Building the future

Integrated report
2019

gecina


Our portfolio in Paris and the Paris Region
Offices
Coworking spaces
Housing units
Student residences
Projects under development
Our student residences present throughout France
Argenteuil
Le Bourget
Saint-Denis
Colombes
Saint-Ouen
Nanterre
Asnières
Levallois-Perret
Courbevoie
Neuilly-sur-Seine
Puteaux
Pantin
18th
19th
17th
9th
8th
10th
20th
Bagnolet
16th
2nd
1st
3rd
11th
7th
4th
Montreuil
6th
12th
5th
15th
Vincennes
Boulogne-Billancourt
13th
14th
Issy-les-Moulineaux
Malakoff
Montrouge
Ivry-sur-Seine
Ville-d'Avray
Arcueil
Vélizy-Villacoublay
Le Plessis-Robinson
Antony

Our property assets capitalize on their centrality

Overview

Fourth
largest property company in Europe

Largest
office real estate company in Europe

Largest
private residential portfolio in Paris

Largest
Integrated player in student housing

Our property portfolio

€20.1 bn
property portfolio

€16.5 bn
of office assets

€3.4 bn
of residential and student housing units

€3.7 bn
of development projects

A strong ambition in our 4 pillars of CSR

Biodiversity

Circular economy

Carbon

Well-being

Our human and relational capital

youfirst

Our relational brand serving:

513
employees

100,000
customers

Bernard Carayon

Chairman of the
Board of Directors

Méka Brunel

Chief
Executive Officer

Crosstalk

“2019 was another successful year for Gecina”

Bernard Carayon

“Our good results are based on the skills and know-how of our employees”

Méka Brunel

How would you summarize 2019?

Bernard Carayon. 2019 was another successful year for Gecina, which is reaping the benefits of its positioning in the most central areas. In fact, the financial markets rewarded the continuity and clarity of the Group's strategy to create economic and financial value, as well as societal and environmental value.
Méka Brunel. In the past year, we saw our transformation accelerate and the stabilization of the economic environment. Our strong results illustrate this perfectly. The recognition demonstrated by our clients and partners, and the quality of the projects underway are indications that should encourage us to carry on.
In three years, after starting out as a mere rent collector, then evolving into a pro-active total return asset manager, we are phasing in a new component of the service-oriented approach with YouFirst, which is focused on our end clients and end users. We are ready for the challenges and opportunities of tomorrow.

What is the strategy for residential assets?

M. B. In 2017, we decided to relaunch our residential rental business, creating a special business unit for it. A new fundamental step was taken in 2019 with the announcement of the subsidiarization project. What this means is that we are confirming our ambition to develop a residential rental offer that meets the best standards in terms of CSR, innovative services, and client relations. This project fulfills the aspiration of the middle classes to have housing near their workplace and leisure facilities around mixed-use urban centers and public transport hubs.
B. C. Establishing a dedicated subsidiary that can attract third-party investors or combine existing portfolios will provide Gecina with the opportunity to deepen its expertise and expand its residential portfolio. There is very high demand, which is being driven by demographic forces and societal changes.

How do you rely on your employees to transform Gecina?

B. C. The credit for our outstanding performance goes to the tireless commitment and professionalism of Gecina's management teams and all of our employees – I would like to take this opportunity to commend this commitment.
M. B. We are constantly transforming – we have drastically changed how we work but we are not always aware of it. As Paul Éluard said: "We live in the oblivion of our metamorphoses."
With YouFirst, for example, we are forging closer relationships with our end clients. Naturally, this client- and service-oriented culture already exists in our business lines, but we plan to further develop it, transform it, and structure it. This is all based on investing in the skills and know-how of our employees.

What sort of momentum did the new YouFirst brand contribute to 2019?

M. B. YouFirst is now tangible and we will be continuing to roll it out in 2020. YouFirst has helped to propel innovation forward to improve operational efficiency and develop new services for our clients. Notable examples of this are the replacement of Secondesk with YouFirst Collaborative; our CRM, which has enabled us to better structure our relationship with our clients, electronic signature of leases, electric recharging points, and shared libraries in some of our residences, etc.

Tell us about "UtilesEnsemble".

M. B. "UtilesEnsemble" gathers all our commitments to sustainable financial and operational performance under one roof. UtilesEnsemble is our contribution to the environment, and is centered around four CSR pillars (well-being, biodiversity, circular economy, and low carbon), tangible results, and market recognition it has received the maximum rating from the Carbon Disclosure Project. Through UtilesEnsemble, we participate in the life of the city by making strong actions in terms of emergency accommodation and by safeguarding the heritage of the Paris Region via the Fondation du Patrimoine, for example. Finally, it means putting people first with, for example, an ambitious policy of professional gender equality for men and women.
B.C. We need to maintain a virtuous circle between our economic results and this positive contribution to society as a whole. Together with the Board of Directors, we will support this approach by creating a Corporate Social Responsibility Committee.

What can we expect from 2020?

B. C. The major trends in which we are operating – metropolization, digitization, climate change – are here to stay.
Faced with these deep trends, Gecina's fundamentals are robust and will enable it to capitalize on opportunities when they arise and ensure its resilience.
M. B. In 2020, we will delve deeper into our purpose. We have already started working with our Board of Directors and the Group's stakeholders in order to be able to articulate the meaning and positive impact of our daily tasks in just a few simple words.

I.
Our strategic vision

Our choices define us. We hold and manage our property assets as a network of living spaces offering a highly diverse range of uses in the heart of the city for urban dwellers. We reinvent the relationship with our 100,000 end clients in order to offer new services and be closer to them every day. Finally, in the face of the climate emergency, we are focusing on the intelligent renovation of the current portfolio and the low-carbon design of new projects. These choices and the expertise of our teams are all advantages in helping to seize the new opportunities that arise.

Metropolises are facing unprecedented changes. Their demographic momentum, the rapid development of new behaviors and habits among urban dwellers, as well as the rise of environmental concerns, are forcing them to reinvent themselves. For our teams, this metamorphosis brings new responsibilities and many opportunities as well.

Powerful strengths to respond to the changes in our environment

METRO-POLIZATION

{ p. 09 }

CHANGES IN USES

{ p. 10 }

CLIMATE EMERGENCY

{ p. 11 }

METRO-POLIZATION

Concentration of highly-qualified populations, economic and cultural activities, services, transport hubs and investment: the momentum of metropolization complements the demographic patterns.
The metropolization reaffirms, for Paris, a global city, the attraction for the centrality and the diversity of usages.

45%
of jobs created in 2018 in the Paris Region and 23% of total jobs

90%
of inhabitants in the Paris Region less than 2 km from a station thanks to the Grand Paris Express

30%
of national GDP in the Paris Region generated from 23% of jobs and only 18.2% of the French population

Impact
of metropolization on…

… the Parisian market

- Additional demand in a market already restricted and marked by scarcity
- Strengthening of transport hubs and central areas through unprecedented investment
- An increased need for rental offers to house the middle classes near their areas of work

… living spaces

- Strong demand for proximity and mixed uses
- Areas becoming less specialized and a mixed heart of the city
- Networking of living spaces around transport hubs

44 Avenue des Champs-Elysées, Paris

Our strengths

Centrality, scarcity and the network effect of our property portfolio

- Largest office property company in Europe and largest private residential portfolio in Paris
- Centrality and scarcity of the assets, which continue to grow thanks to the Grand Paris Express
- Our buildings are an average of 400 m away from public transportation
- Skills and human capital used to design and implement mixed-use real estate projects and to operate them over the long term
- Capacity to develop projects, new buildings, and above all circular economy renovations

CHANGES IN USES

The digital revolution has blurred the boundaries between our professional and personal lives. Our habits are changing at an unprecedented speed. We are more mobile, more flexible and more demanding about our well-being at work. The more digitized the economy becomes, the more important the need for connections and human relations. Living spaces must adapt rapidly to these changes.

68%
of employees equipped with smartphones report using them for work during their free time

1/3
jobs could change dramatically over the next 15 to 20 years

2.9
years is the lifespan of an employee's technical skill today, compared to 22 years in 1970

Impact
of the changes in uses on...

... the Parisian market

- New modes of transportation, new possibilities of work, consumption and entertainment
- Development of co-working, within the heart of Paris (Bourse, Réaumur, transport hubs, etc.)
- Need to transform the city and living spaces to introduce new services
- Increasing social demand and political will for a more open and inclusive city

... living spaces

- A new consumption of space by companies: activities that require less sq.m, but an increased need for collaboration and sharing spaces.
- Well-being at work and the work-life balance of central importance to companies in order to attract and retain the best talent

L1ve - 75 avenue de la Grande Armée, Paris

Our strengths

High quality in relations and services, adapted to the changing needs

- Our relational brand, YouFirst, to develop a long-term high-quality relationship with our clients and to create services with high added value for them
- Our networked buildings (Étoile, Monceau Courcelles, etc.) to pool spaces and services
- A process of innovation to change our value offer (occupants' well-being, enhancement of spaces, personalization of services)

CLIMATE EMERGENCY

Real estate is the sector that emits the second most CO_2, after transportation. We can no longer avoid the vital need to limit our environmental impact, which has become for our clients an essential criterion in their choice of living spaces. Our answer? Taking ever increasing action on the issue and innovating constantly to seize new opportunities.

25%
of CO_2 emissions in France come from real estate

84%
of French people believe that the value of a real estate asset will depend on its energy performance in the near future

2050
year targeted for achieving carbon neutrality in France

Impact
of the climate emergency on...

... the Parisian market

- Strengthening the commitments and regulations of the City of Paris in the fight against climate change, the preservation of biodiversity and the promotion of the circular economy
- Need to adapt neighborhoods, construction methods and lifestyles to climate change to make the city resilient
- Expansion of major renewable energy infrastructures in the central zones: district heating and cooling developed by the City of Paris

... living spaces

- A strong expectation from our clients to improve our environmental performance and to preserve health and biodiversity
- Changes in behavior among our clients, and a need for tools to reduce energy consumption in buildings while increasing their comfort

Citylights and Tour Horizons, Boulogne-Billancourt

Our strengths

Pioneers of sustainable innovation

- -35.7% CO_2/sq.m since 2008
- Nine projects supported by our internal carbon fund
- Recognition of our CSR performance: Maximum rating by the Carbon Disclosure Project and MSCI, 92/100 on the Global Real Estate Sustainability Benchmark
- Centrality (prevention of urban sprawl) and renovation rather than demolition and reconstruction to minimize emissions from construction
- Partnerships for sustainable innovation: investment in the Paris Fonds Vert fund, partnerships with Paris&Co and Wilco
- Employees mobilized and improvement tools put at their disposal

The market is favorable in our preferred areas

Centrality, scarcity: the trends in the Parisian commercial and residential market remain favorable this year in the most central areas of the Paris Region, where we have chosen to concentrate the main part of our property portfolio.

Office shortages in the central zones

The Paris Region's office real estate market trends were once again marked by a solid performance in terms of rental transactions, in a context of strong supply-side shortfall, particularly in the heart of Paris. While the volume of rental transactions is declining in comparison to 2018, it is still slightly above the long-term average, while immediate supply is close to an all-time low, particularly in Paris, where it represents a stock of only 372,000 sq.m, corresponding to just five months of lettings at current rates. For Paris City, the vacancy rate is still around 2%, stable compared with end-2018 and close to an all-time low.

Market rents on the rise in the center and West of Paris

As a result, rents are trending up. Cushman & Wakefield point out that the trend in new or restructured offices in almost all areas was favorable (and especially +5% in Paris City and +8% in the Western Crescent). The upward trend in secondary rents is also significant (+5% on average), particularly in the most central areas that we favor, notably in Paris City (+11% over one year) and the Western Crescent (+3%), whereas the trends are stable in the inner rim and in the outer rim where we have little involvement.
There is a supply-side shortfall in Paris, because Paris accounts for 40% of take-up, but just 14% of immediate supply, with this ratio reversed for the Paris Region's other sectors. The shortage in terms of immediate supply for Paris is therefore supporting pre-lettings upstream from deliveries, as well as reversion potential, which is growing, especially in the heart of Paris. We note that this momentum in the market is currently enabling us to observe a potential rental increase of around 10% between the rents in our portfolio and the market rents observed in the most central areas of the Paris Region, particularly in Paris City (with reversion potential).

3 Avenue Octave Gréard, Paris

Growing appetite for residential assets

The trends are also favorable for us in the residential markets given the structural supply deficit in the housing supply, particularly in Paris, where the available supply does not meet the rental demand in the heart of the city, close to places of work and leisure.
In an environment where the interest rates have been consistently low, residential sales are widely exceeding the “Peak” levels of 1999-2007, up nearly 11% over one year at the end of October 2019. After growing by 3.1% in the Paris Region in 2018, average real estate prices at the end of September 2019 had increased by 3.6% over 12 months, reflecting strong market momentum, caused by both private individuals but also by institutional investors, whose appetite for the sector is increasing. The trend is particularly pronounced in Paris City, where the average price now exceeds €10,000/sq.m at the end of September 2019, up by 6.1% over 12 months. This upward trend is expected to continue in 2020, unless there is a reversal in household economic confidence or a deterioration in the conditions for granting credit.

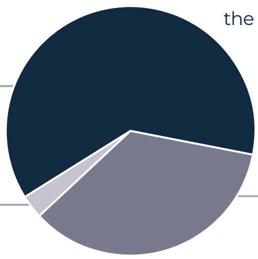

Campus Rose de Cherbourg, La Défense

Offices

At the end of 2019, we manage an office and retail portfolio of nearly 1,600,000 sq.m, including more than 1,400,000 sq.m in operation.

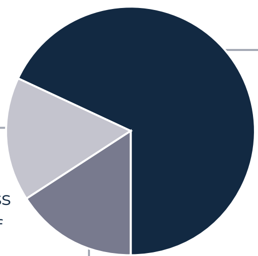
63% (in value) in Paris City

34% in the Paris Region, of which 31% are in the Western Crescent and La Défense



3% in the other regions and abroad

Properties with floor space of more than 10,000 sq.m representing **68%** of our portfolio in operation



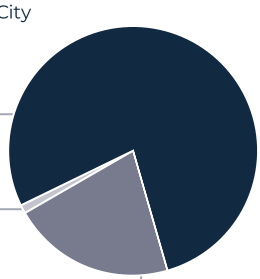
Properties with less than 5,000 sq.m of floor space now account for only **16%** of our property portfolio

16 % of the portfolio comprises properties between 5,000 and 10,000 sq.m

Residential

At the end of 2019, we manage a housing portfolio of nearly 445,000 sq.m of which more than 430,000 sq.m is in operation

77% (in value) in Paris City



1% in the other regions

21% in the Paris Region

Student residences

At the end of 2019, we manage 18 student residences, 10 of which are in the Paris Region and 8 in the rest of France, i.e. nearly

3,200 beds

Our strategy in the service of sustainable performance

To support the development of the heart of the city, we rely on the recognized expertise of our teams and on four central pillars of value creation. We do not only strive to optimize the performance of our investments, in particular the total return on our capital. We strive to create societal and environmental value.

A fast-changing model

Yesterday

Collecting rents

Since the end of 2014

Collecting rents

Managing assets proactively

Active manager of our property assets. A total return approach centered around four value-creation pillars for sustainable urban modernity (Acquire, Transform, Support, Sell)

Building the future

Collecting rents

Managing assets proactively

Developing services

youfirst

Acquire

Seize investment opportunities with high potential

By seizing investment opportunities with high potential for value creation, we want to strengthen our presence in the most central areas of the Paris Region and capture new opportunities for value extraction.
We are thus supporting a fundamental trend observed in both the office and housing segments: the desire for centrality.
Thanks to the know-how of our teams, we can identify and seize these acquisition opportunities under conditions that meet our requirements.

€328 m
of acquisitions in 2019

Transform

Respond to new habits with responsible buildings

Urban real estate users look for a desirable central location, environmentally friendly, that delivers well-being and economic performance. With the largest pipeline of office projects in the heart of Paris and with ambitious housing unit projects, we conduct the transformation of existing buildings, which are intended to replace obsolete and environmentally low-performing buildings.
These responsible, flexible and sustainable buildings generate well-being and productivity for their occupants. Thus, in the face of the challenges of metropolization and climate issues, we are supporting the transition of the city towards a sustainable modernity.

A total pipeline of around
€3.7 bn
and 15 projects delivered in 2018 and 2019

Support

Placing the user at the heart of our attention

The user, and with them the new habits in urban real estate, is at the heart of our model. Through the deployment of our YouFirst relational brand, we are focusing on the quality of the relationship with our clients, the networking of our property portfolio, and the development of high value-added services.
Sustainable innovation is a key driver for us. It allows us to support our clients in the city of tomorrow and responding to their emerging expectations, all while promoting the CSR and operational performance of our property portfolio.

€20 bn
of property assets (a value increase of 7% on a like-for-like basis in one year)

Sell

Continually reinventing our property portfolio

To optimize the allocation of our capital, and to strengthen the positioning of our property assets in the most central areas, we are particularly active in the market for the disposal of mature or non-strategic assets.
This demand for portfolio rotation injects a beneficial momentum into our strategy: it requires us to constantly reinvent our property portfolio.

€1.2 bn
of assets disposed or under preliminary agreements in 2019

Building the living spaces of tomorrow dedicated to our clients

Our business model

Our resources

Human
- **513** employees on an FTE basis(1)
- Integrated expertise

Intellectual
- Expertise in property management

Portfolio
- **€20.1 billion** in property assets
- More than **2.1** million sq.m

Economic
- **€7.2 billion** of debt
- LTV(2) including duties of **34.0%**
- **€228 million** of capex

Societal
- **72%** of office surface area awarded HQE Operations certification
- **176,000 sq.m** of surface area awarded or acquiring the WELL label
- Over **200,000 sq.m** of surface area awarded or acquiring the BiodiverCity® label

Environmental
- **1/3** of estimated office capex to improve CSR performance of assets
- **Nine** projects supported by our internal carbon fund

(1) Full-time equivalent.
(2) Loan to Value.

Trends

CHANGES IN USES

CLIMATE EMERGENCY

Our strategy

Our strengths

Our value creation

Economic

- Recurrent net income per share of **€5.95,** up **+0.3%**
- EPRA NAV per share of **€175.8,** up **+8.8%**
- **€673.5 million** of gross rents

Environmental

- **–35.7%** CO_2/sq.m since 2008
- The equivalent of **37%** of our surface area is vegetated
- **416** tons of CO_2 avoided through reuse

Societal

- **65%** of Gecina office buildings contributing to the productivity of their occupants
- Around **3,500** indirect jobs generated by Gecina's business

Customer lifetime value

- Launch of the CRM with training for **160** employees to enhance our relationship with clients

As an integrated player, we know how to create economic, societal and environmental value at each stage of our skills chain. We constantly improve the design and performance of our property portfolio. By renovating and transforming the existing assets and by designing latest-generation projects, we continually strengthen the quality and density of our network of locations and services, in order to better meet the needs of our clients and of the city and its inhabitants.

I. Notre vision stratégique { p. 06 }

II. Our creation of financial and non-financial value

III. Nos fondamentaux pour une croissance durable { p. 28 }


LOUIS VUITTON

We acquire to create value

Bancelles - 153 rue de Courcelles, Paris

We are strengthening our network of buildings in the heart of Paris with assets that have significant potential for sustainable refurbishment.

€8.2 bn

of acquisitions since 2015, of which €328 million in 2019

52%

of acquisitions since 2015 (excl. Eurosic) have been, are or will be the subject of a value-creation operation

Economic value

- €8.2 billion of acquisitions made since 2015, of which €328 million in 2019
- 72% located in locations strategic for the Group (Paris and Western Crescent)
- €193 million of value-enhancements following valuations of assets acquired since 2015
- 7 of 13 assets acquired since 2015 have undergone, are undergoing or will undergo restructuring to create value

Environmental value

- Assets with significant potential for responsible transformation
- Assets in the most central areas in order to limit greenhouse gas emissions associated with commuting and urban sprawl

Societal value

- Acquisitions on land under sustainable transformation, such as the Porte Maillot to Étoile axis
- Withdrawal from the market of energy-inefficient buildings for the purposes of responsible transformation
- Strengthening our network of buildings to create a full range of services across the territory
- $20 million invested in the Fifth Wall fund, dedicated to real estate technologies, and €5 million in the Paris Fonds Vert fund, dedicated to sustainable cities
- Studying investment opportunities in the residential segment in order to create an extensive residential offering for the Parisian middle classes

Building swaps to acquire high-potential assets

We have developed expertise in conducting asset swaps with institutional partners.
In return for the sale of mature assets with high rental visibility and low value creation, we acquire assets with high potential for future value creation. These transactions are facilitated by the depth and size of our portfolio and by our strategy, which focuses on the total return to asset accumulation. Thus, in 2019 we acquired for €306 million excluding duties a 34,000 sq.m building in the heart of Neuilly, on the strategic axis that connects the central business district to La Défense.
We have also since then secured a new operation allowing us to become the majority holder in a high-potential premium asset in the heart of Paris, in exchange for a mature Parisian building.

34,000 sq.m

for €306 million excluding duties

We transform to create value

In the densely inhabited city, transforming existing buildings is a powerful lever for accelerating the energy transition and responding to new habits.

€3.7 bn
in projects committed, to be committed or likely

5,5%
of estimated yield on costs

€780 m
of value creation on assets delivered in 2018 and 2019

67
kWhEF/sq.m/year for projects on average

Economic value

- Expected yield on the estimated investment in the pipeline of 5.5%, compared to the 3.2% weighted premium rate at the end of 2019
- Additional rental potential of €130 to €140 million from the pipeline committed or to be committed (vs. rents at the end of 2019)
- 26% of committed pre-let projects
- 250,000 sq.m delivered in 2018 and 2019, 82,000 sq.m in 2020 and 2021

Environmental value

- An average of 67 kWhEF/ sq.m/year for our development projects, i.e. 3 times less than the average consumption of an office in France
- Six certifications and labels targeted: HQE Green Building – Excellent or Exceptional, LEED Gold or Platinum, BiodiverCity, BBCA Renovation, Well and WiredScore
- Restructuring rather than demolishing and reconstructing from scratch in order to limit the environmental impact of the construction
- Reuse of 83 tons of materials in development projects, both in progress and delivered over the year, i.e. the equivalent of 416 tons of CO_2 avoided

Societal value

- Creation of a range of services that facilitate well-being with the deployment of the YouFirst brand, and the Well and WiredScore certifications
- Through our objective of reducing our CO_2 emissions by 60% by 2030, we are contributing to and going beyond the aims of the City of Paris, which is targeting a 50% reduction
- Transformation of offices into housing units being evaluatued, and development of new housing units in dense areas affected by a shortfall in rental housing (65,000 sq.m)
- Carré Michelet, the first building to reach the highest level of well-being according to the "Intangible Value and Well-Being of Occupants" evaluation
- Temporary urban planning actions: 150 emergency housing places made available to families and women being discharged from maternity wards in a property in Paris awaiting restructuring in partnership with the non-profit organization France Horizon

Bancelles, an iconic project in the Paris CBD

For a total investment of €377 million and with an expected profitability (yield on cost) of 5-6%, the Bancelles project offers significant potential for value creation in a very dynamic environment at the heart of the Parisian CBD. After restructuring, its space is expected to increase by 45%. The project has great ambition in terms of environmental responsibility: it is pursuing a goal of carbon neutrality by relying on the production of renewable energies and aims to achieve 5 labels (WiredScore, LEED Platinum, BiodiverCity, Well, HQE Green Building – Excellent or Exceptional). Finally, opening onto the city, it will offer services that promote the well-being of users: auditorium, restaurant, gym, concierge, modular spaces, parks, etc.

We support to create value

As a long-standing player, we manage the living and working spaces that we design and build over the long-term. This is a tremendous opportunity for us to create value.

€673.5 m
of gross rental income in 2019 (+2.4% on a like-for-like basis)

1,910,000 sq.m.
of buildings in use

100,000
clients

72%
of the office surface area is HQE Operation or BREEAM in Use certified, whereas 9% of all Parisian office surface areas are certified

Economic value

- 1,910,000 sq.m. of buildings in use, offices or housing units
- €200 million of investments identified to improve the quality of our buildings in operation, and to capture potential for reversion on the residential segment
- €59 million of maintenance capex in 2019 to maintain and improve our office buildings appeal

Environmental value

- –35.7% greenhouse gas emissions, that is –3.6% per year between 2008 and 2019
- The equivalent of 37% of the surface area of the plots of our property assets is vegetated at in-ground equivalent and all sites with green space have a biodiversity profile completed
- Nine decarbonization projects supported by the internal carbon fund

Societal value

- More than 5% of our Parisian property assets could eventually be dedicated to flex offices, i.e. more than 40,000 sq.m, in order to increase the economic performance of the assets
- 65% of our office surface areas contribute more to the productivity of their occupants than a standard building
- 73% of the major works contracts with our suppliers incorporate CSR criteria

16 rue des Capucines, Paris

We are accelerating the development of the residential sector

We will devote more than €300 million to create value by densifying and renovating our residential property assets. We aim for the highest market standards to improve the comfort, services and the living environment of our clients, thus capturing the potential for rental reversion. The energy optimization potential should allow us to obtain the labels NF Habitat HQE – Exceptional, BBC Effinergie Renovation, an EPC level B in energy and C in greenhouse gases and BiodiverCity.
We also want to help strengthen the rental supply of housing units aimed at the middle classes, which is now insufficient in the most densely populated areas, particularly in the Paris Region. **Through our subsidiarization project, we affirm our ambition to strengthen this operational and financial performance momentum** by positioning ourselves to be able to seize potential growth and value creation opportunities in the residential sector.

We sell to create value

Le Building - 37 rue du Louvre, Paris

Our choice of disposals is as impactful as our acquisition strategy. It allow us to strengthen our presence in our preferred areas, meet the needs of centrality and contribute to the city's energy transition.

€5.5 bn

of disposals made since 2015 or currently under preliminary agreements of which €1.2 billion in 2019

€366 m

of premiums on valuations, of which €128 million in 2019

73%

of disposals realized in 2019 outside Paris

17 kg CO_2

/sq.m/year for assets sold (vs. 21.7 kgCO_2/sq.m on average within our portfolio)

Economic value

- €1.2 billion in disposals made in 2019 or under preliminary agreements with an average premium on the latest valuations of around 12%
- With an average deprivation rate of around 3.6%, reuse of capital through the pipeline (with an expected yield of 5.5%)
- Contribution to strengthening the robustness of the Group's balance sheet with an LTV now at 36% excluding duties (compared to 42.4% at the end of 2017)
- Thanks to the disposal of non-strategic assets, we have strengthened the exposure of our office portfolio in the most central areas: from 55% (€3.5 billion) in the heart of Paris at the end of 2014, to 63% (€10.3 billion) at the end of 2019

Environmental value

- Planned sale of assets on which the environmental value has already been optimized (17 kgCO_2/ sq.m/year on average compared to 21.7 kgCO_2/ sq.m/year for office buildings)
- These disposals allow us to strengthen our presence in the most densely populated and best-served areas, which helps to limit greenhouse gas emissions from commuting routes and to avoid urban sprawl

Societal value

- Contribution to energy renovation through the disposal of buildings that are high performing in terms of CSR to players who do not have our know-how in responsible transformation

Managing our property assets in a dynamic and responsible manner

Disposals of mature assets with high rental visibility and low value creation through exchanging assets with institutional partners allow us to acquire assets with high potential for future value creation. In 2019, for €238 million excluding duties, we disposed of two "core" buildings which offered solid rental visibility, but from which we had already captured the potential value creation thanks to a restructuring, completed in 2004, and the asset management work of our teams.
This operation is expressed as a premium on the latest valuations, accretive on the Group's NAV. Furthermore, the improvement work on the most significant building involved in the exchange reduced greenhouse gas emissions by 24% and increased the contribution of the building to biodiversity.

Expectations shared with our stakeholders

We are listening to our stakeholders. Our interactions with them are underpinning our strategic choices.

	Investors and lenders	Citizens	Public authorities
Our shared expectations	• Implementation of the financial strategy • Compliance with corporate governance and financial transparency principles • Financial and stock-market performance	• Inclusive city, accessible to middle classes, high-quality and affordable residential rental offer • Culturally and socially tolerant city • Local presence of brands and companies	• Contribution to the energy transition, to the preservation of heritage, to the appeal of the territory, and to urban renewal • Payment of levies, taxes and contributions • Creation of local jobs
Our answers	• Total shareholder return (TSR) = 46.1% • Total portfolio return (TPR) = 12.2% • Compliance with the AFEP-MEDEF Code • Dividend of €5.60 per share in 2019 • More than 470 investors met in 2019	• Confirmation of the development of the residential business • Around 6,000 housing units in Paris City and the Paris Region targeting the middle classes • 44% of our buildings are mixed use	• –36% of CO_2/sq.m since 2008 • €102.2 million levies, taxes and contributions paid • Around 3,500 indirect jobs

	Clients	Rating agencies and analysts	Peers, competitors and professional associations
Our shared expectations	• Quality of the real-estate assets: centrality, comfort, high-quality CSR, available services, innovation • Quality of customer service and continuity of customer relations • Quality housing units in the heart of the city	• Respect for financial balance and transparency • Exhaustiveness and comparability of financial and non-financial information • Approachability of management	• Opportunities for acquisitions and disposals • Participation in public debates and building up the profile of the sector • Application of sectoral benchmarks, exchange of best practices
Our answers	• Low vacancy rate reflecting the satisfaction of our clients • YouFirst relational brand for 100,000 users, use of brand results and targeted offers • 80% rate of recommendations from outgoing clients for YouFirst Campus; 70% for YouFirst Residence	• Standard & Poor's (A– stable outlook) and Moody's (A3 stable outlook) • One of the most advanced CSR players according to analysts • 87% of analysts recommend buying or remaining neutral • EPRA gold award for the quality of our financial and non-financial reporting	• Active member of the FSIF association and of the Palladio Foundation • Co-founder of the European real estate companies' think tank dedicated to innovation and CSR • Investment in the Fifth Wall Ventures fund focused on innovation in real estate

	Employees	Influencers, local communities, non-profit organizations, and NGOs	Suppliers
Our shared expectations	• Professional development by skills, employability • Well-being at work and professional gender equality • Attractive compensation	• Optimization of local impacts • Development of societal impacts • Reduction of the environmental footprint	• Clarity of specifications and the selection process • Compensation and balanced relationship • Co-construction of partnership projects
Our answers	• 35 hours of training per employee • 92/100 on the Professional Gender Equality Index • 18% of total employee expenses allocated to profit-sharing/incentive schemes and 16% into individual bonuses	• €2.7 million spent on the Corporate Foundation since 2008 with local partners • 150 units proposed for emergency accommodation • Launch of the UtilesEnsemble label, which brings together Gecina's societal commitments	• Generalization of calls for tenders • Payment deadline of 35 days upon receipt of invoice • Support for suppliers vis-à-vis the responsible purchasing process

Acting coherently

Our responsibility for the environment, the attention we pay to our employees, and our involvement in the life of the city are all facets of the same social and societal commitment. Gecina will formalize its purpose in 2020 with **∞UtilesEnsemble**

People remain the core element of our values

- **Wage and professional equality:** closing of wage gaps, a role for women within the executive bodies (Board of Directors, Executive Committee), etc.
- **Disability:** recruitment, support, and retention in employment
- **Diversity** (diversity charters, LGBT)
- Complete transformation of **workspaces** and digital tools, etc.

- **Wage equality: €0.5 million**
- **92/100 Professional Equality Index**
- **Grand Prix de la Mixité (Grand Equality Prize) & Jury Trophy of the Forum Immo Parité (Equality in Real Estate Forum)**
- **Disability: 9.3% of the workforce** (6% legal threshold)
- **Solidarity Day involving** all employees in conjunction with partner associations

Our Environmental commitment

- **Four pillars:** low carbon, biodiversity, circular economy, well-being
- **–35.7%** in CO_2/sq.m since 2008
- **Green loans:** €910 million, i.e., 20% of the bank debt
- **Climate Collage** & Partner of the International Weather and Climate Forum (IWCF)

- **GRESB: 92/100 and Carbon Disclosure Project "A-List"**
- **Internal carbon fund: 9 projects supported**

Financial and operational performance

Our participation in the life of the city

Life in the city

- Provision of a building in transition for **emergency accommodation** (Paris 14th Arrondissement)
- **Rounding-up on salary** to fund non-profit organizations
- Partnership between the Fondation du Patrimoine and the Gecina Foundation in order **to secure endangered heritage sites in the Paris Region**
- Founding member of the **"un immeuble, une œuvre"** program

Reflection on the city and habits

- Strengthening of our **think tank** dedicated to innovation and CSR with the arrival of Castellum (i.e. seven European real estate members)
- Support for the **University of the City of Tomorrow** (Palladio Foundation)

◆ **Support for the Fondation du Patrimoine with €5 million (over 3 years) to the program "Plus jamais ça !" to preserve the heritage of the Paris Region under threat**

A foundation to act

With the creation of a single corporate foundation, the action of the Fondation Gecina (Gecina Foundation) is clarified. A new area of action, of housing for all, is added to the three other areas, which are disability, environment and preservation of heritage.

◆ **Endowment of the Foundation (€1 million/year)**

III. Our fundamentals for sustainable growth

Our ability to project ourselves forward over time is based on a solid foundation. We are a collective force that draws its energy from having a clear mission, driven forwards by men and women from a range of different backgrounds. Closely involved in the development of the company's strategy, our governance is united around a common project and a shared vision of the future.

Our collective strength dedicated to supporting our mission

We know that our human resources are a key factor in guaranteeing a high level of performance to our clients. In a rapidly changing context, the development of our talents is therefore an essential pillar of the transformation of our company and the changes of our business.

In 2019, we conducted an audit of the Human Resources Department involving some 50 employees and committed to a significant transformation of our Human Resources policy around three objectives: supporting our employees, developing a common culture around our strategic plan and safeguarding Gecina's growth and positioning.
With this new policy, we aim to meet the highest standards of our internal clients' expectations and market practices. The new organization of our operational departments, set up in 2018, also goes in the direction of better responsiveness since each portfolio now benefits of the skills key to the real estate business, which are Asset management, Property management and Technical Management.
In addition, we have strengthened our skills in several areas: purchasing, with the creation of a dedicated management; marketing, in connection with the deployment of the YouFirst brand and services, including in their digital dimension; technology, to improve the technical quality of our buildings; Audit & Risks; Research & Innovation; and, finally, Human Resources.

Anticipate our needs and attract the best

Within the context of the transformation of our business lines and the expectations of our clients, we need to identify exactly what skills we have today and what skills we will need to mobilize tomorrow. In order to define dynamic reporting standards covering all our business lines and to better organize the recruitment, retention and development of our talents to offer a quality service to both our external and internal clients, we launched a project with almost 200 people in the Company. Furthermore, we are continuing to invest decisively in the development of the employability of our employees in order to support the implementation of the YouFirst brand and services and the new associated tools and processes. In addition, a new integration program was unveiled in September 2019: over a period of one month, it alternates sharing of technical knowledge and common values and developing the well-being of our employees.

80%
of directors covered by the succession plan

28
jobs created over the year, of which 27 have completed their probation period

96.3%
of employees attend at least one training course during the year

L1ve - 75 avenue de la Grande Armée, Paris


16 rue des Capucines, Paris

For a culture of accountability

In October 2018, we launched a management training program called "PEPS" (Share, Train, Progress, Realize), aimed at all individuals managing at least one employee, including the Executive Committee. These employees have been engaged in the training for eight days over the last 18 months, particularly in the context of co-development workshops. The principles of the PEPS training are now being deployed to all employees, who are trained using the same methods in order to develop accountability and a common culture.

80% satisfaction rate for the PEPS training program

408 employees trained through PEPS

30 employees promoted

Strengthening employee-management relations

Employee-management relations have undergone a process of renewal with the implementation of the CEC (Company Economic Committee) in April 2019. Following this implementation, all staff representatives received training. Employee-management relations are now shared with all managers, which allows relations to improve in quality and efficiency in a context where it is an indispensable lever for the management of change.

49.8% participation in professional elections as part of the implementation of the new Company and Economic Committee (CEC)

22 meetings of employee representative bodies in 2019 (CE/DP/CHSCT/CSE)

Promote diversity within teams

For many years, we have been committed to a voluntary approach to professional equality and to diversity, which involves all employees. We received a score of 92/100 for the first year that the index of professional equality between women and men was implemented, and we maintain our first place in the Ethics & Board ranking for the feminization of the governing bodies. This year for the first time, a partnership with a Priority Education Network (Réseau d'éducation prioritaire) school was developed in order to educate the students of a 9th grade class (14-15 years of age) about the real estate business and the requirements of the professional world. We are also pursuing our active policy for the employment and professional inclusion of people with disabilities. The promotion of diversity and equal opportunities is indeed a major focus of our social policy. In 2019, the employment rate of people with disabilities at Gecina was significantly higher than the legal rate: at 9.3%.

92/100 on the index of professional equality between women and men

9.3% of employees with reported disabilities

Committed Board of Directors

By bringing together recognized, varied and complementary skills, the Board of Directors works effectively, thanks to the regular attendance of its members, to develop the Group's strategy, which is directed towards the future and is focused on the client.

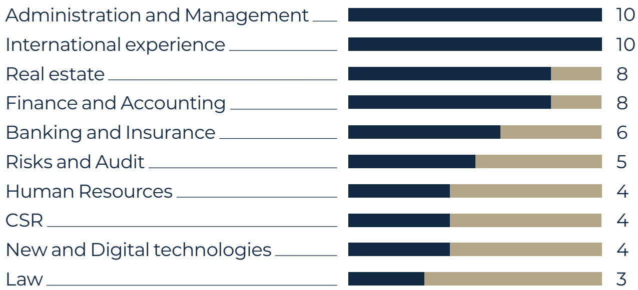
The objective of diversifying its structure, particularly in terms of qualifications and professional experience, was further strengthened at the beginning of 2020 with the appointment of an Observer, Mr. Jérôme Brunel, whose skills, in particular in terms of Governance, CSR and Public Affairs, represent a strong addition to the existing skills of the Gecina Board of Directors.
In 2019, the directorships of Ms. Dominique Dudan and the company Predica, represented by Mr. Jean-Jacques Duchamp, were also renewed.

10
directors

60%
of independent directors

50%
breakdown between men and women

Areas of expertise of the Directors



Directors	Age	Gender	Nationality	Number of shares held in the Company	Number of corporate offices held in listed companies outside Gecina	Independent
Bernard Carayon, *Chairman*	70	M	French	200	0	Yes
Méka Brunel, *CEO*	63	W	French	28,425	1	
Laurence Danon Arnaud	63	W	French	203	3	Yes
Predica *Represented by Jean-Jacques Duchamp*	65	M	French	9,986,026 (Predica)	2	
Dominique Dudan	65	W	French	85	2	Yes
Ivanhoé Cambridge Inc. *Represented by Sylvain Fortier*	54	M	Canadian	11,575,623 (Ivanhoé Cambridge concert)	0	
Gabrielle Gauthey	57	W	French	40	0	Yes
Claude Gendron	67	M	Canadian	40	0	
Jacques-Yves Nicol	69	M	French	45	0	Yes
Inès Reinmann Toper	62	W	French	46	1	Yes

H : homme. F : femme.

Bernard Carayon
Chairman
of the Board of Directors

Méka Brunel
Chief Executive Officer

Jérôme Brunel
Observer

Laurence Danon Arnaud
Independent director

Jean-Jacques Duchamp
Permanent representative of Predica, Director

Dominique Dudan
Independent director

Sylvain Fortier
Permanent representative of Ivanhoé Cambridge Inc., Director

Gabrielle Gauthey
Independent director

Claude Gendron
Director

Jacques-Yves Nicol
Independent director

Inès Reinmann Toper
Independent director

Start of term	End of present term	Years of Board membership	Board meeting attendance rate	Membership of one or more Committees
2018	2022 OGM	2	100%	●
2014	2022 OGM	6	100%	●
2017	2021 OGM	3	100%	●
2002	2023 OGM	17	100%	●
2015	2023 OGM	4	100%	●
2016	2021 OGM	3	86%	●
2018	2022 OGM	2	100%	●
2014	2020 OGM	5	100%	●
2010	2022 OGM	9	100%	
2012	2020 OGM	7	100%	●

Average seniority
6 years

Term of office
4 years

Average age
63 years

Specialized Committees with varied skillsets

The committees play a supporting role as advisers to the Board of Directors.

Committees	Strategic and Investment Committee	Audit and Risk Committee	Governance, Appointment and Compensation Committee
Structure	4 members, 1 of whom is an independent director: • Ivanhoé Cambridge Inc., Mr. Sylvain Fortier (Chairman) • Ms. Méka Brunel • Mr. Bernard Carayon* • Predica, Mr. Jean-Jacques Duchamp	6 members, 4 of whom are independent directors: • Ms. Gabrielle Gauthey* (Chairwoman) • Ms. Laurence Danon Arnaud* • Ms. Dominique Dudan* • Mr. Claude Gendron • Predica, Mr. Jean-Jacques Duchamp • Ms. Inès Reinmann Toper*	3 members, 2 of whom are independent directors: • Ms. Inès Reinmann Toper* (Chairwoman) • Ms. Laurence Danon Arnaud* • Mr. Claude Gendron
Number of meetings in 2019	6	5	5
Overall attendance rate	96%	93%	100%
Main duties	The Committee advises the Board of Directors and makes recommendations relating to the determination and implementation of Company strategy proposed by the Chief Executive Officer, as well as to major projects and investments and their impact on the accounts. It ensures that the major financial indicators remain balanced and monitors the Company's performance in terms of societal and environmental responsibility.	The Committee monitors the Company's financial information, oversees the proper functioning and effectiveness of the internal control and risk management systems and any significant off-balance sheet commitments. It monitors the assessment of the quality of service provided to tenants.	The Committee examines the terms and conditions of director and corporate officer compensation. It plays a role in the renewal of directorships, the selection of new directors and the appointment of executive corporate officers. It reviews the functioning of the Board of Directors and its Committees and makes proposals to improve corporate governance.

** Independent Directors. For further information about the functioning, structure and work undertaken by the Board of Directors and its Committees in 2019, please refer to Chapter 4*

Strengthening our team

By significantly reorganizing the Executive Committee over the past few years, we have strengthened Gecina's capacity to adapt in order to respond to challenges and capitalize on future opportunities.

Méka Brunel
Chief Executive Officer

Valérie Britay
Executive Director Offices

Sabine Desnault
Executive Director R&D, Innovation and CSR

Nicolas Dutreuil
Deputy CEO in charge of Finance

Christine Harné
Executive Director Human Resources

Julien Landfried
Executive Director Communications and Public Affairs

Franck Lirzin
Executive Director Residential

Cyril Mescheriakoff
Executive Director Risks and Internal Audit

Romain Veber
Executive Director Investments & Developments

Frédéric Vern
General Counsel

Gender parity
on the Board of Directors

40%
of women on the Executive Committee

35%
of women in the top 10% of positions with greatest responsibility

Our risk management approach

Our strategy is secured through our robust management of financial and non-financial risks and our identification of opportunities in an environment that is however still uncertain from a macroeconomic and geopolitical perspective, compounded by the latest uncertainty linked to the effects of the coronavirus for 2020.

A holistic approach to risk management

In 2019, the Executive Management, under the guidance of the Chairman of the Board of Directors, continued to reinforce the holistic approach to risk management. This is indeed a key element in achieving the objectives set by the Board of Directors and in keeping with the predefined risk profile, which takes into account the Company's long-term strategy and values.

At the strategic level, property portfolio turnover further strengthened our specialization in scarcity and central zones less exposed to risks of vacancy and declines in the rental market and contributed to our deleveraging. The risk management approach of this strategy was established with the active inclusion of the Audit, Risk Management and Compliance Department in budget reviews and in the committees making key decisions about changes in the property portfolio (investments, developments, financing and commercialization).

The involvement of the operational and functional departments working with the Risk Management and Compliance Department has made it possible to integrate risk management into all activities, especially via our digital transformation. The system in place allows controls to be identified, analyzed and implemented with the involvement of all the departments. This work is shared with the Executive Management, as well as the Chairman, the Audit and Risk Committee and the Board of Directors, thereby enabling them to be involved upstream of decision-making.

Matrix of the principal risk factors

The following matrix sets out the Group's principal risk factors and for each of them, gives the likelihood of their occurrence, along with the estimated extent of the negative impact on the Group, account taken of the risk control systems set up by the company and presented in chapter 2.

The strengthening of risk control systems and the risk management culture driven by the Executive Management has helped to contain a number of trends that are structurally on the up, and to significantly reduce some risks that are no longer included in the matrix of principal risk factors.

16 rue des Capucines, Paris

Our main accomplishments in 2019

Concrete actions that will continue in 2020:

1. Assumption of duties by an Executive Director of Risk and Internal Audit, member of the Executive Committee as of January 1, 2019.

2. Carrying out a risk mapping exercise, integrating strategic risks and action plans.
The risk mapping was presented in the Executive Committee, the Audit and Risk Committee and the Board of Directors.

3. Analyses for the main Group indicators (LTV, ICR, NAV, Recurrent Net Income) pegged to the main exogenous parameters related to the real estate market that could affect them, including interest rate, margin and liquidity risks.

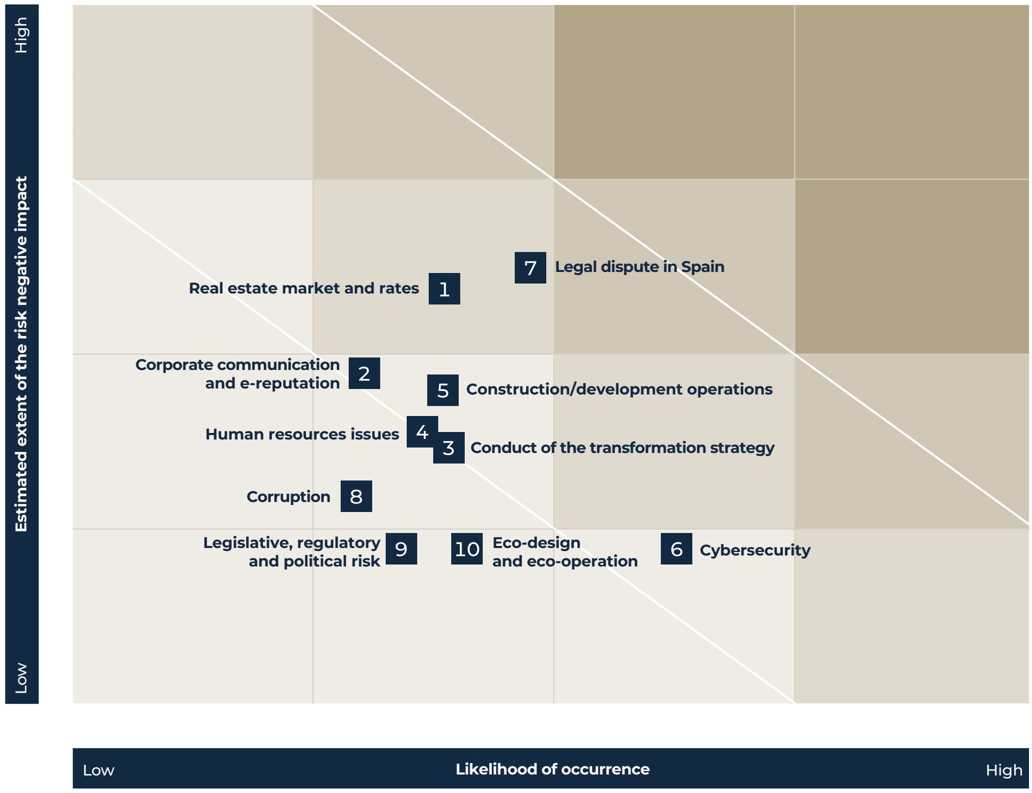
4. Update of the multi-year audit plan.

5. As part of the Group's dynamic asset-portfolio management, the integration, twice a year, of a risk assessment in the budget review process provides an in-depth analysis of market trends, and a detailed analysis of assets held, taking into account risk factors depending on the possible scenarios.

6. Prior risk and sensitivity analysis is carried out by the Risk Management and Compliance Department and reported at twice monthly meetings of the Development, Investment and divestment, Financing, and Commercialization (DIFC) Committee. This Committee aims to conduct a shared review of investment dossiers with all departments, in the presence of the members of the Executive Committee.

7. Continuous optimization of processes and strengthening of internal controls.

8. Continuation of the prevention of corruption (development of risk mapping specifically on this topic) and awareness-raising activities around ethics.



Our stock market performance, our financial and non-financial ratings

Ratings

Standard & Poor's: A– / stable outlook **Moody's:** A3 / stable outlook **GRESB:** 92/100	**MSCI:** AAA (in the top 10%) **Sustainalytics:** 88/100 (3rd in the sector) **CDP:** A-list

Data sheet

ISIN Code: FR0010040865
- Mnemonic: GFC
- Bloomberg Code: GFC FP
- Reuters Code: GFCP.PA

Exchange: Euronext Paris – Compartment A (Large Caps)
- PEA: Non-eligible
- SRD: Eligible
- ICB sector classification: ICB Industrial & Office REITs 8671

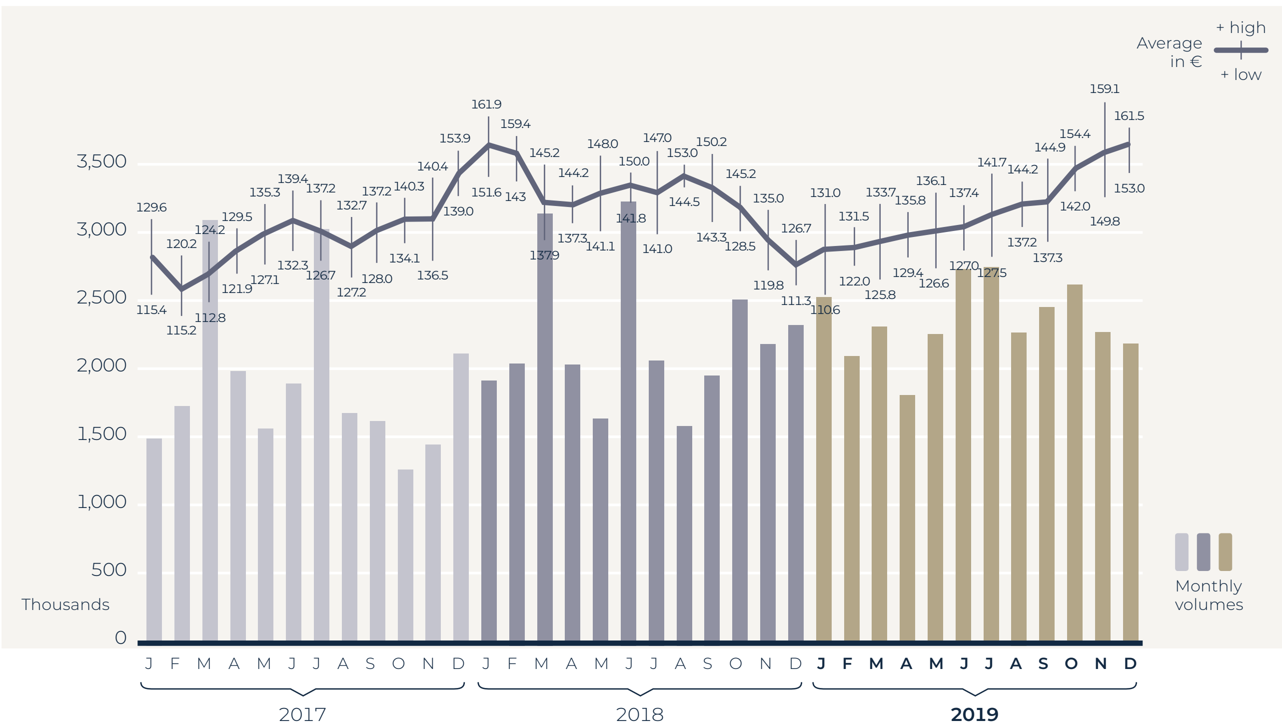
Main indices:
- CAC Next 20,
- SBF 120,
- Euronext 100,
- Cac Large 60
- FTSE4Good,
- DJSI Europe & World,
- STOXX Global ESG Leaders,
- ASPI Eurozone,
- EPRA,
- GPR 250,
- IEIF REITS,
- Euronext Vigeo Eiris

Nominal value:
€7.50

Capitalization at 12/31/2019:
€12.195 billion

Number of shares at 12/31/2019:
76,410,260

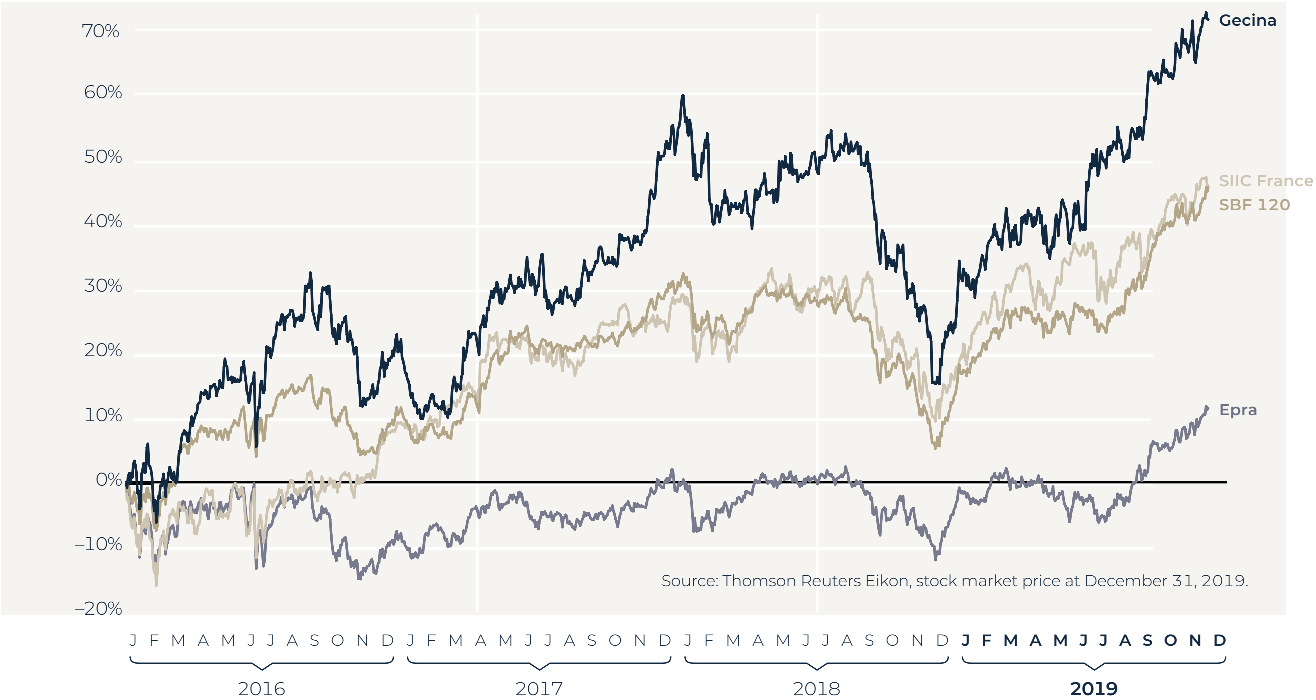
Change in the share price and volume of securities traded over 3 years



In 2019, Gecina shares increased by +41.2%, compared with a rise of +25.2% for the SBF 120 index and a rise for the sector indices EPRA Europe and IEIF SIIC France of +24.7% and +28.2% respectively.
The total number of Gecina shares traded between January 2 and December 31, 2019 on Euronext Paris was 28,214,361 (27,567,035 in 2018), with an average daily volume of 110,645 shares (108,106 in 2018). Over this period, the share price reached a high of €161.50 and a low of €110.60.

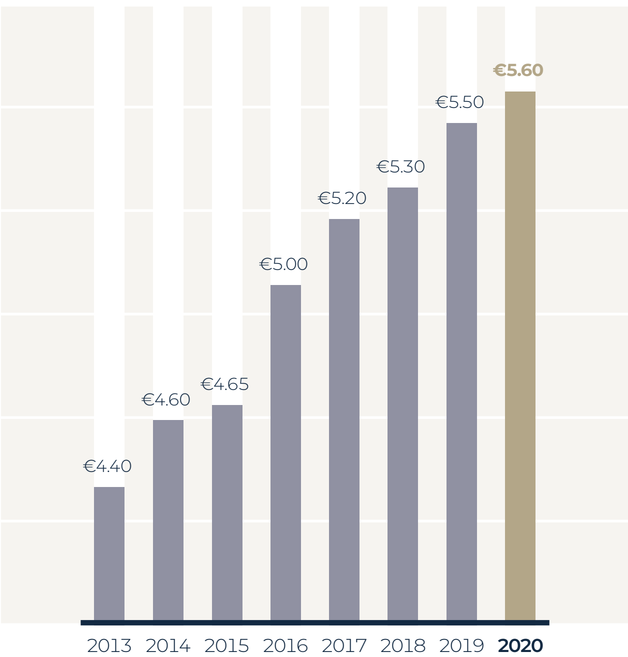
Performance over 4 years

Gecina vs. SBF 120, SIIC France and EPRA:
comparative performance in terms of total shareholder return (TSR) over 4 years (base = 100)



Among the various value-creation measurement indicators, Gecina selected total returns for shareholders, also known as Total Shareholder Return (TSR). This measurement indicator includes both the valuation of the security and income received in the form of dividends excluding taxes, on the basis of the share value at December 31, 2019. For example, since January 1, 2016, the total shareholder return offered by Gecina shares (+71.5%) has outperformed that of the SBF 120 (+45.8%) and the Euronext IEIF SIIC France index (+45.6%).

At December 31, 2019 and over a period of 10 years, the Total Shareholder Return (TSR) was +240% for Gecina shares compared with +131% for the SBF120 index dividends reinvested.



Dividends have grown continuously since 2013

As regards the payment of dividends to shareholders, Gecina conducts an attractive long-term policy. Payment is regular and, on average, up +3.9% annually since 2013.

In respect of 2019, a cash dividend of €5.60 per share will be proposed to the General Meeting of April 23, 2020.

For the 2019 dividend, an interim cash dividend of €2.80 will be paid on March 6, 2020, followed by the balance – also in cash – of €2.80 on July 3, 2020.

Our financial and non-financial figures

(in € million)	Change (%)	12/31/2019	12/31/2018
Gross rental income	**+1.8%**	**673.5**	**661.7**
Offices	+1.5%	548.2	540.0
Paris CBD & 5-6-7 – Offices	+0.5%	141.0	140.3
Paris CBD & 5-6-7 – Retail	+1.4%	36.8	36.3
Paris other	+20.9%	112.8	93.2
Western Crescent – La Défense	+11.3%	182.7	164.1
Other Paris Region	–12.5%	53.7	61.4
Other French regions/International	–52.6%	21.1	44.6
Traditional residential	+0.7%	105.7	104.9
Student residences	+16.7%	19.7	16.8
RECURRENT NET INCOME (GROUP SHARE)(1)	**+0.2%**	**438.2**	**437.2**
Value in block of property holding(2)	**+4.0%**	**20,051**	**19 270**
Office	+5.8%	16,485	15,575
Paris CBD & 5-6-7 – Offices	+9.1%	5,508	5,050
Paris CBD & 5-6-7 – Retail	+7.7%	1,632	1,515
Paris other	+12.4%	3,182	2,830
Western Crescent – La Défense	+4.7%	4,917	4,696
Other Paris Region	–23.9%	741	973
Other French regions/International	–1.2%	505	511
Residential	+4.2%	3,431	3,291
Hotels & financial lease	–66.5%	135	404
NET YIELD ON PROPERTY HOLDING(3)	**–18 bp**	**3.82%**	**4.00%**

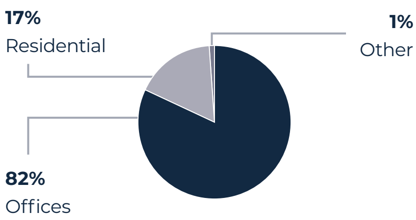
Data per share *(in € million)*	Change (%)	12/31/2019	12/31/2018
Recurrent net income (Group share)	**+0.3%**	**5.95**	**5.93**
EPRA diluted NAV(4)	+8.8%	175.8	161.6
EPRA NNNAV(4)	+7.4%	172.3	160.5
Net dividend(5	+1.8%	5.60	5.50

Number of shares	Change (%)	12/31/2019	12/31/2018
Comprising the share capital	+0.2%	76,410,260	76,266,750
Excluding treasury shares	–0.9%	73,451,222	74,126,324
Diluted number of shares excluding treasury shares	–1.0%	73,656,339	74,375,424
Average number of shares excluding treasury shares	–0.1%	73,644,338	73,709,602

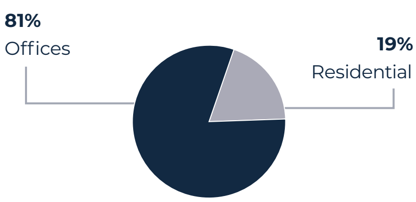
(1) EBITDA restated for net financial expenses, recurring tax, non-controlling interests, net income from equity-accounted investments and some extraordinary expenses. (2) See Note 1.3 Appraisal of property holdings. (3) Like-for-like basis 2019. (4) See Note 1.5 Net Asset Value.
(5) Dividend 2019 submitted for approval by General Meeting 2020.

Non-financial performance	Change (%)	12/31/2019	12/31/2018
Low Carbon: % reduction in CO_2 emissions/sq.m since 2008	–6.30%	–36%	–32%
Circular economy: accumulated tons of CO_2 avoided thanks to the reuse of materials at our developments	46.50%	416	284
Well-being: surface area (in sq.m) of certified buildings or in the process of obtaining WELL certification	4.40%	176,706	169,303
Biodiversity: surface area (in sq.m) of certified buildings or in the process of obtaining BiodiverCity® certification	20.90%	202,075	167,171
Certifications in operations: % of office surface area awarded HQE Exploitation or BREEAM In Use certification	24.10%	72%	58%

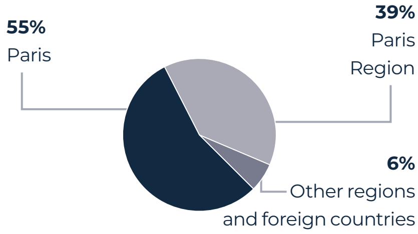
Property holding appraisal by business



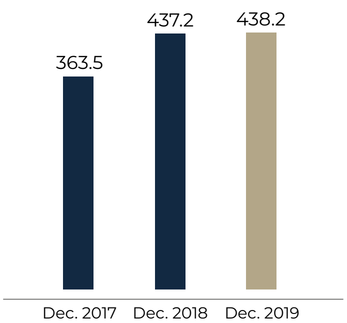
Breakdown of rental revenues by business



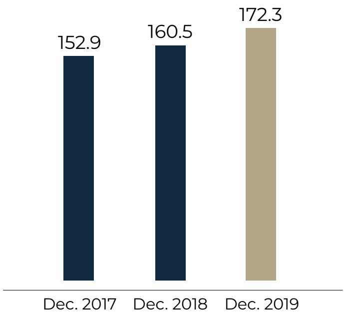
Geographic breakdown of rental revenues



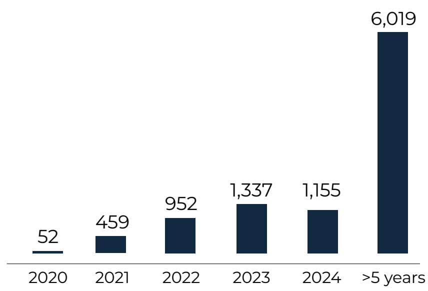
Net recurring income – Group share *(€ million)*



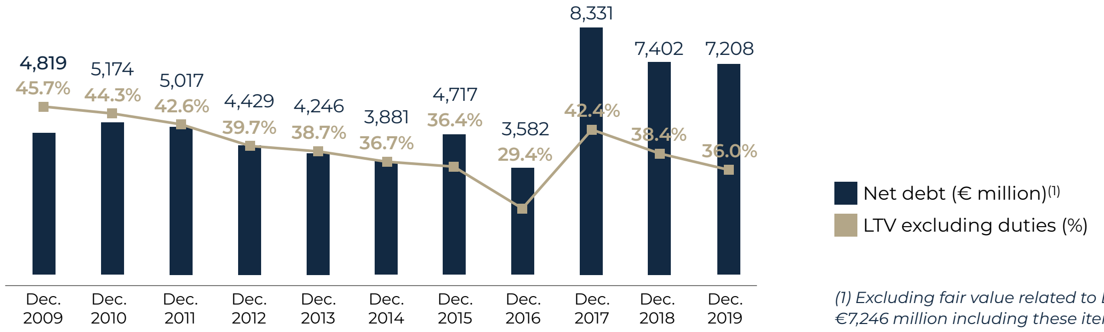
EPRA NNNAV *(€)*



Schedule of authorized financing (including unused credit lines and excluding commercial paper) *(€ million)*

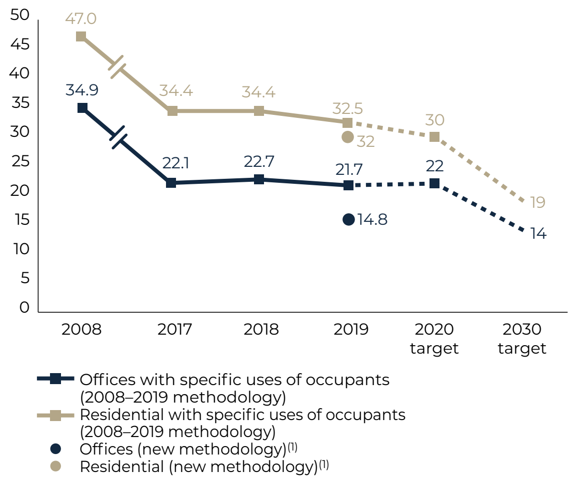


LTV ratio

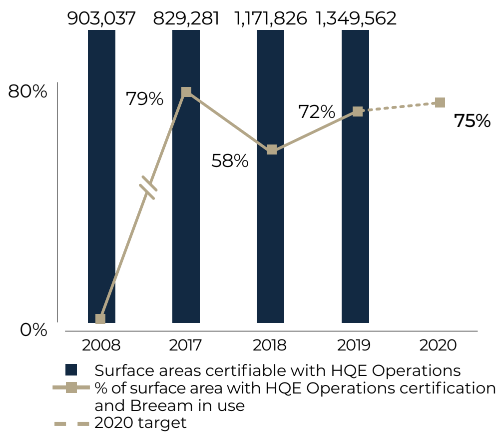


(1) Excluding fair value related to Eurosic's debt, €7,246 million including these items.

GHG emissions linked to buildings in operation *(in kgCO_2 per sq.m)*



Surface areas with HQE Operations/BREEAM in Use – Office certification



(1) In order to align the calculation of CO_2 emissions with market practices, and in accordance with the CSR auditor's recommendations, a new methodology for calculating greenhouse gas emissions is being implemented. This uses an average emission factor per energy in accordance with the Location Based method and takes into account the emissions avoided through the purchase of electricity of guaranteed renewable origin.

Balance sheet and income statement

Financial Statements

Simplified income and recurrent income statement

(in € million)	Change (%)	12/31/2019	12/31/2018
Gross rental income	**+1.8%**	**673.5**	**661.7**
Net rental income	**+1.9%**	**618.8**	**606.9**
Operating margin for other business	-24.1%	9.6	12.7
Services and other income	+55.6%	5.4	3.5
Overheads	+4.0%	(90.4)	(86.9)
EBITDA	**+1.4%**	**543.5**	**536.1**
Net financial expenses	+5.1%	(98.5)	(93.7)
Recurrent gross income	**+0.6%**	**445.0**	**442.4**
Recurrent net income from associates	-0.8%	1.5	1.5
Recurrent minority interests	+1.1%	(1.7)	(1.7)
Recurrent tax	+31.8%	(6.6)	(5.0)
RECURRENT NET INCOME (GROUP SHARE)[1]	**+0.2%**	**438.2**	**437.2**
Income from the disposal of assets	N/A	102.3	(11.5)
Change in value of properties	+77.5%	1,004.3	565.8
Real estate margin	-104.1%	0.4	(9.5)
Depreciation & impairment	-12.3%	(16.5)	(18.9)
Non-recurring elements	-61.0%	23.0	59.0
Change in value of derivatives and debts	+78.7%	(26.1)	(14.6)
Premium and costs paid on the repurchased bonds	N/A	(15.9)	0.0
Impacts of the business combination	N/A	0.0	(0.7)
Other	N/A	5.7	(2.0)
CONSOLIDATED NET INCOME (GROUP SHARE)	**+50.8%**	**1,515.3**	**1,005.0**

(1) EBITDA restated for net financial expenses. recurring tax non-controlling interests income from equity-accounted investments and some extraordinary expenses (agreement with CaixaBank costs related to carving out the residential business and the costs of reimbursing mortgage loans).

Consolidated balance sheet

Assets

(in € million)	12/31/2019	12/31/2018
Non-current assets	**19,244.7**	**18,669.5**
Investment properties	17,662.3	16,604.0
Buildings under reconstruction	1,055.1	1,508.1
Operating properties	86.0	66.9
Other tangible fixed assets	14.6	16.2
Goodwill	196.1	207.7
Intangible fixed assets	7.0	6.6
Financial receivables on finance leases	121.6	175.1
Financial fixed assets	25.8	27.2
Equity-accounted investments	51.4	48.4
Non-current derivatives	22.8	7.4
Deferred tax assets	1.9	1.9
Current assets	**1,210.1**	**1,039.5**
Properties for sale	928.8	649.8
Inventories	35.7	49.1
Trade receivables	77.4	110.7
Other receivables	111.2	175.0
Prepaid charges	19.2	23.1
Cash and cash equivalents	37.8	31.7
TOTAL ASSETS	**20,454.8**	**19,709.0**

Liabilities

(in € million)	12/31/2019	12/31/2018
Share capital	**12,726.6**	**11,751.2**
Capital	573.1	572.0
Additional paid-in capital	3,281.9	3,273.3
Consolidated reserves	7,329.0	6,871.5
Consolidated net income	1 515.3	1,005.0
Shareholders' equity (owners of the parent)	**12,699.2**	**11,721.8**
Non-controlling interests	27.4	29.4
Non-current liabilities	**5,487.7**	**5,425.4**
Non-current financial debt	5,398.6	5,382.7
Non-current lease obligations	50.5	0.0
Non-current derivatives	1.3	3.8
Deferred tax liabilities	1.7	5.8
Non-current provisions	35.7	33.1
Current liabilities	**2,240.5**	**2,532.4**
Current financial debt	1,884.9	2,103.9
Current derivatives	0.6	0.7
Security deposits	80.5	81.0
Trade payables	153.0	207.3
Current tax and social security liabilities	49.0	72.7
Other payables	72.6	66.8
TOTAL LIABILITIES	**20,454.8**	**19,709.0**

Our history

For 60 years, we have been anticipating and supporting urban change for the benefit of cities and their inhabitants.

Gecina's 60 years at Collège des Bernardins

2019

- Launch of the subsidiarization project of our residential portfolio.
- Launch and roll out of YouFirst, the customer relationship brand.

2018

- Bernard Carayon is appointed Chairman, replacing Bernard Michel.
- Sale of assets in the provinces from the Eurosic portfolio.
- First responsible credit agreements indexed to non-financial performance.

2017

- Méka Brunel is appointed as Chief Executive Officer.
- Acquisition of Eurosic.
- Gecina is the leading office real estate company in Europe in the GRESB ranking and the second largest in the world in DJSI's.
- Recognition of climate targets by the SBT.

2016

- Gecina files a public offer tender for Foncière de Paris, competing with the offer initiated by Eurosic. Eurosic acquires Foncière de Paris.
- Disposal of the healthcare portfolio.

2015

- Acquisition of the T1&B towers and the historic head office of the PSA Group, on Avenue de la Grande-Armée, from Ivanhoé Cambridge.
- Gecina is the first real estate company to be ISO 50001-certified by Afnor.

2014

- Ivanhoé Cambridge and Blackstone, acting in concert, acquire a 22.98% stake in Gecina.
- Disposal of the Beaugrenelle shopping center.
- Sale by Metrovacesa of all its shares (26.74%) to institutional investors, including Blackstone and Ivanhoé Cambridge, Crédit Agricole Assurances and Norges Bank.

2013

- Philippe Depoux is appointed CEO.
- Disposal of the hotels property portfolio.

2012

- “Newside” is the first building to obtain triple certification (HQE™, LEED® and BREEAM®).
- Disposal of the logistics property portfolio.
- The “96-104” building in Neuilly-sur-Seine is the first building to obtain the BBC (low-energy building) label.

2011

- Bernard Michel is appointed as Chairman and Chief Executive Officer.
- Inclusion in the STOXX Global ESG Leaders index.

2010

- Bernard Michel is appointed Chairman to replace Joaquín Rivero.
- Inclusion in the FTSE4Good and DJSI indices.

2009

- Christophe Clamageran appointed as Chief Executive Officer.
- Launch of a mandatory public offer on Gecimed through which Gecina obtains 98.5% of the share capital.
- Definitive waiving of the Separation Agreement.
- The “Mercure” building is the first HQE™ Operations certified building.

2008

- Launch of the Corporate Foundation.
- Launch of “Campuséa”, the student residences brand.

2007

- Signing of a Separation Agreement among Metrovacesa shareholders.
- On completion of the first phase of this Separation Agreement, Metrovacesa holds only a 27% stake in Gecina, Mr. Rivero 16% and Mr. Soler 15%.
- Creation of an energy/carbon mapping of all the property assets.

2006

- Public tender offer on Sofco, which becomes Gecimed, and purchase of 28 clinics from Générale de Santé.

2005

- After a public tender offer, Metrovacesa holds 68.54% of Gecina’s share capital.
- Joaquín Rivero is appointed Chairman of Gecina at the General Meeting.
- First investments in new types of assets, hotel properties and logistics.

Vendredi Solidaire

- The “Cristallin” building in Boulogne is the first HQE™ Construction certified building.

2003

- Gecina adopts the status of a Société d’Investissement Immobilier Cotée (SIIC) (Listed Real Estate Investment Trust).
- Gecina absorbs Simco.
- Creation of the Risk Management and Sustainable Development Function.

2002

- Acquisition of Simco, a real estate company, which had previously acquired Compagnie Immobilière de La Plaine Monceau (founded in 1878) and Société des Immeubles de France (founded in 1879).

1999

- Gecina absorbs Sefimeg (which holds Fourmi Immobilière founded in 1879) followed by Immobilière Batibail.

1998

- GFC absorbs UIF and acquires Foncière Vendôme. GFC becomes Gecina.

1997

- GFC acquires Foncina.

1991

- GFC absorbs GFII.

1963

- Listing of GFC on the Paris Stock Market.

1959

- Foundation of Groupement pour le Financement de la Construction (GFC).

PHOTO CREDITS

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PHOTO CAPTIONS

p.3. From left to right: 2020 Convention at Musée des Arts Forains / 16 rue des Capucines, Paris / Ibox - 5/9 rue Van Gogh, Paris. **p.8-9.** From left to right: YouFirst Collaborative - 159 Avenue Charles de Gaulle, Neuilly-sur-Seine / 16 rue des Capucines, Paris / Le Cristallin, Boulogne-sur-Seine. / YouFirst Collaborative - 159 Avenue Charles de Gaulle, Neuilly-sur-Seine. **p.20-21.** From left to right: 101, avenue des Champs-Élysées, Paris / 16 rue des Capucines, Paris / 16 rue des Capucines, Paris. **p.30-31.** From left to right: Tour T1 & B, La Défense / 16 rue des Capucines, Paris / 16 rue des Capucines, Paris /16 rue des Capucines, Paris

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