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We seem to be in a period where changes to the business environment are not only high in quantity but also large in diversity. By that I mean, what a strange time we're all living through!

This year has seen much less discussion about the Covid pandemic, something that changed the world and impacted everybody's business in some way. Just two years ago Covid was pretty much all anyone could talk about. Boris Johnson had just won a landslide election in the UK and nearly died from Covid. Two years on, he is not even the last Prime Minister...

The war in Ukraine – something of a feature in this issue because of the assistance that IM and its partners have been giving to Ukrainian refugees – has provided an economic shock the world could really do without. The so-called 'cost-of-living-crisis' has seen energy prices quadruple, huge increases in the cost of freight and building materials, plus the problems with supply chains across multiple industries and evident across the globe. All this is giving rise to the most unpredictable set of data in terms of economic forecasting.

The Bank of England, the ECB and the Fed are all raising

interest rates in response to inflation, but at a time when demand is already unfulfilled by the lack of supply. It is certainly harder to run a property business when interest rates are high and a car and finance business when both demand and supply are being squeezed. Yet the fundamentals at IM remain strong and since the very beginning of the Covid crisis we have applied additional rigour to the already-strong focus we place on cash flow within the group. We won't be letting up on that anytime soon.

So why then is much of this issue focussed on our approach to sustainability? Is that not something of a 'nice to have' when there are so many other challenges to be met? What I hope you will see as you read through this IM Review is that sustainability is not simply concerned with caring for the natural environment. It is this:

As we work to grow our businesses and economies, we ensure that the opportunities afforded to us by our education, social welfare, communities and the planet itself, are not diminished when it comes time for our children and future generations to meet the same challenges we did – and find their own successes while doing it.



As we come to understand that this is what sustainability truly is, then we cannot talk about meeting the kind of challenges I have mentioned without considering how sustainable are our solutions. A passion for the next generation and long-term thinking has always been part of IM Group's identity. It is not a new craze or trendy idea that we have found but a long-held desire to see what comes after us grow faster and better than we managed. It goes to the very heart of what a family business is all about. And it fully reflects the way we have always thought about business – to not 'use up' for the short-term, but to invest and grow for the long-term.

I hope in this issue we have accurately conveyed some

of the things we are doing and the passion we and our staff feel for such long-term positive plans and actions.

Intrigued by the front cover? We commissioned artist Adrian Sykes to create a thought-provoking piece on the theme of sustainability. It's painted on the bonnet of a new electric Solterra. Why? Our Group emerged from an automotive business while the Solterra embraces technology that fits with our Sustainable Futures commitment. This was a panel damaged beyond economical repair in transit and would otherwise have been wasted. The piece will be placed on display at The Gate.

Andrew Edmiston

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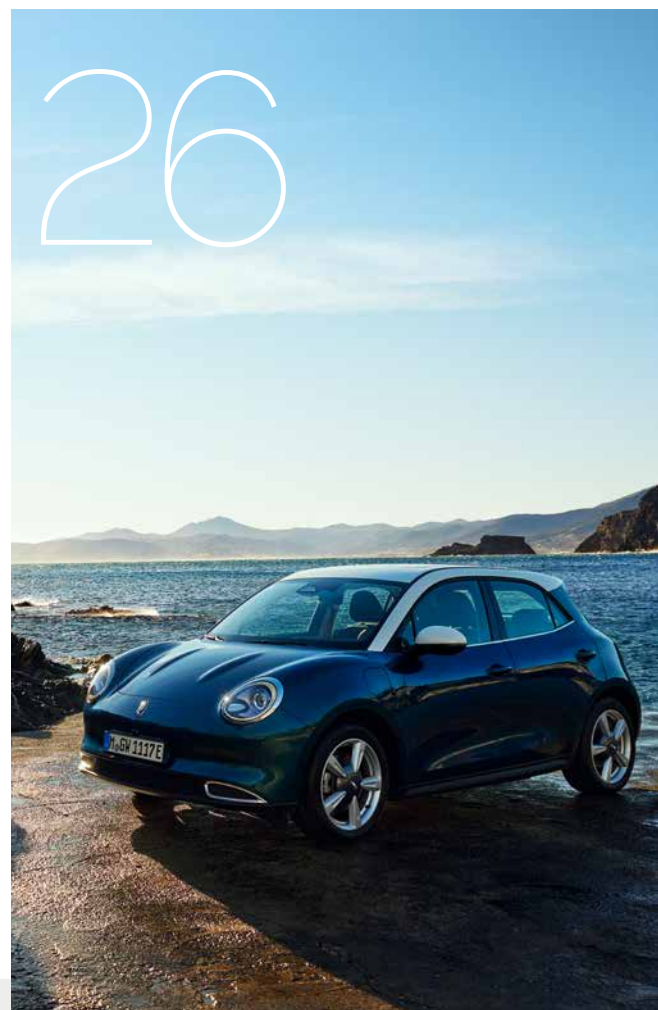
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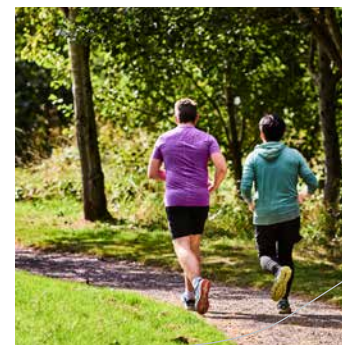
IM GROUP
Keith Read



ACTING NOW – FOR ALL OUR TOMORROWS

M Group has launched a comprehensive roadmap to becoming a sustainable business across all fronts.

Its Sustainable Futures agenda sets out positive steps of working in a much-more sustainable fashion. Importantly, the company has explained the necessity of adapting to a rapidly-changing environment where a Net Zero Carbon Footprint is the target for many businesses and organisations across the private and public sectors. ☐



...it's a change for good that we have to accept and embrace. If we don't move forward, you can bet our competitors will.

Tim Wooldridge, MD of IM Properties – which is leading the Group-wide sustainability initiative – emphasised that for the business to achieve its sustainability ambitions it needs to become ingrained within IM's culture and adopted by everybody. But added to this, the business should encourage its wider stakeholders to adopt the same approach in order that the sustainable movement can be self-fulfilling

Tim says it is vital to set out the framework now.

"We feel that sustainability is the most crucial issue to hit the real estate industry in decades. We could witness a fragmented property market where buildings do not meet the sustainability criteria of occupiers, the government and even individual homeowners. As sustainability benchmarks will be borne out of innovation, it is also clear to see that this agenda is more than a finite project. The sustainability movement will, after all, continue to evolve and be with us forever in everything that we do..."

"It's not local but global. It's being debated now, very widely, and it's here to stay. It is impacting all our lives. But it's a change for good that we have to accept and embrace. If we don't move forward, you can bet our competitors will."

Tim explains that even now companies shy away from offices and workplaces that are not built to high sustainable standards as they look to attract top-quality staff whose outlook is different to previous generations. ☑





We feel that sustainability is the most crucial issue to hit the real estate industry in decades.





"We are also hearing comments from lenders, for example, that at some point in the future there may become a time when firms and individuals won't be offered mortgages or finance against buildings, motor cars or other assets that don't meet these emerging standards."

However, Sustainable Futures embraces a raft of issues far beyond making the future greener and cleaner and is in no way limited to the property division of the Group. The motor and finance businesses have a huge part to play.

"Value-creation and sustainable-innovation in the field of mobility is something I know is high on the agenda at International Motors, with SMF exploring new finance options to benefit and promote the ownership of EVs," Tim added.



Tim Wooldridge speaking at the launch of IM Properties' Sustainable Futures framework



To simplify a complex subject IM Group has set three major themes under the Sustainable Futures umbrella – the three Ps: People, Place and Planet. Each in turn covers sub-headings which include further topics. For example, Place is summarised as 'creating positive changes in the communities within which the business particularly operates, strengthening communities, economy, enterprise and educational engagement'.

None of the Ps stands alone – the central theme of Sustainable Futures is that everything is linked throughout the business and beyond.



Tim explains: "From a property perspective, IMP developing warehousing in close proximity to an existing village could be seen as not benefiting that particular community in any way. Initiating apprenticeship schemes, commitments to recruit from the local populace, mentoring school pupils and distributing grants from a specialised community fund will create a legacy far beyond IMP's impact on the local built environment. We have a long and proud history of supporting and involving local communities – this programme now adds structure to it.

"As one of the region's largest privately-owned companies we acknowledge that we

We have a long and proud history of supporting and involving local communities – this programme now adds structure to it.

Salus, a Birmingham-based organisation helping sufferers of chronic fatigue (left) and the Community Environmental Trust, a charity dedicated to the protection and enhancement of urban green space (below), have benefited from IM Properties' support.



have a significant role to play, helping to decarbonise our economy and create a cleaner, greener, more-responsible future where the promotion of social value and the principle of 'giving something back' are core commitments. This is why we are proud to be launching our new sustainability framework."

Sustainable Futures is a forward-looking framework; it is a reference point for change. Tim sums it up: "The start of this decade presented unforeseen and unprecedented challenges of a different kind. But now we're able to get back to doing what we do best – building for the future." 🌱





BEACON OF HOPE... TEARS OF JOY

Coleshill Manor, next to IM Group's old headquarters, has become a beacon of hope for refugees fleeing the terrors of the war in Ukraine. It has become a sanctuary for 50 innocent victims – mainly women and children – who managed to escape the Russian invasion thanks to

an emergency humanitarian effort by Christian Vision, IM Properties, the IM Group, some of its business partners and the Mosaic Church in Coventry.

Christian Vision was founded by IM's Chairman, Lord Edmiston, in 1988. The charity has an office in Kyiv where 35 people worked prior to the war – incredibly it still functions now.

But as Kyiv was bombarded by missiles and bombs at the start of the war in February, many families faced the horrifying decision of whether to stay, and possibly be killed or injured, or to flee. And that meant families being split as men stayed to fight or help defend their country while women and children sought safety.

This is the story of just one refugee, Liuda Rozhnyk, who is staying at Coleshill Manor with her two children, Mary, aged eight, and two-year old Grace.

Just months before Russia invaded Liuda and her husband, Bogdan, bought their first flat. She said: "I thought I had everything in life. I had two beautiful daughters, a great job as Chief

Accountant at Christian Vision's Kyiv office, a loving husband, a lovely dog – and our new home.

"I thought I was the happiest woman in the world – but then on the first day of the war the bombing started." And it got worse every day.

At night the whole family slept huddled together in one bed in their clothes ready to rush out if missiles struck. Bogdan tried to find a safe basement or bomb shelter but they were already full of frightened people.

Next day the couple escaped with families in two cars to stay with relatives further west near the border with Belarus. Bogdan, a cook, returned to Kyiv and carried on working, protecting their home and helping the Ukrainian military.

With tears welling in her eyes Liuda bravely recalls: "I was trying to keep calm so the children wouldn't get frightened. We shielded them from the horrors by telling stories and saying this was just a big adventure."

But their new refuge wasn't safe after all with lots of talk about Belarus joining the Russian invasion. So the group of nine went by bus to Poland and then, with Christian Vision's help, on to the UK.

Her father, brother and other male relatives remain in Ukraine helping to defend the country they love.

Liuda said she was shattered when they got to Poland. "I didn't know what to do – to stay, to return to Ukraine or what? I had no plan and I'm a person who needs a plan. But I thought of the children and prayed to God for guidance.

"The very next day I had a call from Christian Vision saying plans were being made for us to come to England. My prayers were answered."

She said that seeing Coleshill Manor for the first time made her cry. "It was so beautiful and everything had been prepared for us with such love and kindness. We had presents and a lovely letter from a little boy welcoming us. It was like a dream."

Liuda and the girls quickly settled in and a community of around 30 refugees grew into one big supportive family. She explained: "With one person we would cry together, with another we would laugh and play games with the children. It was so important to us all to be together – it gave us strength."

Mary had her eighth birthday in Poland and Grace celebrated her second birthday at Coleshill Manor.

But the heart-wrenching pull of home and family proved too much for some. A few younger women returned to long-term boyfriends in Ukraine. Liuda said she was also torn and, with her



The Rozhnyk family before the war

first benefit payments, bought tickets to go back home.

"I prayed again for guidance," said Liuda. "I was desperate to see my husband, relatives and friends even though life in Coleshill Manor was wonderful" But before they were due to fly Liuda discovered that Grace's papers weren't in order.

"We had been counting the days and I was so sad when we couldn't go. I was here in the UK in body but my mind was in Ukraine. I wept as another friend did fly back to be married in Ukraine. But I was more upset at being unable

to see my family, spend time with friends and being in my own home as planned.

"But then something in me changed," the bright-eyed mum said. "I can't explain why but everything got better and clearer. I began to speak better English, my younger daughter settled into her nursery and my older daughter was doing really well at Coleshill Primary School."

Like all the other refugees at Coleshill Manor Liuda is keeping a daily update on the war while now enjoying the peace and security of life here. 🇬🇧

IM GROUP
Charles Miller





ANSWERING AN EMERGENCY

Neil McElvenny was looking forward to retirement after 38-years in the Warwickshire Fire and Rescue Service. The senior Group Commander is the brother-

in-law of IM Group Managing Director, Andrew Edmiston, and both are members of the Mosaic Church in Coventry. Neil took up the challenge to help convert Coleshill Manor to a refugee centre.



The strength and resilience of the refugees has been amazing given what many of them have been through

(Below left): Some of the refugees showing their appreciation to IM and its partners at a special welcome event



Using his career experience, Neil – just 12-weeks into his retirement – quickly completed a survey of the Grade-II listed building and discussed with Christian Vision and IM Properties plans to convert the Manor into emergency residential accommodation. Previously, the IM-owned building had been let as offices.

The team worked with North Warwickshire Borough Council to work at pace through planning procedures. Help poured in from IM Properties, Christian Vision and some of IM's contract partners to complete the work in record time. In just 12 weeks, it was done!

Now up to 53 refugees can be accommodated. The first arrived in June. Neil spends almost every day at Coleshill Manor and helps with the day-to-day things that we take for granted – getting school places, registering with doctors, writing CVs and getting job interviews.

He said: "The strength and resilience of the refugees has been amazing given what many of them have been through." 📷

(Below) from left to right: Vicky Aspinall (IM Properties), Neil McElvenny, Yvonne Wykes (Christian Vision) and Jack Harvey (Spitfire Homes) all helped deliver this ambitious project

Lord and Lady Edmiston at the Welcome Event



NEWS IN BRIEFS

Bill Trudloer Jnr



ARCTIC T35 IS JUST SO COOL

Thirteen specialist UK dealers have been appointed to cope with high demand for the Isuzu D-Max Arctic T35, the striking flagship of the range.

It comes amid booming sales for the multi-award-winning D-Max which hit the 50,000 sales landmark in early 2022.

The 13 dealers now have demonstrators to show off the huge capabilities of the T35 which is built in partnership with Arctic Trucks UK.

As well as superb off- and on-road performance, the T35 has dramatic looks making it the stand-out vehicle in the entire 4x4 pick-up market. 📺



SUBARU CELEBRATES 50-YEARS OF ALL-WHEEL-DRIVE



Fifty years ago the Subaru Corporation unveiled its first all-wheel-drive vehicle – the technology that's been the backbone of the brand.

Launched in 1972, the Subaru Leone was Japan's first mass-produced all-wheel-drive vehicle. Since then the company has built more than 2.1 million all-wheel-drive models.

Subaru's symmetrical drivetrain, with the famous Boxer engine, proved to be a winner. It gives cars a low centre of gravity and fantastic driver-feel with amazing off-road capability. This expertise has now transferred to the new Solterra all-electric SUV, which features dual-motor all-wheel-drive. 📺

BUILDING FOR A GENERATION DEMANDING NEW STANDARDS

High demand for state-of-the-art sustainable buildings

has prompted IM Properties to start work on three Net-Zero-Ready logistics and manufacturing units.

A 340,000 sq. ft building, called Hinckley 340, is being speculatively built alongside two smaller buildings of 47,000 and 60,000 sq ft at IM's hugely-successful Hinckley Park development close to Junction 1 of the M69.

It will have industry-leading specifications in line with UK Green Building Council recommendations and reflects IM's Sustainable Future's framework.

Hinckley 340 will target BREEAM Excellent and EPC A ratings – some of the highest sustainability targets for new buildings. It will have a solar PVs, EV charging points, cycle storage facilities and a network of cycle and footpaths to encourage people to walk or cycle to work.



IM Properties Development Manager, Harry Goodman, said: "The increased transparency required for all businesses on sustainability allows Hinckley 340 to aid occupiers in futureproofing their operations ahead of regulation and sets a benchmark within their own sectors. 🏡"



D-MAX TACKLES EVERYTHING

World-famous ex-rugby-referee Nigel Owens has new help on his 90-acre farm in Wales – an Isuzu D-Max.

Nigel returned to farming in 2020 after his refereeing career, which regularly saw him on television officiating at some of rugby's top



matches. He was the most-capped referee in world rugby and was in charge of his fourth consecutive Rugby World Cup in 2019. 🏡

3 X 4X4 = SUBARU SUCCESS

Subaru's XV is *4x4 magazine's* 'Estate Car of the Year' 2022. It won the title last year and this is the third time the XV has lifted the title.

4x4 magazine is a market leader in automotive off-roading and tests hundreds of four-wheel-drive vehicles from the world's top manufacturers. Winning the award again

strengthens Subaru's reputation for building cars that are incredibly safe, extremely capable and unfalteringly reliable.

Editor Alan Kidd, said: "The XV was already very, very good. Its dynamics and refinement are all-round excellent. When you take it off-road, it'll do things you wouldn't believe possible." 🏡

MITSUBISHI
Hary Talbolms



Just a year after IM Group bought the UK Mitsubishi parts and aftersales business it has returned a staggering double success.

Within six months the Cirencester-based operation was fully integrated into IM's systems and the task of moving £5-million of parts to IM's warehouse in West Bromwich was completed.

The new business (called IM MAPS) team has expanded the Mitsubishi UK Service Centre network making appointments in several key territories – in some cases recruiting existing Subaru and Isuzu dealers into the network.

This excellent start has been reflected in the financial performance, on track to deliver a good profit in 2022 – more than the original forecast.

But that is only half of the good news story. The team is also adding benefits across IM's expanding automotive portfolio.

Toby Marshall, of IM MAPS, explains: "We offer Mitsubishi customers a wide range of services giving them excellent value in return for their continued custom.

EXCELLENT START WITH MITSUBISHI AFTERSALES



The team has a lot to offer the IM Group. It's fantastic that we can now make the most of this resource

"There are more than 400,000 Mitsubishi cars on UK roads and in ten years there could still be 200,000 owners needing parts and servicing. Besides keeping their business, we are using the skills and experience of the Cirencester staff to roll out ways of increasing aftersales custom to Isuzu, Subaru and now ORA owners."

The Cirencester operation has become a 'Centre of Excellence', headed by Sharon Townsend, who has more than 20 years'

experience in all aspects of customer retention. Meanwhile experienced parts professional, John Lennon, has become Group Parts General Manager, overseeing all parts and inventory control for IM's automotive businesses, reporting to Darren James.

Sharon said: "The team has a lot to offer the IM Group. It's fantastic that we can now make the most of this resource, selling as many parts and services as possible across the group." 📺

(Above): Julian Outram (left) and Trevor Williams. (Below): Darren Hughes.



GRACE FOUNDATION WORK GROWS WITH OFFICIAL APPROVAL

Creating a better future for young people is central to the work Grace Foundation carries out. Ofsted, the school inspectors, recently visited historically-failing academies where Grace staff were asked to help raise standards.

The latest inspection at the Rushden Academy, Northamptonshire, resulted in glowing remarks highlighting Grace Foundation's unique Ethos team's methods. Inspectors said: "The well-established Ethos project supports pupils' personal development, including their spiritual development. Leaders have invested in a strategy for developing pupils' strength of character. This is helping pupils to become resilient and independent."

Dave Boden, Grace's Operations Director, added: "Lives are being transformed by the change in attitude of our youngsters as we help them to learn in the broadest sense. Seeing them mature, grow in confidence and set themselves high aspirations is fantastic."

Without youngsters being well educated, rounded and given a strong moral compass, there is no real future

"Ofsted has given us the highest accolade with these direct comments on our work in Rushden."

The Rushden Academy's stunning results come on top of high-praise reports on Grace Academies in Darlaston, Solihull and Lord Grey Academy in Milton Keynes with the Lord Grey report noting: "Lessons are often joyful. Leaders have created a focused learning community where the vast majority of pupils enjoy learning and can see that they are making good progress. There is a buzz of positivity in lessons and around the school."

Grace Foundation was established by IM Group Chairman, Lord Edmiston, in 2003 with the aim of directly

helping failing schools. From an initial three academies in the Midlands, work has expanded by partnering with other multi-academy trusts. The tenth project opened in Stantonbury School, Milton Keynes, in September 2022.

By the end of 2023 Grace aims to be helping 13 schools and 15,000 youngsters as more struggling schools see what Grace can achieve and seek the organisation's help.

One of the themes in this year's IM Review is Sustainable Futures and without youngsters being well educated, rounded and given a strong moral compass, there is no real future... 📖




IM PROPERTIES
Rob Gowlintied





PEDDIMORE POINTS THE WAY TO SUSTAINABLE FUTURE

One of the largest warehouses in the UK stands at the entrance to Peddimore, IM Properties' new industrial and logistics park, which is delivering jobs and value to both the immediate area and the wider Midlands.

Alongside the large-scale venture is a new way of working, both in sustainable construction and alongside the local community. To IM this aspect of Peddimore is just as important as the standard measures of success – profit on the balance sheet. 

Peddimore marks a new era in logistics and manufacturing. The site will see 4.1-million sq. ft of buildings across two phases. IM has developed all the infrastructure for the site and is currently building a 2.3-million sq. ft facility for a confidential occupier. This building is scheduled to complete in Q3 2023 and leaves around 27-acres, across two plots, within IM's ownership and a separate development zone that Birmingham City Council will develop.

In terms of employment, Peddimore is ultimately expected to deliver around



6,500 new jobs and contribute £350 million of added value to the local community.

The scheme has sustainability at its heart and helped inform the vision and ways of working for IM's Sustainable Futures framework.

At Peddimore, not only is sustainability an important focus across the entire site, but also within the individual buildings.

Use of smart-grid technology, targeting BREEAM Excellent building standards, the scheme has a commitment to reduce carbon emissions by 36 percent.

Before the first spade entered the ground, IM Properties had launched its Peddimore Community fund and has since awarded £270,000 to local organisations and projects that enrich and benefit the local community.

Through investment in training and skills, IM Properties and its partners have involved schools and colleges in a wide range

of training to help create jobs for the future.

A network of cycle and walkways mean that many people will be able to walk and cycle to work. A footbridge across the A38 has been installed to link up with a future residential settlement of 3,000 houses. Carbon emissions at Peddimore are targeted to be 36-percent lower than a traditional industrial/logistics park.

By embracing new technology and the highest environmental standards from the outset, IM Properties





has pioneered what will be a fantastic place to work and a best-in-class employment location.

There are dozens of examples of IM's commitment to the community through the Peddimore Community Fund. A grant helped set up a 'Baby Bank' for vulnerable women in the area. Local charity Elayos was then able to provide pre-loved items and essentials as well as advice and support to pregnant women and new mums.

Salus Fatigue Foundation was helped with its work on teaching nutrition, yoga and

IM Properties team members at their Building Birmingham Scholarships Celebration Breakfast event

IM Properties and its partners have involved schools and colleges in a wide range of training to help create jobs for the future

mindfulness to assist chronic fatigue sufferers while the Lily Mae Foundation helps bereaved parents cope with the grief of losing a child.

Overall, the fund continues to help with social and welfare support, sports clubs, allotment groups and many more projects.

Skills training has helped people back into work, particularly in the

construction sector, and in other areas too. And school visits have added to the real-world experience of many local children.

Kerry Amory, IM Properties' Social Value Manager, said: "We are committed to supporting the communities we invest in to create positive change and impact lives outside of simply providing jobs in our commercial buildings.

"Our school visits and experience days help to give youngsters a real insight into future careers. 🏢"



GWM ORA
Ronald Mattin





FANTASTICALLY FUNKY

IM LAUNCHES GWM ORA,
A NEW PURE-EV BRAND,
INTO UK MARKET

GWM ORA, the world's new trend-setting car brand, has been launched in the UK by IM's automotive division. This exciting new pure-EV brand, offers premium vehicles at a more accessible price tag to compete with the likes of VW, Cupra and Hyundai. ☐



The first ORA cars arriving into the UK

Toby Marshall, from GWM ORA UK, is hugely enthusiastic. "During the summer, before launch, we took a couple of early cars to the UK's biggest electric vehicle show and our stand was taken by storm. I've never known a car to create so much attention. In fact, before launch we had more than 8,000 expressions of interest."

The brand is implementing a 'scale-up' approach to its retailer network. Phase one included large dealer

groups – Lookers (at two sites), Wessex Garages and Peter Vardy. Additional retailers will be recruited in 2023 as customer demand increases. Alongside the dealerships, 'ORA Online' provides customers with the option of buying an ORA Funky Cat online.

The brand launched ORA Funky Cat into the UK market with a special model called First Edition, with more models and derivatives to



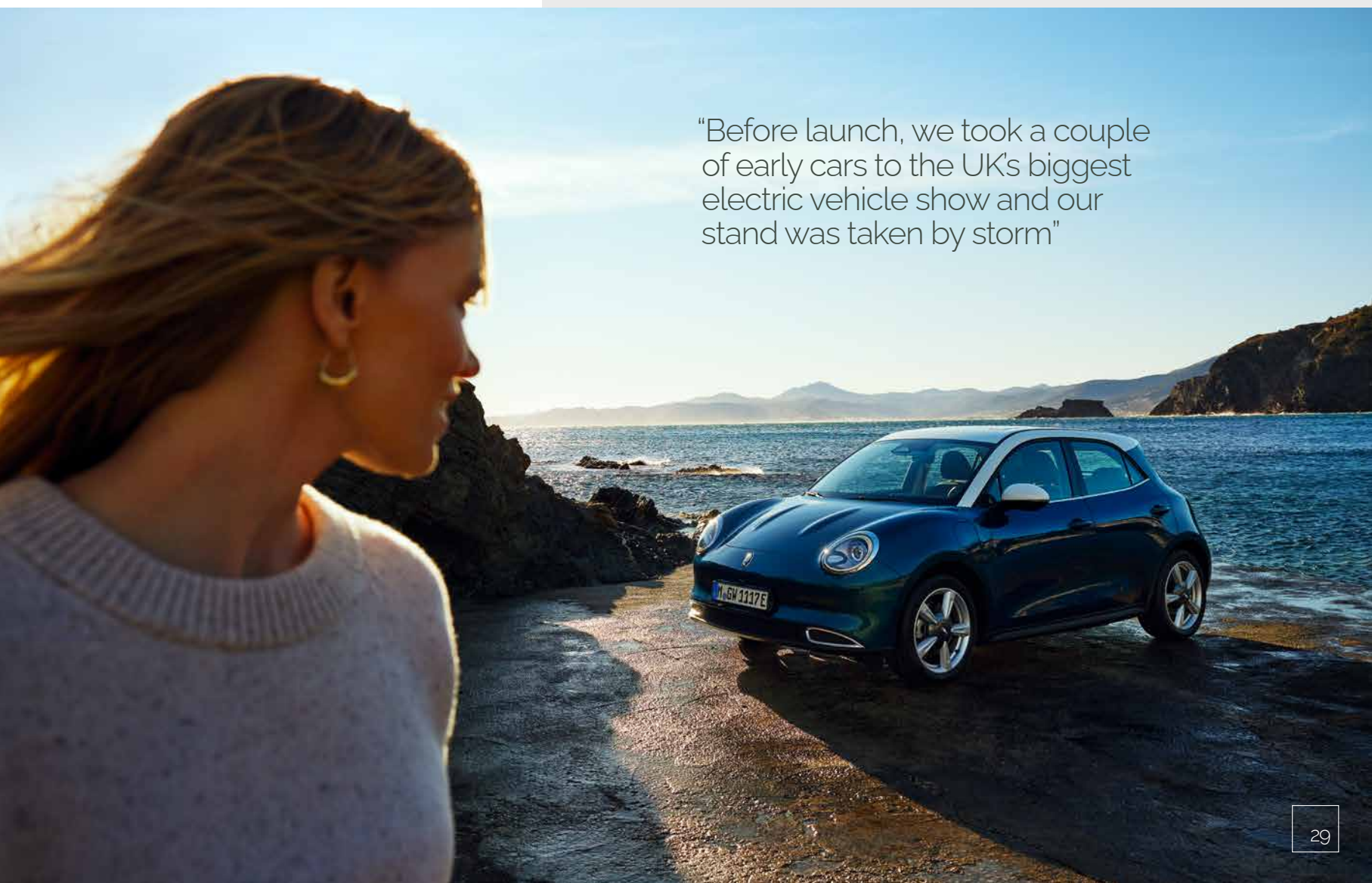


be added to the line-up in the near future. The ORA Funky Cat First Edition has a 193-mile range, and, using a rapid charger, the car can be charged in around 43-minutes.

Toby added: "Although we have already created a huge surge of interest, we intend to

keep the initial offering simple. There are four colours and one trim level, which gives us a solid foundation for growth.

"GWM ORA is a significant step forward for IM Group's Automotive Division and I look forward to seeing this exciting new brand develop in the UK." 📺



"Before launch, we took a couple of early cars to the UK's biggest electric vehicle show and our stand was taken by storm"

GWM ORA
Milo Torsdalen



FUNKY CAT ELECTRIFIES IRELAND

GWM ORA's Funky Cat is taking Ireland by storm and initial lunch supplies are likely to sell out in the first quarter of 2023.

Dealers have been appointed in Dublin, Cork and Galway and the mould-breaking all-electric car has created new jobs at IM's Republic of Ireland headquarters.

Displays at one of Ireland's largest events, the National Ploughing Championships, held in September in Ratheniska, County Laois, gave crowds of close to 300,000 the chance to see the Funky Cat. So too did a display at the Ideal Homes Show held in the Royal Dublin Society exhibition centre.

Press reports have boosted awareness of the new brand in the Emerald Isle. The *Irish Times* under the headline 'ORA's Funky Cat is coming to jazz up our EV driving' said: "In spite of its cutesy retro looks, this is a car going for the

electric jugular of the VW ID.3 and the recently-introduced Renault Megane E-Tech."

Huge interest resulted in a healthy potential order bank, says Pat Ryan, Managing Director Subaru UK & IE, who also heads ORA operations in Ireland. The country's car market is dominated by sales in the first three months of the year and Pat says he can't wait for January.

"The Funky Cat is a fantastic car with a long-list of key selling points that are far better than its competitors. The fit and finish is class-leading and reflects GWM's joint venture with BMW. Yet the price is so keen it has raised eyebrows in the car market here.

"I can see our initial supplies selling very quickly – but don't worry, another advantage we have in these days of short supplies is the ability to call down on more stock."



GWMORA
Doug Wallace

NORDIC MARKETS PURRING

FUNKY CAT ADDS TO
RECORD-BREAKING
YEAR FOR IM NORDIC



Funky Cat is just purr-fect, adding to a record-breaking year in IM Nordic's markets. And 2023 is set to be even better! The GWM ORA Funky Cat went on sale in mid-November in six showrooms in Sweden's four-largest cities – Stockholm, Gothenburg, Malmö and Uppsala. Plans to sell 300 cars in 2022 will swell to 3,000 units next year with a target of 10,000 annually by 2025. IM Nordic Managing Director, Christer Blomdell, said the first cars all sold without even marketing them! And the success is mirrored across all brands in the six Nordic markets.

In Denmark the Subaru network of dealers has been reduced from 12 to five. This gives dealers larger territories and increases efficiency where, like many Nordic markets, Subaru has more customers than it can currently supply.

In Latvia a dealer has started work on a new second showroom in the capital, Riga, to sell Subaru and, possibly, GWM ORA cars. Despite soaring energy prices, high inflation and the close proximity to Russia's invasion of Ukraine, Lithuania, Latvia and Estonia markets performed well, especially in Q2 and Q3 of 2022.

Sweden set new records for Isuzu sales with 1,500 orders taken in 2022. New dealers are also being sought.

Christer sums up: "Overall I look very positively to 2023. We see better supply coming from all brands and I anticipate strong demand. Our dealers are highly motivated. We have the right team who are experienced but remain hungry.

"There will always be some factors to worry about... But if we prepare ourselves well, we have a tendency to make it through even the toughest of times!" 🍀



Christer Blomdell



A modern, multi-level office lobby with a high ceiling and large windows. The space features a mix of materials, including white walls, grey concrete floors, and glass railings. A prominent feature is a long, low wall with vertical greenery panels. The lighting is a combination of recessed ceiling lights and long, horizontal pendant lights. A yellow armchair and a grey sofa are positioned near a large window on the left. The overall design is clean, minimalist, and emphasizes sustainability.

RE-BOURN AS SUSTAINABLE STATEMENT



IM PROPERTIES

Greg Meeonsize

Ambition and innovation have transformed a tired city-centre office into a showpiece landmark.

The six-storey office block in Coventry, formerly the home of HMRC, was dated and unappealing. However, in less than a year IM Properties worked its magic and transformed it into a modern sustainable building called Bourn.

The entire refurbishment cost £9 million and the building is now unrecognisable both inside and out.

An under-sized reception area made way for a double-height, light and airy welcoming space for visitors and staff. A second entrance to the communal ground floor space also created an easy route to Coventry's mainline railway station just a two-minute stroll away.

Creating the Grade A high-quality offices was much more than a decorating make-over. Underpinning the new design was a vision to create best-in-class workspaces with huge investments in sustainability and the wellbeing of staff and visitors a priority. Firms increasingly demand such

offices to recruit and retain the best talent as more people return to office-working.

The gas provision was removed and Bourn now runs off totally-renewable electricity. Solar panels help the building to be Net-Zero Ready. Charging points for 16 electric cars are installed with capacity for a further 46 for future tenants. Showers have been put in the basement to encourage staff to walk, run or cycle to work.

Bourn is 'smart enabled' so access to the building is via an App and every occupier's waste is weighed and charged accordingly as one of the many 'green clauses' in tenancy agreements. Different music backgrounds and fragrances even fill the

In less than a year IM Properties has worked its magic and transformed it into modern and sustainable building.

air of the building, which is constantly monitored by sensors. Shrubs and plants bring nature inside the now-beautiful building, which meets BREEAM 'very good' building standards.

Rob Hemus, IM Properties Asset Director, said: "People and wellness were the focus of the total refurbishment. It's now a sustainable, healthier environment in which people can enjoy working." 🌱





ANDREW SWAIN — A DAY IN THE LIFE

Andrew Swain's passion for the environment goes back to before it became the high-profile topic it is today. Paying attention to environmental, social and governance (ESG) issues is now critical for all businesses across all sectors. A chartered environmentalist, Andrew joined the business as Group Sustainability Manager earlier this year having previously worked for major

companies in the construction and quarrying sector. And he's finding every day extremely busy in this vital new role at IM.

Andrew, who hails from Birmingham, says people have differing views on what sustainability means and how important it is for them. "For me it's about creating long-term value for the business and considering how we operate in ecological, social, and economic environments.

"The company is already doing a great deal in this area. It's what attracted me to it in the first place. My role is to help colleagues embed Sustainable Futures – our sustainability strategy – within everything we do and to ensure our delivery partners and supply chains do the same."

He added: "It's great to see that IM has embraced a holistic view, seeing sustainability as more than just the impact on the planet. Our strategy

considers people and places too – and the long-term value we can create for communities we build, live in and work in.

"The reaction from staff across the group has been fantastically positive. While the initial drive for taking a more sustainable approach came from the top, you can sense the passion and need for change coming from every division within the group."



"The reaction from staff across the group has been fantastically positive. While the initial drive for taking a more sustainable approach came from the top, you can sense the passion and need for change coming from every division within the group."

His target after one year in the job? "To raise the profile of sustainability and its importance to the business and everyday life. And, more importantly, get to grips with all the data we need to capture and report from a compliance perspective. I also want to support conversations with customers and other stakeholders in the broader issues of sustainability."

Andrew, and his wife Leanne, have two children, Amber (20) and Jasper (17). He loves hiking, mountain biking and clay-pigeon shooting and helps run the Duke of Edinburgh's Award at his local school.

The Swains also opened their home to a Ukrainian refugee family and helped them integrate into UK life. 🏡



A man with a shaved head and blue eyes, wearing a white button-down shirt, is sitting at a wooden desk. He is leaning forward slightly, looking directly at the camera with a slight smile. In front of him is a laptop. The background is a bright, out-of-focus office space with large windows and green structural elements.

SPECIALIST
MOTOR FINANCE
Terrie Bostmond

BUILDING THE BUSINESS – SUPPORTING CUSTOMERS

Simon Bayley's first year as head of Specialist Motor Finance certainly

proved to be a game of two halves. The car finance lender faced significant challenges as mayhem swept the UK financial markets in an extraordinary year for business.

Simon sums up 2022: "My first year has been a rollercoaster. I had a soft landing with the business performing well in my first few months.

"The initial plan was to improve systems then grow safely and sustainably – and that still holds true. But the rate of growth has had to slowdown,"

He explained: "The first half of 2022 had been largely navigating the changing market dynamics in the motor sector, with continual new car-supply issues having knock-on effects on used vehicle supply and values."

"...we constantly focus on improvements to support our customers..."

The SMF team got to grips with these major changes only to be hit mid-year by the financial market turmoil. "Our short-term strategy had to change," said Simon.

The pricing of SMF products for new customers became tricky as the financial markets became highly volatile.

"We had to ensure the business would be in a strong position when stability returns, hopefully later in 2023 so we made a conscious decision to lend less and lend even more safely as the economy changed."

Supporting existing SMF customers is always a top priority. Simon and his team are

acutely aware of the cost-of-living challenges customers face. And these will only get harder as recession bites.

"So we constantly focus on improvements to support our customers, to help keep them in their cars and be able to manage their accounts with us.

"We are already focussed on Good Customer Outcomes and the new Consumer Duty will provide new and exciting ways to keep this at the forefront of everything we do." 📺



Michael Bhopal, Finance Director

ISUZU
Liam W. Rilbnow

ISUZU UK BECOMES DRIVING FORCE of non-league football





"It demonstrates the synergy between a local community and their Isuzu dealer, showing that supporting non-league football is what Isuzu's FA partnership is all about."



Isuzu UK has scored a winner in a sponsorship deal with the Football Association,

which is putting the brand in front of millions of non-league fans of 'the beautiful game.'

The landmark deal has seen key trophies re-named The Isuzu FA Vase and The Isuzu FA Trophy. Simultaneously, dozens of Isuzu UK dealers are directly involved with their local non-league clubs – often the spawning ground for future premier-league stars.

Finals of both competitions will take place in May 2023 at Wembley Stadium, the home of English football.

William Brown, of Isuzu UK said: "We are delighted with this partnership and know that local football clubs are often the heart of communities, run by volunteers and supported by local people."



Isuzu dealers were quick to back the deal. R W Crawford is sponsoring Egerton FC in Kent, Woodham Radars FC in Essex, and Billingham FC in Sussex and became their front-of-shirt sponsors.

In Lancashire the Chorley Group has extended its sponsorship of Chorley FC to 2024. The club's ground is called the Chorley Group Victory Park Stadium.

Alan Able, of Isuzu UK, said: "This sponsorship is testament to the level of community involvement, which can be made by members of Isuzu's dealer network.

"It demonstrates the synergy between a local community and their Isuzu dealer, showing that supporting non-league football is what Isuzu's FA partnership is all about." 🏆

SUCCESS BUILT ON QUALITY





SPITFIRE HOMES

Charles Miller

Quality, in all senses of the word is what Spitfire Homes

stands for and it's helping to build the company's growing reputation for excellence.

It's latest flagship development, Beaufort, in the sought-after leafy suburb of Edgbaston, Birmingham, is a classic example of the quality of environment, build and customer experience for which Spitfire has come to be recognised.

Norfolk Road, in the heart of Edgbaston, is one of the city's most prestigious addresses, located just three miles from Central Birmingham. But a decaying former care home was a blot on the landscape. Although the neo-classical mansion at the centre of the site was not a listed building, Spitfire knew when it bought it in 2020 that a complete, sensitive transformation to the highest standards would reap the best rewards. That professional instinct proved itself as homes began to sell off-plan within months of initial work starting. ☐



The site is now home to 43 high-quality apartments, villas, mews and substantial landmark houses, including two 'statement homes' created from former coach houses.

The former Weston Manor House has been transformed to reveal its Regency splendour with scrupulous attention to detail. Skilled craftsmen, using the highest-quality fitments, produced six ultra-stylish apartments priced at up to £1.5-million.

Although not a Listed Building, the old care home involved complex planning approvals. Mark Swaddle, Spitfire's Senior Marketing Manager, explained:

IM Group Managing Director Andrew Edmiston (centre) with Spitfire Managing Director Ben Leather and the Spitfire team on site at Beaufort.

Skilled craftsmen, using the highest-quality fitments, produced six ultra-stylish apartments priced at up to £1.5-million.

"In many ways it would have been quicker, easier and less costly to have demolished and cleared the entire site.

"But Spitfire could see beyond the damp and decay and what has emerged, much like our Haseley Manor restoration near Warwick, is a truly fantastic mix of first-class architectural design with state-of-the-art modern living."

Within the Beaufort estate Spitfire has very cleverly integrated new-build houses that blend perfectly with the elegance and splendour of the transformed mansion house and stables.



IM Group Managing Director, Andrew Edmiston, was hugely impressed on a visit to Beaufort. He said: "Spitfire have done a brilliant job. They have developed a real talent for completely regenerating old buildings into fantastic modern living spaces while retaining historic character." 🏡

Looking forward

Nearly two years ago Spitfire's Managing Director, **Ben Leather**, announced a re-branding and new direction for the award-winning builder.

The forward-looking decision has proved immensely successful. It allows Spitfire to concentrate on its traditional small, bespoke developments as part of the 'Spitfire Homes Bespoke Collection' while searching for much larger sites for the Spitfire Homes arm.

Consilio, in Stratford-Upon-Avon, opened this new era with a 135-new-home site. Again, Spitfire's reputation saw many homes sold off-plan. But it will be dwarfed by a 1,100-new-home development in Daventry. Here Spitfire, in partnership with fellow builder Crest Nicholson, will build a whole new community covering 50-hectares. It involves a £67-million investment for the future.

This follows Spitfire's first development in Northamptonshire in the village of Kislingbury, while a 215-home site in Bishop's Cleeve, Gloucestershire, has already attracted great interest. 🏡



Spitfire, in partnership with fellow builder Crest Nicholson, will build a whole new community covering 50-hectares. It involves a £67-million investment for the future.



MAPPING THE WAY FORWARD WITH CARE

Unexploded bombs, ancient archaeological sites, mysterious water springs and the route of the HS2 rail line were mere hurdles in one of IM Land's biggest projects.

But now the first phase of a project started 10 years ago has come to fruition on a 100-acre strategic site just north-east of Lichfield, which will allow Redrow Midlands to build 750 new homes.




This is just the first phase of a wider 605-acre site which will see around 3,300 new homes built, along with schools and other facilities, that will start to form a completely new community over the next decade.

It is all part of an inter-linked framework of land deals that IM Land had the foresight to secure back in 2012 when local landowners wanted to develop their land and create maximum value. Curborough Lakes, the site of the Redrow scheme, forms a crucial 'hot spot' in the Midlands for much-needed residential development.

IM Land has developed a strategy, which is complex in nature but designed to sequentially advance the project gradually so that the community can grow around the numerous new facilities a development of this size will deliver.

But as well as highlighting the most profitable route for all parties, IM's team has also gone to great lengths to ensure sustainable development. This includes safeguarding natural features, enhancing landscape, creating several lakes and building partnerships and relationships with surrounding communities.

The Redrow development alone will generate £240 million of gross added value to the area. 





IM's team has also gone to great lengths to ensure sustainable development. This includes safeguarding natural features, enhancing landscape

SUBARU
Ray Pant

SPECTACULAR SOLTERRA IS A GAME CHANGER





It's all-electric, has fantastic performance and ability and has been eagerly awaited.

And the Subaru Solterra has wowed automotive markets across the world.

The permanent all-wheel-drive SUV is arguably the most important Subaru ever built. Initial reaction in the UK, Republic of Ireland and Nordic countries has been fantastically positive.

Like all Subaru models the Solterra can be deceiving. With its eye-catching exterior looks and luxurious interior, the Solterra hardly looks a tough, all-terrain mud-plugger. But it's these bonus abilities that set it apart from all its competitors.

The first pure-electric Subaru is powered by a 71.4kWh battery to give a range of up to 289-miles (WLTP) and can be charged to 80-percent capacity in just 30 minutes with a 150kW charger. The Solterra has a greater range and charges quicker than many rivals.

This, the most technically-advanced Subaru ever, is packed with safety features and driving assistance aids. The Solterra has been awarded the maximum 5-Star rating in Euro NCAP's 2022 safety programme with some of the highest results ever achieved by

The Solterra is a true go-anywhere vehicle... it's the perfect partner.



a Subaru. One key feature is an upgraded version of Subaru's X-MODE AWD system which takes muddy, off-road driving in its stride.

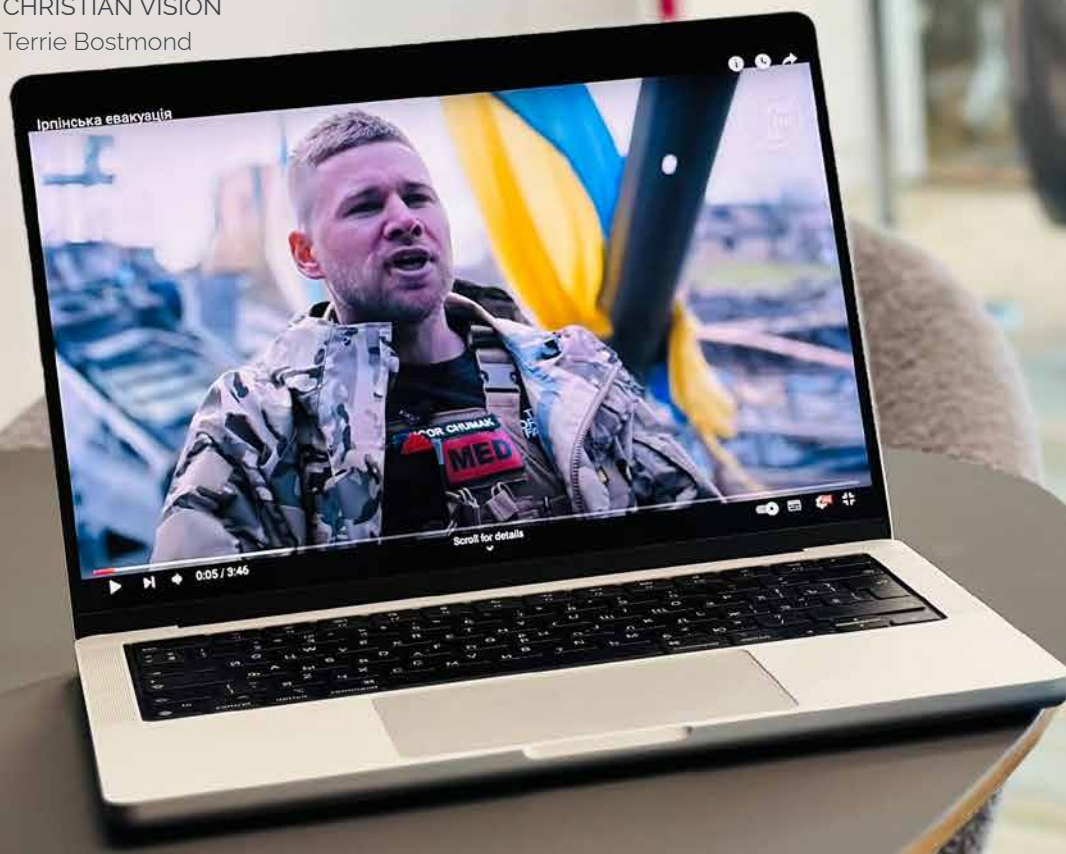
A low centre of gravity and 210mm of minimum ground clearance ensures that the Solterra is a true go-anywhere vehicle. For outdoor adventure it's the perfect partner. A huge flat-

floor cargo area of 452-litres means it can swallow bulky camping gear and the like.

Solterra is so successful in Nordic countries that placing an order now could mean a 12-month wait for delivery. The 2022 allocation sold out in weeks. It's been a particular success in Finland due to a low tax policy on EVs. 🇫🇮



CHRISTIAN VISION
Terrie Bostmond



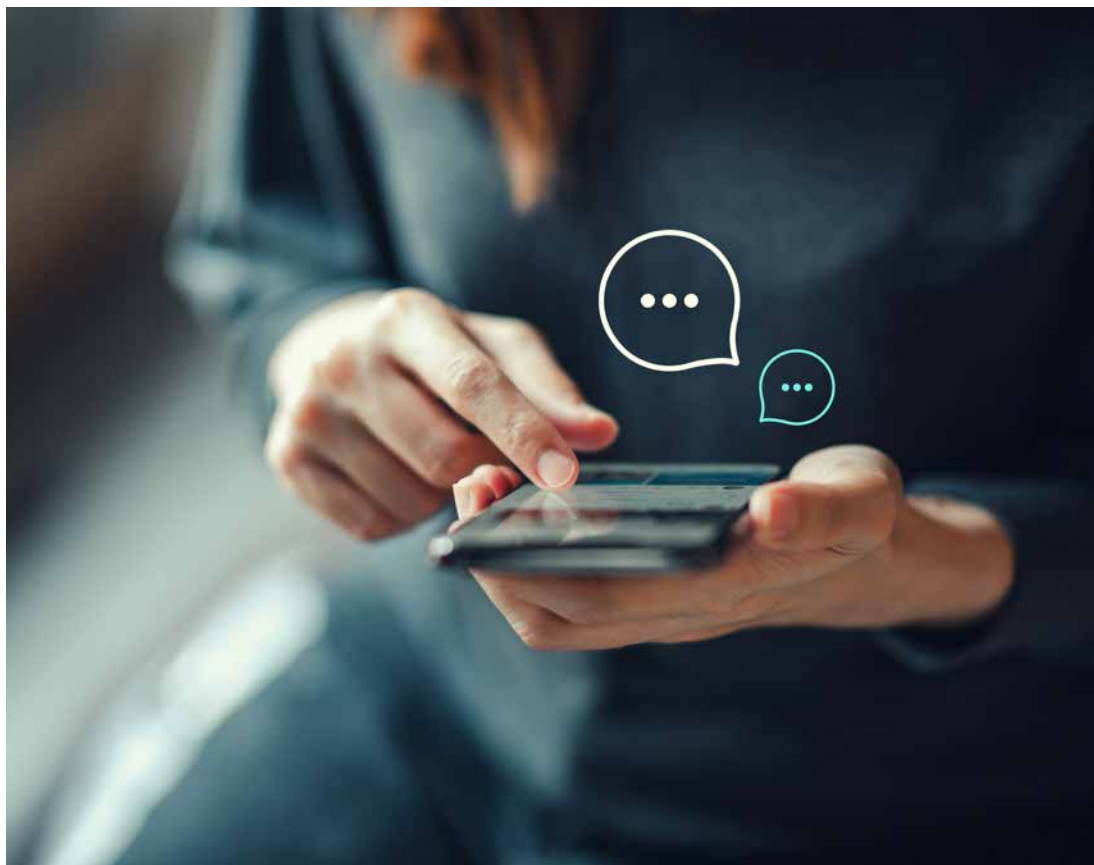
CHRISTIAN VISION BRINGS HOPE AND HELP ONLINE

An amazing use of ultra-modern technology is being used by Christian Vision to bring help and hope to thousands of people caught up in the war in Ukraine.

CV's Europe team had already built-up substantial skills in designing and running digital campaigns. That, combined with new social-science techniques including Natural Language Processing and Conversational Artificial

Intelligence, allowed the specialist team to develop a 'chatbot' to help people in distress or those searching for answers as the war in Ukraine created a whirlwind of anxiety.

With millions of displaced people crossing borders into neighbouring countries – often heading into an uncertain future – the CV Europe team jumped into action. Their unique CV chatbot became a vital tool during this time of uncertainty and fear.



The use of automated chatbot conversations allowed the CV team to engage very quickly with a huge number of people

Chatbots they developed allowed people to engage in 'computer-assisted conversations.' The Chatbots had been programmed with a massive amount of information – enough to answer a host of questions around the Ukraine crisis. In the first few months of the war alone, CV's special on-line campaigns and the chatbot reached more than 50,000 people.

Church partners across the region gave further help to connect displaced people with others who might be of assistance. These partnerships with local congregations in Ukraine were vital. Meanwhile, the use of automated chatbot conversations allowed the CV team to engage very quickly with a huge number of people, giving them the option to talk directly with a real person to answer specific needs.

Oleg Matykhov, Regional Director of CV Europe, said: "This has been an opportunity to apply our unique skills and experience in a way that has brought real hope to many people in dire need during really challenging times."

Oleg, who hails from Ukraine, added: "It's been hard to hear from family and friends who have been severely affected, but wonderful to be able to apply our skills in a way that has helped so many."

Heinz Oldewage, Managing Director of Christian Vision, said: "It's exciting to see our teams' engagement with emerging technologies translate into real-world opportunities to help people. Our ability to respond to this crisis in this way is another indication that our determination to grapple with these technologies ultimately equips us to bring light into dark places." 📖

FUTURE IN FOCUS

The enthusiasm for which our staff have embraced and contributed to our plans regarding sustainability is very reassuring. There are many text books that you can read about the importance of culture in building and developing a world-class business. We try to be just such a business and, in many ways, formalising our thoughts and approach to sustainability is a test of the culture that has been built at IM Group.

One of the books I have read this year is by author and business management consultant, Jim Collins. In it he talks about how mighty companies fall. It is not simply his opinion but information based on research among companies that continued to succeed after a strong start, and those that similarly started strongly but then failed. By comparing examples of the two he noticed a number of stages that lead to such failure, the first among which he calls 'hubris born of success'. This is where enough people begin to believe that they are the reason for company success. Those companies that continued stratospheric success were imbued with humility and completely avoided the hubris he talks about.

In our values booklet, where we talk about our four core values – Respect, Integrity, Commitment and Togetherness – we say that these four values are underpinned by trust and characterised by humility. It is the last of these that caused the most thought for us. Is there a sense where humility sounds like a reason to accept lower performance? C.S. Lewis said this: *Humility is not thinking less of yourself but thinking of yourself less*. That sums it up perfectly. Rather than be an inhibitor to high performance, humility turbocharges it!

I hope and believe that our company will always be characterised by humility. I believe it is chief among aspirations for a long-term, fully-functioning, high-performance company. Jim Collins seems to have found evidence for the same. 'Thinking of ourselves less' applies to us as individuals through our company values, and to us corporately through our sustainability strategy. If we are to put a sustainable future into sharp focus, humility is the lens through which we will do so.



Andrew Edmiston



"The circular design has many interpretations – recycling, sustainability, the earth and net zero to name a few. The ripple effects show how our actions affect each other and the world.

"There is also a strong theme of trees, which ultimately is the number one answer to reducing the impact of carbon emissions. The black and white traditional 'woodcut style' implies this isn't something new.



"The themes portrayed are as old as the trees. We are connected, to the earth and each other. Our actions matter. We are stewards of the world not the owners."

Adrian Sykes, artist and creator of this year's IM Review front cover artwork – a bespoke piece, painted on the bonnet of the new all-electric Subaru Solterra, commissioned to celebrate IM Group's Sustainable Futures vision.

