2019 Investor day
“Build the future”
Paris, September 25, 2019
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Introduction
2019 Investor day

Program

8:00 - 10:30 AM - PRESENTATION

8:00 to 8:30 am – Welcome breakfast

8:30 to 10:30 am – Presentations (Strategic review, Market views, CSR strategy) and Q&A

10:30 AM - 01:00 PM – ASSET VISITS

– **Bancelles** (assets to be redeveloped)
  located 153 rue de Courcelles - Paris 17th arrondissement

– **Live** (asset under redevelopment)
  located 75 avenue de la Grande Armée - Paris 16th arrondissement

01:00 - 3:00 PM – LUNCH WITH MANAGEMENT TEAM AND PRESENTATION

– **YouFirst Café, Gecina headquarters**
  located 16 rue des Capucines - Paris 2nd arrondissement

  – Presentation: Residential strategic update

03:00 – 6:00 PM – ASSET VISITS

– Residential assets located in Paris 15th arrondissement
Bancelles (dev. project to be committed)
Live (dev. project committed)
Gecina headquarters
Vouillé (residential)
Morrillons (residential)

5 assets visited of which 2 residential buildings
2 Emblematic offices development projects in the CBD
- 1 being committed
- 1 to be committed in the quarters ahead
Residential assets showing evidence of potential for value creation and cash flow growth
2 office development projects offering > 30,000 sq.m each quite unique in the CBD
Strategic Review
Méka Brunel, CEO
2019 Investor day illustrating Gecina’s progressive transformation engaged end-2014, and accelerated in 2017

Today’s investor day to illustrate the on-going transformation of Gecina

« build the future »

End-2014: Real estate « total return » strategy implemented
✓ 4 value creation pillars
✓ Capitalizing on opportunities for accretive investments
✓ Extracting value through an ambitious pipeline in core areas
✓ Capturing value from disposals, and increasing Gecina’s exposure to the most central areas
✓ Implementing innovation

2017-2018: CSR priorities redefined and integrated to Gecina’s strategy, to support financial, environmental and social benefits

2018-2019: Residential portfolio back to the heart of the Group’s strategy

2018-2019: Client centric approach with youfirst

→ Transformation supported by renewed teams, digitalizing process, proactive innovation policy, modernization of working process...
A performing strategic turn engaged end 2014

MASSIVE CHANGES OPERATED SINCE END 2014 DELIVERED STRONG PERFORMANCE

➢ An ambitious **portfolio rotation**

➢ Acquisitions: €7.9bn (incl. Eurosic)
➢ Disposals: €4.4bn

Cumulative net value creation from disposals and acquisition of the year 2015-H1 2019

+€440m

/ +€6.8 per share

➢ Strong achievements from the **pipeline**

➢ 22 assets delivered
➢ Total Investment Cost: €2.2bn
➢ €1.2bn capex injected for redevelopment

Cumulative net value creation from the pipeline 2015-H1 2019

+€910m

/ +€13.1 per share
A performing strategic turn engaged end 2014

MASSIVE CHANGES OPERATED SINCE END 2014 DELIVERED STRONG PERFORMANCE

➢ Rationalizing our portfolio on the most promising areas driven by scarcity & centrality

   Enhancing centrality

   & of office portfolio in Paris City end 2014
   54%
   (€3.5bn)

   & of office portfolio in Paris City in H1-2019
   61%
   (€9.3bn)

➢ Transforming our balance sheet seeking for maturity and flexibility

   Gaining flexibility, agility and visibility

   End 2014
   Average maturity: 6.2 y
   Average cost of debt: 3.6% all-in

   H1-2019
   Average maturity: 7.7 y
   Average cost of debt: 1.4% all-in

➢ Activating proactive strategy on the residential portfolio, seeking for extracting growth and value. There is much more than value and CF resilience!

   Harnessing for value creation and CF growth

   2015-2017
   Average uplift achieved: +1.9%

   H1-2019
   Rental uplift achieved: > +7%
A performing strategic turn engaged end-2014

ASSET VALUE RETURN LARGELY OUTPERFORMED THE BENCHMARK

Average AVR growth 2014-2018:
+9% / year

Average AVR growth 2011-2014:
> +1% / year

Average Total Return:\n2009-2018
+11.5%

Total Return:\n12 months
+11.4%

MSCI / IPD Capital return index Offices France (rebased 2011)

AVR Gecina (rebased 2011)

1- EPRA NAV growth including dividends paid during the period
What’s next? More to come!

**A PROMISING PIPELINE TO FUEL GROWTH AND VALUE AHEAD (OFFICE PROJECTS VISITS)**

**€3bn committed / to be committed pipeline**

**Yield on cost**

+5.8%

**€1.5bn of committed projects on-going**

(deliveries 2019-2022)

**€1.5bn of projects to be committed in the coming quarters**

(deliveries 2020-2024)

**+€130m/€140m IFRS rents vs. FY 2018**

Net of rental loss from assets to be transferred/to the pipeline and of disposals achieved/secured in 2018

**On-going**

€1.5bn of committed projects on-going (deliveries 2019-2022)

« Bancelles »

to be visited this morning

**Coming soon…**

€1.5bn of projects to be committed in the coming quarters (deliveries 2020-2024)

to be visited this morning

25/09/2019 Investor day
What’s next? More to come!

YOUFIRST TO LONG TERM VALUE AND PRICING POWER …

… MODERNIZING OUR CLIENT APPROACH WITH INNOVATIVE TOOLS

- **youfirst** a new brand for client-centric approach in real estate
  - Identify and answer clients’ needs of tomorrow
  - Quality of client relationships / Customers’ lifetime value
  - High value-added services in prime locations
  - Develop flexible offices spaces, build and offer services across our network of assets
  - Deliver high level of services for residential & office spaces users

- **Innovations in H1-2019**
  - Digital lease signature put in place
  - New CRM put in place to enhance clients’ relationship quality
  - Partnerships with GarantMe to favour students’ access to housing
  - Gecina invested in FifthWall funds dedicated to urban and sustainable innovative startups
What’s next? More to come!

SUPPORTIVE MARKET TRENDS!
(PRESENTATION BY PE. BOUDOT, HEAD OF RESEARCH CBRE)

- **Scarcity of supply** in the most central areas is set to last, especially in Paris City, where vacancy is close to all time lows, and future supply is to remain low in the city.

- **Reversionary potential** raised these past 2 years following ERVs growth in the most central areas, especially in Paris City:
  - Gecina identified +9% uplift potential, mostly driven by Paris City (+18%)

- **Investment markets** still dynamics with foreign money flying in, considering Paris as a relative « safe haven » in Europe. Opportunities to dispose further mature or non-strategic assets at satisfying conditions.

- **Supportive central banks policies** to at least sustain valuations.
What’s next? More to come!

CSR STRATEGY TO IMPLEMENT ACCRETIVE VALUE FOR GECINA
(PRESENTATION BY S. DESNAULT, EXECUTIVE DIRECTOR R&D, INNOVATION AND CSR)

- Sustainable buildings meet prime tenants requirements since delivering:
  - Operationnal efficiency,
  - Productivity,
  - Talent attraction
  - Energy cost savings
→ thus delivering **pricing power** to landlords, and so **increasing return on investments**

- CSR strategy to generate increasing AuM inflow on Gecina’s securities (Equity and Fixed income), to ease issuings and Equity performance in a near future

- CSR performance reduces mid/long term financial risk profile
What’s next? More to come!

RESIDENTIAL RENEWED STRATEGY TO RAISE EXPECTATIONS FOR THE FUTURE
(PRESENTATION BY F. LIRZIN, EXECUTIVE DIRECTOR RESIDENTIAL)

- **Metropolization** reveals further needs of residential solutions in central areas

- **Increasing appetite for rental supply** as acquisitions prices have reduced household purchasing power in core locations

- **Lack of non-social residential institutionnal investors** in France, and especially in Paris Region

- **Supportive** long term demographic and macroeconomics trends in the Grand Paris areas

- Identified **room for growth and value creation within Gecina’s portfolio**, to bring resilient outperformance
Market Views
CBRE
Pierre-Edouard Boudot
4

Gecina’s CSR roadmap
Sustainability pays!
Sabine Desnault & Nicolas Jandot
Our vision:
Combining innovation and sustainability into a single department to lift our social contribution

3 MAIN WORKING STREAMS

SERVE CSR PRIORITIES
- Low carbon
- Circular Economy
- Biodiversity
- Well being

OFFER A NEW USER EXPERIENCE
- Take advantage of the building network
- Share spaces, give more flexibility
- Personalize the digital path
- Differentiating & responsible services

DIGITIZE OUR OFFERS AND OUR PROCESSES

The « earth overshoot day » is always earlier

Need to change our production and consumption models.

Innovate / Question our beliefs
Co-construct, test the ideas with the stakeholders

The « earth overshoot day » is always earlier
Gecina at the crossroads of sustainability trends and well positioned to seize opportunities

1. Clients want sustainable buildings
   - B to B need sustainable buildings to embody tenant’s CSR ambitions
   - Focus groups with B to B to C and B to C clients uncovered significant expectations
   - Direct real estate investors prefer sustainable buildings

2. Investors value outperforming companies on ESG
   - ESG performance could lower cost of capital: 5 sustainable loans account for 20 % of Gecina’s bank debt
   - Mainstream and ESG investors valuing CSR outperformance

3. CSR attracts, retains and engage talents
   - Gecina’s CSR commitments, one of the main reasons talents, part of our graduate program, joined us
   - Sustainable buildings contribute to talent attraction & retention

4. Paris City and region have high expectations
   - Gecina benefits from Paris City action plans on sustainability
   - Public policies to support Gecina’s ESG ambitions (local renewable energies network, resilience strategy to climate change)

5. Gecina captures innovation through partners
   - Start ups providing services for sustainable cities are booming
   - Large industrials in construction, building materials invest much in R&D, an opportunity to co-develop innovation
Sustainability drives operational value for tenants and landlords

Clients want sustainable buildings

- B to B need sustainable buildings to embody tenants’ CSR ambitions
- Focus groups with B to B to C and B to C clients uncovered significant expectations
- Direct real estate investors prefer sustainable buildings

ESG BRINGS PROPERTY VALUE THROUGH TENANTS’ PERFORMANCE

→ Well certified building brings productivity & costs savings
  - Energy costs savings
  - Well-being, health, accessibility, comfort, connectivity, biodiversity) reduce absenteeism, presenteeism, increase serendipity etc.
  - ... thus providing pricing power to landlords and therefore property value
  - High sustainable requirements slow down obsolescence

→ Total benefits for tenants could represent up to 40% of their rental expenses...
  ... thus offering pricing power to landlords
→ For developments in core locations, sustainable requirements are accretive to IRR
Sustainability to drive **financial performance**

**Investors value outperforming companies on ESG**

**SUSTAINABLE PERFORMANCE TO DRIVE INFLOW ON EQUITY AND FIXED INCOME MARKETS, TO SUPPORT STOCK PRICE PERFORMANCE AHEAD...**

→ **Large Assets managers are starting to apply CSR criteria to 100% of their AuM**
  - Exclusion of weakest stocks on ESG ratings
  - Overweighing of best candidates
  - Lowering WACC, thus increasing price targets
  - Beating average CSR ratings of their benchmark

→ **Inflows could potentially support appetite for securities issued by « sustainable » corporations thus stock price performance ahead, and favour bonds issues at lower yield**

**ESG PERFORMANCE DRIVING COST OF DEBT LOWER**

→ **Gecina set up close to €900m of credit line with margin based on financial and ESG ratings**
  - Banks starting to assume most performing corporates on ESG criteria offer better risk profile over the long term
  - One illustration showing evidence that sustainability and financial performance are linked and therefore converging
## Our 4 priorities to enhance operational and extra financial performance

<table>
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<tr>
<th>4 priorities</th>
<th>Value creation for Gecina</th>
<th>Social value creation</th>
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</table>
| **Low carbon**     | ▪ Lower operating/energy costs, higher capacity to rent  
▪ Mitigation of physical risks due to climate change  
▪ Pricing power by matching clients’ expectations                                                                                                           | ▪ Decrease energy consumption (40 % of energy consumption and 25 % of GHG emissions due to real estate)  
▪ Facilitating low carbone lifestyles for 100,000 clients  
▪ Support to local renewable energies                                                                                                                      |
| **Circular economy**| ▪ Decrease of waste management costs (2-4 % depending on the development project)  
▪ Revenues from reselling second-hand équipements and materials                                                                                               | ▪ Lower waste produced (70 % of total waste in France is construction waste)  
▪ Creation of local employment                                                                                                                                |
| **Wellbeing**      | ▪ Pricing power for 'value added' clients as matching their needs  
▪ Productivity gains brings pricing power on rents  
▪ +7 % of property value for office buildings enabling high productivity (World Green Building Council report)                                              | ▪ Increased wellbeing for 100,000 clients  
▪ Increased productivity in office buildings (up to +15%)  
▪ Life made easier                                                                                                                                 |
| **Biodiversity**   | ▪ Mitigation of physical risks due to climate change (eg during heat waves)  
▪ Iconic building, enhancing productivity                                                                                                                     | ▪ Increased wellbeing  
▪ Contribution to resilient cities (heat island effect = + 8°C in Paris by 2100)  
▪ No urban sprawl                                                                                                                                          |
4 priorities driven by 4 enablers

- Make carbon management business as usual
- Carbon neutrality by 2050 with -60 % in CO₂/m² by 2030 vs 2008
- Support low carbon innovation with our internal carbon fund

- Promote the reuse and recycling of resources from our deconstruction site
- Design buildings that evolve over time and are more simple to deconstruct
- Promote recycled or reused materials in our restoration projects

- Aim at 75 % of office buildings to contribute more to the productivity of their occupants than a standard building
- Ensuring that 100% of developments bear the WELL Building Standard® label

- Green our plots and roofs to contribute to biodiversity and local species : min 25 % of vegetated spaces at in-ground equivalent
- 100% of developments labeled BiodiverCity®
- Involve tenants

Certify our portfolio to engage all actors along our value chain

Empower employees : sensitize, incentivize, provide operational tools and methods

Responsible purchasing : require sustainable products/solutions into all our specifications and apply sector-specific CSR criteria during call for tenders

Involve clients : embed CSR into our Youfirst journey
2019: Focus on integrating CSR into the day-to-day

A progressive approach

1. Acculturate
   - What?
   - Why?

2. Empower
   - My job, my role
   - Integration into
   - My targets, my bonus

3. Build skills
   - Hard skills development
   - Workshops to co-build

4. Provide tools
   - Methods & management systems
   - Easy-to-use tools

2019 outputs

Climate Fresco sessions
- 75% of employees trained
- 800+ ideas expressed to address climate change
- Sessions with clients, shareholders, peers

76 participants to the sustainability week

62% of the managers have at least one CSR individual objective specific to its role (+26% vs 2018).

Workshops on CSR priorities for technical staff
Integration of CSR into strategic processes
YouFirst and Cyrus 3

119 best practices for the 4 CSR priorities
1 tool to facilitate responsible purchasing
**Low carbon: Toward carbon neutrality by 2050**

Limiting embodied carbon, lowering on-site GHG emissions

### ACTIONS IMPLEMENTED AND RESULTS

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<tr>
<th>Key actions</th>
<th>Progress and results</th>
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| **Building low carbon**            | ▪ 69% of surface areas delivered include the production of renewable energy via photovoltaic panels  
▪ 10 projects under development that are designed to achieve average performance of 65 kWh/sq.m for final energy once the property is operational |
| **Prefering low carbon energy sources** | ▪ 40% of residential and commercial buildings connected to an urban heating network and 8% connected to a cooling network  
▪ A three-year contract signed in 2018 for the progressive integration of local biogas |
| **Lowering energy consumption**    | ▪ 12 buildings retro-commissioned between 2017 and 2018 (in addition to the 24 assets where this solution was deployed between 2016 and 2017)  
▪ More than €2 million invested in 2018 to improve the energy efficiency of the portfolio  
▪ 62% of residential surface areas covered by an incentive contract linked to the energy performance of the building. |

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**GHG emissions linked to buildings in operation (in kgCO₂ per sq.m)**

-32% in CO₂ since '08 overall!
Be Issy, a positive mark on the city. The first positive energy office building in the business district of Issy-les-Moulineaux, the Be Issy building has been awarded the Bepos Effinergie 2013 label. It generates more energy than it consumes. Its minimal energy requirements are fulfilled by a heat pump, which exploits the facility’s geothermal resources, and 960 m² of photovoltaic panels, which cover the rooftop terrace almost entirely.
Well Being: Implementation at 55 Amsterdam

- Labels for construction products to improve air quality
- Sensors to monitor energy consumption and comfort for occupiers (noise, air quality, real-time)
- 10% of parking lots for EV
- 45% energy efficiency gain
- Use of urban head and cold network with a low carbon footprint ➔ 9 kgCO2/sqm/yr
- Strong biodiversity measures: patio, 56 species – mainly local, animations with tenants

55 Amsterdam, putting well-being at the forefront.
Spanning 12,300 m², the 55 Amsterdam is located in the 8th arrondissement of Paris. It was designed by the architects Naud & Poux for a company that sees its employees' quality of life as a priority. It was the first building in France to receive the WELL label after being renovated. The space encourages people to connect and interact with one another. The building is flooded with natural light and the project includes a great many green spaces. The design aims to reduce noise pollution and improve the quality of water and air.
**Biodiversity:** Implementation at Ville d’Avray

The true nature of Ville-d’Avray. In Ville-d’Avray, southwest Paris, Gecina owns and manages over 700 housing units surrounded by a leafy garden with its own stream and a number of ponds. In this vast expanse of nature, Gecina decided to transform a 125-unit development project initially intended to be built using concrete in 2014 into a wooden structure. The project aims to earn the BiodiverCity® label, the leading international label for the consideration of biodiversity in real estate developments.
79% of material identified to be reused were actually reused either by Gecina or its partners.

**SAVINGS**

- 284 tons of CO2 avoided
- 69 tons of waste avoided
- 140 hours of work for persons in a social reintegration program

**EQUAL TO**

- CO2 emissions of 500 sqm of brand-new office space
- Waste produced by 194 French inhabitants within a year

Reuse from the facade and technical equipment.
Building credibility and challenging our progress

External recognitions

GECINA FOCUSES ON THE ESG RATING USED BY ITS INVESTORS (30 INVESTORS INTERVIEWED IN 2018)

GRESB rating, benchmark on the sustainability practices of the real estate sector

92 out of 100

Sustainalytics rating, 3rd place in our sector at the level

88 out of 100

MSCI

The best possible rating assigned by MSCI

AAA

OTHER SPECIFIC RECOGNITIONS

Reporting compliant with the EPRA Best practices on sustainability reporting

Successfully passed a thorough audit of 27 quantitative and qualitative KPIs relative to key CSR risks identified

Ambition and consistency of Gecina’s CO₂ targets for 2030 approved by this NGO-lead initiative

Gecina ranked first on the SBF 120 for the representation of women in management structures since 2016

TESTING OUR PRACTICES vs REAL ESTATE STANDARDS

Mainstreaming certifications & labels in the pipeline

37% of surface areas delivered in 2018

55% of surface areas delivered in 2018

7 projects under development in the process of being labeled

79% of surface areas delivered certified in 2018 with a high level of certification

Teaming up with our clients to certify buildings in use

Investor day
Sustainability is a collective challenge that benefits the planet, employees, customers and assets

From our buildings to Society

Committed employees

- Strong commitment and recognition on diversity
- 2nd session of graduate program
- Renewed headquarters to facilitate agility and cross-fertilisation
- 7% of employees with declared disabilities
- Leadership training for 171 managers
Asset tour
Paris CBD
Gecina’s Building
Asset Tour - Offices

CBD OFFICE ASSETS

1. **Bancelles**, 153 rue de Courcelles (75017)
2. **Guersant**, 32 avenue de Guersant (75017)
3. **Live**, 75 avenue de la Grande Armée (75016)
4. **101 Champs**, 101 avenue des Champs-Elysées (75008)
5. **44 Champs**, 44 avenue des Champs-Elysées (75008)
6. **5 Royale**, 5 rue Royale (75008)
7. **24 Royale**, 24 rue Royale (75008)
8. **1 Madeleine**, 1 place de la Madeleine (75009)
9. **1-3 Caumartin**, 1-3 rue Caumartin (75009)
10. **Gecina HQ**, 16 rue des Capucines (75002)
Paris CBD
Market views
Paris CBD – Market views

CBD MARKET HAS CHANGED DRASTICALLY SINCE 2014:

A structural change in Paris CBD with a historically low supply...
Between 2014 to 2019, the immediate supply has:
  • Decreased by \(-21\%\) yearly on average...
  • ...to \(\sim100\,000\) sq.m

... while take up regularly increased:
The take-up, on the same period:
  • Has increased by \(+5\%\) yearly on average...
  • ... now exceeding immediate supply!

Vacancy rate at historic low level: 1.6%

Sources: Cushman, MBE Conseil, Immostat
Paris CBD – Market views

THE PARISIAN CBD MARKET IS STRUCTURALLY SUPPORTIVE:

Future supply is set to remain low in the years ahead
While take-up is not expected to fade out

implying:
- Sustainable **shortfall of office spaces**
- **Vacancy** will remain very low
- **ERVs** to at least stabilize ahead
- **Incentives to decrease** further in best locations

**A context favouring pre-leases**:  
The level of pre-let in Paris CBD in Q1 2019 for the prime (>5,000 sq.m) was at **92%** (vs 18% in La Défense)

**INSUFFICIENT FUTURE SUPPLY TO ANSWER TENANTS NEEDS…**

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<tbody>
<tr>
<td>Supply (sq.m)</td>
<td>300,000</td>
<td>250,000</td>
<td>200,000</td>
<td>150,000</td>
<td>100,000</td>
<td>50,000</td>
<td>0</td>
</tr>
</tbody>
</table>

The future supply < absorption capacity

**...SUPPORTING A POSITIVE MOMENTUM ON MARKET RENTS**

+21% increase

Sources: Bnp Real Estate, Immostat
Asset visit « Bancelles »
Paris CBD
Bancelles – 153 rue de Courcelles
Paris 17th arrondissement

LOCATION

2 separate buildings in the CBD area
153 rue de Courcelles (Banville) ①
145-151 rue de Courcelles (Courcelles) ②
• Respectively ~23 000 & ~5 000 sq.m as floor area
• Various transport modes

- M ③ RER C ~ 3 min by foot
- M ② ~ 8 min by foot

- 30 92 341
- 84 93 PC ①

velib’

• Reachable the Charles de Gaulle – Etoile hub in less than 10 min with public transportation
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings

HARNESSING REAL ESTATE SYNERGIES:

2 independent assets totaling 28,000 sq.m...
“Banville”: built in 1925, and owned by Gecina since 2003
“Courcelles”: built in 1961, acquired in 2017

... into 1 large project of > 31,000 sq.m ...  
- Total investment cost: ~€375m  
- c. 5% to 6% yield on cost  
- Delivery expected in 2023

Transforming 2 obsoletes assets into 1 premium building, with the creation of:
- A double height hall
- An additional surface of ~3,000 sq.m
- Services (restaurant, fitness room, concierge and bike parks)
- Retail shops in the Courcelles street
- Terraces & gardens
- Optimizing densification potential: +45% of reception capacity

... with very high CSR standards.
- Carbon neutrality targeted
- Renewable Energy production
- 5 labels targeted
- Wood & iron structure
- Greenhouses
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings

KEYS STEPS TO REACH THE BANCELLES PROJECT (1/2):

An historic asset with several drawbacks...
- Poor accessibility & visibility: current entrance is not on the main street
- Many small offices areas
- Lack of natural daylight & greenspaces

... to be combined with a strategic acquisition of an adjacent building...
- “Le Courcelles” was bought in 2017 for €63m (excl. transfer taxes)

... allowing a secondary asset to be transformed into a premium one with...
- A creation of a main entrance in “Courcelles street”
- New facades (80 meters of facades along “Courcelles street”)
- Wood & iron structure
- Larger offices areas with daylight
- Central Atrium to dispatch natural light
- Outdoor Patio
- Restaurant & cafeteria
- Rooftop
- New retail on “Courcelles street”
- 3,000 sq.m of additional surfaces
- Numerous new greenspaces from the garden to the rooftop
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings

HARNESSING SYNERGIES USING OUR NETWORK OF OFFICES

KEYS STEPS TO REACH THE BANCELLES PROJECT (2/2):

... with a proactive Asset Management optimizing capital allocation...
- 71% of tenants moved from obsolete assets to renovated ones in Paris 17th (mostly Guersant)
  - The tenants from Banville moved to Guersant with 43% sq.m less thanks to the strong densification
  - Acceleration of the value creation process of Guersant & “Bancelles” benefiting from Gecina’s cluster in the neighborhood:
    • Guersant: +85% of value creation achieved
    • Bancelles: Yield on Cost expected between 5% to 6% (vs current prime yield in Paris CBD ~3%)

... whilst minimizing the transition costs waiting for redevelopment to start.
- Short term lease with “Morning Coworking” for the “Courcelles Building” on 5,000 sq.m
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings

FROM RUE COURCELLES

80 METERS OF FACADES ALONG COURCELLES STREET

FROM RUE DEMOURS

2023

2023
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings

SOLVING WEAKNESSES

SKYVIEW OF BANCELLES PROJECT

2023

2023
Bancelles: Creation of an emblematic CBD asset from 2 “anonymous” office buildings

4TH FLOOR - BEFORE / AFTER

2023
On the road...
Guersant – 32 avenue de Guersant
Paris 17th arrondissement

CHARACTERISTICS:

– Build in 1961
– Restructured by Gecina in 2018
– 8 floors
– Occupancy : 100%

TOTAL AREA: 14 500 SQ.M

– Offices: 14 500 sq.m
– Number of parking spaces: 176

LABELS:

– BBC Rénovation
– HQE Excellent
– Label Biodiversity

TENANTS:

– Partner Re
– Ajinomoto Europe
– Arkadin
– Okaidi
– Pure Storage
Asset visit

live

Paris CBD
- 75 avenue de la Grande Armée
Paris 16th arrondissement

LOCATION

Exceptional location in the Paris CBD, between Place de l’Etoile and La Défense:
Well served by all means of transport:

- M 1, RER C ~ 2 min by foot
- M 2, RER A M 6 ~ 10 min by foot

- Bus 73 82

velib’

Forthcoming new line with entrance facing our building:

- RER E ~ 2022
- T 3 ~ 2023
- 75 avenue de la Grande Armée

A major urbanistic refresh around “l’Axe Majeur”
A NEW PARISIAN HUB

An area to be reinforced with the Grand Paris where...
- High accessibility with 2 mains stations on the future:
  - CDG-Etoile
  - Porte Maillot
- The possibility to reach any area in Paris & the first suburb in less than 45 min

... and a great modernization of the district...
- Refurbishments and creation of new stations
- New residential projects to be developed
- Emblematic projects to be delivered ahead of
- Likely modernization of “Palais des Congrès”

... in the defined Paris international touristic area (“Zone touristique internationale”), allowing:
- Shops opening 7/7, until midnight
- 12 areas in Paris including “Maillot/Ternes”:
  - Avenue de la Grande Armée
  - Avenue des Ternes
  - Place de la Porte Maillot
  - Avenue de Wagram
A NEW PARISIAN HUB

AUJOURD'HUI, 3 060 810 EMPLOIS ACCESSIBLES À 45 MIN
AVEC EOLO, 3 808 336 EMPLOIS ACCESSIBLES À 45 MIN

Increasing employment market at less than 45 min from Porte Maillot

Before RER E/ Eole

With RER E Eole

+24%
- 75 avenue de la Grande Armée
Paris 16th arrondissement

CHARACTERISTICS – PROJECT DESCRIPTION

– Built in 1967
– Asset under redevelopment
– Acquisition date: July 2015
– Former PSA Group’s historic headquarters
– Development project designed by Baumschalger Eberlé
– Located between Place de l’Etoile and La Défense, in the Central Business District
– 10 floors and 6 basement levels
– Canteen restaurant, fitness, business center
– Total investment Cost: c. €478m

TOTAL AREA: 33,500 SQ.M

– Offices: 33,500 sq.m lettable
– Capacity: 4,200 pers (1 pers. per 8 sq.m)
– Gallery of 1,500 sq.m which can welcome public & have a high potential for various activities
– 1,700 sq.m business center for hosting clients including a 180 spaces in the auditorium
– 750 sq.m retail
– 2,800 sq.m garden, rooftop, terraces accessible for tenants
– Number of parking spaces: 350
THE FUTURE OFFICE SPACES

- 75 avenue de la Grande Armée
- Paris 16th arrondissement

- Accueil Bureaux
- Lounge Café/Commerce
- GRANDE GALERIE 1,500 m²
- Accueil Bureaux
- Animation/Pop-up store
- Jardin 700 m²
- Auditorium
- Restaurant/Café collaboratif 920 m²
- Agora Business Center
- Evenementiel/Exposition éphémère/Espace collaboratif

Investor Day
75 avenue de la Grande Armée
Paris 16th arrondissement

THE FUTURE OFFICE SPACES (3RD FLOOR)

Surface de bureaux: **3 620 m²**

![Floor plan diagram](image)
On the road...
Avenue des Champs-Elysées
Trophy sub markets, with recent transactions proving appetite from investors

CHARACTERISTICS & RECENT TRANSACTIONS

The Champs-Elysées is a micro-market with a very high potential because
• 100 M visitors each year which includes 30 M tourists

• 100 different retails (shops, restaurants, cinemas, night club...)
• 5 museums and classified monuments

The Champs-Elysées is also a **vitrine** that brands use to promote their products worldwide

Apple Store bought by Hines in 2018:
- 5,435 sq.m (including offices)
- €110,030/sq.m
- 2.45% of yield

Nike Store bought by Norges Bank in 2018:
- 10,300 sq.m (including offices)
- €59,515/sq.m
- 2.80% of yield
101 avenue des Champs-Elysées
Paris 8th arrondissement

YEAR OF CONSTRUCTION AND CHARACTERISTICS:

- 1930
- Building with 7 floors and 4 basement levels, the 7th floor is on attic
- Located on Avenue des Champs-Elysées and Avenue George V
- Exceptional visibility
- Redeveloped in 1995 and 2003
- Façade classified as “Historical Monument”

TOTAL AREA: 14 500 SQ.M

- Office: 4,700 sq.m
- Retail: 3,800 sq.m
- Number of parking spaces: 58

TENANTS:

- LOUIS VUITTON MALLETIER
- Raspoutine
44 avenue des Champs-Elysées
Paris 8th arrondissement

YEAR OF CONSTRUCTION AND CHARACTERISTICS:
— 1924
— Corner building with 2 basement levels, 1 ground floor, 1 mezzanine with 3 full-height floors, 3 successive recessed floors and 1 partial 7th floor under roof-break and added terrace
— 2012: renovation of the 1st, 2nd and 3rd floors with creation of area by stairs and small yard removal
— 2013: renovation of the Disney and Zara shops
— 2013: renovation of the hall

TOTAL AREA:
3,788.69 sq.m (weighted) or 5,023 sq.m (actual)
Office: 2,781 sq.m
Retail: 1,007.69 sq.m (weighted) or 2,242 sq.m (actual)

MAIN TENANTS:
DISNEY (retail)
ZARA (retail)
MSBS
EURONEWS
KGA
5 Royale
Paris 8th arrondissement

YEAR OF CONSTRUCTION AND CHARACTERISTICS:
1850
Building with 5 floors of offices and 1 floor of housing (6th), courtyard
1976-1978: fully redeveloped
2005-2006: facade cleaning
TOTAL AREA: 2,326.40 sq.m
Office: 1,808.74 sq.m
Retail: 75.63 sq.m
Archives: 64 sq.m
Housing: 128 sq.m
Office (Management company): 239.06 sq.m

MAIN TENANTS:
Offices: PIERRE CARDIN

RETAIL:
MAXIM’S (Pierre Cardin Group)
24 Royale / Place de la Madeleine
Paris 8th arrondissement

YEAR OF CONSTRUCTION AND CHARACTERISTICS:
1880
Redeveloped in 1995
2 entrances on Rue Royale and on Place de la Madeleine

TOTAL AREA: 2,897 sq.m
Office: 1,685 sq.m
Retail: 1,213 sq.m
Number of parking spaces: 22

MAIN TENANTS:
MASSIMO DUTTI
RR DONNELLEY PRINTING
ALVAREZ & MARsal
1 Madeleine
Paris 8th arrondissement

YEAR OF CONSTRUCTION AND CHARACTERISTICS:
19th century
Renovated in 1997

TOTAL AREA: 2,514 sq.m
Office: 1,144 sq.m
Retail: 684 sq.m or weighted area of 328.44 sq.m
+Housing & Others: 690 sq.m

MAIN TENANTS:
AERO MEXICO (Office)
PINET (retail)
WESTON (retail)
1-3 Caumartin
Paris 9th arrondissement

YEAR OF CONSTRUCTION AND CHARACTERISTICS:
1780
Building with 5 floors and 1 basement level
Façade with historical monument

TOTAL AREA: 3,000 sq.m
Office: 1,680 sq.m
Retail: 1,050 sq.m
Housing: 270 sqm

MAIN TENANTS:
European homes (Office)
Klépierre (Office)
Zara Home (retail)
Café de l’Olympia (retail)
Residential Trends & Strategy
Franck Lirzin, Executive Director Residential portfolio
Residential Market Trends
Gecina, at the heart of Urban Life

3 MEGA TRENDS

METROPOLITANIZATION
Global phenomenon of metropolitanization, focused on centrality and diverse uses

DIGITALIZATION
Digital revolution driving lifestyle transformations

ECOLOGICAL TRANSITION
Energy transition and urgent climate issues to be addressed by everyone

Gecina’s purpose is to provide relevant supply answers to residential needs through performing accommodations in the heart of Paris Region and of key French metropolis, for all type of resident.

1 LEADER, 2 ASSETS CLASSES

#1 private residential portfolio in Paris Region

#1 integrated student residences group in France (YouFirst Campus)
Demographic & macro elements

GECINA’S RESIDENTIAL MARKETS OFFER SUPPORTING DEMOGRAPHIC AND ECONOMICAL PERSPECTIVES

Demographic growth forecast in France (2019-2029)

- 78% in Paris City
- 22% in other Paris Region

+ 9 millions inhabitants in France by 2060
(vs. -15 millions in Germany)

In Paris Region by 2050
Population: +6%
Household: +30%

+1 million inhabitants in Paris Region by 2050
(50% in the inner Rim)

+13% more students in 2026 (vs. 2016)

Residential investments to benefit from long term demographic support in the most central areas
Paris Region Residential market: increasing needs for rental supply

SEVERAL DRIVERS TO SUPPORT DEMAND FOR LEASE

~40% of the Parisians own their property (vs only ~18% in Berlin)

Decreasing purchasing power for individuals in the Paris Region despite easing mortgage rates

New habits from Millennials:
- A willing to be highly centralized even if it implies small apartments or flatshare
- Short term mobility rather than long term patrimonial approach

→ Millennials are increasingly opting for leasing over acquiring

Regulation as an opportunity for large institutionnal players

NUMBER OF YEARS OF REVENUES FOR A HOUSEHOLD (2 PARENTS & 1 CHILD) TO BUY A FLAT OF 65 SQ.M

First time buyers are progressively excluded from acquisition markets in core Paris locations

Sources: Insee, IEIF, Observatoire des territoires
Residential portfolio, a strategic asset class for Gecina

**CHARACTERISTICS**

- **38 traditional residential buildings in operation** (excl. asset to be sold) mainly in Paris
- **20,000 residents**, 98% of satisfaction rate
  - Our typical resident profile: young worker and family executives under the age of 45
- **€3.36 bn** fair value
  - o.w. €3 billion of traditional residential units
- **€105m of rents** in 2018
  - <1% unpaid
  - c. €20/sq.m/month
- **c.98% occupancy rate** (traditional residential)
Gecina Strategy on residential
A strategy which start to bear fruit

Strategy progressively implemented since 2017

- Total traditional residential portfolio €3.0bn
  - Operating portfolio €2.7bn
    - Densify / extend / new dev. (up to €300m capex plan)
  - Units for sale €0.3bn
  - Disposal program on tenant departure
  - Student housing €0.3bn
  - Develop / operate

- Capital Value Creation
  - Capital Value Creation¹ (development)
    - c.65,000 sq.m committed, to be committed or under study
  - Capture rental uplift
    - (+7.8% in H1-2019 Reversionary potential > +10%)
  - Enhance rental margin, reduce vacancy
    - (potential EBITDA margin improvement)
  - Capital gains
    - (20% premium in H1-2019)
  - Value creation and rental growth

¹ including student housings
Densification & Extension to capture capital value and CF growth

Densifications

Extensions

New Retail surfaces

New dev. on Land Reserve under study

- Additional traditional residential units
- Student housing
- Nursing
- High street retail

Increasing lettable areas
5 new projects launched for 21,000 sq.m (o.w. 2 students housings and 3 traditionnal residential programs, deliveries expected in 2020-2021)

4 further projects identified for c. 15,000 sq.m & to be launched in 2019

5 other projects under study for c. 28,000 sq.m

High return on investments achieved/ expected as most of these being built on already owned lands, on areas where this could represent more than 50% of construction cost when from scratch

Example of opportunities to be seen through this afternoon visits on “Vouillé” & “Morillons” in Paris 15th district
Improving services & renovate to capture uplift potential

UPGRADING SERVICES WITH YOUFIRST & RENOVATE

Proximity
Superintendents, a dedicated day-to-day contact in each of our residences

Simplicity
Range of services to make day-to-day life easier for our residents: vehicle charge points, breakdown services, events and activities in residences...

Quality
Living spaces continuously maintained by our technical teams and local providers

Renovate private spaces along tenants rotation

Renovate common spaces

CAPTURING >+10% UPLIFT POTENTIAL IN LINE WITH LOCAL RULES
RETURN OF INVESTMENT EXPECTED >10%
Afternoon Program
Asset tour – September 25, 2019

10/12 Vendôme, 10/12 place Vendôme, (75001)

49/51 Saint-Dominique, 49 - 51 rue Saint-Dominique (75007)

45/47 Saint-Dominique, 45 – 47 rue Saint-Dominique (75007)

41/43 Saint-Dominique, 41 – 43 rue Saint-Dominique (75007)

18 Bourgogne, 18 rue de Bourgogne (75007)

136 Grenelle, 136 rue de Grenelle (75007)

138 Grenelle, 138 rue de Grenelle (75007)

74 Lecourbe, 74 rue Lecourbe (75015)

159 Blomet, 159 rue Blomet (75015)

6/22 Vouillé, 6/22 rue Vouillé (75015)

37 Morillons, 37 rue des Morillons (75015)
From Gecina’s HQ to Paris 15th
On the road...
10/12 Vendôme
Paris 1st arrondissement

Year of construction and characteristics:
1750
Building with 5 floors and 3 basement levels, the 5th floor is attic
2006: facade cleaning
In 2012/2013/2014: restoration of the roof (restoring skylights and circular windows, harmonizing roof frames and creating glass roof in Vendôme building)

Total area: 9,000 sq.m
Office: 8,000 sq.m
Retail & others: 1000 sq.m
Number of parking spaces: 139

Main tenants:
CHAUMET (Renewed)
JP MORGAN
CARMIGNAC
PATEK
REGUS
49/51 rue Saint Dominique
Paris 7th arrondissement

**Year of construction and characteristics:**
18th century
One building with 2 floors and an other with 3 floors
Fully redeveloped in 2010
The asset includes a courtyard and a private garden

**Total area:** 4,014 sq.m
Office: 4,014 sq.m
Number of parking spaces: 10

**Main tenants:**
CHATEAUFORM’
**45/47 Saint Dominique**  
Paris 7th arrondissement

**Year of construction and characteristics:**  
18th century  
One building with 2 floors and an other with 4 floors and 2 basement levels  
Fully redeveloped in 2010  
The asset includes a courtyard and a rooftop

**Total area:** 6,128 sq.m  
Office: 6,128 sq.m  
Number of parking spaces: 45

**Main tenants:**  
LATHAM & WATKINS
41/43 Saint Dominique
Paris 7th arrondissement

**Year of construction and characteristics:**
Building with 5 floors and 2 basement levels
Fully redeveloped in 2008
Canteen restaurant

**Total area:** 5,932 sq.m
Office: 4,349 sq.m
Archives: 384 sq.m
Number of parking spaces: 64

**Main tenants:**
BCG (The Boston Consulting Group)
HUAWEI
NICE COTE D’AZUR
ROLAND & ASSOCIES
18/20 Bourgogne
Paris 7th arrondissement

**Year of construction and characteristics:**
18th century
Building with 5 floors and 3 basement levels
Residential asset including 21 apartments

**Total area:** 2,025 sq.m
Housing: 2,025 sq.m
Building staff’s housing: 65 sq.m
Number of parking spaces: 20
**136 Grenelle**  
Paris 7th arrondissement

**Year of construction and characteristics:**  
18th century  
Fully redeveloped in 2009  
The complex is composed by 2 buildings: one “L-shaped” with 2 floors and 1 basement level, and the other one with 2 floors

**Total area:** 2,110 sq.m  
Office: 2,110 sq.m  
Number of parking spaces: 10

**Main tenants:**  
WINAMAX  
MAJE
138 Grenelle
Paris 7th arrondissement

**Year of construction and characteristics:**
18th century
Fully redeveloped in 2009
“U-shaped” building with 2 floors and 1 basement level

**Total area:** 912 sq.m
Office: 912 sq.m

**Main tenants:**
RAISE CONSEIL
74 Lecourbe
Paris 15th arrondissement

Year of construction and characteristics:
1971
Located on 74-76-80 rue Lecourbe
Composed of 10 buildings

Total area:
c.30,000 sq.m
Apartments: 340
Office: 400 sq.m
Retail: 4,700 sq.m
Number of parking spaces: 554
159 Blomet
Paris 15th arrondissement

Year of construction and characteristics:
1971
Located on 159-169 rue Blomet & 334-342 rue de Vaugirard Composed of 3 buildings

Total area: 29,000 sq.m
Apartments: 320
Retail: 7,600 sq.m
Number of parking spaces: 190
8 Residential Tour in Paris 15th
Vouillé
Vouillé – 6/22 rue de Vouillé
Paris 15th arrondissement

LOCATION

Located in a residential neighborhood in Paris (75015) well served by all means of transport:

- Close to several hypermarkets, bars, restaurants, bakeries...
- In front of a public garden (Jardin d’Alleray)
Vouillé - 6/22 rue de Vouillé
Paris 15th arrondissement

CHARACTERISTICS

Build in 1970
28 370 sq.m SHAB, 913 sq.m of offices, 969 sq.m of retail
586 apartments, 6 retail shops, 554 parking spaces

Excellent split of the apartments size:
– 38% studios
– 33% 2 rooms
– 7% 3 rooms

98.8% of occupancy rate on the housing part
95.5% of financial occupancy rate

Significant reversion potential of: An average rent below the neighborhood market)
Vouillé - 6/22 rue de Vouillé
Paris 15th arrondissement

DETAILS OF THE INVESTMENT PLAN - AN EXAMPLE OF DENSIFICATION

—Capturing the rental uplift & capital value creation
  • €19m capex (renovation of common & private parts) in order to:
  • +18% of potential rental uplift
  • ~7.5% Yield on Cost (3.1% Cap Rate)\(^1\)
  • With further capital value creation to be expected > +10% on the asset value

Reversion captured through quality enhancement
1/ of common parts
  • Reducing the energetic & greenhouses consumption of the building
  • Increasing thermal and acoustic comfort
  • Improving services areas
  • Renovating gardens

2/ of private parts
  - Aligning vacated flats to currents best standards
  - Optimizing spaces, connectivity, natural light ...

—Capturing value creation and CF growth from extension /densification
  — Development of a student House\(^2\)
    • High interest from universities/schools in the project
    • 135 studios with balconies
  — Transforming common parts into rentable surfaces (retail shops)

1 Cap rate of the H1-2019 for the traditional residential
2 Project is likely to evolve

\(^{1}\) \(\text{Cap rate of the H1-2019 for the traditional residential}\)
\(^{2}\) \(\text{Project is likely to evolve}\)
Vouillé - 6/22 rue de Vouillé
Paris 15th arrondissement

POTENTIAL STUDENT HOUSING PROJECT TO DENSIFY THE PLOT

Transforming unused common spaces into Retail unit

Nursery developed
CAPEX PLAN TO SUPPORT VALUE CREATION
Morillons
Morillons - 37/39 rue des Morillons
Paris 15th arrondissement

LOCATION

Located in a residential neighborhood in Paris (75015) well served by all means of transport:

- M13 ~ 10 min by foot
- M12 ~ 13 min by foot
- T3a ~ 5 min by foot

Excellent accommodations:
- Close to several hypermarkets, bars, restaurants, bakeries...
- In front of a public garden (Parc Georges Brassens)
37/39 rue des Morillons
Paris 15th arrondissement

Build in 1966
2,800sq.m SHAB, 300 sq.m of offices, 300 sq.m of retails
33 apartments, 1 retail shop, 33 parking spaces

Excellent split of the apartments size:
- 40% 2 rooms
- 37% 3 rooms
- 23% > 4 rooms

94.7% of occupancy rate on the housing part

Significant potential of reversion: An average rent below the neighborhood market

Green spaces
-- Transform low value-added surfaces into profitable one...
  - Inaccessible terraces → into exploitable terraces of 90 sq.m
  - Low value-added surfaces of offices → into 206 sq.m of traditional residential
  - With further capital value creation to be expected > +10% on the asset value

-- With a capex plan of €2.6m with include the renovation...
1/ The densification & the transformation of the surfaces
2/ of common parts
  - Structural works such as roofing
  - Renovation of the facade
  - Heating system

-- in order to continue capturing value creation
Between 31/12/2017 and 30/06/2019, the valuation of Morillons has increased by:
  - +14% of value creation
  - +6% rental growth captured
  - c. +10% of further rental uplift is targeted for the next years
Morillons - 37/39 rue des Morillons
Paris 15th arrondissement

2021

Investor Day
Investor day 2019

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