiscal year 2020 has been affected by the closure of operations in our shopping centers during the last quarter due to the COVID-19 pandemic. In this context, we decided to waive the billing and collection of the rent from April 1 to September 30, 2020, supporting our tenants and prioritizing the long-term relationship. The office business, which remained operational, the sale of assets and the access to the local capital market is allowing us to go through the crisis caused by the pandemic without putting operations at risk.

With a future that presents challenges and opportunities, we believe that the commitment of our employees, the strength of our management and the trust of our shareholders will be essential to continue growing and successfully executing our business.

**Daniel R. Elsztain**  
CEO



“With a future that presents challenges and opportunities, we believe that the commitment of our employees, the strength of our portfolio and the trust of our shareholders will be essential to continue growing and successfully executing our business.”



# ABOUT GRI REPORT

G4-28 G4-29 G4-30

To establish a communication channel with stakeholders, IRSA Propiedades Comerciales S.A. presents its 2020 Sustainability Report, which includes information on its operations and performance, as well as financial, social and environmental commitments for the period between July 1, 2019 and June 30, 2020.

For the preparation of this report, the Company followed the guidelines of the Global Reporting Initiative (GRI), a global, multisectoral and optional standard that provides guidance to companies around the world through indicators and principles so that critical information is reported for sustainable business development.



IRSA Propiedades Comerciales followed the GRI standards to broaden its dialogue with stakeholders and make its operations more transparent. In addition, it also helps the Company to develop a management and support tool for the identification of the best practices that create opportunities and the mitigation of business risks.


## Determination of Contents

G4-18 G4-19 G4-20 G4-21 G4-25  
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Based on G4, the most recent GRI guideline, which aims to promote the reporting of critical information for stakeholders and for business maintenance, IRSA Propiedades Comerciales, determined the content of its report based on the following three internal and external stages:


In the final stage, the Company's stakeholders chose from the 47 potentially relevant GRI aspects in terms of corporate sustainability, the 10 most critical aspects related to IRSA CP's business.

These aspects, selected by employees, suppliers, customers, financial institutions, government agencies, companies in the same line of business, among other parties related to the Company's business, are listed as follows:




Engage with and consult with the Company's officers through interviews to determine the most important issues and guide the Company's management

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Organize the work team by selecting employees from different departments who actively participated in the identification and monitoring of the GRI indicators.

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Consult IRSA CP stakeholders on an ongoing basis to establish the work base made up of the ten most essential principles related to the activities and performance of the Company.

1. Economic performance;
2. Marketing communication about the Company's services.
3. Compliance with environmental legislation;
4. Training and education;
5. Community;
6. Indirect economic impacts;
7. Main impacts of the Company's products and services on the environment;
8. Creation of jobs;
9. Occupational health and safety;
10. Presence in the market.

# 1. Highlights for FY 2020



# HIGHLIGHTS FOR FY 2020

## Economic Performance 2020

Closure of malls' operations since March 20th due to COVID-19. Normal operations on the office segment.

SALES GROWTH  
IN SHOPPING  
MALLS

**-25.9%**

RENT PER SQM  
OF OFFICES

**26.6**

OCCUPANCY  
IN SHOPPING  
MALLS



OCCUPANCY  
IN OFFICES



(86.1% Total)

• Net Result:  
**USD 267 millones**

• Adjusted EBITDA:  
**USD 90 millones**

• Adjusted FFO:  
**USD 53 millon**

• Adjusted NOI:  
**USD 108 millon**

• NAV:  
**USD 1,300 millon**

• Sale of office assets:  
**USD 17 millon** (200 Della Paolera)

• Swaps Tower 1 Abasto  
and Plot 1 Caballito:  
**USD 10 millon**

## Environmental, Social and Corporate Governance management 2020



### ENVIRONMENTAL

We seek to achieve standards of environmental certification in our real estate projects.



Zetta building, opened in 2019, in the north area of Buenos Aires City, has LEED Gold Core & Shell certification.



200 Della Paolera building, recently opened, has the characteristics to obtain LEED Gold Core & Shell Certification.



### SOCIAL

During FY 2020, we conducted more than 10 CSR actions virtually to raise awareness about environmental care, inclusion and assistance to the most in need, both for the visitors of our shopping malls as direct actions with collaborators.



Together with Foundation IRSA we join the "SeamosUno" campaign during the pandemic of COVID-19 delivering 14,000 boxes with food and products cleaning in the most vulnerable areas of the country.



### CORPORATE GOVERNANCE

We keep developing high standards of transparency, policies and good practices with our Integrity Program.

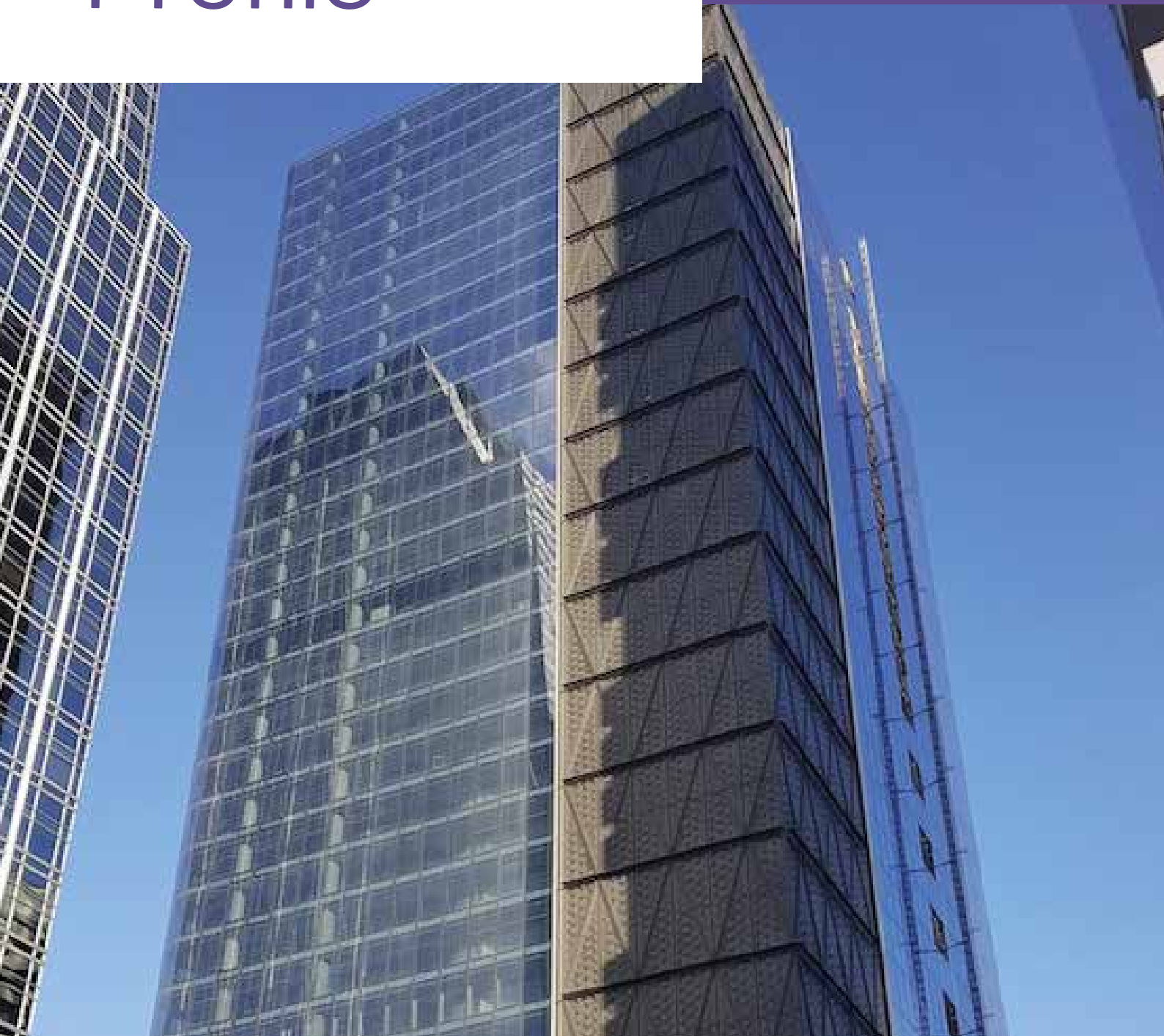
We have the updated Corporate Governance Code, reflecting our practices.

We've improved the disclosure of information for all investors available on our website

**[www.irsacp.com.ar](http://www.irsacp.com.ar)**

We've continued to promote inclusion and gender diversity both in our governing bodies as in our work teams.

## 2. Company Profile





# IRSA Propiedades Comerciales

G4-3 G4-5 G4-6 G4-8 G4-9

Established in 1994, formerly known as “APSA”, IRSA Propiedades Comerciales S.A. has offices in each of its properties in the provinces of Salta, Córdoba, Mendoza, Santa Fe and Neuquén in addition to its head office in the City of Buenos Aires in Della Paolera 261 8th floor. The Company is the largest owner, developer and operator of shopping malls, offices and other commercial properties in Argentina in terms of gross leasable area and number of rental properties.

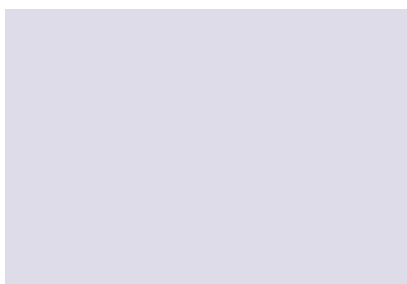
Our common shares are listed on Bolsas y Mercados Argentinos S.A., or ByMA, under the ticker IRCP, and our ADSs are listed on Nasdaq under the ticker IRCP.

## Corporate Profile

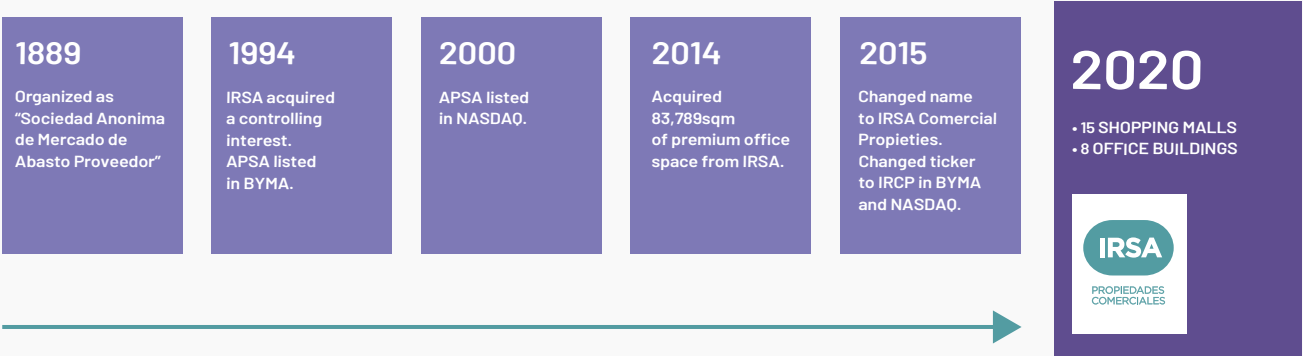
As of June 30, 2020, we owned 15 shopping malls of which we manage 14, with an aggregate 333,062 square meters of Gross Leasable Area as of the closing of fiscal year 2020. Moreover, the Company owns 115,640 square meters in 8 premium office buildings and has a large reserve of land for future commercial developments. We are operators and owners of majority stakes in 13 of our shopping malls in Argentina, seven of which are located in the City of Buenos Aires (Abasto, Alcorta Shopping, Alto Palermo, Patio Bullrich, Dot Baires Shopping and Distrito Arcos), two in the Greater Buenos Aires area (Alto Avellaneda and Soleil), and the rest in various provinces (Alto Noa in the City of Salta, Alto Rosario in the City of Rosario, Mendoza Plaza in the City of Mendoza, Córdoba Shopping Villa Cabrera in the City of Córdoba, and Alto Comahue in the City of Neuquén). In addition, IRSA Propiedades Comerciales operates La Ribera Shopping in the City of Santa Fe through a joint venture and owns the historic real estate that hosts the Patio Olmos shopping mall in the Province of Córdoba, which is operated by a third party.

IRSA CP was organized in 1889 under the name “Sociedad Anónima Mercado de Abasto Proveedor (SAMAP)”, and, until 1984, we led the main fresh produce market in the City of Buenos Aires. Our most important asset during that period was the historic Mercado de Abasto building which served as the location of the market from 1889 to 1984, when we largely ceased its operations.

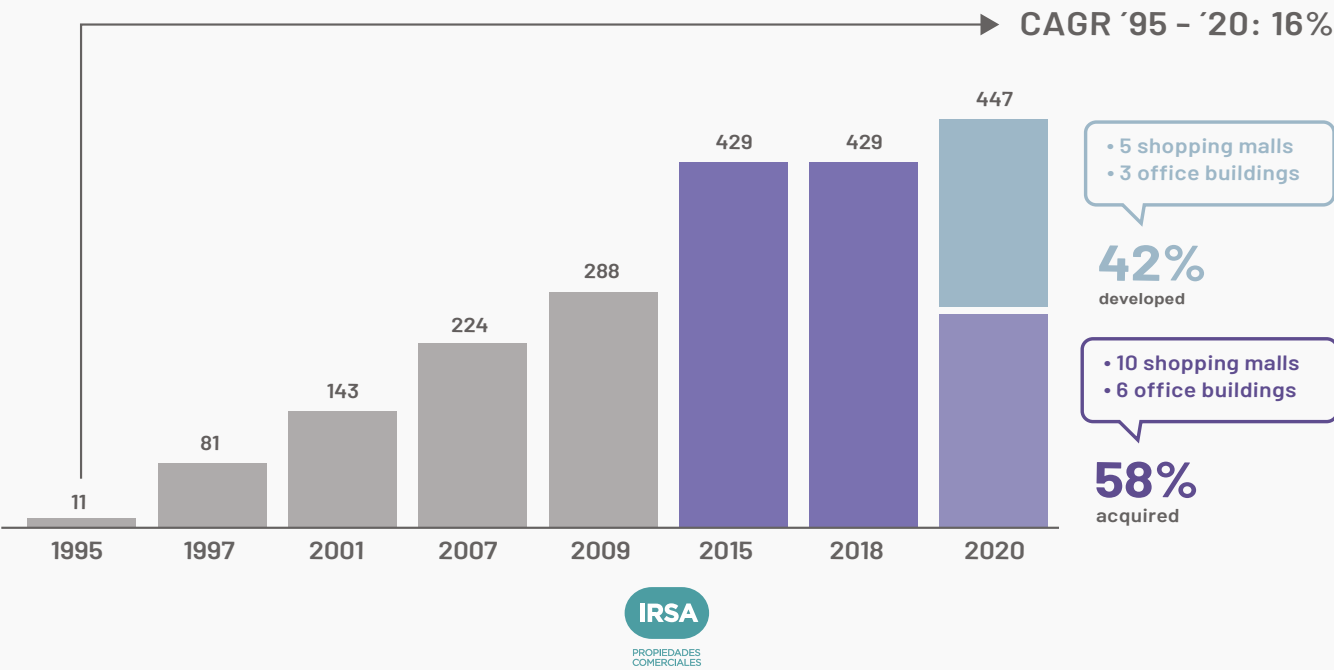
Since the date the Company was acquired by IRSA Inversiones y Representaciones Sociedad Anónima (“IRSA”), in 1994, we have grown through a series of acquisitions and development projects that ended in a corporate reorganization from which our current corporate name and organization structure derive. In December 2014, we acquired from our parent IRSA a portfolio consisting of 5 office buildings and became the leading commercial real estate company in Argentina. As a result, we changed our corporate name to IRSA Propiedades Comerciales S.A. As of June 30, 2020, our main shareholder is IRSA with 80.65% of our capital stock.



Our history



Our growth in GLA ('000 sqm)



# BUSINESS VISION AND STRATEGY

## Our business Vision

Maximize returns to our shareholders. Using our know-how in the industry of shopping malls and offices in Argentina as well as our leadership position, we seek to generate sustainable cash flow growth and increase long-term value of our real estate assets.

## Strategy

G4-2

Our business strategy is based on three fundamental pillars:

### Operating profitability:

We maximize the return to our shareholders by generating sustainable cash flow growth and increasing the long-term value through the development and operations of commercial properties.

Our privileged locations and our leadership position in Argentina, together with our knowledge of the shopping center and office industry, allows us to maintain high occupancy levels and an optimal tenant mix.

We seek to strengthen and consolidate the relationship with our tenants through attractive rental conditions, offering a wide range of products and services, as well as administrative and commercial advice to optimize and simplify their operations.

### Growth and Innovation:

We grow through the acquisition and Development of commercial properties and we have a land reserve with premium locations in Argentina to continue expanding our portfolio with mixed-use projects.

We are pioneers in innovative real estate developments due to their format and scale, due to their concept, due to the appreciation of the area where they are located and due to the search of future synergies.

We quickly adapt to changes in context and consumption habits, always focusing on the customer to provide the best service through technology and thus enhance their purchasing experience within our shopping centers.

### Sustainability:

We are part of the communities where our business units operate. Through CSR actions in our shopping centers and offices, places of high public attendance, we spread and make visible issues of social interest such as inclusion and assistance to the neediest.

We plan for the long term and work towards continuous improvement, environmental protection, and sustainable Development, seeking to achieve environmental certification standards in our real estate projects.

We continuously work to achieve the highest standards of corporate Governance, with total transparency and responsibility. We take care of our human capital and we promote inclusion and diversity both in the governing bodies and in the work teams.





# Innovation and technological transformation

We use technology to improve the client's daily life in all its aspects, merging the experience between the physical and digital world, through the use of state-of-the-art technologies, which transcend the physical barriers of our assets.

COVID-19 pandemic has accelerated the investment that the Company had already been making in technological innovation given the changes in consumer habits and the new services that shopping malls must offer as urban centers of 360 experience. During the 2020 financial year, the granting of discounts and benefits through the mobile application appa! reached eight hundred and fifty thousand users. We work on improvements and developments understanding the needs of the new client. In this sense, we developed the module for shifts reservation, sending codes and links of exclusive discounts, digitalization of the parking payment process, etc. And we launched “Food Hall Digital”, a web App that allows us to show the gastronomic proposal of the shopping centers on the client’s cell phone. Additionally, parking points were implemented pick-up service, a service that is proving very useful for our consumers given the context and current needs.





# Company's portfolio

G4-4

We own 15 shopping malls of which we manage 14, with an aggregate 333,062 square meters of Gross Leasable Area. Moreover, the Company owns 115,640 square meters in 8 premium office buildings and a large reserve of land for future commercial developments of ~1,5 million sqm.

The following table shows certain information about our shopping malls as of June 30, 2020:

Shopping malls	Opening Date	Location	Gross Leasable Area sqm	Stores	Occupancy	IRSA CP's Interest
Alto Palermo	Dec-97	City of Buenos Aires	18,655	136	91.9%	100%
Abasto Shopping(4)	Nov-99	City of Buenos Aires	36,760	164	94.9%	100%
Alto Avellaneda	Dec-97	Province of Buenos Aires	38,330	125	97.4%	100%
Alcorta Shopping	Jun-97	City of Buenos Aires	15,725	114	97.3%	100%
Patio Bullrich	Oct-98	City of Buenos Aires	11,396	89	91.4%	100%
Dot Baires Shopping	May-09	City of Buenos Aires	48,805	167	74.6%	80%
Soleil Premium Outlet	Jul-10	Province of Buenos Aires	15,156	79	97.1%	100%
Distrito Arcos	Dec-14	City of Buenos Aires	14,335	65	93.8%	90.0%
Alto Noa Shopping	Mar-95	Salta	19,313	85	99.0%	100%
Alto Rosario Shopping(4)	Nov-04	Santa Fe	33,681	142	97.2%	100%
Mendoza Plaza Shopping	Dec-94	Mendoza	43,313	129	97.8%	100%
Córdoba Shopping	Dec-06	Córdoba	15,361	104	95.4%	100%
La Ribera Shopping	Aug-11	Santa Fe	10,530	68	99.0%	50%
Alto Comahue	Mar-15	Neuquén	11,702	95	96.2%	99.95%
Patio Olmos(5)	Sep-07	Córdoba		-		
<b>Total</b>			<b>333,062</b>	<b>1,562</b>	<b>93.2%</b>	

(1) Corresponds to gross leasable area in each property. Excludes common areas and parking spaces.

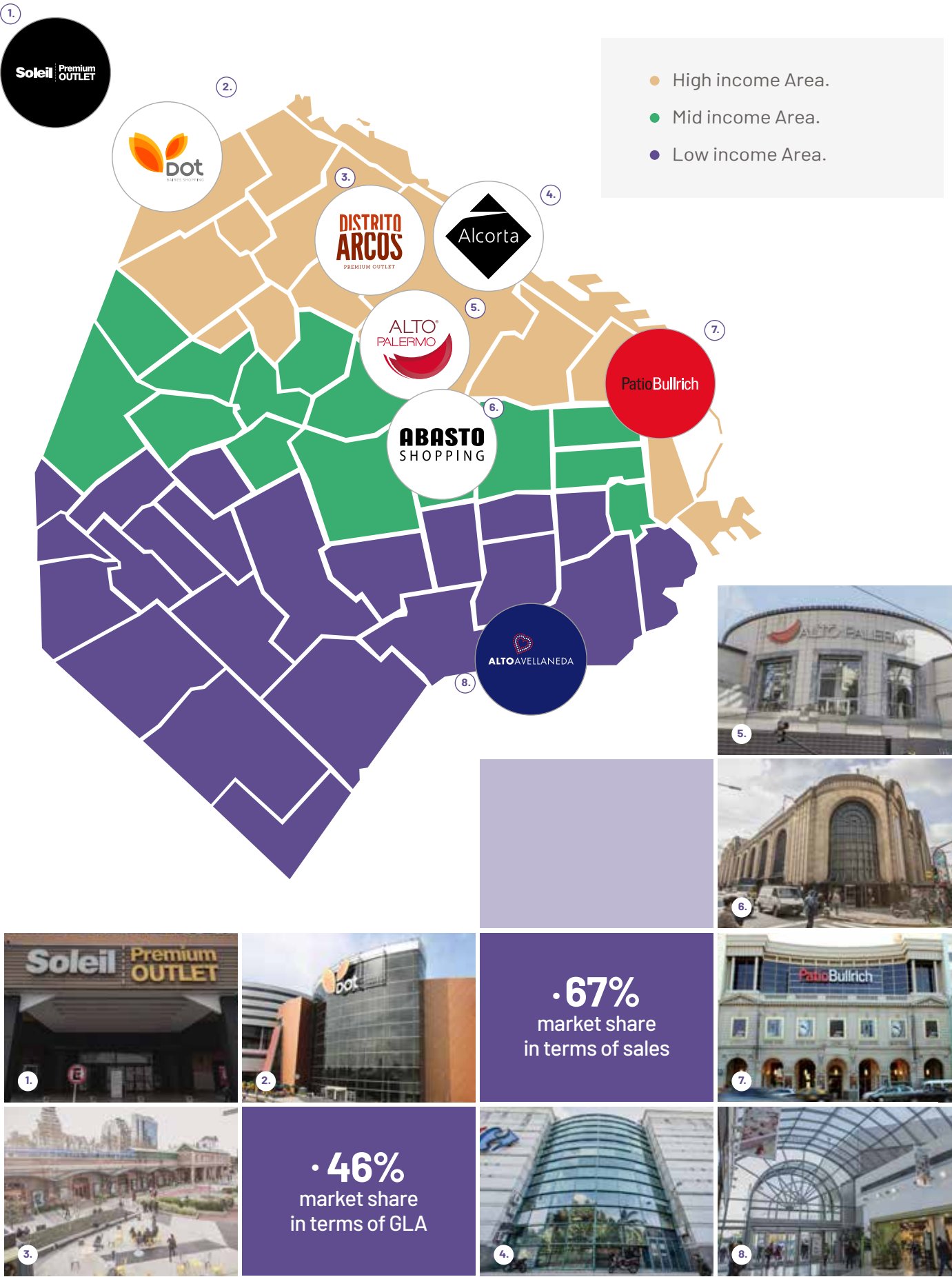
(2) Calculated dividing occupied square meters by leasable area as of the last day of the fiscal period.

(3) Company's effective interest in each of its business units.

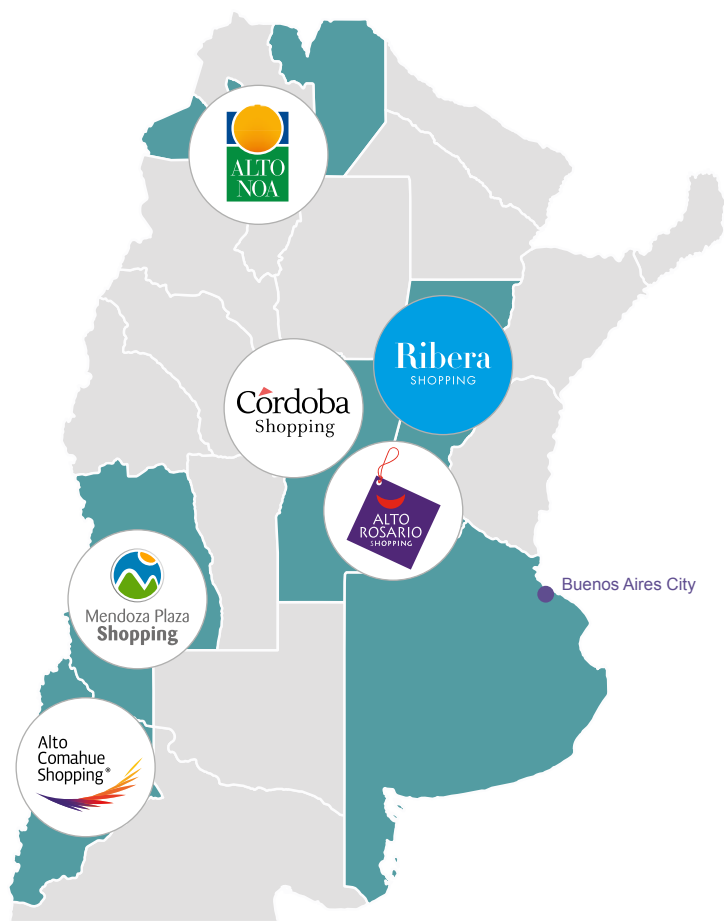
(4) Excludes Museo de los Niños (3,732 square meters in Abasto and 1,261 square meters in Alto Rosario).

(5) IRSA CP owns the historic building of the Patio Olmos shopping mall in the Province of Córdoba, operated by a third party.

# City of Buenos Aires • Shoppings



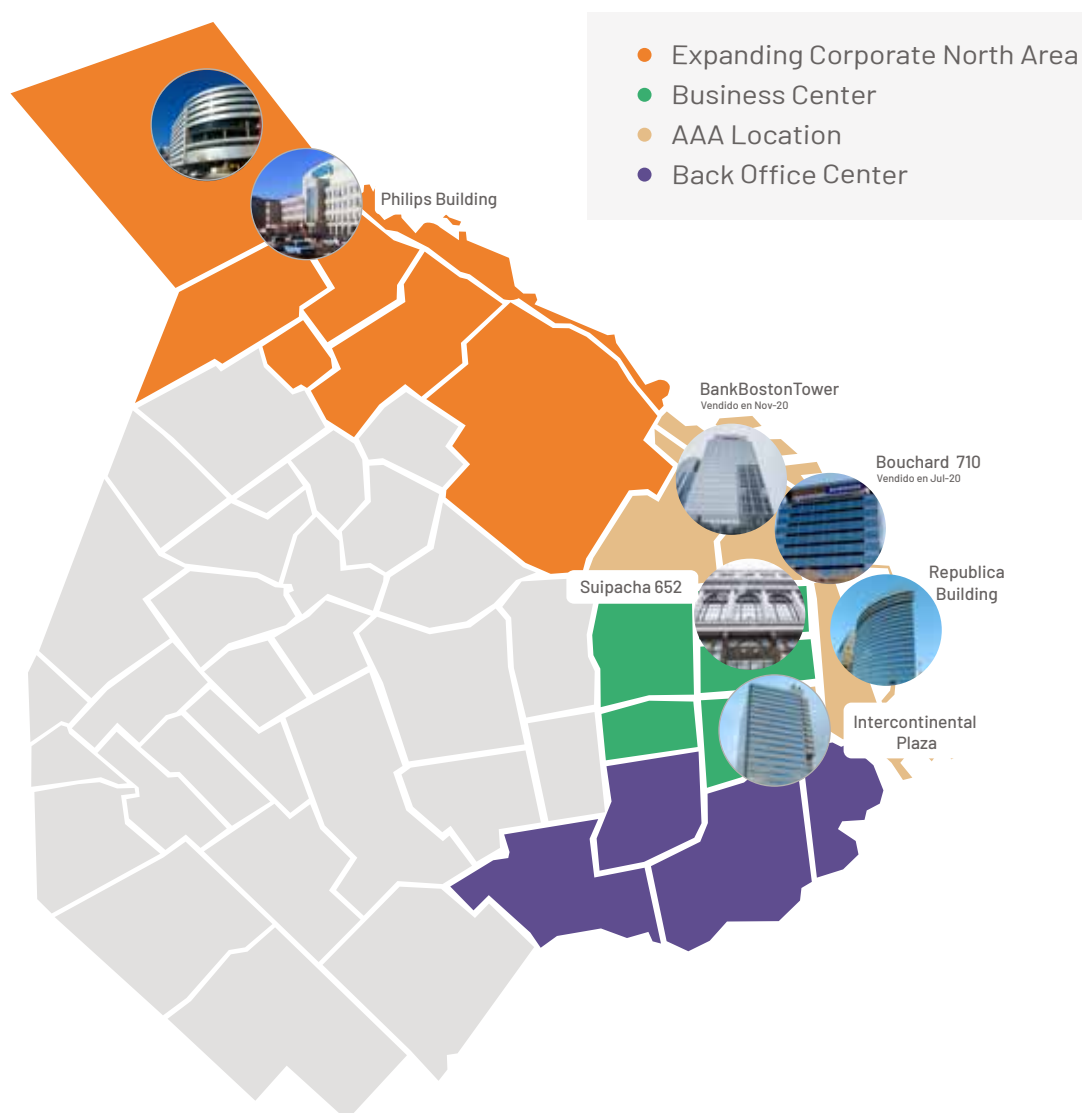
# We have shopping mall presence throughout the country



	Buenos Aires City	Buenos Aires Province	Córdoba	Santa Fe	Mendoza	Salta	Neuquén
Geographic location							
IRCP GLA (in sqm / % of IRCP total)	146 sqm 43.7%	53.5 sqm 16.1%	15.4 sqm 4.6%	44.2 sqm 13.3%	13.3 sqm 13.0%	19.3 sqm 5.8%	11.7 sqm 3.5%
Population (in mm / % of total)	3.06 mm 7.0%	17.0 mm 38.6%	3.6 mm 8.3%	3.5 mm 7.8%	1.9 mm 4.4%	1.3 mm 3.1%	0.6 mm 1.4%

Offices & Others	Date of acquisition	Gross Leasable Area sqm	Occupancy	IRSA CP's Actual Interest
<b>AAA &amp; A Offices</b>				
Republic Building	Dec-14	19,885	86.7%	100%
Boston Tower	Dec-14	14,865	96.4%	100%
Intercontinental Plaza	Dec-14	2,979	100.0%	100%
Bouchard 710	Dec-14	15,014	92.5%	100%
Dot Building	Nov-06	11,242	84.9%	80%
Zetta	May-19	32,173	97.5%	80%
<b>Total AAA &amp; A Offices</b>		<b>96,158</b>	<b>93.0%</b>	<b>N/A</b>
<b>B Offices</b>				
Philips	Jun-17	8,017	82.7%	100%
Suipacha 652/64	Dec-14	11,465	31.2%	100%
<b>Total Oficinas B</b>		<b>19,482</b>	<b>52.4%</b>	<b>N/A</b>
<b>Subtotal Oficinas</b>		<b>115,640</b>	<b>86.1%</b>	<b>N/A</b>

## City of Buenos Aires • Office Buildings





# Land reserves for future developments

	IRSA CP's Interest	Date of acquisition	Land surface (sqm)	Buildable surface (sqm)	GLA (sqm)	Salable surface (sqm)	Book Value (ARS millions)
<b>RESIDENTIAL - BARTER AGREEMENTS</b>							
CONIL - Güemes 836 – Mz. 99 & Güemes 902 – Mz. 95 & Commercial stores – Greater Buenos Aires <sup>(6)</sup>	100%	7/19/1996	-	-	-	1,461	65
<b>Total Intangibles (Residential)</b>			-	-	-	<b>1,461</b>	<b>65</b>
<b>LAND RESERVES</b>							
Catalinas – CABA <sup>(4) (5)</sup>	100%	5/26/2010	3,648	58,100	28,051	-	-
<b>Subtotal Offices</b>			<b>3,648</b>	<b>58,100</b>	<b>28,051</b>	-	-
<b>Total under Development</b>			<b>3,648</b>	<b>58,100</b>	<b>28,051</b>	-	-
UOM Luján - Buenos Aires	100%	5/31/2008	1,160,000	464,000	-	-	960
Predio San Martin (Ex Nobleza Picardo) - BS.AS.	50%	5/31/2011	159,996	500,000	-	-	2,750
La Plata - Gran Buenos Aires	100%	3/22/2018	78,614	116,553	-	-	936
Caballito plot - BA City	100%	1/20/1999	23,791	86,387	10,518	75,869	3,153
<b>Subtotal Mixed-uses</b>			<b>1,422,401</b>	<b>1,166,940</b>	<b>10,518</b>	<b>75,869</b>	<b>7,799</b>
Coto Abasto air space - BA City <sup>(2)</sup>	100%	9/24/1997	-	21,536	-	16,385	34
Córdoba Shopping Adjoining plots - Córdoba <sup>(2)</sup>	100%	5/6/2015	8,000	13,500	-	2,160	33
Neuquén - Residential plot - Neuquén <sup>(2)</sup>	100%	7/6/1999	13,000	18,000	-	18,000	80
<b>Subtotal Residential</b>			<b>21,000</b>	<b>53,036</b>	-	<b>36,545</b>	<b>147</b>
Polo Dot commercial expansion - BA City	80%	28/11/2006	-	-	15,940	-	1,367
Paraná plot - Entre Ríos <sup>(3)</sup>	100%	12/8/2010	10,022	5,000	5,000	-	-
<b>Subtotal Retail</b>			<b>10,022</b>	<b>5,000</b>	<b>20,940</b>	-	<b>1,367</b>
Polo Dot - Offices 2 & 3 - BA City	80%	11/28/2006	12,800	-	38,400	-	2,627
Intercontinental Plaza II - BA City	100%	2/28/1998	6,135	-	19,598	-	1,075
Córdoba Shopping Adjoining plots - Córdoba <sup>(2)</sup>	100%	5/6/2015	2,800	5,000	5,000	-	25
<b>Subtotal Offices</b>			<b>21,735</b>	<b>5,000</b>	<b>62,998</b>	-	<b>3,727</b>
<b>Total Future Developments</b>			<b>1,475,158</b>	<b>1,229,976</b>	<b>94,456</b>	<b>112,414</b>	<b>13,040</b>
<b>Other Reserves<sup>(1)</sup></b>			<b>1,899</b>	-	<b>7,297</b>	<b>262</b>	<b>1,363</b>
<b>Total Land Reserves</b>			<b>1,477,057</b>	<b>1,229,976</b>	<b>101,753</b>	<b>112,676</b>	<b>14,403</b>

(1) Includes Zelaya 3102-3103, Chanta IV, Anchorena 665, Condominios del Alto II, Ocampo parking spaces, DOT adjoining plot and Mendoza shopping adjoining plot.

(2) These land reserves are classified as Property for Sale, therefore, their value is maintained at historical cost. The rest of the land reserves are classified as Investment Property, valued at market value.

(3) Sign of the deeds pending subject to certain conditions.

(4) The sale agreements for 86.93% of the property under development have been signed between IRSA and IRSA CP and the remaining units have been sold to Globant, also through an agreement. The deed of sale with both entities has not yet been signed. The aforementioned fair value corresponds only to the land.

(5) On June 10, 2020, IRSA CP informed with an unrelated third party the assignment and transfer of the right to deed with delivery of possession of two floors of medium height of the tower under construction "200 Della Paolera" located in the Catalinas district of the Autonomous City of Buenos Aires for a total area of approximately 2,430 m2 and 16 parking units located in the building.

(6) Classified as Intangible Assets, therefore, their value is valued at historical cost.

# PROJECTS UNDER DEVELOPMENT

## Alto Palermo Expansion

We keep working on the expansion of Alto Palermo shopping mall, the shopping mall with the highest sales per square meter in our portfolio, that will add a gross leasable area of approximately 3,900 square meters and will consist in moving the food court to a third level by using the area of an adjacent building acquired in 2015. Work progress as of June 30 was 64% and construction works are expected to be finished by June 2021.

## 200 Della Paolera - Catalinas building

The building under construction will have 35,000 sqm of GLA consisting of 30 office floors and 316 parking spaces and will be located in the “Catalinas” area in the City of Buenos Aires, one of the most sought-after spots for Premium office development in Argentina. The company owns 28,051 square meters consisting of 24 floors and 272 parking spaces in the building. The total estimated investment in the project amounts to ARS 2,600 million and as of June 30, 2019, work progress was 95%.



### EXPANSIÓN ALTO PALERMO

**3,900**  
m2 ABL

**64%**  
Avance de obra

**FY21**  
Fecha de apertura estimada

**USD 28.5mm**  
Inversión estimada

### 200 DELLA PAOLERA

### 200 DELLA PAOLERA

**35,000**  
Total GLA

**95%**  
Works Progress  
(al 06/30/20)

**61%**  
Comercialization Progress  
(al 06/30/20)

**28,000**  
IRCP GLA

**2021**  
Est. Opening date

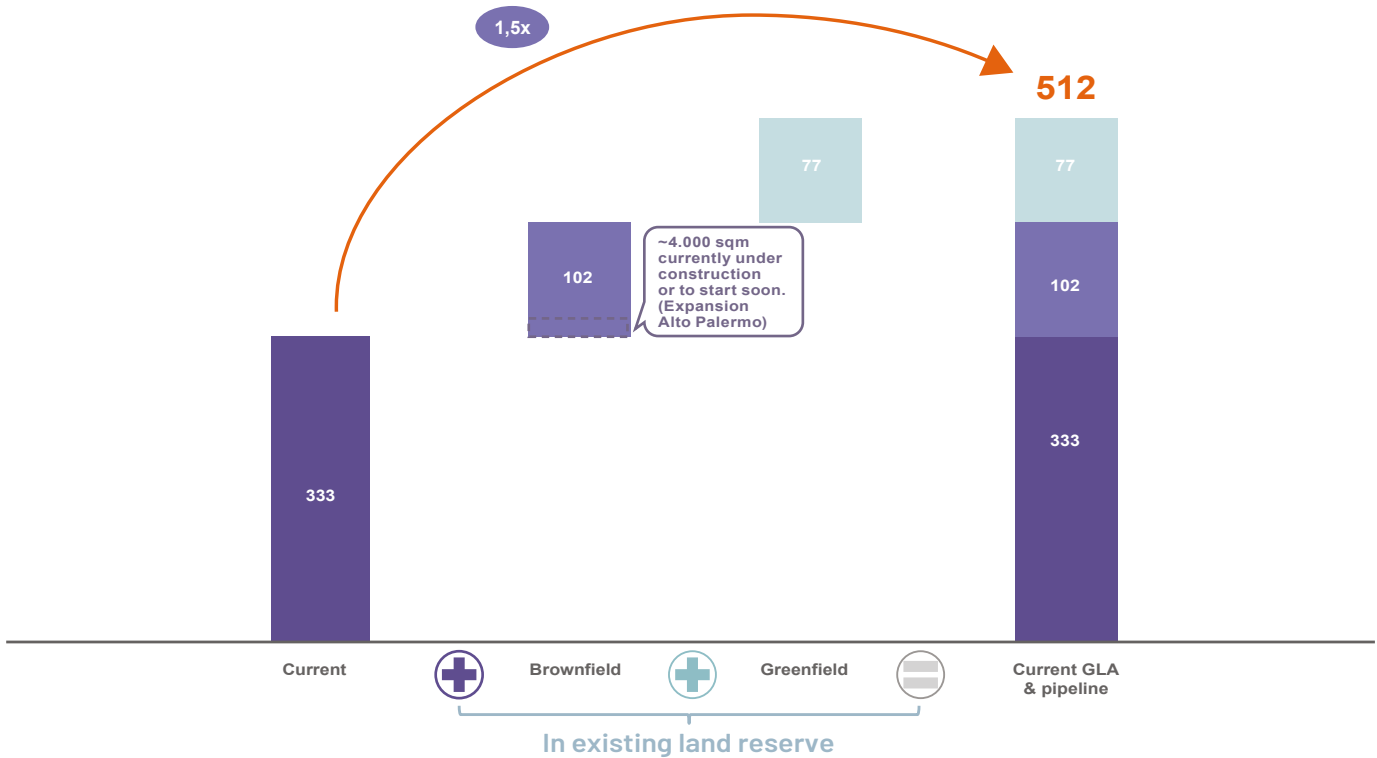
**~USD 90mm**  
Est. Investment

**~USD 10mm**  
Est. Stabilized Revenues

Construction works suspended during COVID-19 lockdown. After the end of the Fiscal Year, construction activity has been reestablished but working with protocol restrictions and the work on the 200 Della Paolera building, was completed on December 2020.

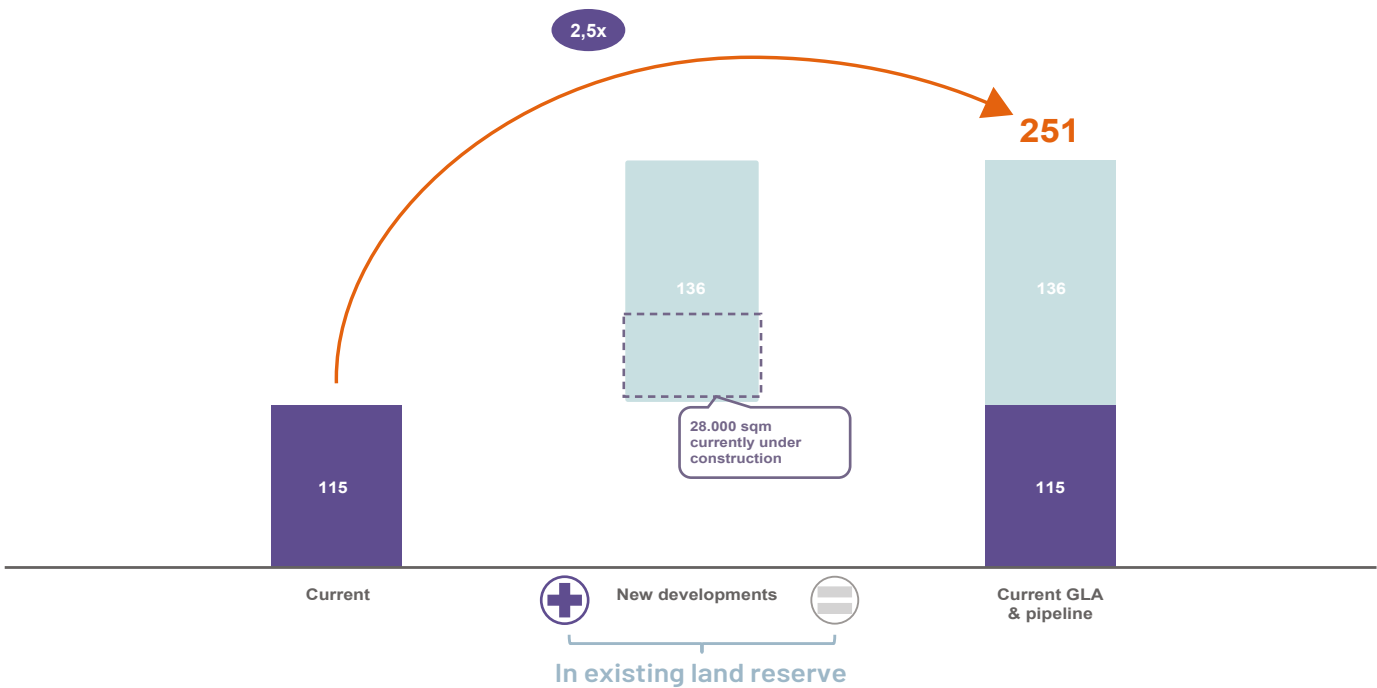
# Our land reserve will allow us to significantly expand our commercial real estate portfolio

## We have a robust pipeline for shopping malls('000 sqm)



Greenfield includes commercial projects in Caballito, La Plata, San Martín and Lindero DOT.

## ...as well as for premium office properties ('000 sqm)



New developments include building 200 Della Paolera and projects Polo Dot offices 2 and 3, La Plata, Intercontinental 2, Philips expansion, and other expansions.

## OTHER ASSETS

### Entertainment

#### La Rural (exhibition and convention center) and La Arena

Regarding the investment in La Rural SA, its main activity includes the organization of congresses, fairs, exhibitions, events, corporate and incentive trips and is carried out by LRSA, both at the Palermo Fairgrounds as well as in the "Exhibition and Convention Center of the City of Buenos Aires" through a Transitory Union of Companies that obtained, by public tender, the concession of this property for 15 years period and the "Convention Center from Punta del Este". IRSA CP owns an indirect stake of 35% through Ogden Argentina S.A. ("OASA").

Likewise, OASA owns a 60% stake in "La Arena S.A.", a company that developed and operates a stadium located at kilometer 35.5 of the Pilar branch, Tortuguitas, in the province of Buenos Aires.



As is publicly known, La Rural, the Buenos Aires and Punta del Este Convention Centers and the DirecTV Arena stadium have been closed since March 20, the date on which social, preventive, and mandatory isolation was decreed in Argentina due to COVID-19. All the planned congresses are suspended, a large part of the fairs and conventions were postponed, while the shows scheduled at the DirecTV Arena were mostly canceled. The reopening date of these establishments is uncertain, as well as the future agenda of fairs, conventions and shows.



#### Others

##### TGLT (real estate)

TGLT is a real estate company listed on ByMA, in which we have a 30.2% stake as of June 30, 2020. TGLT is primarily engaged in residential development projects in Argentina and Uruguay.

##### Pareto

On October 8, 2018, the company PARETO S.A. was incorporated, with the purpose of design, programming and development of software, mobile and web applications.

As of June 30, 2020, IRSA CP's stake in PARETO S.A. was 69.96% and after the end of the fiscal year it increased its stake to 91.96%.

Appa, the Pareto application, is a 100% digital customer loyalty system that promotes benefits and discounts in all our shopping centers. The application can also be used for payment in parking lots, which gives customers the most convenient and quick check-out available. The plan is to extend this payment method in gastronomic and clothing stores.

##### Avenida Inc.

As of June 30, 2020, the company indirectly owned 4.1% of Avenida Inc, a company dedicated to the e-commerce business.



# 3. Corporate Governance



## Control & Shares composition

- **Controlling shareholder with 80,6%**
- **One share = One vote**  
equal voting rights for all shareholders
- **One class of common shares**



PROPIEDADES  
COMERCIALES

# Corporate Governance



Level 3 listing  
since 2000



Sarbanes-Oxley  
compliant



Audit Committee



Policies and  
practices  
of Corporate  
Governance



## Board of Directors & Senior Management

- **Highly qualified and experienced board & management team**
- **3 of 9 independent directors**

## Board Committees & related parties transactions

- **Executive & Financial Risk Committees**

- **Independent Audit Committee**

- **Controlled related parties transactions:**  
previous opinion of Audit Committee according to rule and third independent valuations. Related party annual form signed by Directors, Statutory Auditors & Senior Mgmt

- **Compliance Department in charge of:**  
Corporate Governance, Internal Control & Audit, Fraud Prevention & information Security

## Best IR practices

- **Equal treatment to all shareholders**  
local or international
- **Communications**  
both in Spanish & English
- **Updated website, with full information for investors, general public and direct access to independent whistleblower hotline.**
- **Active role in local and international conferences (virtually during 2020).**  
The company periodically organizes an Investor and Analyst Day in New York.

# Information about Major Shareholders

The following table sets forth information regarding ownership of our capital stock by each person known to us to own beneficially at least 5% of our common shares, the ANSES and all our directors and officers as a group, as of June 30, 2020:

## Share ownership as of June 30, 2020

	Number of common shares (in thousands)	Actual (%)
IRSA	101,625	80.6%
Directors and officers excluding Eduardo Sergio Elsztain	851	0.7%
ANSES	2,132	1.7%
<b>TOTAL</b>	<b>104,608</b>	<b>83.0%</b>

Through its ownership of IRCP common shares, IRSA currently has voting control over IRCP and the power to direct or influence the direction of our management and policies. IRSA is an Argentine real estate company engaged in a range of real estate activities. IRSA's common shares are listed and traded on ByMA and on the New York Stock Exchange. (IRS: NYSE).

As of June 30, 2020, Cresud owned 62.06% of IRSA'S common shares. Cresud is a leading Argentine agricultural company. Cresud's common shares are listed and traded on ByMA and on NASDAQ. (CRESY: NASDAQ).

Mr. Eduardo Sergio Elsztain is the chairman of our board of directors.

## Differences in Voting Rights

Our major shareholders do not have different voting rights.

## Arrangements for change in control

There are no arrangements that may at a subsequent date result in a change in control.



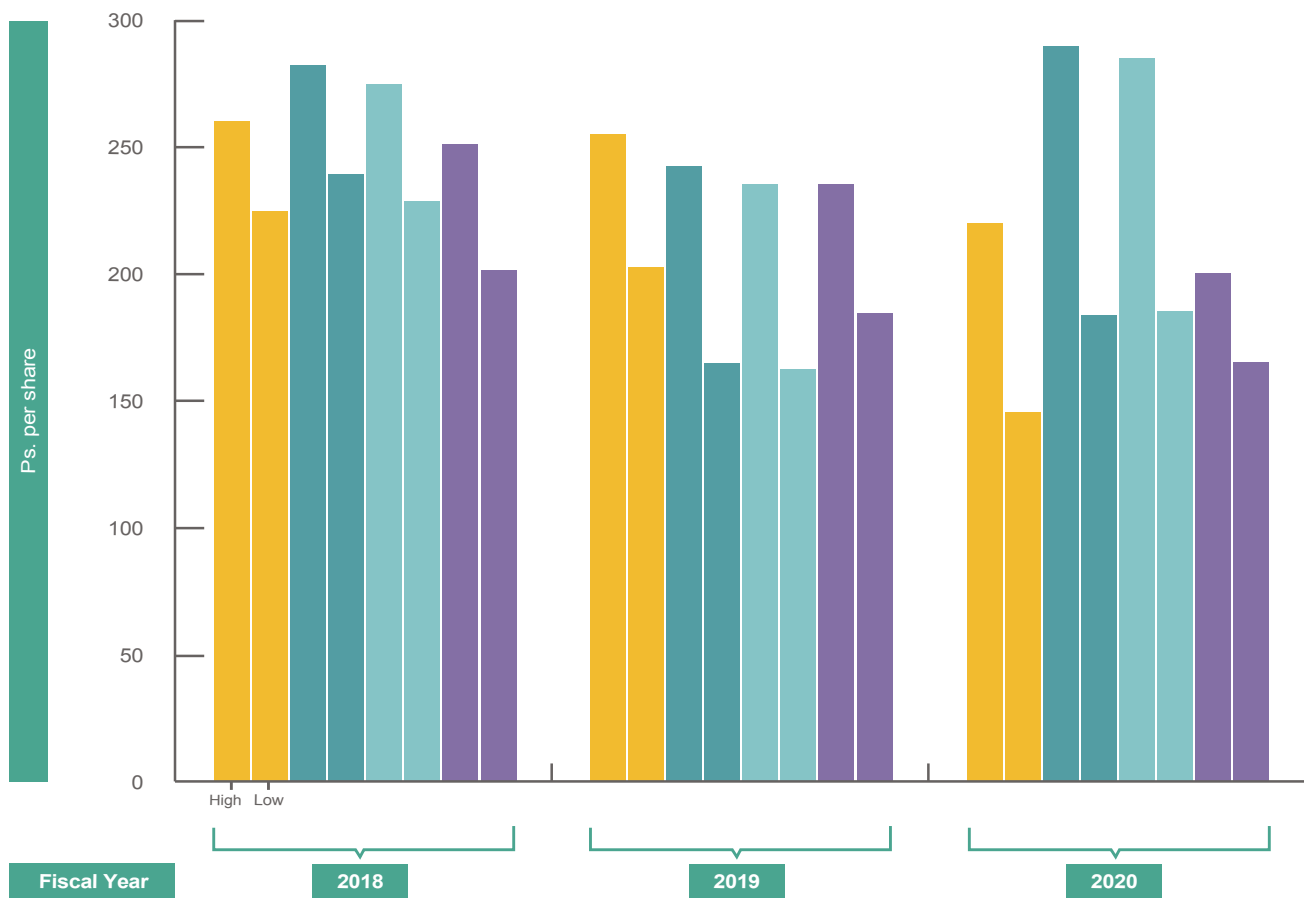
Accionista	Share Ownership as of June 30,				
	2020	2019	2018	2017	2016
IRSA	80.6%	82.3%	86.3%	94.6%	95.7%
Directors and officers	0.7%	0.6%	0.1%	0.1%	0.1%
ANSES	1.7%	1.6%	1.4%	1.4%	1.4%

## Historical data on the value of our shares in the ByMA

Our shares are listed on the ByMA and they are traded under the ticker “IRCP”. They were admitted to the ByMA on March 26, 1996. The following table shows, for the periods stated, the high and low bid prices for our shares on the ByMA at close for a par value of ARS 1.

- 1st Quarter
- 2do Quarter
- 3er Quarter
- 4to Quarter

Fiscal Year	Ps. per share	
	High	Low
2020	290.00	145.00
2019	255.00	164.50
2018	282.00	201.50



(\*) In FY17 the par value of IRCP's shares changed from Ps. 0.10 to Ps. 1 per share. Source: Bloomberg



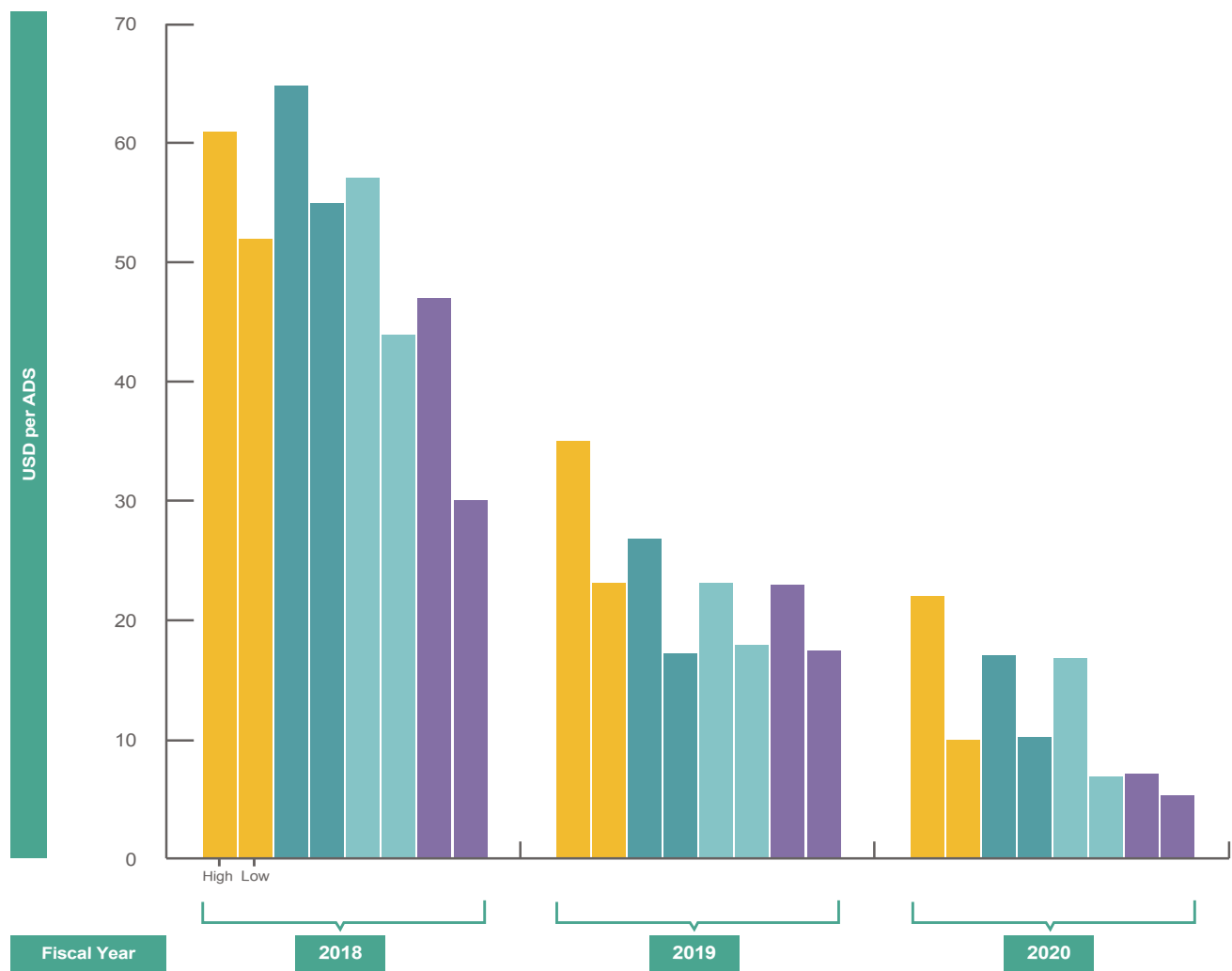
# Historical data on the value of our shares in the NASDAQ

Each one of the Company’s ADS represents 4 common shares. The American Depositary Shares are listed on the NASDAQ where they have been traded under the ticker “IRCP” since November 15, 2000.

The ADS were issued by Bank of New York, Inc., which acts as their depository. The following table shows, for the periods stated, the high and low bid prices for our ADS at the NASDAQ.

- 1st Quarter
- 2do Quarter
- 3er Quarter
- 4to Quarter

USD per ADS		
Fiscal Year	High	Low
2020	22.00	5.10
2019	34.49	17.15
2018	64.65	30.09



Source: Bloomberg

# Code of Ethics

G4-56

Our Code of Ethics reflects our values on which we develop our business activity. Honesty, integrity, transparency, rejection of corrupt practices and discrimination, guide the actions of our directors, managers, employees and related companies, serving as a guide for individual and business behavior and complying with the laws of the countries where we operate. Our Code can be viewed on our website [www.irsacp.com.ar](http://www.irsacp.com.ar).

A committee of ethics composed of managers and board members is responsible for providing solutions to issues related to the Code of Ethics and is in charge of taking disciplinary measures in case of breach of the code.



# Compliance Management

G4-34

The company has a Compliance model that manages the risks to which it is exposed. The model used to fulfill this function articulates five areas under the same management that together offer the security framework according to the risk profile of the society. Particularly in this year, due to the effect of COVID-19, the Compliance area has focused on deepening the levels of internal control, as a consequence of the changes in the distance work modality that occurred in the Company and its affiliates. Below is a description of the main functions of each of them:

## 1. Corporate Governance

Like any Public Company, to protect the interests of our shareholders, it must be ensured that the model of design, integration and operation of the governing bodies of the company allow it to consolidate in the market due to its transparency.

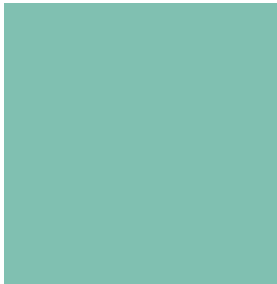
The purpose of the Corporate Governance Management is to evaluate and consolidate the appropriate management and control structures, to set up the necessary committees to make decisions and to comply with the laws and regulations to which the Company is subject.

In the adopted model of Corporate Governance, the following principles are pursued:

- Protection and fair treatment of all shareholders.
- Transparency in transactions and adequate exposure of the relevant facts of the Company
- Appropriate treatment of third parties involved: suppliers, customers and employees.
- Adequate supervision of the management team by the Board.

## 2. Process Quality

The company documents its policies and procedures, that previously develops and validates with the management team. As a whole, referrals constitute the documentary model that is communicated to all employees, managing to conserve and transmit knowledge as well as assessing its effective compliance and laying the foundations for its continuous improvement.



### 3. Security of the information

For information security, we understand the process by which the Company protects information and data in terms of confidentiality, integrity and availability.

The area of Information Security has the vision of offering best security practices with the aim of providing the adequate mechanisms for the protection of its computer assets and information systems; and minimize the risks to which the Organization is exposed by achieving an environment of protection.

#### The pillars are:

- Security (Confidentiality of sensitive information).
- Continuity (Availability of systems and information).
- Data (Integrity of information).

Based on these, a Strategic Information Security Plan has been designed with a focus on strengthening, aligning and adding value to maximize the level of the security framework applied, based on international standards.

### 4. Risk Management and Internal Audit

#### It is the area responsible for carrying out the following activities:

- I. Risk assessment
- II. Control design review
- III. Control compliance review
- IV. Special projects

#### I. Risk assessment:

It involves collaborating with those responsible for the area in analyzing operational, regulatory, and reputational risks that are relevant to the achievement of the objectives. It also includes the task of documenting risks, assigning them a value (risk level) and considering the internal or external factors that cause them.

#### II. Control design review:

It consists of assisting the area managers to establish the necessary controls (preventive / detective) for each process and thus reduce risks to an acceptable level. Likewise, the adequate separation of incompatible functions (custody of assets, authorization, registration) is addressed.

#### III. Control compliance review:

The task consists in running independent and objective tests to verify operational compliance with previously defined controls, to determine if the controls are present and functioning properly.

#### The area runs the following type of reviews:

- **Cross-sectional reviews:** end-to-end reviews of the processes, verifying that the operating areas have internal controls and procedures to mitigate the risks under their responsibility.
- **Occasional reviews:** verifications of the key controls of a particular activity to verify the degree of compliance by the responsible areas.

#### IV. Special projects:

They are collaborative works with other areas to solve complex problems or mitigate the appearance of new risks.

Annually, the area submits the Internal Audit Plan to the Audit Committee with the planned reviews, which may vary in scope and frequency depending on the risk assessment, aligned with the business objectives and the priorities of the parties. Interested parties end with the issuance of reports that are delivered to the responsible managements, the General Manager, and the Audit Committee. The area also holds regular meetings with the Audit Committee.

### Corporate Services Agreement entered with IRSA Inversiones y Representaciones Sociedad Anónima and CRESUD S.A.C.I.F. y A.

Considering that each of Cresud, IRSA and us have operations that overlap to a certain extent, our board of directors deemed it advisable to implement alternatives designed to reduce certain fixed costs of our combined activities and to mitigate their impact on our operating results while seizing and optimizing the individual efficiencies of each of them in the different areas comprising the management of operations.

To such end, on June 30, 2004, Cresud, IRSA and we entered into a Master Agreement for the Exchange of Corporate Services, or the "Framework Agreement," which has been amended several times in line with evolving operating requirements. The goal of the Framework Agreement is to increase efficiency in the distribution of corporate resources and reduce operating costs. The Framework Agreement had an initial term of 24 months and is renewable automatically for 24-month periods, unless terminated by any of the parties upon prior notice.

The Framework Agreement currently provides for the exchange and sharing of services among the following areas: Corporate Human Resources; Administration and Finance; Planning; Institutional Relations; Compliance; Shared Services Center;

Safety; Legal Affairs – Corporate; Technical; Infrastructure and Services; Purchases and Hiring; Proceedings and Permits; Corporate Environment; Investments; Offices Rent; Bolívar; Real Estate Business Board of Directors to be Distributed; Attorneys-in-Fact; General Management Department to be Distributed; Board of Directors' Safety; Real Estate Business Management; and Real Estate Business Human Resources and Accounting & Reporting.

Annually, a review of the criteria used in the determination of pricing for corporate services, as well as the bases of cost distribution and supporting documentation used in the aforementioned process. The risk management and audit area coordinate the review, which, in turn, periodically delegated the review to an external consultant.

The operations described above allow Cresud, IRSA and us to keep our strategic and commercial decisions fully independent and confidential, with cost and profit apportionment allocated on the basis of operating efficiency and equity, without any one company benefiting at the expense of the others.

# Board of Directors

G4-34

The administration and management of the Company rest with our Board of Directors. Our bylaws provide that the Board of Directors will be comprised of six (6), nine (9) or twelve (12) directors and the same or a lower numerical composition of alternate directors. Directors are elected by an absolute majority vote at a regular shareholders' meeting. Directors will renew their positions at the rate of one third of the total number each year and each third will last in their position for three years and are

renewable indefinitely. Alternate directors are summoned to act as directors in the case of absence, vacancy or demise until a new director is appointed.

As of the date hereof, our Board of Directors is formed by nine directors and nine alternate directors.

The table below contains the information on our Directors and Alternate Directors:

Name	Date of birth	Office held	Date of appointment to the current office	Term in office expires in <sup>(*)</sup>	Office held since
Eduardo Sergio Elsztain	01/26/1960	Chairman	2020	2023	1994
Saúl Zang	12/30/1945	First Vice-chairman	2019	2022	2003
Alejandro Gustavo Elsztain	03/31/1966	Executive vice-chairman	2018	2021	2003
Mariana R. Carmona	02/11/1961	Regular director	2020	2023	2020
Fernando Adrián Elsztain	01/04/1961	Regular director	2018	2021	1998
Leonardo Fabricio Fernández	06/30/1967	Regular director	2018	2021	2007
Isela Angélica Costantini	08/12/1971	Regular director	2019	2022	2017
Marcos Oscar Barylka	06/29/1945	Regular director	2020	2023	2006
Javier Kizlansky	08/20/1967	Regular Director	2019	2022	2019
Gastón Armando Lernoud	06/04/1968	Alternate director	2020	2023	2010
Juan Manuel Quintana	02/11/1966	Alternate director	2020	2023	2003
Pablo Daniel Vergara del Carril	10/03/1965	Alternate director	2019	2022	2006
Salvador Darío Bergel	04/17/1932	Alternate director	2018	2021	2006
Mauricio Wior	10/23/1956	Alternate director	2018	2021	2006
Gabriel Adolfo Gregorio Reznik	11/18/1958	Alternate director	2019	2022	2004
Enrique Antonini	03/16/1950	Alternate director	2019	2022	2007
Ilan A. Elsztain	01/08/1992	Alternate Director	2020	2023	2020
Ben Josef Elsztain	01/16/1997	Alternate Director	2020	2023	2020

(\*)The Board members will remain in office until a Shareholders' meeting is convened to reelect them or to appoint new Board members.



# Executive Committee

G4-34

In conformity with our by-laws, the aspects related to the organization of the decision-making process are the responsibility of an Executive Committee made up by five directors, including our Chairman, Vice Chairman and CEO. The current members of the Executive Committee are Messrs. Eduardo Sergio Elsztain, Saúl Zang, Alejandro Gustavo Elsztain, Daniel Ricardo Elsztain and Fernando Adrián Elsztain.

The executive committee is responsible for the management of the daily business pursuant to the authority delegated by the Board of Directors in accordance with applicable laws and our by-laws. Pursuant to Section 269 of the Argentine Corporations Law, the Executive Committee is responsible for the management of the day-to-day business and also reviews, analyzes and indicates the guidelines of the strategic plan for subsequent consideration by the Board.



## Senior Management





G4-34

The board of directors appoints and removes the senior management. Senior management performs its duties in accordance with the instructions of our board of directors. On October 29, 2020, the Board of Directors appointed Daniel Ricardo Elsztain as CEO of the Company.

Daniel Ricardo Elsztain. Mr. Elsztain obtained a degree in economic sciences at Torcuato Di Tella University and has a Master's degree in Business Administration from Austral University IAE. He has been the Company Chief Operating Officer since 2011. He

previously held the position of Commercial and Marketing Manager. Alejandro Gustavo Elsztain, former CEO, will serve as Executive vice-president.

The following chart shows information about our current senior management:

Name	Date of birth	Position	Current position held since
Daniel Ricardo Elsztain 	12/22/1972	Chief Executive Officer	2011
Matías Gaivironsky 	02/23/1976	Chief Administrative and Financial Officer	2011
Arnaldo Jawerbaum 	08/13/1966	Chief Operating Officer	2020
Jorge Cruces 	11/07/1966	Chief Investment Officer	2020

# Audit Committee

G4-34

As provided in the Capital Markets Law and the CNV rules, our board of directors established an Audit Committee, whose main mission is to assist the board of directors in exercising its duty of care, diligence and competence in issues relating to us, specifically as concerns the enforcement of accounting policies and disclosure of accounting and financial information. The Committee must supervise the application of policies on the Company's information about risk management and the operation of internal control systems and the administrative-accounting system, verify compliance with the Company's rules of conduct and business ethics, monitor the sufficiency of our financial statements, our compliance with the laws, give an opinion on the proposed appointment of Independent Auditors to be engaged by the Company and ensure the independence and capacity of independent auditors, pre-approve their services and assess their performance, and that of the Company's Internal Audit department.

Furthermore, it must give a well-funded opinion as concerns related party transactions in the cases set forth by the Laws in force and report it to the markets in compliance with the law if there is, or might be, an alleged conflict of interest.

The Audit Committee holds regular meetings as required for corporate purposes.

Pursuant to section 109 of the Capital Markets Law, the CNV and the US Securities and Exchange Commission (SEC) Rules, our Audit Committee is made up by three independent directors.

On October 31, 2019 IRSA Propiedades Comerciales' Audit Committee is composed of Mrs. Iserla Costantini and Messrs. Javier Kislanzky and Marcos Barylka.



# Supervisory Committee

G4-34

Our Supervisory Committee ("Comisión Fiscalizadora") is responsible for reviewing and supervising our administration and affairs. In addition, it verifies compliance with our by-laws and the resolutions adopted at shareholders' meetings in accordance with the provisions of the General Companies Law. The members of the Supervisory Committee are appointed at our Annual General Ordinary Shareholders' Meeting for a one-fiscal-year term. The Supervisory Committee is composed of three members and three alternate members.

The following table sets forth information about the members of our Supervisory Committee who were elected at the Annual General Ordinary Shareholders' Meeting held on October 31, 2017. Positions will expire when the next annual general ordinary shareholders' meeting takes place:

Nombre	Fecha de nacimiento	Cargo	En su cargo actual desde
José Daniel Abelovich	20/07/1956	Regular member	2005
Marcelo Héctor Fuxman	30/11/1955	Regular member	2010
Noemí Ivonne Cohn	20/05/1959	Regular member	2010
Gastón Gabriel Lizitza	09/06/1972	Alternate member	2017
Roberto Daniel Murmis	07/04/1959	Alternate member	2010
Alicia Graciela Rigueira	12/2/1951	Alternate member	2010

# Compensation

## Board of Directors

The General Companies Law establishes that if the compensation of the members of the board of directors is not established in our bylaws, the shareholders' meeting should determine it. The maximum amount of total compensation of the members of the board of directors, including wages and compensation for technical or administrative permanent activities, cannot exceed 25% of our earnings.

That amount should be limited to 5% when there is no distribution of dividends to shareholders, and will be increased proportionally to the distribution until reaching the limit set when all profits are distributed. In applying this rule any reduction in dividend distribution from the deduction of Board compensation shall not be taken into account.

When one or more directors perform special commissions or technical or administrative activities, and there are no earnings to distribute, or they are reduced, the shareholders meeting may approve compensation in excess of the above-mentioned limits. The compensation of our directors for each fiscal year is determined pursuant to the General Companies Law, and taking

into consideration if the directors perform technical or administrative activities and our fiscal year's results. Once the amounts are determined, they are considered by the shareholders' meeting.

At our annual ordinary shareholders meeting held on October 29, 2018, the shareholders agreed to pay an aggregate compensation of Ps. 156,652,008 to all the members of the board of directors for the fiscal year ended June 30, 2018. At the end of this fiscal year, these amounts had been fully paid.

At our annual ordinary shareholders meeting held on October 26, 2020, the shareholders agreed to pay an aggregate compensation of ARS 320,769,717 in terms of the measuring unit current as to that date all the members of the board of directors for the fiscal year ended June 30, 2020. At the end of this fiscal year, these amounts had been fully paid.

## Supervisory Committee

The Shareholders' Meeting held on October 26, 2020, also approved by majority vote to pay an aggregate amount of ARS 1,575,000 in terms of the measuring unit current as to that date for tasks performed by the Supervisory Committee in the fiscal year ended June 30, 2020.

## Audit Committee

The members of the Audit Committee do not receive compensation other than fees for their services as members of the Board of Directors.

## Senior Management

Our Senior Managers are paid a fixed amount that is determined on the basis of their experience, competencies and background. Senior management is also paid an annual bonus that varies depending on the performance of each individual and on the results of our operations.

# 4. Economic & Financial Performance





## Context where IRSA Commercial Properties operates during COVID-19 pandemic.

In December 2019, a new strain of coronavirus (SARS-CoV-2), which caused severe acute respiratory syndrome (COVID-19) appeared in Wuhan, China. On March 11, 2020, the World Health Organization declared COVID-19 a pandemic. In response, countries have taken extraordinary measures to contain the spread of the virus, including imposing travel restrictions and closing borders, closing businesses deemed non-essential, instructing residents to practice social distancing, implementing quarantines, among other measures. The ongoing pandemic and these extraordinary government actions are affecting global economic activity, resulting in significant volatility in global financial markets.

On March 3, 2020, the first case of COVID-19 was registered in the country and until September 21, 2020, more than 600,000 cases of infections had been confirmed in Argentina, by virtue of which the National Government implemented a series of health measures of social, preventive and mandatory isolation at the national level that began on March 19, 2020 and extended several times, most recently until October 11, 2020 inclusive (which could be extended for the duration of the epidemiological situation), which affected the local economy. Among them, the following stand out: the extension of the public emergency in health matters, the total closure of borders, the suspension of international and cabotage flights, the suspension of medium and long-distance land transport, the suspension of artistic and sports shows, closure of businesses not considered essential, including shopping malls and hotels.

As a consequence of the social, preventive and obligatory isolation, shopping malls throughout the country were closed since March 20, 2020, leaving exclusively those premises dedicated to items considered essential such as pharmacies, supermarkets and banks, while some gastronomic and clothing stores are working by delivery and sales system by WhatsApp. In the months of May and June, these measures were relaxed and certain activities were reopened in some inland squares, such as Salta, Mendoza, Santa Fe and Córdoba, opening the Alto Noa, Mendoza Plaza, Alto Rosario, La Ribera and Córdoba shopping malls. Shopping under a strict safety and hygiene protocol that includes reduced hours, social distancing, and access control. In July 2020, we proceed with the opening of Neuquén and at the beginning of August 2020, the Arcos District, an open-air premium outlet in the city of Buenos Aires, was opened. As of August 31, 44% of the square meters of the Group's shopping malls were open and operating with strict protocols. However, the uncertainty of the situation could cause setbacks in the openings already made as it

occurred with Alto Rosario and Alto Noa shopping malls that closed for a period of 14 and 7 days, respectively, in September given the increase in cases in those regions.


Given the closure of the shopping malls, the Group has decided to defer the billing and collection of the Insured Monthly Value until September 30, 2020, with some exceptions and to subsidize the collective promotion fund during the same period, prioritizing the long-term relationship with its tenants.

Regarding the offices business, although most of the tenants are working in the home office mode, they are operational with strict safety and hygiene protocols. To date, we have not evidenced a deterioration in collections.

La Rural, the Buenos Aires and Punta del Este Convention Centres and the DIRECTV Arena stadium, establishments that the Group owns directly or indirectly, have also been closed since March 20. All planned congresses were suspended, most of the fairs and conventions have been postponed, while the shows scheduled at the DIRECTV Arena stadium were mostly cancelled. The reopening date of these establishments is uncertain, as well as the future agenda of fairs, conventions and shows.

The final extent of the Coronavirus outbreak and its impact on the country's economy is unknown and cannot be reasonably predicted. However, although it has produced significant short-term effects, they are not expected to affect business continuity and the Company's ability to meet financial commitments for the next twelve months.

The Company is closely monitoring the situation and taking all necessary measures to preserve human life and the Group's businesses.

A photograph of a shopping mall interior, showing a wide, polished floor and various storefronts in the background. A large, semi-transparent orange rectangular box is overlaid on the center of the image, containing white text. The text describes the impact of the COVID-19 lockdown on shopping malls, noting that only essential stores remained open.

As a consequence of the social, preventive and obligatory lockdown, shopping malls throughout the country were closed since March 20, 2020, leaving exclusively those stores dedicated to items considered essential.

# Operational performance

At the end of fiscal year 2020 our tenants' sales in the shopping malls reached ARS 69,965 million, posting a decrease of 25.9% in real terms compared to the previous fiscal year (+6,7% in nominal terms). The greatest impact of this drop was evidenced in the fourth quarter of the year because of the closure of operations due to the lockdown decreed in Argentina on March 20, 2020 as a consequence of COVID19. Tenant sales at our shopping malls are relevant to our revenue and profitability because it is an important factor in determining rent our tenants pay. Sales also affect tenant's overall occupancy costs as a percentage of that tenant's sales.

## Cumulative tenants' sales as of June 30,

(ARS million)	2020	2019	2018
Alto Palermo	8,537	11,585	12,803
Abasto Shopping	8,681	12,287	14,441
Alto Avellaneda	7,671	11,019	13,892
Alcorta Shopping	5,090	6,535	6,999
Patio Bullrich	3,463	4,293	3,880
Buenos Aires Design <sup>(2)</sup>	-	562	1,785
Dot Baires Shopping	6,819	9,416	11,948
Soleil	3,543	5,056	5,664
Distrito Arcos	4,001	4,651	4,669
Alto Noa Shopping	3,473	4,172	5,039
Alto Rosario Shopping	7,230	9,286	10,359
Mendoza Plaza Shopping	5,643	7,402	8,743
Córdoba Shopping	2,226	3,029	3,582
La Ribera Shopping	1,476	2,167	2,623
Alto Comahue	2,112	2,976	3,260
Patio Olmos <sup>(3)</sup>	-	-	-
<b>Total de ventas</b>	<b>69,965</b>	<b>94,436</b>	<b>109,687</b>

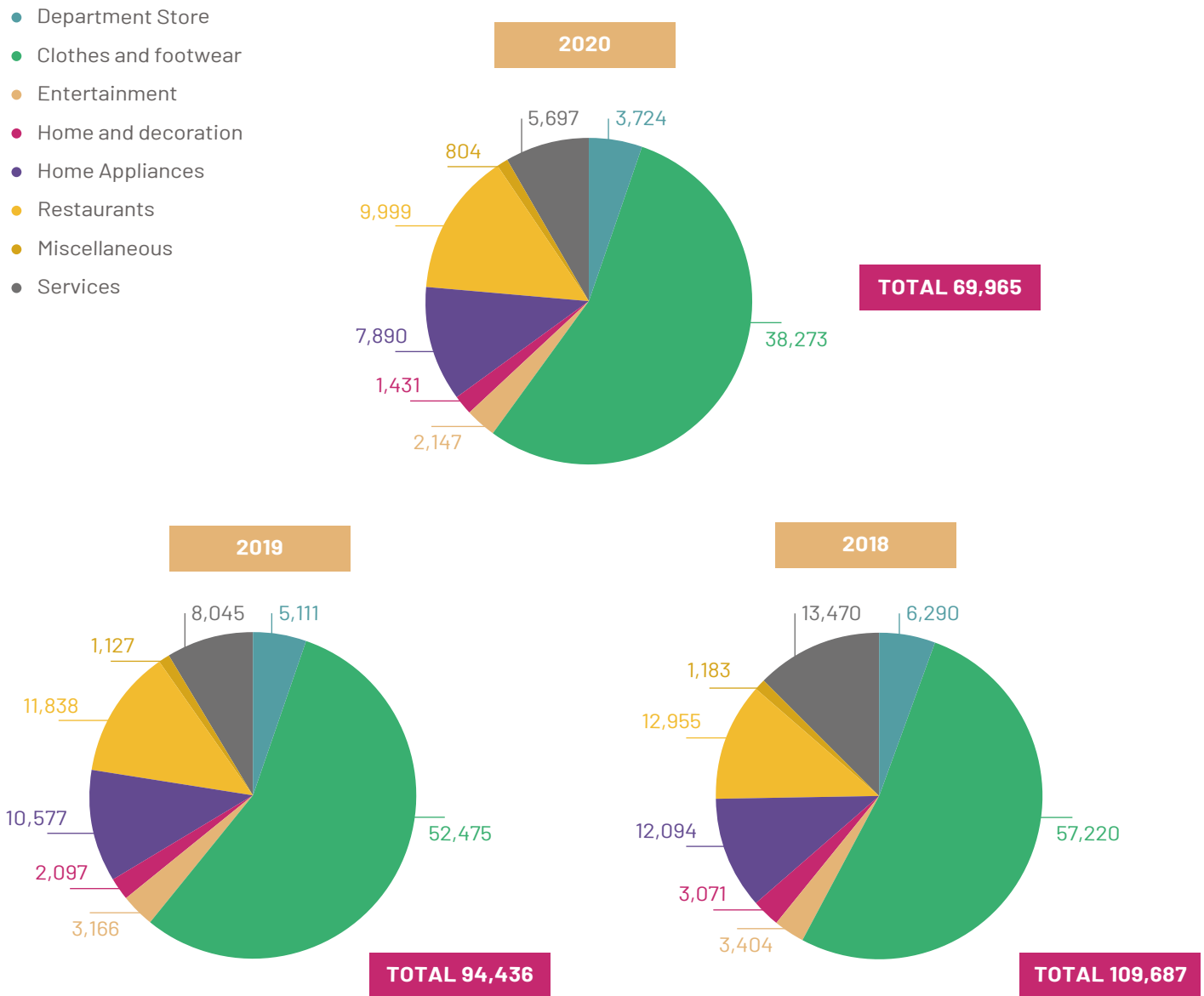
(1) Retail sales based upon information provided to us by retailers and prior owners. The amounts shown reflect 100% of the retail sales of each shopping mall, although in certain cases we own less than 100% of such shopping malls. Includes sales from stands and excludes spaces used for special exhibitions.

(2) End of concession December 5, 2018.

(3) IRSA CP owns the historic building of the Patio Olmos shopping mall in the province of Cordoba, operated by a third party.

# Cumulative tenants' sales as of June 30

(in ARS million restated as of June 30, 2020)



Our portfolio's leasable area totaled 333,062 sqm during the quarter, in line with the same period of previous fiscal year. Portfolio's occupancy slightly decreased to 93.2%.

	IVQ 20	IIIQ 20	IIQ 20	IQ 20	IVQ 19
Gross leasable area (sqm)	333,062	332,642	332,812	332,277	332,150
Tenants' sales (3 months cumulative in current currency)	1,661	17,073	27,997	23,328	23,387
Occupancy	93.2%	94.8%	95.0%	94.3%	94.7%

# Office Buildings

Corporate activity carried out remotely, as well as virtual work that characterized this stage of COVID19 lockdown brought a combination of lower demand, increased vacancies and a slight decrease in the rental prices of category A + and A office buildings in Buenos Aires.

In the case of our 115,640 m2 portfolio, the average occupancy decreased slightly, reaching 86.1% mainly due to a slight increase in the vacancy of our buildings A + and A, whose occupancy reached 93%, although it remains above to the observed in the premium market of Buenos Aires. Regarding the average rent, it reached USD 26.6 / m2, in line with previous quarters values.

	IVQ 20	IIIQ 20	IIQ 20	IQ 20	IVQ 19
Leasable area	115,640	115,640	115,640	115,640	115,378
Total Occupancy	86.1%	87.0%	88.7%	88.1%	88.3%
Class A+ & A Occupancy	93.0%	93.9%	97.1%	96.6%	97.2%
Class B Occupancy	52.4%	53.2%	47.5%	46.2%	45.0%
Rent USD/sqm	26.6	26.6	26.9	26.6	26.4

# Financial Performance

## Consolidated Results in Current Currency

(en ARS millones)	IVQ 20	IVQ 19	YoY Var	FY 20	FY 19	YoY Var
Income from sales, leases and services <sup>(1)</sup>	829	2,546	-67.5%	8,563	10,826	-20.9%
Income from expenses and promotion funds	486	890	-45.4%	3,109	3,710	-16.2%
Net gain from fair value adjustment on investment properties	24,733	-25,922	-195.4%	25,126	-36,964	-168.0%
Net realized gain from fair value adjustment on investment properties	573	-	-	573	-	-
<b>Profit from operations</b>	<b>24,796</b>	<b>-24,203</b>	<b>-202.4%</b>	<b>30,678</b>	<b>-29,790</b>	<b>-203.0%</b>
Depreciation and amortization	87	47	86.8%	292	194	50.3%
<b>Consolidated EBITDA</b>	<b>24,782</b>	<b>-22,462</b>	<b>-</b>	<b>26,321</b>	<b>-29,056</b>	<b>-</b>
<b>Consolidated Adjusted EBITDA</b>	<b>724</b>	<b>1,766</b>	<b>-59.0%</b>	<b>6,152</b>	<b>7,368</b>	<b>-16.5%</b>
<b>Consolidated NOI</b>	<b>971</b>	<b>2,146</b>	<b>-54.8%</b>	<b>7,345</b>	<b>9,199</b>	<b>-20.2%</b>
Income Tax	-4,273	3,973	-207.5%	-5,374	6,138	-187.6%
<b>Result for the period</b>	<b>19,914</b>	<b>-18,933</b>	<b>-</b>	<b>18,153</b>	<b>-25,923</b>	<b>-</b>

(1) Does not include income from Expenses and Commercial Fund

The company's revenues decreased by 20.9% during fiscal year 2020 compared to fiscal year 2019, while adjusted EBITDA decreased 16.5% mainly explained by the impact of the fourth quarter of the fiscal year due to the malls' closure of operations. Adjusted EBITDA for the shopping mall segment reached ARS 3,937 million in 2020, decreasing 37.4% compared to 2019, while

the Offices segment reached ARS 1,907 million, increasing 7.7% compared to the previous year.

Net result for fiscal year 2020, showed a gain of ARS 18,153 million, mainly explained by a higher value in pesos of our investment properties generating an ARS 25,126 million gain.



## Shopping Malls' Segment

(in ARS million)	IVQ 20	IVQ 19	YoY Var	FY 20	FY 19	YoY Var
Income from sales, leases and services	303	1,890	-84.0%	5,935	8,541	-30.5%
Net gain from fair value adjustment on investment properties	1,806	-24,638	-	-2,105	-40,581	-94.8%
<b>Profit from operations</b>	<b>1,552</b>	<b>-23,327</b>	<b>-</b>	<b>1,687</b>	<b>-34,402</b>	<b>-</b>
Depreciation and amortization	48	15	222.8%	145	114	27.4%
<b>EBITDA</b>	<b>1,600</b>	<b>-23,312</b>	<b>-</b>	<b>1,832</b>	<b>-34,288</b>	<b>-</b>
<b>Adjusted EBITDA</b>	<b>-206</b>	<b>1,326</b>	<b>-115.5%</b>	<b>3,937</b>	<b>6,293</b>	<b>-37.4%</b>
<b>NOI</b>	<b>-41</b>	<b>1,593</b>	<b>-102.6%</b>	<b>4,805</b>	<b>7,348</b>	<b>-34.6%</b>

Revenues from the shopping mall segment decreased by 30.5% in fiscal year 2020 compared to 2019, while Adjusted EBITDA reached ARS 3,936 million, 37.5% below fiscal year 2019. This drop is mainly explained by the closure of operations due to the COVID19 since March 20 of this year and the increase in the levels of delinquency in the year, that reached ARS 305 million (5.1% of fiscal year 2020 segment income), 180% higher than in fiscal year 2019. The Adjusted EBITDA margin, excluding income from expenses and commercial fund, reached 66.3%, 7.4 p.p. lower than the previous year.

In the fourth quarter of the fiscal year, because of the closure of operations mentioned above, revenues fell 84%, reaching just ARS 303 million. This number is slightly positive due to the flexibility of activities that took place in some cities of the interior of the country in the months of May and June that allowed the reopening of Alto Noa shopping centers in Salta, Mendoza Plaza in Mendoza, Alto Rosario and La Ribera in Santa Fe and Córdoba shopping in Córdoba. Adjusted EBITDA for the quarter was negative at ARS 206 million.

## Offices' Segment

(in ARS million)	IVQ 20	IVQ 19	YoY Var	FY 20	FY 19	YoY Var
Revenues from sales, leases and services	526	609	-13.6%	2,315	2,158	7.3%
Net gain from fair value adjustment on investment properties.	19,362	-4,219	-	22,872	700	3,169.7%
<b>Profit from operations</b>	<b>19,835</b>	<b>-3,728</b>	<b>-</b>	<b>24,737</b>	<b>2,435</b>	<b>915.8%</b>
Depreciation and amortization	10	10	-	42	36	16.9%
<b>EBITDA</b>	<b>19,848</b>	<b>-3,719</b>	<b>-</b>	<b>24,779</b>	<b>2,471</b>	<b>902.7%</b>
<b>Adjusted EBITDA</b>	<b>486</b>	<b>502</b>	<b>-3.2%</b>	<b>1,907</b>	<b>1,772</b>	<b>7.7%</b>
<b>NOI</b>	<b>490</b>	<b>554</b>	<b>-11.6%</b>	<b>2,143</b>	<b>1,989</b>	<b>7.8%</b>

During fiscal year 2020, revenues from the offices segment increased by 7.3% compared to fiscal year 2019. Adjusted EBITDA from this segment grew 7.7% compared to previous year due to the positive impact of the devaluation in our dollar-denominated contracts and the effect of inauguration and income flattening of the Zetta building. Adjusted EBITDA margin was 82.4%, 0.3 bps higher than the same period of previous year.

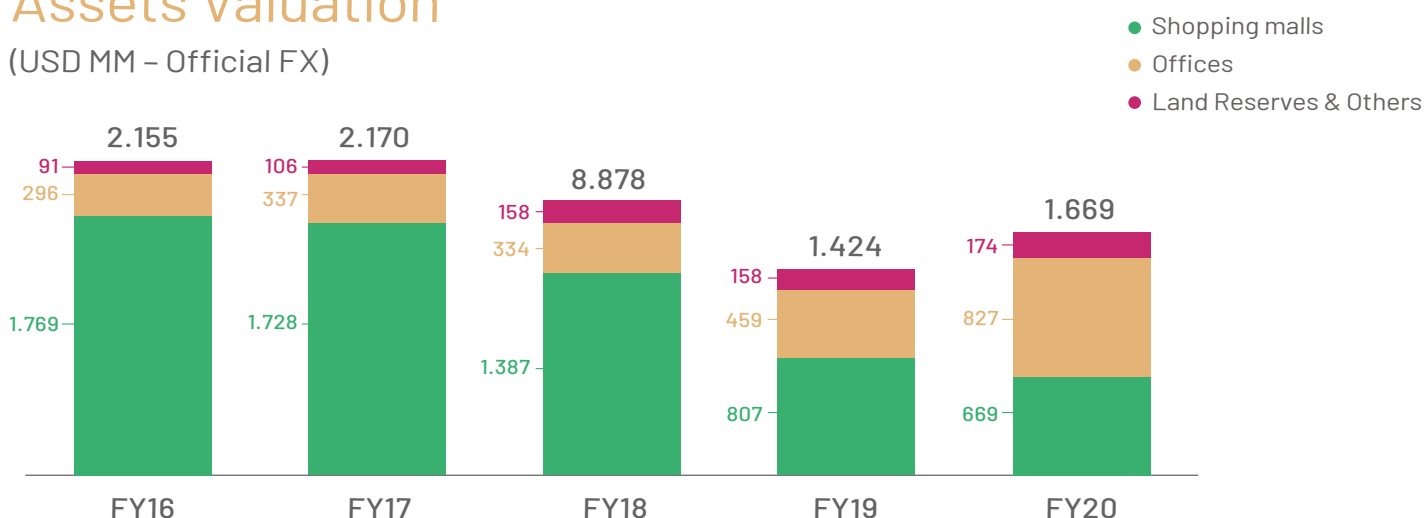
In the fourth quarter of the fiscal year, a 3.2% drop in the adjusted EBITDA of the segment was observed due to the slight increase in vacancy. The office portfolio has operated normally during the lockdown period due to COVID19, even though tenants have worked remotely.

## Main Financial Metrics

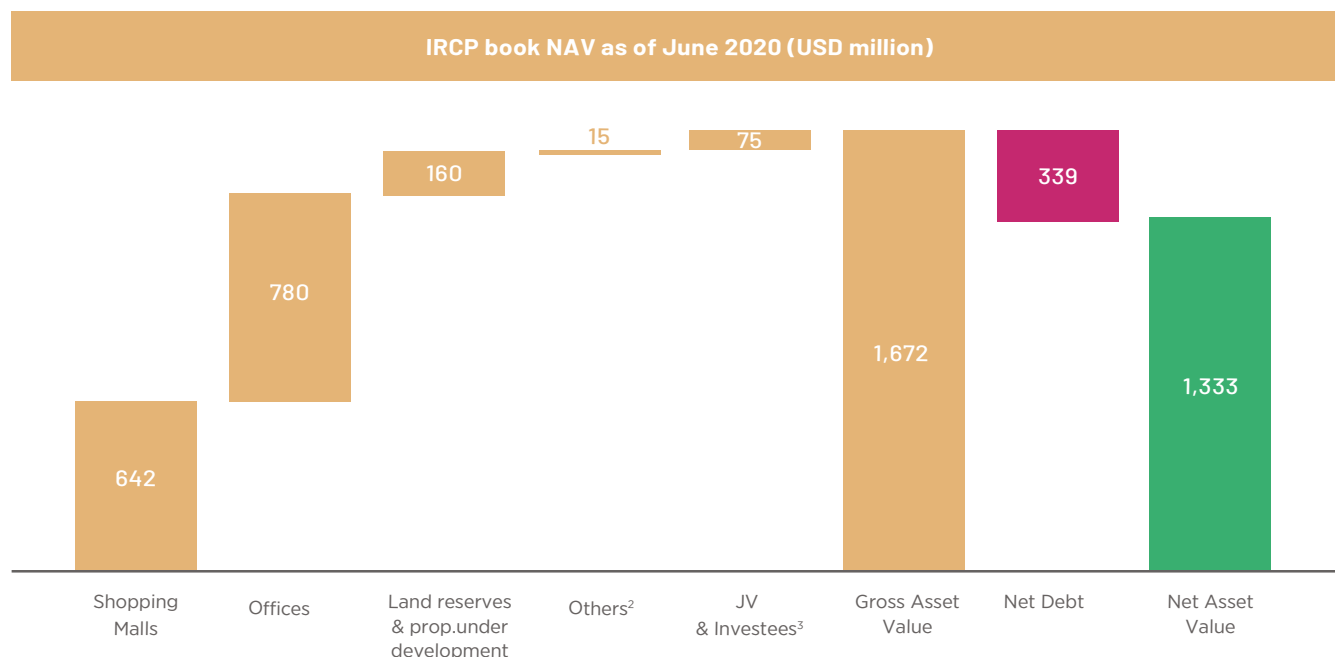
	FY 2020 in USD million	Valuation Metrics	as of June 30, 2020
Adjusted EBITDA	90.4	Cap Rate	18%
NOI	107.9	EV/EBITDA	6.5x
Adjusted FFO	52.5	P/FFO	3.8x
		P/NAV	0.2x

## Assets Valuation

(USD MM – Official FX)



## Net Asset Value FY 2020



1- Assets and liabilities adjusted by IRCP ownership

2- Includes trading properties and barbers registered under intangible assets. These two items are recorded at historical cost in the financial statements

3- Includes Quality and Nuevo Puerto Santa Fe as JV and La Rural, Convention Center & TGLT as Investees.

# Dividends

Pursuant to Argentine law, the distribution and payment of dividends to shareholders is only valid if they result from realized and net profits of the Company pursuant to annual financial statements approved by the shareholders. The approval, amount and payment of dividends are subject to the approval by our shareholders at our annual ordinary shareholders' meeting. The approval of dividends requires the affirmative vote of a majority of the shares entitled to vote at the meeting.

Pursuant to Argentine law and our by-laws, net and realized profits for each fiscal year are allocated as follows:

- 5% of such net profits is allocated to our legal reserve, until such reserve amounts to 20% of our capital stock;
- a certain amount determined at a shareholders' meeting is

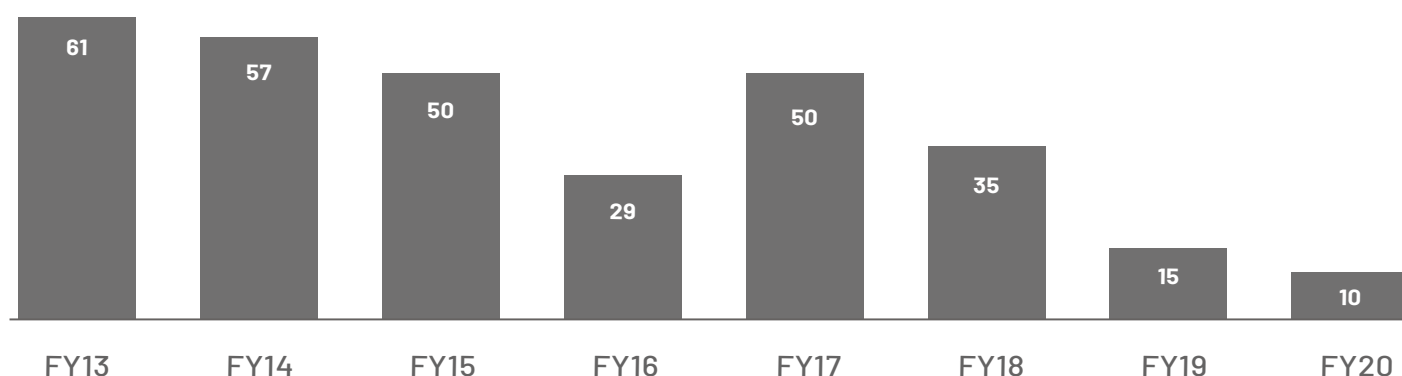
allocated to the compensation of our directors and the members of our Supervisory Committee; and

- additional amounts are allocated to the payment of dividends, optional reserve, or to set up reserves for any other purpose as determined by our shareholders.

**The following table illustrates the ratio between the amounts paid as dividends and the total amount paid as dividends on each fully paid-in share for the fiscal years mentioned.**

Year	Dividend paid stated in terms of the measuring unit current as of June 30, 2020 (ARS thousands)	Dividend per share paid stated in terms of the measuring unit current as of June 30, 2020 (ARS)	Dividend paid stated in terms of the measuring unit current as of the date of each corresponding shareholders' meeting (ARS thousands)	Dividend per share paid stated in terms of the measuring unit current as of the date of each corresponding shareholders' meeting (ARS)
2018	1,834,412	14.5572	680,000	5.3962
2019	1,007,548	7.9955	545,000	4.3249
2020	731,016	5.8011	595,000	4.7217

Dividend payment (US\$mm)

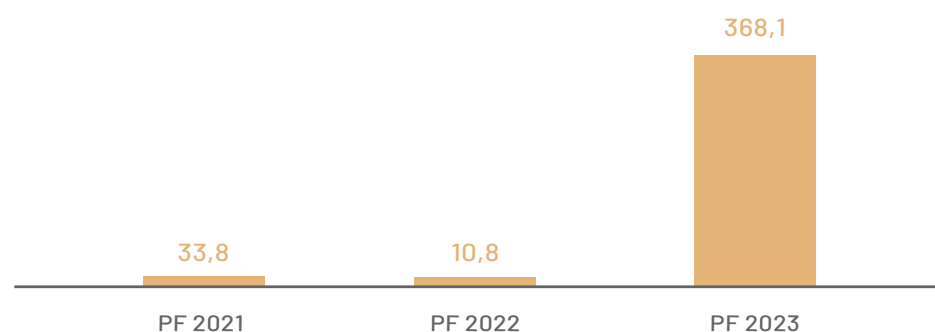


# Consolidated Debt as of June 30, 2020

(USD million)

Description	Currency	Amount (USD MM)	Interest Rate	Maturity
Bank loans and overdrafts	ARS	23.0	-	< 360 d
IRSA CP Notes Series IV	USD	140.0	5.0%	sep-20
PAMSA loan	USD	29.7	Fija	feb-23
IRSA CP Notes Series II	USD	360.0	8.75%	mar-23
<b>IRSA CP's Total Debt</b>	<b>USD</b>	<b>552.7</b>		
Cash & Cash Equivalents + Investments	USD	154.7		
Intercompany Credit	USD	53.4		
<b>IRSA CP's Net Debt</b>	<b>USD</b>	<b>344.6</b>		

## Debt Amortization schedule (USD million)



## Debt Ratios

Net Debt/EBITDA <sup>(1)</sup>	3.8x
Loan to Value <sup>(2)</sup>	20.6%

(1) Net Debt less cash & equivalents, short-term financial current investments

(2) Gross Financial Debt over Total Assets

(3) Amortization schedule after Series IV USD 140 MM payment.



# IRSA PROPIEDADES COMERCIALES S.A.

## Consolidated statements of financial position

as of June 30, 2020 and 2019

(All amounts in thousands of Argentine Pesos, except shares and per share data and as otherwise indicated)

	06.30.20	06.30.19
<b>ASSETS</b>		
Non-current assets		
Investment properties	117,491,965	86,219,988
Property, plant and equipment	352,610	474,932
Trading properties	181,866	177,254
Intangible assets	1,017,733	579,946
Rights of use assets	576,346	-
Investments in associates and joint ventures	4,636,259	2,296,365
Deferred income tax assets	220,697	102,863
Income tax and minimum presumed income tax credits	6,516	12,991
Trade and other receivables	5,093,549	696,656
Investments in financial assets	-	643,138
<b>Total non-current assets</b>	<b>129,577,541</b>	<b>91,204,133</b>
<b>Current Assets</b>		
Trading properties	6,768	1,586
Inventories	38,854	41,339
Income tax and minimum presumed income tax credits	98,562	91,082
Trade and other receivables	3,879,761	9,739,833
Derivative financial instruments	6,436	8,022
Investments in financial assets	6,268,377	8,679,337
Cash and cash equivalents	4,626,609	6,001,314
<b>Total current assets</b>	<b>14,925,367</b>	<b>24,562,513</b>
<b>TOTAL ASSETS</b>	<b>144,502,908</b>	<b>115,766,646</b>
<b>SHAREHOLDERS' EQUITY</b>		
Total capital and reserves attributable to equity holders of the parent	71,484,679	54,932,642
Non-controlling interest	4,088,994	3,113,233
<b>TOTAL SHAREHOLDERS' EQUITY</b>	<b>75,573,673</b>	<b>58,045,875</b>
<b>LIABILITIES</b>		
<b>Non-current liabilities</b>		
Trade and other payables	1,238,572	1,229,156
Borrowings	26,579,396	31,831,168
Deferred income tax liabilities	23,979,404	18,781,365
Provisions	72,184	62,713
Derivative financial instruments	34,751	19,729
Leases liabilities	602,408	-
<b>Total non-current liabilities</b>	<b>52,506,715</b>	<b>51,924,131</b>
<b>Current liabilities</b>		
Trade and other payables	3,561,011	3,593,549
Income tax liabilities	4,537	21,381
Payroll and social security liabilities	185,281	310,801
Borrowings	12,500,160	1,800,063
Derivative financial instruments	81,539	19,369
Provisions	43,017	51,477
Leases liabilities	46,975	-
<b>Total current liabilities</b>	<b>16,422,520</b>	<b>5,796,640</b>
<b>TOTAL LIABILITIES</b>	<b>68,929,235</b>	<b>57,720,771</b>
<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>	<b>144,502,908</b>	<b>115,766,646</b>

# IRSA PROPIEDADES COMERCIALES S.A.

## Consolidated statements of comprehensive income for the fiscal years ended June 30, 2020, 2019 and 2018

(All amounts in thousands of Argentine Pesos, except shares and per share data and as otherwise indicated)

	06.30.20	06.30.19	06.30.18
Income from sales, rentals and services	8,562,955	10,826,406	11,181,313
Income from expenses and collective promotion fund	3,109,382	3,709,732	4,389,642
Operating costs	(4,100,522)	(4,884,942)	(5,461,030)
<b>Gross profit</b>	<b>7,571,815</b>	<b>9,651,196</b>	<b>10,109,925</b>
Net gain / (loss) from fair value adjustments of investment properties	25,126,324	(36,964,252)	13,567,839
General and administrative expenses	(1,220,935)	(1,329,059)	(1,096,705)
Selling expenses	(826,756)	(646,499)	(752,358)
Other operating results, net	27,506	(501,591)	107,401
<b>Profit/ (loss) from operations</b>	<b>30,677,954</b>	<b>(29,790,205)</b>	<b>21,936,102</b>
Share of profit of associates and joint ventures	177,910	(577,953)	887,380
<b>Profit/ (loss) from operations before financing and taxation</b>	<b>30,855,864</b>	<b>(30,368,158)</b>	<b>22,823,482</b>
Finance income	769,116	117,826	491,835
Finance cost	(3,493,247)	(3,191,921)	(2,418,220)
Other financial results	(4,629,683)	1,682,098	(6,037,814)
Inflation adjustment	25,209	(300,850)	(1,045,120)
<b>Financial results, net</b>	<b>(7,328,605)</b>	<b>(1,692,847)</b>	<b>(9,009,319)</b>
<b>Profit/ (loss) profit before income tax</b>	<b>23,527,259</b>	<b>(32,061,005)</b>	<b>13,814,163</b>
Income tax expense	(5,373,999)	6,138,041	6,534,323
<b>Profit/ (loss) profit for the year</b>	<b>18,153,260</b>	<b>(25,922,964)</b>	<b>20,348,486</b>
<b>Other comprehensive loss:</b>			
Items that may be reclassified subsequently to profit or loss:			
Currency translation adjustment	(21,703)	-	-
Appraisal surplus	273,460	-	-
<b>Other comprehensive gain for the year</b>	<b>251,757</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive gain / (loss) for the year</b>	<b>18,405,017</b>	<b>(25,922,964)</b>	<b>20,348,486</b>
<b>Total comprehensive loss attributable to:</b>			
Equity holders of the parent	17,089,537	(25,772,658)	19,624,143
Non-controlling interest	1,063,723	(150,306)	724,343
<b>Attributable to:</b>			
Equity holders of the parent	251,757	-	-
<b>Profit/ (loss) per share attributable to equity holders of the parent for the year:</b>			
Basic	135.62	(204.52)	155.73
Diluted	135.62	(204.52)	155.73

# IRSA PROPIEDADES COMERCIALES S.A.

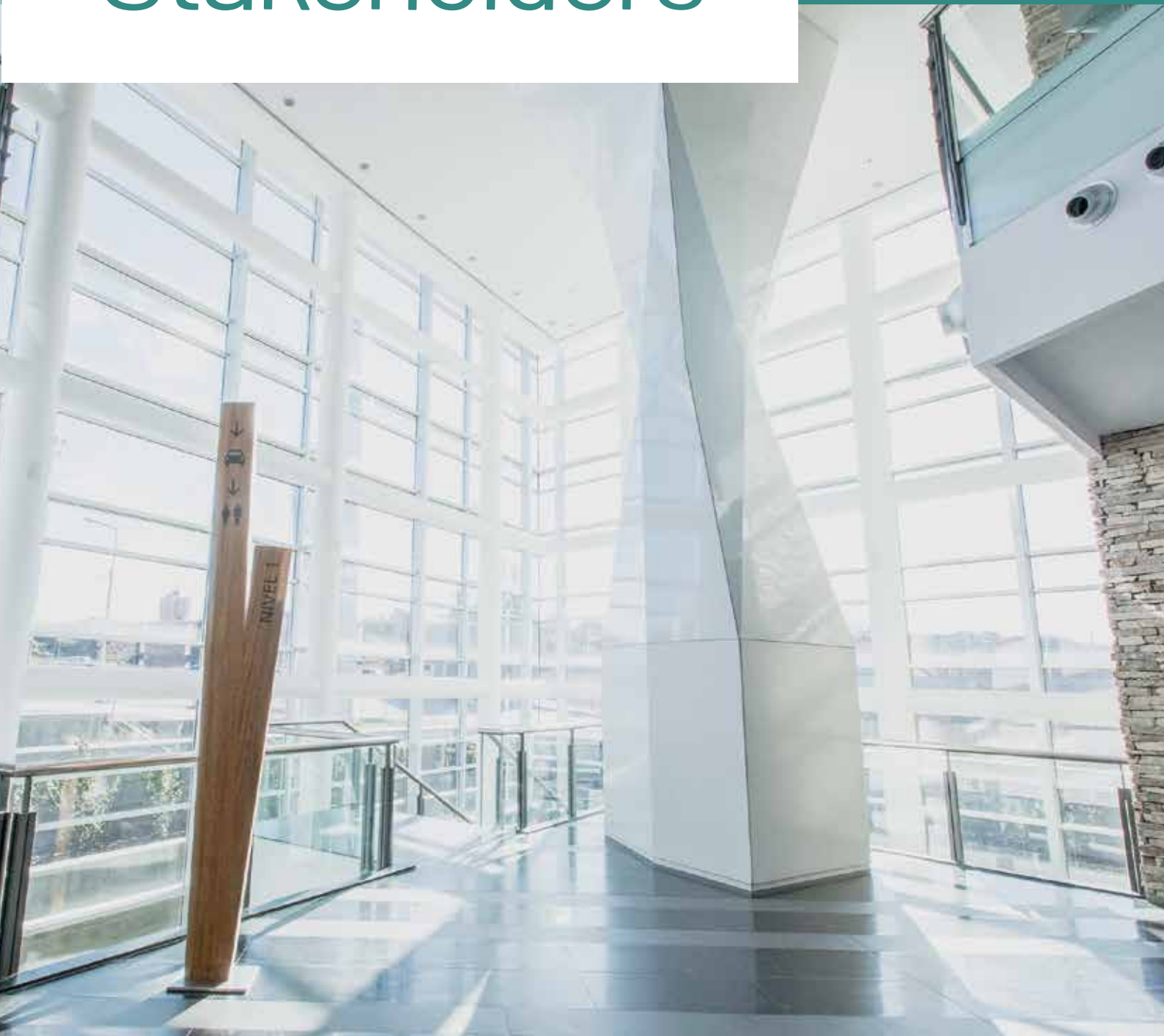
## Consolidated statements of cash flows

for the fiscal years ended June 30, 2020, 2019 and 2018

(All amounts in thousands of Argentine Pesos, except shares and per share data and as otherwise indicated)

	06.30.20	06.30.19	06.30.18
<b>Operating activities:</b>			
Cash generated from operations	5,038,467	5.841.606	8.458.167
Income tax paid	(148,915)	(253.618)	(1.432.622)
<b>Net cash generated by operating activities</b>	<b>4,889,552</b>	<b>5.587.988</b>	<b>7.025.545</b>
<b>Capital contributions in associates and joint ventures</b>			
Acquisition of investment properties	(47,219)	(64.267)	(101.157)
Proceeds from sales of investment properties	(2,451,315)	(2.506.048)	(3.075.049)
Acquisition of property, plant and equipment	177,057	-	67.618
Advance payments	(159,209)	(89.403)	(52.473)
Acquisition of intangible assets	(11,255)	(4.042.481)	(238.163)
Acquisitions of investments in financial assets	(34,189)	(185.876)	(53.406)
Proceeds from investments in financial assets	(8,959,314)	(29.336.951)	(28.131.163)
Loans granted, net	12,834,547	30.683.814	21.082.559
Loans granted to related parties	(921,927)	-	(22.725)
Loans payment received from related parties	(4,718,717)	-	(3.344)
Proceeds from sales of property, plant and equipment	666,037	-	-
Proceeds from sales of interest held in associates and joint ventures	-	-	28.392
Collection of financial assets interests	-	5.448	-
Acquisition of subsidiaries, net of cash acquired	575,436	571.339	810.683
Dividends received	-	-	(114.736)
Dividendos cobrados	170,609	6.547	76.214
<b>Net cash used in investing activities</b>	<b>(2,879,459)</b>	<b>(4.957.878)</b>	<b>(9.726.750)</b>
<b>Financing activities:</b>			
Issuance of non-convertible notes	-	-	6.588.262
Repurchase of non-convertible notes	(510,215)	(80.546)	-
Borrowings obtained	10,237,811	3.332.364	1.775.852
Payment of borrowings	(10,613,025)	(2.966.912)	(179.776)
Payments of financial leasing	-	(17.622)	(10.308)
Pay of leases liabilities	(47,200)	-	-
Payment of derivative financial instruments	(565,564)	(972.192)	(990.042)
Proceeds from derivative financial instruments	485,325	1.574.248	1.535.570
Payment of interest	(3,015,702)	(2.893.591)	(1.875.222)
Reimbursement of dividends	-	46.836	-
Dividends paid	(730,307)	(1.007.548)	(1.834.406)
Dividends paid to non-controlling shareholders	(91,282)	-	-
Contribution of the non-controlling shareholders	-	73	-
Short-term loans, net	1,288,810	353.581	(50.692)
<b>Net cash used in financing activities</b>	<b>(3,561,349)</b>	<b>(2.631.309)</b>	<b>4.959.238</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(1,551,256)</b>	<b>(2.001.199)</b>	<b>2.258.033</b>
Cash and cash equivalents at beginning of period	6,001,314	8.100.480	5.203.341
Financial result of cash and cash equivalents	214,259	(57.371)	645.707
Inflation adjustment	(37,708)	(40.596)	(6.601)
<b>Cash and cash equivalents at end of period</b>	<b>4,626,609</b>	<b>6.001.314</b>	<b>8.100.480</b>

# 5. Stakeholders





# Employees

G4-10 G4-11 G4-LA1 G4-LA8

As of June 30, 2020, we had 784 employees, out of whom 365 employees are subject to collective bargaining agreements. We believe that we are in good relationships with our employees. Our Company subcontracts third parties through tender processes for construction of its development projects and for the provision of security, maintenance and cleaning services at its shopping malls.

The following table shows the number of employees as of the indicated dates:

	Year ended on June 30,		
	2020	2019	2018
IRSA Propiedades Comerciales S.A.	663	755	788
Emprendimiento Recoleta S.A. (1)	0	0	30
Fibesa S.A.	18	18	21
Panamerican Mall S.A.	61	68	66
Arcos del Gourmet S.A.	26	7	7
Nuevo Puerto Santa Fe S.A.	16	17	16
Total	784	865	928

(1) End of concession on December 2018

## Employee profile 2020



Women  
213

### Age Range

From 31 to 50 years  
451

Up to 30 years  
182

More than 50 years  
151



Men  
571

Under unión agreement  
365

Out of unión agreement  
419

### By category

- Directores: 5
- Managers: 52
- Heads: 72

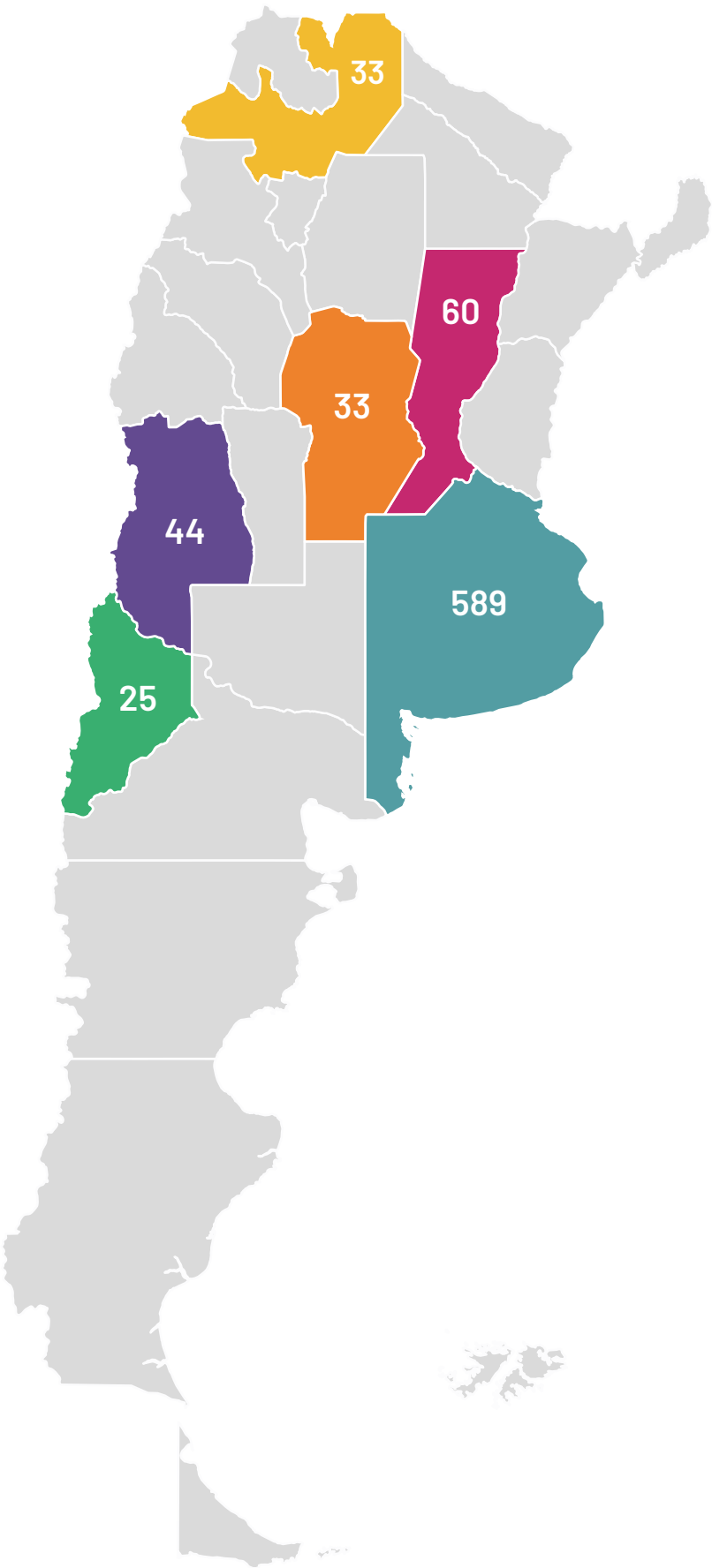
- Professional: 290
- Operators: 365

# Employees by province

- Buenos Aires 589
- Neuquén 25
- Córdoba 33
- Santa Fe 60
- Mendoza 44
- Salta 33

TOTAL 2020

784



# Corporate Education

G4-LA10

To promote the employees’ personal and professional development and to motivate and retain professionals, IRSA Propiedades Comerciales offers in-house training to leaders and develops a scholarship program for graduating, post-graduating and other courses to employees, funding up to 50% of the price of the course. One of the conditions to which the employee is subject in order to obtain this benefit relates to the commitment to continue to work for the Company for at least two years after the end of the course.

# Health and Safety

G4-LA8

The Company is responsible for the workplace conditions and for the professionals’ safety and quality of life, therefore the Company meets labor and social security obligations, and ensures access to proper workplace conditions, housing, lodging, personal protection equipment, among others.

The Company also offers training to employees, and topics include professional qualification, education about the environment, health and safety, among other, as already reported herein.

## Actions taken during the COVID-19 pandemic

As a result of the COVID-19 pandemic, IRSA Propiedades Comerciales has taken measures and carried out procedures to manage the possible impact of the pandemic on its clients, employees, suppliers, tenants and the entire population, taking care of their health and well-being.

In this sense, the company adopted the recommendations of the World Health Organization to reduce the risk of disease transmission and thus its impact on society, giving importance to the following actions:

- 1. To respect the appropriate health and safety measures in each activity sector.
- 2. To raise awareness about the disease, its symptoms and behavior appropriate to employees.
- 3. To establish a notification system for any case that is detected; limiting travel and physical contact.

Likewise, it has created a Special Crisis Committee that meets daily and developed an action plan for managing this challenge and every decision made will contemplate caring for activity, business and human resources. In consequence, those employees who work in the central offices worked from their homes since the mandatory lockdown was decreed and for those whose tasks require physical presence, the prevention and containment protocol was applied to minimize the risk of contagion, significantly reinforcing the measures hygiene and social distancing.

As the shopping centers reopened, they did so under a strict safety and hygiene protocol that included measures such as reduced hours and flow of visitors, access controls and social distancing. IRSA Propiedades Comerciales has decided to begin the process to reach IRAM Seal certification for COVID-19 Verified Protocol in all its shopping malls.

## Our values

### Being Leaders

We generate an appropriate and effective work Context. We motivate, recognize and provide development opportunities to our employees. We give feedback based on behaviors and concrete actions.

### We go for more

We go after the best results for the company in every project. We try to be more efficient by improving processes and contributing our knowledge.

### A team in action

We encourage the group to be a team in action identified and committed. We encourage our employees to generate simple and direct relationships, to evaluate different points of view and to express opinions with respect.

### Service orientation

We stand out for providing quality of service in every action. We understand the need and we assume the responsibility to always give an answer.

### Pragmatic

We like the tangible, the practical and the simple. We feel comfortable in the action and changing directions when necessary. We have difficult but achievable objectives.

### Responsible negotiators

We negotiate in a responsible manner, taking into account the interests of the Company and trying to obtain better results while being careful to generate long-term alliances that benefit the parts.



# Work Environment

For more than 10 years we have been working measuring the working environment generating improvement plans promoted by the leaders. We participated for the second time in the ranking of the firm specializing in the assessment and transformation of the work environment of organizations, which involves the best brands in the world. From IRSA Propiedades Comerciales we believe that comparing ourselves with the best is essential to keep growing.

The feedback to employees is considered as an important tool for their development within the Company and to improve motivation and commitment with the Company's goals. Presently, 100% of IRSA Propiedades Comerciales' employees are provided with their performance analysis.

## Diversity and Inclusion

We are working to continue building an increasingly diverse organization that learns about different perspectives and values inclusion as a pillar of our organizational culture.

We believe that the best results come from a team that respects differences in ideas, perspectives, experiences and beliefs.

In our company, we consider it key to generate development opportunities based on the competences and abilities of each person regardless of age, race, origin, religion, disability, sexual orientation, gender, or any other difference.

Diversity helps us better understand our customers, creating a competitive advantage in the markets where we operate.

We know that creating a culture based on diversity and inclusion is a process that takes effort and dedication. That is why we are committed to promoting initiatives that allow us to learn, improve and make progress year after year. We implemented the following practices:

- We have progressive return practices after motherhood.
- We extended the license in case of adoption.
- We extended the license in case of paternity.
- We accompany the employees who are going through their retirement.
- The design of our offices is Open Space, facilitating collaboration, interaction and integration.
- We have an internal social network where information is accessible to all.
- We join the following company networks: Di Tella Business Network for diversity ([www.utdt.edu](http://www.utdt.edu)), Idea Network for diversity ([www.idea.org.ar](http://www.idea.org.ar)), The Club of Companies and Institutions Committed to Disability ([www.empresascomprometidas.club](http://www.empresascomprometidas.club)).



- We conduct awareness talks to company leaders on issues of Gender and Disability.
- PUERTA 18 is a free space for young people aged 13 to 24, where skills and vocations are stimulated through the use of various technological tools ([www.puerta18.org](http://www.puerta18.org)) financed by the company.
- We carry out joint actions with the Forge Foundation ([fondationforge.org](http://fondationforge.org)): simulated interviews, participation in panels, income of young people to vacant positions and through the Peer Program.
- We are publishing job search notices in Copidis to give the opportunity for people with disabilities to apply.
- Networks of gender and disability employees were set up who meet periodically to discuss these issues and make proposals to the company to continue on the path of diversity and inclusion.
- "Lean in" Circle: A small group of women who meet regularly to learn and grow together. Peer support has great power: greater ability to learn and achieve our goals if done in a group.
- Work is being done on the publication of the guide for action in situations of disrespectful treatment, harassment and violence in the workplace due to gender and / or sexual orientation issues.
- The "integrated" program was launched from the disability network, offering job placement workshops to more than 100 young people from ADEEI (Association for the development of special education and inclusion) and IDEL (Inclusion and job development).
- Abasto Shopping received the certification of the TEA pass program. It is an inclusive program, where sound and visual stimuli are attenuated, adding a generation of special spaces so that people with ASD can rest or relax in the event of a possible crisis.





## Capitalization Program for our Executive Staff

Since 2006, we have implemented a capitalization program for our executive staff consisting in contributions made by both the employees and the Company. Such program is intended for certain employees selected by the Company that it wishes to retain by increasing employee total compensation by means of an extraordinary reward in so far as certain requirements are fulfilled.

The payment of contributions into the plan and participation therein are voluntary. Once the intended beneficiary accepts to take part in the plan, he/she may make two types of contributions: a monthly contribution based on his/her salary and an extraordinary contribution, based on his/her annual bonus. It is suggested that contributions should be of up to 2.5% of salaries and of up to 15% of the annual bonus. And then there is the contribution payable by the Company which shall amount to 200% of the monthly contributions and of 300% of the extraordinary contributions made by the employees.

The funds resulting from the contributions made by the participants are transferred to an independent financial vehicle, specially created and situated in Argentina in the form of a mutual fund with the approval of the CNV. The funds resulting from the contributions made by the Company are transferred to another independent financial vehicle, separate from the one previously mentioned (for example, a trust fund). In the future, the participants shall have access to 100% of the benefits under the plan (that is, including the contributions made by the Company for the benefit of the employees into the financial vehicle specially created) in any of the following circumstances:

- ordinary retirement as prescribed by labor law,
- total or permanent disability, and
- death.

In case of resignation or termination without good cause, the participant may redeem the amounts contributed by us only if he or she has participated in the Plan for at least 5 years and if certain conditions have been fulfilled.

## Long-Term Incentive Program

As resolved by the Shareholders' Meeting dated June 26, 2017, the implementation of a new incentive plan for up 4,444,444 shares of the Company was approved. Employees, management and directors of the Company who meet certain seniority and internal category requirements are eligible participants of this plan. The main objective of the new incentive plan is to reward the efficacy and productivity of the participants and align the personnel to the Company's vision, mission and goals, creating added value to both the shareholders and the staff through this compensation benefit. In addition, the referred Shareholders' Meeting delegated to the Board the power to implement, allocate and determine the time and manner of execution of the incentive plan. To date, this plan has not been implemented.


## Suppliers

G4-12

The Company purchases to and / or contracts with suppliers of both goods and services. Our suppliers can be small regional companies as well as multinational companies.

The relationship between the Company and its suppliers are in accordance with market conditions: The best alternatives of purchases or hiring allow comparisons of different proposals, aligning as long as they meet the expected service and / or technical requirements, both in the case of goods and services, always in search of better values for both shareholders and for its tenants.

All suppliers and contractors must comply with the labor and safety and hygiene regulations, technical regulations, and environmental ratings and practices applicable to their activity. To enter to provide services, suppliers must present the documents indicating their compliance and are periodically audited in matters of safety at work. Compliance with the legal requirements of social security for large contractors (eg, cleaning, security and construction) is audited monthly.



We developed a capitalization program for executive staff through contributions that will be carried out by employees and by the Company.

# Community

G4-EC8 G4-SO1 G4-SO2

We are an integral part of the communities in which our business units are based. It is our objective to articulate the interests of our businesses with the agenda of these communities, collaborating with the generation of economic, social and environmental value. Based on this orientation, our Corporate Social Responsibility (CSR) strategy is based on making our business units the scene of actions that fall within the Sustainable Development Goals (SDGs) defined by the United Nations. Some of these SDGs are Inequality Reduction; Gender Equality; Water Care; Responsible Production and Consumption; Waste; Partnership for the Goals; Quality Education; Value Chain; Sustainable Cities and Communities; Good Health & Well-Being; Environmental Care; Climate Action and Volunteering.

It should be noted that more than 110 million people per year visit our shopping malls, which is both a great advantage and a huge responsibility for the dissemination of our community activities. They are the ideal place to disseminate and make visible the topics of interest of the society in general, to become aware and act. This agenda of issues is agreed with the social organizations of each community, with the public sector and academics in each subject. This is how we strengthen our bond, focusing on medium and small organizations, generating long-term alliances, incorporating actors in the value chain and collaborating with actors in the communities where we develop.

In the office buildings we have large national and international companies as tenants. They are organizations that are committed at a local and global level with the impact of their actions, both economically, socially and environmentally. They are our strategic partners in actions that we develop in the communities where the buildings are located.

The management of the activities is carried out through the Institutional Relations department and from here we involve the corresponding business areas in each case, serving the interests in all our areas of influence.

## Social activities

- + ARS 2,500,000 donated to “Un 10 en solidaridad” supporting 13 social organizations.
- 5 corporate volunteer programs carried out during fiscal year.
- 90 ONG’s with which we interact during fiscal year
- 141 active volunteers

## Environmental

- More than 10 awareness actions on environmental care, both for the public in shopping centers and direct actions with employees.
- We have “tapitómetros” in all our shopping centers. All the caps collected are donated to the Garrahan Hospital.
- More than 37,500 kg of organic waste from food processing was recovered from the gastronomic stores of the shopping centers. (During 2019).
- More than 300 tons of recyclable waste were recovered, which were donated to the different cooperatives both in Buenos Aires and in the interior of the country. (Data from 2020 pandemic context).
- Use of taps with water flow regulation to save the resource.
- Rainwater harvesting in Arcos District for drip irrigation.
- Energy consumption in our shopping centers was reduced by 22% during the period from 2018 to 2020.
- 79.8% of the luminaire in our shopping centers is LED.
- 42% of the escalators in shopping centers have a speed regulation system to save energy.
- The emission into the atmosphere of 3,288 kg of CO<sub>2</sub> was reduced, thanks to the clean energy generated by the photovoltaic panels located in the Mendoza Plaza Shopping parking spaces.





## • Cinema in Alto Avellaneda

We invited 500 children living in homes dependent on the Ministry of Social Development of the Province of Buenos Aires to spend a different morning in Alto Avellaneda. The children attended a movie show and then had lunch in the food court of the mall.



## • Children's villages in Dot

On Father's Day, under the slogan "Play as a family", an activity was carried out at Dot Baires Shopping with the NGO Children's Villages. More than 300 families participated.

## • "Magic Lantern" in Arcos District

More than 600 people enjoyed silent film performances with live music at the "Distrito Arcos" amphitheater, performed by the civil association "Linterna Mágica". The films screened were "The Circus", one of the most recognized works of Charles Chaplin, and "The Seven Occasions" by Buster Keaton. Before starting, a play was performed to explain the concepts related to cinema and these films.

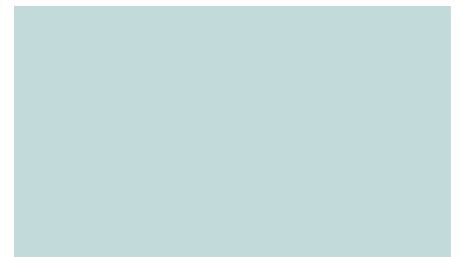


## • Plic Ploc in Dot

The play "Ecology begins at home" was presented by the group of artists "Plic Ploc" in Dot Baires Shopping. The topics addressed were environmental care, waste separation and recycling. After the show, recycling workshops of different types of materials were offered.

## • Assistance dogs training

For more than 8 years we have been accompanying the mission of Bocalán Argentina to prepare assistance dogs for people with disabilities. Monthly training of dogs is carried out in the facilities of the shopping malls to work the slogans of social obedience. Assistance dogs are trained as technical assistance to improve the autonomy of people with disabilities who can benefit from the work of these animals.



## • Partner acquisition

During the year, we opened the doors of our shopping malls so that Greenpeace, Engineering Without Borders, Children's Villages, "Cimientos", Patagonian Crusade, "Haciendo Camino", "Mensajeros de la Paz" and "Manos en Acción" groups can carry out fundraising campaigns. NGOs have the permission to invite clients to know the work that each one does and support them, in case they are interested in their cause.

## • "Demos" program

For eight years we have been working with the NGO "Sumando" in the School of Middle Education N° 5 D.E. 15 "Monseñor Enrique Angelelli" implementing the project "Demos", Building a Responsible Citizenship." It aims to promote greater citizen participation in decision-making at local, regional and national levels, as well as to promote the exercise of social responsibility. During the year the students work in rap-debate workshops and have a visit to Dot Baires Shopping in which they watch a movie and make a debate on the subject addressed, finishing the trip with a lunch at the mall.

In addition, the NGO trains teachers on community projects led by young people to provide them with more tools.



## • International Earth Hour

For the 9th consecutive year, we participated in "La Hora del Planeta" (International Earth Hour, WWF) initiative carried out in Argentina by Fundación Vida Silvestre, turning off the lights on the facades of our shopping malls and office buildings. It is the largest global awareness campaign that invites individuals, governments, and institutions to turn off the lights for an hour to demonstrate their commitment to climate change.

## • Sustainable stations

In Abasto Shopping, Alto Avellaneda, Dot Baires Shopping and Alto Palermo installed "Sustainable Stations" located in the food courts, where waste is separated from the trays for the subsequent recycling of plastic and cardboard materials. In this framework, throughout the year, Dot Baires Shopping worked together with the NGO Manos Verdes ([www.manos-verdes.org](http://www.manos-verdes.org)) during weekends and holidays, bringing awareness activities on caring for the environment through games and shows for the whole family.



## • Organic Waste

To collect and value the organic waste generated by the gastronomic stores in Alto Palermo, Distrito Arcos and Alcorta Shopping, we carried out an Organic Waste Collection plan, promoted by the Government of the City of Buenos Aires. The benefits of this activity include reducing the amount of waste that is disposed of in the sanitary landfill, reducing methane emissions, reducing costs associated with the management of wet waste and obtaining organic compost for the landscaping of public spaces.

## • A 10 in Solidarity

At the beginning of the school year, we carried out the "A 10 in solidarity" program, with a donation of more than \$ 2,500,000 in support of 13 social organizations, one for each shopping center, with a focus on education and children. In addition to the money, we organized a series of free talks, workshops and games open to the public that were held at the same time in all the shopping centers to give visibility to the social work carried out by these foundations.



## • Movable green points

In partnership with the City of Buenos Aires Government, the presence of Mobile Green Points was agreed in Alto Palermo, Alcorta Shopping, Abasto, Arcos District and Dot Baires Shopping, where items for recycling are received.



## • Volunteer programs

Toys Factory and tool factory together with "Fundación Sí"

We hold corporate volunteering days with the help of "Fundación Sí" ([www.fundacionsi.org.ar](http://www.fundacionsi.org.ar)), where we collaborate in the preparation of gifts and school supplies. For the beginning of classes, we prepare kits with backpacks, purses and notebooks and send them to

schools located in the fields of Cresud in Salta. At the end of the year, we put together toys that are delivered at Christmas and Three Wise Men to children in community centers and dining rooms.



## • Habitat for humanity Argentina

In partnership with the civil association "Hábitat para la Humanidad Argentina" we begin the construction of the 4th house built with contributions from the company. Throughout the year, about 100 IRSA volunteers work together with the beneficiary family in the different stages of the work.



# Actions during the COVID19 emergency

From the IRSA Group we carry out different actions in the face of the pandemic to collaborate in the face of the emergency in the country. The commitment as a company is to work to improve the communities in which we are present and in the face of an event such as the one that occurred, it was important to act quickly and determinedly.

From the first moment we made ourselves available to collaborate from our place. We join in communicating the prevention and hygiene measures in our offices and internal communication spaces for employees, as well as from our social networks to the entire public of our shopping centers. At the same time, we join different initiatives of both donation and corporate volunteering.

We detail some of those activities below.

## • “Seamos Uno” Donation

We joined the #SeamosUno project by donating funds to deliver 14,000 food and cleaning kits.

The campaign was carried out by a group of people, entities and religious, social and business organizations that, in coordination with the Government, organized to help the most vulnerable sectors of society during the emergency derived from the COVID-19 pandemic. It aspired to cover the needs of 4 million Argentines with the assembly of 1 million boxes with food and hygiene products.



## • Food Bank Donation

From Cresud, 30,000 kilos of potatoes were donated to the Food Bank Foundation. This allowed 174,000 food rations to be prepared to feed people who attend dining rooms in the Province of Buenos Aires.

## • INFANT Foundation

Through two company executives and an institutional donation from the IRSA Foundation, the research entitled: “How we transform the coronavirus into a bad cold” was supported with the aim of analyzing the effectiveness of the early administration of plasma in 210 volunteers over 65 years.

## • “Mayores Cuidados”

We join the Buenos Aires City Government volunteer program by calling on our collaborators to assist those over 60 in the City of Buenos Aires. The objective was to accompany the elderly and assist them in whatever they needed during isolation. This assistance consisted of telephone support, help to make purchases in supermarkets or pharmacies and / or pet walks.

## • Donation Portal

We created a webpage within the internal communications platform to disseminate the work of 9 NGO partners. The objective was to promote different ways to help against the pandemic. We bring these proposals to the collaborators and also the information of the accounts in which they could donate, remembering that the IRSA Foundation multiplies their donations.

## • Use of our social networks for solidarity projects

With our shopping centers closed during lockdown, we were unable to carry out awareness-raising actions on the various themes in that space. For this reason, we use the social networks of the shopping malls, from which we reached more than 480,000 people on Instagram and more than 4,190,000 on Facebook, to disseminate the activities of NGOs such as Fundación Si, Bocalan, Alegría Intensiva, Aldeas Infantiles, Fundación MediaPila, Uniendo Caminos, Plato Lleno, Fundación Garrahan, Fundación Flexer, Fundación Vida Silvestre, APADEA, Luz de Esperanza, Girls in Technology or Fundación Leer.







## IRSA Foundation

IRSA Foundation was created in 1996 with the purpose of supporting and generating actions that promote the development of people so that they can face their needs and expectations autonomously. With this objective, it develops its own programs and projects in the community that stimulate them to achieve a full life. It strengthens civil society organizations because it relies on joint and network work that enhances individualities and sustainable links.

The Foundation supports initiatives that enhance the interaction between education and culture for the growth of society. It seeks educational innovation through comprehensive access to technology with new ways of learning and more active teaching strategies. Together with other social organizations, it works for the recognition of the value that exists in identity and respect for diversity.

Since 2014, it has invested in improving the infrastructure and providing state-of-the-art equipment and health supplies to hospitals and health centers in our country, as well as promoting the training of new professionals that make up the Argentine health care system. Nursing in times of COVID-19 became a key area of the health system to fight back the pandemic. For 6 years, the IRSA Foundation has invested in nursing training through scholarships for Higher Technique in Nursing together with the Argentine Red Cross; for a Bachelor's Degree in Nursing from the Austral University and the Argentine Catholic University. In these years, 680 young people have received scholarships and contributed to 419 of them having today a qualifying job title to comprehensively care for patients, at all levels of complexity and in different health areas.

It works on social strengthening, allocating financial resources to 13 community kitchens in the Buenos Aires suburbs with the aim of supplementing the monthly diet of 1,892 people with fruits, vegetables, meat, and dairy products. It also offers all employees of the IRSA Group companies the possibility of multiplying their donations made to civil society organizations to strengthen their solidarity initiative. Through the Multiplidar program, the amount that the collaborator has previously donated to the entity is equalized, doubled, and tripled.

With an attentive look at social insertion and inclusion, it promotes employability and entrepreneurship programs with the aim of promoting job opportunities for young people and leaders of change in the social, business and environmental world through the transformation of ideas into specific projects.

IRSA, under the integral coordination of the Foundation, is one of the 5 investors of the First Bond of Social Impact of Argentina in which the Government and the companies work together aimed at generating

employment conditions for extremely vulnerable youth in the city of Buenos Aires. This is done through a new methodology for measuring impact by results. This first experience in Argentina lays the foundations for the development of future Bonds focused on different social problems, providing relevant data and information that will open the way to develop a more efficient Public Policy based on the evidence generated.

During the last fiscal year 2019-2020, Fundación IRSA worked with 92 civil society organizations, making a direct social investment of ARS 66,821,263.

## Puerta 18 Foundation

Puerta 18 is an open and free social program created by IRSA Foundation to promote the development of skills in young people between 13 and 24 years old using technology as the main tool. Located in the Abasto neighborhood, Buenos Aires City, Puerta 18 promotes education and encourages people to discover vocations and foster their development.

Over more than 10 years, more than 5,000 young people participated in Puerta 18, more than 200 got their first qualified jobs and activities were provided in Barrio 31, Bajo Flores, Lugano, Villa 21-24 with the aim of bringing opportunities and new technologies.

Since 2017, the program has been transformed into the Puerta 18 Foundation. Being able to establish itself as an independent entity was a great achievement and crowns the maturation process of a program that grew and consolidated in the community in 10 years. Today society calls on us to go for new and more ambitious challenges, this year the health situation led, for example, to transform the usual proposal into a 100% digital one, being able to maintain links with the usual participants and reaching new young people and not only from the country, but the entire region. In this sense, Puerta 18 also articulated with the City Government and some technology companies to provide a remote pedagogical proposal for young people who were doing their mandatory quarantine in city hotels for being Covid positive.

This successfully implemented model is the starting point to enter the world of distance education, maintaining values and always trying to bring young people to the digital world with the opportunities that this world offers.

# Children's museum

The Children's Museum is a non-profit Foundation inaugurated on April 20, 1999, in the City of Buenos Aires, in Abasto shopping, as a contribution to the culture of childhood, where education, entertainment and exploration they merge into a single interactive space to enrich the meeting. On October 18, 2006, the Alto Rosario Children's Museum, located in Alto Rosario Shopping, was inaugurated.



## IRSA PROPIEDADES COMERCIALES:

### Investor of the first social impact bond of Argentina awarded in the "Environmental Finance Awards Impact 2020"

IRSA Propiedades Comerciales, through the integral coordination of the IRSA Foundation, became one of the 5 investors of the First Social Impact Bond in Argentina (together with Banco Ciudad, Banco Galicia, Organización Román and a private investor) in which The Government, the companies and the NGOs work together to generate employment conditions for extremely vulnerable youth in the city of Buenos Aires through a new methodology for measuring impact by results. An innovative financial tool for the local market that allows addressing a problem with a new approach; a public-private contract whose objective is to improve training in technical-socioemotional skills, to guide and support for the employment of 1000 young people between 17 and 24 years old. This first experience in Argentina lays the foundations for the development of future Bonds focused on different social problems, providing relevant data and information that will open the way for the design of new inclusion programs based on the evidence generated.

On September 14, 2020, the renowned publication Environmental Finance, focused on practices related with sustainability, awarded Argentina's first Social Impact Bond in the "Investment of the year / Education" category, in the "Environmental Finance Awards Impact 2020 ", an annually held award with the aim of recognizing the work of impact investors globally, as well as highlighting the best sustainable practices.

"Project your future" is a program that contributes to the employment of 1,000 young people between 17 and 24 years old in situations of extreme vulnerability; It is being implemented by AMIA and the Forge, Pescar and Reciduca foundations, expert organizations in addressing this problem, and coordinated by Acrux Partners. The program was tailored to meet the individual needs of the participants, and includes interventions such as the development and strengthening of technical and socio-emotional skills, and mentoring and support during the job search, initial job placement and the first six months in the job.

Environmental-Finance.com is an online publication established in 1999. It provides news and analysis on sustainable investments, green finance, and people and businesses active in environmental markets.

# Investors

The Investor Relations team is exclusively dedicated to meeting the needs and inquiries of current and / or potential investors, providing them with the required information, giving equal treatment to all, without distinction.

- **Same treatment for all shareholders, local or international**

The Company does not make a distinction among shareholders, all receive the same treatment. Through the banks custodians of ordinary shares and ADRs, the Company promotes the participation in the Shareholders Meeting of local and foreign shareholders, institutional and retail, providing explanatory information in advance of each of the points that will be discussed at the Shareholders' Meeting.

- **Simultaneous communications to the Market both in English Like in Spanish**

In addition to the publications in the different control organizations (CNV, BYMA, SEC), the Company communicates all its relevant events through an email distribution system that reaches a significant number of current and / or potential investors and analysts.

Likewise, in each presentation of the interim and annual financial statements, the Company issues a "Press Release" for the market. investor and subsequently conducts a conference call with online presentation where investors and analysts can contact Company officials directly and ask questions in real time.

- **Updated website with complete information and direct access to independent whistleblower hotline**

The company has a website ([www.irsacp.com.ar](http://www.irsacp.com.ar)) through which shareholders and other investors, current and / or potential, can find out about all the relevant events of the company and at the same time contact the Investor Relations department to obtain information and receive a response on all kinds of consultation related to the Company.

- **Active role of local and international conferences (in virtual form during 2020). The company periodically organizes a day of investors and analysts in New York.**

The Company participates in local and international conferences of fixed and variable income and periodically organizes an Annual Investor day in New York City, in which our President and top management meets with investors and reviews the annual results and perspectives of the Company.

During this year, IRSA PC has participated in the virtual Investors Conferences organized by the Banks that cover the company as a result of the COVID-19 pandemic.

## Research Coverages

J.P.Morgan



AR PARTNERS



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Follow us on twitter @irsacpir



20 years trading on NASDAQ and more than 25 years on BYMA.



# 6. Environmental management



# Environmental Management in IRSA Commercial Properties

G4-EN27

Environmental management is a commitment assumed by IRSA CP, which is declared through its Environmental Policy and manifests itself in everyday management.

## POLÍTICA AMBIENTAL

**ESTAMOS COMPROMETIDOS CON EL MEDIO AMBIENTE.**

- **Innovamos** en el uso de las mejores prácticas para el desarrollo de nuestras actividades.
- **Trabajamos** para alcanzar el equilibrio entre el uso eficiente de los recursos y un creciente desarrollo inmobiliario. Nos importa la relación con nuestra gente y los vecinos de las comunidades en donde elegimos trabajar, de las cuales formamos parte.
- **Planificamos** a largo plazo, buscando desarrollarnos de forma sustentable para que nuestro ambiente también pueda ser disfrutado por las generaciones futuras.
- **Trabajamos** en pos de la **mejora continua**, la protección del ambiente y el cumplimiento de la legislación y normativa vigente, inclusive aquella a la que suscribimos voluntariamente.
- **Formamos** parte de un proceso de **cambio cultural**, que compartimos y hacemos extensivo a la gente con la que nos relacionamos.

**ESTE ES EL COMPROMISO DE IRSA CP Y DE TODO SU EQUIPO DE TRABAJO.**

• Our properties have a large number of visitors and are also followed on social networks through different sites and web portals, placing us in a privileged place from which we promote **good environmental practices**.





• We work on the **training and environmental awareness of our collaborators** and suppliers in the outstanding topics of the year due to their particular interest and the usual ones of environmental management in search of continuous improvement.



• We have an **internal magazine: OpenSpace** in which we publish environmental notes every four months. The intention is that the collaborators know in detail all the issues that environmental management involves and that is so diverse among the company's activities.



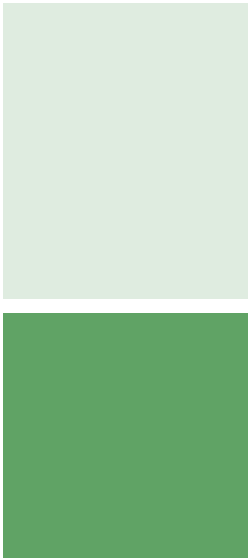


# Internal Campaigns

Every year we follow the Environmental calendar following the slogans designated by the United Nations Organization for World Environment Day, Earth Day, Water Day, Recycling, promoting the participation of all.

## ✓ Love bottles:

From IRSACP, together with the Foundation “Fill a bottle of love”, we encourage employees to assemble their bottles filled with flexible plastics that are not recyclable. These are all the wrappers for cookies, noodles, rice, yogurt containers, alfajores, sweets, among others that are not locally recyclable. The Foundation takes advantage of these materials and manufactures plastic wood with which they build furniture for children’s games, outdoor furniture for schools, foundations and institutions in general.



## ✓ Clear desks:

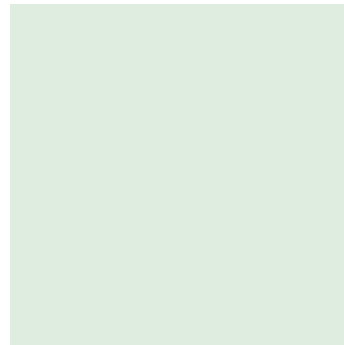
With the intention of promoting paper recycling in the offices, we carried out a campaign to send before and after photos of the desks, ordering, clearing and recycling disused papers. All employees from central offices were invited and the collected material was recycled by

the El Álamo Cooperative with whom we have been working for more than 10 years in the recycling of materials in offices and shopping centers. The rewards for participation were plants for the desks.



✓ **#YoCuidoAlMedioAmbiente**  
 (#ITakeCareOfTheEnvironment)

We encourage our employees to share what daily actions they take in their homes or work space to protect the environment.





# Environmental Management Certification

Pursuing improvement in the environmental management of shopping centers, we have 4 ISO 14001 certified shopping malls: Alto Palermo, Dot Baires, Patio Bullrich and Distrito Arcos. Annually we submit to the evaluation of an external auditor who reviews our processes and assists us in those points that can be improved.

"We work to achieve a balance between efficient use of resources and a growing real estate development. We care about the relationship with our people and the neighbors of the communities where we choose to work, of which we feel part"

The efficient use of resources, as well as the adequate management of the waste generated in our activities, take on a preponderant role:

## Water usage

Arcos District is an open-air shopping center with plant beds that are irrigated with rainwater. On days of precipitation, rainwater is accumulated in underground tanks that are used to irrigate the beds on sunny days. The irrigation system chosen is drip, as it is highly efficient.



**EN DISTRITO ARCOS CUIDAMOS EL AGUA**

DURANTE LOS DÍAS DE LLUVIA, EL AGUA QUE CAE ES COLECTADA POR EL SHOPPING.

DEBAJO DE SU PREDIO SE UBICAN TANQUES SUBTERRÁNEOS DONDE SE ALMACENA EL AGUA RECOLECTADA.

LOS DÍAS QUE NO LLUEVE, EL AGUA RECOLECTADA SE UTILIZA PARA REGAR POR GOTEO LOS ESPACIOS VERDES DEL SHOPPING.

ASÍ REDUCIMOS EL CONSUMO DE AGUA POTABLE DEL SHOPPING Y PROTEGEMOS AL MEDIO AMBIENTE.

## Waste:

We promote waste REDUCTION and are pioneers in RECYCLING management.

All IRSA CP properties have terminals with separation baskets for household assimilable waste, separating them into recyclable (dry) and non-recyclable (wet).



We know that it is everyone's commitment to reduce the use of single-use plastics such as straws used in drinks, plastic bags to carry ready meals, cutlery, and disposable tableware. That is why different projects were started in each shopping center, each one following its characteristic imprint and style.

In **Soleil** with the support of the NGO Eco House, dedicated to environmental awareness, a project was implemented to reduce the use of plastics. It began with a period of diagnosis and interviews with the personnel to know the waste and the amount generated. Based on this diagnosis, the awareness tool, and the actions to follow were designed. The project considered both the visiting public, employees of neighboring companies who have lunch in the shopping center, as well as the administration and cleaning staff of the shopping center. In addition to remodeling the Food Court, redesigning the waste separation baskets, and identifying posters, kits of reusable tableware were delivered to all employees of the shopping center.



In **Alcorta** and **Dot Baires Shopping**, we worked together with the City of Buenos Aires Government and the gastronomic tenants in a diagnosis to identify single-use plastics, possible replacements and which ones could be avoided.

In **Alto Palermo**, the proposal is more challenging since the Food Court is being transformed into a Food Hall with its own space for each local, with its personalized imprint and with the premise of greater use of slab tableware, metallic cutlery and less quantity of single-use materials.

These initiatives accompany and reinforce current legislation on the matter, such as the ban on the use of plastic straws in the city of Buenos Aires.

We have made progress in the recovery and recycling of electronic scrap with specialists who ensure that we use equipment in good condition and recycle those that cannot be repaired.

In the City of Buenos Aires, we join the differentiated collection of organic waste in shopping centers, so there is a public circuit, and those residues of food remains from gastronomic locals are sent to the organic plant in the city. In the southern part of the city, the government has the organic separation plant, aggregate collection, PET and pruning remains. In this plant there is a modern aerobic fermentation plant that accelerates the composting process of organic waste. The compost is later used in the landscaping of the city of Buenos Aires, both in squares and parks and in boulevards and public flowerbeds.

We continue working to add more establishments and reduce the waste sent to landfill.





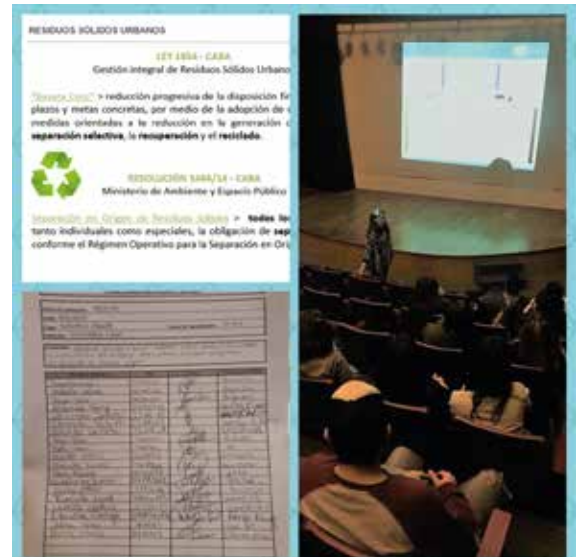
We promote the transformation into biodiesel of the vegetable oil used by the gastronomic tenants of our shopping centers.

Used vegetable oils (UVOs) are generated in the kitchens of gastronomic locals that are used in frying and cooking food. Each tenant has a

collection and gathering circuit for these oils for use as an input in a production process: the production of biodiesel. In this way, water contamination is avoided by not draining the oils through the usual kitchen pipes and giving a second use to the resources.

## Training and qualification program

We have developed a training and qualification program in environmental management, regarding waste, efficient use of resources such as water and energy. Talks and actions are held for shopping malls personnel, properties tenants, and related suppliers, involving urban waste recovery cooperatives to share their experience, learn about their work and the importance of carrying out proper waste management.



# Leed certifications

The latest office buildings developed by the Company have the necessary characteristics to achieve LEED certifications.

## ZETTA BUILDING

Zetta building inaugurated in May 2019, located in the Polo Dot commercial complex in the north of the City of Buenos Aires, achieved the Leed Silver Core & Shell certification.



### Main aspects

- Pollution emission control during the work.
- Selection of the site to favor the use of alternative transport.
- Provision of bicycle racks and showers for occupants, to support sustainable mobility.
- Preferential parking for efficient vehicles.
- Recovery of contaminated site.
- Reduction of the heat island effect, due to the use of vegetation and light colors both on the roof and in open spaces.
- Provision of a sustainable design guide for future tenants.
- Reduction of more than 35% in water consumption, compared to similar buildings.
- Its design allows a reduction of more than 18% in energy consumption, compared to similar buildings.
- On-site audit and sub-measurement of the main energy systems, to favor energy saving and conservation strategies.
- Study of the ventilation and filtering flow rates to favor the air quality of the building occupants.
- Use of 15% materials with recycled content.
- Reuse of at least 84% of recyclable elements during construction, through reuse, recycling or donation.
- Use of 27% of regional materials, to favor the local economy and reduce transport emissions.
- Provision of space and elements to manage recyclables during the stage in which the building is in use.
- Low contaminant paints, adhesives and sealants were used.
- The building's design allows 99% of the occupants to have daylight and exterior views.



## 200 DELLA PAOLERA

"200 Della Paolera" building, located in the Catalinas area has the necessary characteristics to receive the Leed Gold Core & Shell certification.



### Main aspects

- Use of materials with recycled content.
- Reuse of at least 75% of recyclable elements during construction, through reuse, recycling or donation.
- Use of regional materials, to favor the local economy and reduce transport emissions.
- Provision of space and elements to manage recyclables during the stage in which the building is in use.
- Provision of a sustainable design guide for future tenants.
- Use of rainwater for irrigation.
- Selection of low-consumption sanitary fixtures and fittings to optimize water use.
- Study of the ventilation and filtering flow rates to favor the air quality of the building occupants.
- On-site audit and sub-measurement of the main energy systems, to favor energy saving and conservation strategies.
- Site selection to encourage the use of public transportation.
- Provision of bicycle racks and showers for occupants, to support sustainable mobility.





# GRI Index

Index		Reference / Direct answer
Strategy and Analysis		
1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization.	Message from the Chairman and Message from the CEO
2	Provide a description of key impacts, risks and opportunities	Strategy
Organizational Profile		
3	Name of the organization	IRSA Propiedades Comerciales
4	Primary brands, products and services	Company's portfolio
5	Location of the organization's headquarters	IRSA Propiedades Comerciales.
6	Number of countries where the organization operates	IRSA Propiedades Comerciales.
7	Nature of ownership and legal form	S.A.
8	Markets served	IRSA Propiedades Comerciales.
9	Scale of the reporting organization	IRSA Propiedades Comerciales.
10	Workforce profile	Employees
11	Percentage of employees covered by collective bargaining agreements	Employees
12	Description of the organization's supply chain	Suppliers
13	Significant changes in organization's structure during the reporting period	There were no changes in organization's structure during the reporting period
14	Explanation of whether and how the precautionary principle is addressed by the organization	The Company does not adopt the precautionary principle.
15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	The Company does not endorse economic, environmental and social charters, principles, or other initiatives
16	Memberships in associations and/or national/ international advocacy organizations in which the organization has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues	The Company does not participate in this kind of associations or organizations
17	Entities included in the organization's financial statements	The list of entities may be found in the financial statements that can be found at <a href="http://www.cnv.gov.ar">www.cnv.gov.ar</a> or the SEC website
18	Process for defining the report content	Determination of contents
19	List of material aspects identified in the process for defining the report content	Determination of contents
20	Each material aspect boundary inside of the organization	Determination of contents
21	Each material aspect boundary outside of the organization	Determination of contents
22	Explanation of the effect of any restatements of information provided in previous reports	There were no restatements relating to information provided in previous reports
23	Significant changes from previous reporting periods in the scope and aspect boundaries	This is the second Commercial Properties report to follow the GRI reporting standards. In this document, the focus of the previous report was maintained, including particular aspects of the impact of the COVID-19 pandemic in the reported period.

Stakeholder Engagement		
24	List of stakeholder groups engaged by the organization	Stakeholders
25	List of stakeholder groups engaged by the organization	Determination of contents
26	Organization's approach to stakeholder engagement	Determination of contents
27	Key topics that have been raised through stakeholder engagement, and measures adopted by the organization to respond to these topics	Determination of contents
Report Profile		
28	Reporting period for information provided	About the GRI report
29	Date of most recent previous report	About the GRI report
30	Reporting cycle	About the GRI report
31	Contact point for questions regarding the report	Credits
32	Option adopted by the organization to apply guidelines (essential or comprehensive), GRI index and external assurance	Essential G4 guidelines
33	Description of current policy and practice with regard to external assurance for the report	This report has not undergone external assurance
Governance		
34	Governance structure, including committees	Compliance Management, Board of Directors, Executive committee, Senior Management, Audit Committee, Supervisory Committee
Ethics and Integrity		
56	Values, principles, standards and norms of behavior of the organization, such as codes of conduct and ethics	Capital Markets: Listing & Main Shareholders, Code of Ethics
Aspect: Indirect Economic Impacts		
EC8	Significant indirect economic impacts, including the extent of impacts	Community
Aspect: Products & Services		
EN27	Extent of mitigation of environmental impacts of products and services	Environmental management in IRSA Commercial Properties
Aspect: Employment		
LA1	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Employees
Aspect: Health and safety at the workplace		
LA7	Workers with high incidence or high risk of diseases related to their occupation	There is no high incidence of work-related diseases.
LA8	Health and safety topics covered in formal agreements with trade unions	Health & Safety
Aspect: Training and Education		
LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing retirement	Corporate Education

Aspect: Community		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Community
SO2	Operations with significant actual and potential negative impacts on local communities	Community
Aspect: Marketing Communications		
PR6	Sale of banned or disputed products	In 2020, there were no disputes about the Company's products
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications	There were no cases of non-compliance in the period

## Credits

**Concept and Design:** Micó Comunicación Publicitaria

**Coordination:** IRSA Propiedades Comerciales S.A. Investor Relations' Department

G4-31

**For opinions, queries and suggestions on the content of this report, if any, please contact:**

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# 7. Appendix: Our Portfolio





## Shopping malls



### DOT BAIRES

Buenos Aires



### ALTO PALERMO

Buenos Aires



### ABASTO

Buenos Aires



### ALCORTA

Buenos Aires



### PATIO BULLRICH

Buenos Aires



### DISTRITO ARCOS PREMIUM OUTLET

(CONCESSION) • Buenos Aires



### ALTO AVELLANEDA

Buenos Aires



### SOLEIL PREMIUM OUTLET

Buenos Aires



### ALTO ROSARIO

Rosario





## CÓRDOBA VILLA CABRERA

Córdoba



## MENDOZA PLAZA

Mendoza



## ALTO COMAHUE

Neuquén



## ALTO NOA

Salta



## RIBERA SHOPPING

Santa Fe



## PATIO OLMOS

Córdoba

## Offices



**200 DELLA PAOLERA**

Buenos Aires



**ZETTA BUILDING**

Buenos Aires



**REPÚBLICA BUILDING**

Buenos Aires



**INTERCONTINENTAL PLAZA**

Buenos Aires



**DOT BUILDING**

Buenos Aires



**PHILIPS BUILDING**

Buenos Aires



**SUIPACHA**

Buenos Aires



# Landbank



**SAN MARTÍN**  
(MIXED USES)  
Buenos Aires



**LA PLATA**  
(MIXED USES)  
Buenos Aires



**CABALLITO**  
(MIXED USES)  
Buenos Aires



**UOM LUJÁN**  
(MIXED USES)  
Buenos Aires



**LINDERO CORDOBA SHOPPING**  
(MIXED USES)  
Córdoba



**POLO DOT**  
(OFFICES)  
Buenos Aires



**INTERCONTINENTAL II**  
(OFICINAS)  
Buenos Aires



**NEUQUEN PLOT**  
(RESIDENTIAL)  
Neuquén



**AIR SPACE COTO ABASTO SHOPPING**  
(RESIDENTIAL)  
Buenos Aires

# Entertainment



**LA RURAL  
BUENOS AIRES  
FAIRGROUND**  
(CONCESSION) • Buenos Aires



**BUENOS AIRES  
CONVENTION  
CENTER**  
(CONCESSION) • Buenos Aires



**PUNTA DEL ESTE  
CONVENTION CENTER**  
(CONCESSION) • Uruguay



**DIRECTV ARENA**  
(CONCESSION)  
Buenos Aires





PROPIEDADES  
COMERCIALES