

MILLÉNAIRE
(19th district of Paris; Aubervilliers, Seine-Saint-Denis)

ICADE
Building for every future

INVESTOR DAY

Monday, November 26, 2018

AGENDA



1. Introduction

2. Office Portfolio

Spotlight on the development pipeline and the Portes de Paris business park

3. Healthcare Real Estate

Heading towards international markets

4. Property Development

Revenue potential

5. Key financial stakes

6. Conclusion





1.

INTRODUCTION

INTRODUCTION

Icade **in line to deliver 2018 targets**

Positive market conditions that will support the company's performance in the medium term

2019-2022 Plan, announced in July, oriented **towards continued profitable growth**

Icade's new roadmap
unanimously supported by the Board of Directors



NEW 2019–2022 PLAN: FOUR PILLARS...

1

Leader in the Greater Paris office market and major cities outside Paris

2

European leader in healthcare real estate

3

Key player in the French property development market

4

Best-in-class player in terms of CSR & Innovation and new real estate services

DELIVERING ATTRACTIVE YIELDS & VALUE CREATION

... WITH CLEAR PRIORITIES

Office Portfolio:

focus on **development pipeline** and **asset rotation**

Healthcare Real Estate: diversification into the nursing home segment,
international expansion and **liquidity by 2020/2022**

Property Development:

global player, limited exposure and attractive profitability

Delivering consistently attractive yields & value creation

2.

OFFICE PORTFOLIO

Spotlight on the development pipeline
and the Portes de Paris business park

OFFICES: FAVOURABLE MARKET CONDITIONS

Robust occupier demand in the Paris region ⁽¹⁾

- **1.9 million sq.m** taken up since the beginning of 2018, up **6%** from 2017
- Immediate supply below **3m sq.m** (**-15%** YoY)
- Scarcity of new office space: only **13%** of availability with half of the space under construction already pre-let
- Paris market under pressure: **2%** vacancy and future supply becoming more limited

The 6 major cities outside Paris continue to be attractive markets ⁽²⁾

- Leasing activity up **11%** in 9M 2018 vs. 9M 2017, driven by Lyon and Lille
- One-year supply down **2%** from Q3 2017 due to the absorption of second-hand office space (**-4%**)
- Differential with the Paris CBD prime yield down **90 bps** on average since 2015

Investment volumes still substantial in 2018

- **€18.3bn** invested in 9M 2018, i.e. **25%** more than 9M 2017: **€28bn** expected for the full year
- **35%** of acquisitions made by foreign buyers (vs. **26%** in 2017, strong activity from French “SCPI” funds that year)
- Prime yields at their lowest level, with **3.0%** for Paris CBD

A FAVOURABLE MARKET
FOR OUR PROJECTS
UNDER DEVELOPMENT

GROWING MARKETS
IN MAJOR CITIES
OUTSIDE PARIS

A LIQUID
OFFICE MARKET
IN FRANCE

MARKET WELL ORIENTED FOR 2019
GDP GROWTH **+1.7%** ⁽³⁾ – OCCUPIER DEMAND HOLDING UP – ONLY SLIGHT INCREASE IN 10Y GOV. BOND YIELDS ⁽³⁾



Sources: (1) IMMOSTAT, JLL

(2) BNP data for Q1 2018 for the 6 largest French cities outside Paris

(3) Oxford Economics

DEVELOPMENT PIPELINE: ACCELERATION & SUSTAINED COMPLETION PACE

<i>As of 09/30/2018</i> ⁽¹⁾	PROJECTS STARTED	OFF-PLAN PROJECTS	PROJECTS NOT COMMITTED	TOTAL PIPELINE
Number of projects	12	7	4	23
Investment amount ⁽²⁾	€1,378m	€443m	€337m	€2,159m
Floor area	238,100 sq.m	97,000 sq.m	75,300 sq.m	410,300 sq.m
Expected rental income (annualised)	€84m	€27m	€24m	€136m
Yield on cost based on fair value ⁽³⁾	6.1%	6.0%	7.1%	6.2%

Projects completed since 2015 have shown an average financial occupancy rate of **90%** ⁽⁵⁾ at completion

- A PIPELINE OF **€2.2bn** OF INVESTMENTS, INCLUDING **€1.4bn** FOR THE **12** LAUNCHED PROJECTS, AND **€0.4bn** FOR THE **7** ONGOING OFF-PLAN PROJECTS, REPRESENTING **€136m** OF POTENTIAL RENTAL INCOME
- DEVELOPMENT RISK PREMIUM: **180** bps (**6.2%** - **4.4%** (market-based capitalisation rate))
- PROJECTS STARTED: **20%** OF THE PORTFOLIO'S FAIR VALUE IN Q3 2018 ⁽⁴⁾ (VS. **5%** IN 2015)

Notes: on a 100% basis

(1) Includes identified projects on secured plots of land, which have started or will start within 24 months – Includes off-plan acquisitions – On a 100% basis

(2) Total investment includes the fair value of land (or building), cost of works, lease incentives and finance costs.

For off-plan projects, the investment amount is the acquisition price including transfer taxes

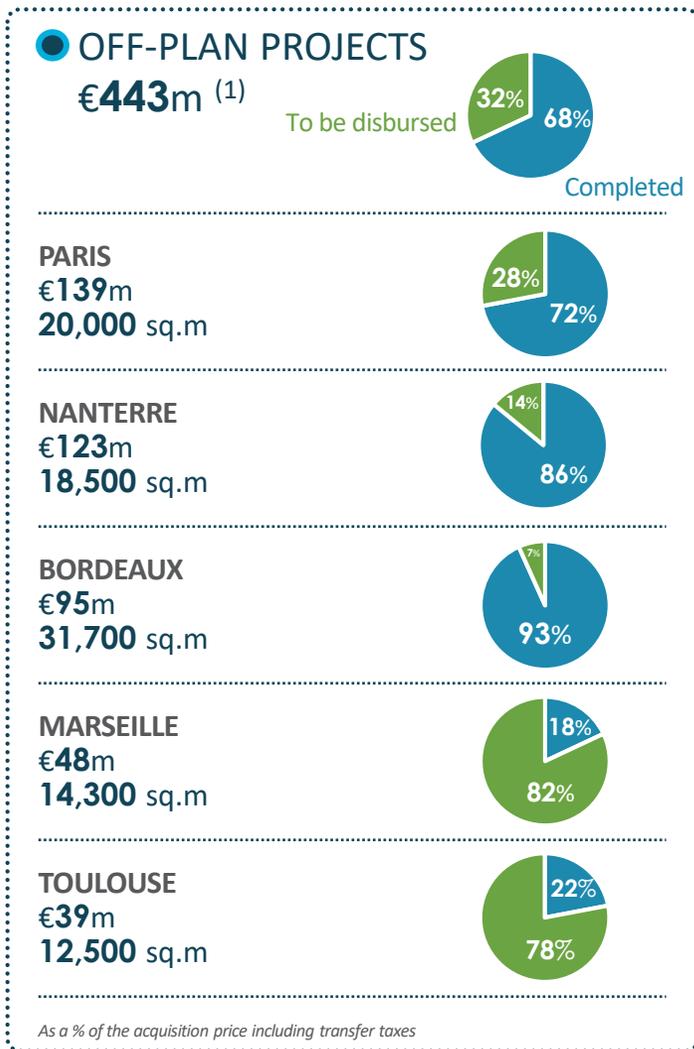
(3) YoC = headline rental income / cost of the project as approved by Icade's governance bodies. This cost includes the fair value of the asset, cost of works, carrying costs and any lease incentives. For off-plan projects, this is the net initial yield

(4) Including off-plan projects, as a % of fair value as of 06/30/2018

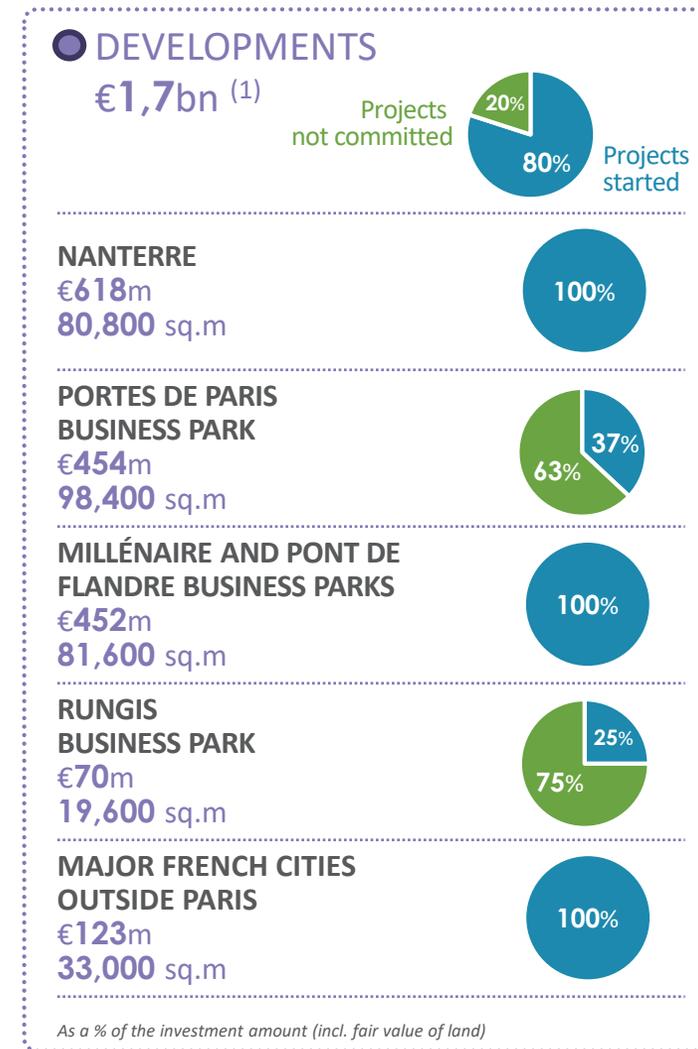
(5) Before any rent guarantees



A PIPELINE FOCUSED ON THE HEART OF THE GREATER PARIS AREA (86%)



- AN OFFICE PIPELINE OF **€2.2BN**
- LAUNCHED PROJECTS **45%** ⁽²⁾ PRE-LET



Notes: on a 100% basis

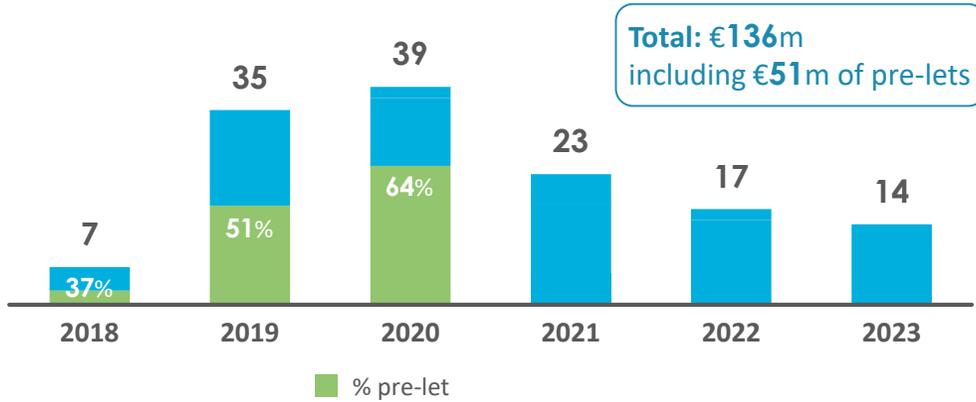
(1) Total investment includes the fair value of the asset, cost of works, lease incentives and finance costs. For off-plan projects, this is the acquisition price including transfer taxes

(2) % of floor space

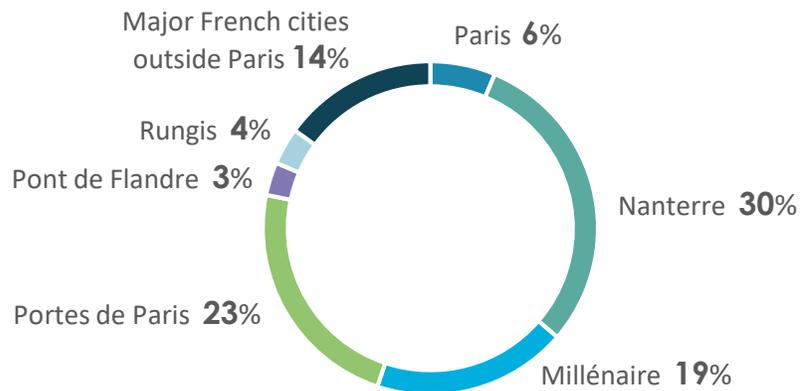
FUTURE RENTS AND VALUE CREATION

EXPECTED ADDITIONAL RENTAL INCOME

(Headline, annualised, in €m)



EXPECTED ADDITIONAL RENTAL INCOME, BY GEOGRAPHY (%) (UNTIL 2023)



REALISING THE VALUE CREATION POTENTIAL FROM THE DEVELOPMENT PIPELINE



- €51M OF FUTURE RENTAL INCOME SECURED BY PRE-LETS
- VALUE CREATION ESTIMATED AT €0.6bn OF WHICH €0.2bn INCLUDED IN THE NNNAV⁽¹⁾



Note: on a 100% basis
 (1) As of 06/30/2018
 (2) 30% capex invested to date



PORTES DE PARIS BUSINESS PARK & MILLÉNAIRE DEVELOPMENT IS SPEEDING UP

A FAVOURABLE MARKET WHICH WILL BENEFIT FROM GRAND PARIS EXPRESS AND THE PARIS 2024 OLYMPIC GAMES

Unique land bank totalling **580,000** sq.m on the doorstep of Paris offering development opportunities, following the example of the Millénaire area

Transport links:
M12, RER E, T3bis

Presence in 3 municipalities:
Paris, Aubervilliers and Saint-Denis

430,000 sq.m built
(offices, warehouses, wholesalers, TV studios)

Value of **over €1.8bn**

Occupancy rate of **over 95%**



EXISTING

- Main transport hubs
- Metro lines
- Tram lines
- Regional Express Network (RER) lines

PLANNED

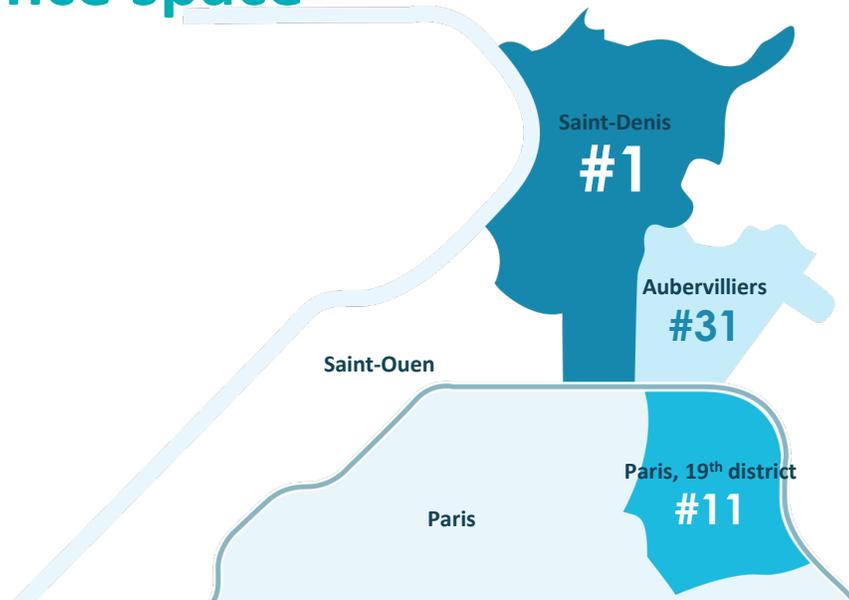
- Main Olympic sites
- Infrastructure to be completed by 2024

*Note: data excluding the Mauvin and Pont de Flandre business parks
(1) Excluding shopping centre*



A BUOYANT MARKET

An area which has seen very significant levels of new office space



#1 Saint-Denis
Town that has seen the largest volume of new space in the Paris region for the past 15 years **(+528,000 sq.m)**

Size of the office stock
1,265,000 sq.m
End of 2017

#11 Paris, 19th district
Market boosted by Paris's "major urban regeneration projects" **(+265,000 sq.m)**

808,000 sq.m
End of 2017

#31 Aubervilliers
A moderate increase driven by Icade's projects **(+78,000 sq.m)**

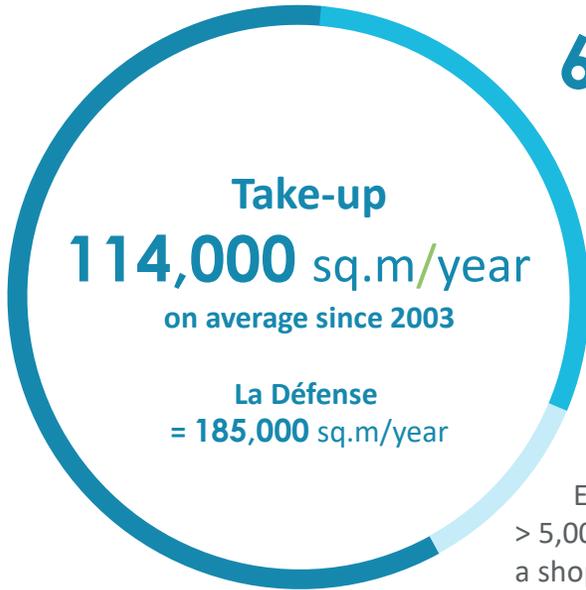
321,300 sq.m
End of 2017

A WELL-ESTABLISHED & RECOGNISED OFFICE AREA



ROBUST LEASING ACTIVITY

ENDURING OCCUPIER DEMAND DRIVEN BY NEW SUPPLY AND TRANSPORT INFRASTRUCTURE



60% in Saint-Denis
as development zones (ZAC) are completed

Number of transactions
> 5,000 sq.m

>40

30% in the 19th district of Paris **20** of which **11**
with a sharp acceleration after 2008
(from 20,000 to 40,000 sq.m/year)
in the Millénaire
and Pont de Flandre
business parks

10% in Aubervilliers
Emergence after 2010 of deals
> 5,000 sq.m with the construction of
a shopping centre and line 12

5 of which **3**
within the
Portes de Paris
business park

CONSISTENTLY DECLINING VACANCY REFLECTING THE EMERGENCE OF A NEW URBAN AREA

Vacancy rate
12.5% in 2003
6% mid-2018

Saint-Denis
Increased market
depth reducing the
proportion of
available space

20% in 2003
9% mid-2018

**Paris,
19th district**
Vacancies have been
limited since 2016 as
urban regeneration
projects came to end

10% in 2008
1% mid-2018

Aubervilliers
Better control over
development projects
thanks to Icade's
dominant role in the
area's urban
development

19% in 2006
5% ⁽¹⁾ mid-2018

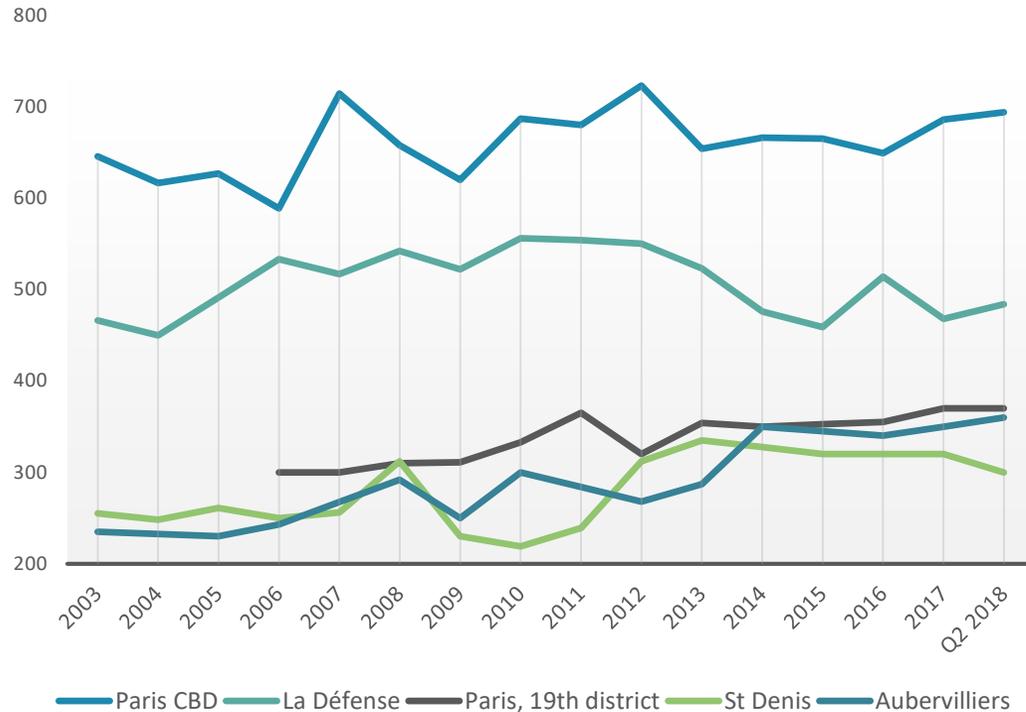
ICADE - A KEY PLAYER IN THIS MARKET



Sources: MBE, ImmoStat
Note: (1) Excluding Tour la Villette from 2017 (being converted)

RENTAL VALUES ARE STRENGTHENING

(in €/sq.m)



Paris, 19th district

€370/sq.m

+€70/sq.m
(€300/sq.m in 2006)

Near-continuous growth in the 19th district of Paris for new and second-hand offices

Saint-Denis

€300/sq.m

+€45/sq.m
(€255/sq.m in 2003)

Saint-Denis rose above €250/sq.m in 2008, and since 2012 rents have remained above €300/sq.m

Aubervilliers

€300-350/sq.m

+€65 to €115/sq.m
(€235/sq.m in 2003)

In Aubervilliers, Icade creates the market with rents of up to €300–350/sq.m in new assets

RENTS REMAIN ATTRACTIVE
AND PUSH UP THE VALUE OF ICADE'S PORTFOLIO



Source: MBE

A VERY ACTIVE INVESTMENT MARKET



Property values have strongly increased in this area

8 office transactions/year on average for an average amount of €500m ⁽¹⁾

€330m/year on average in Saint-Denis

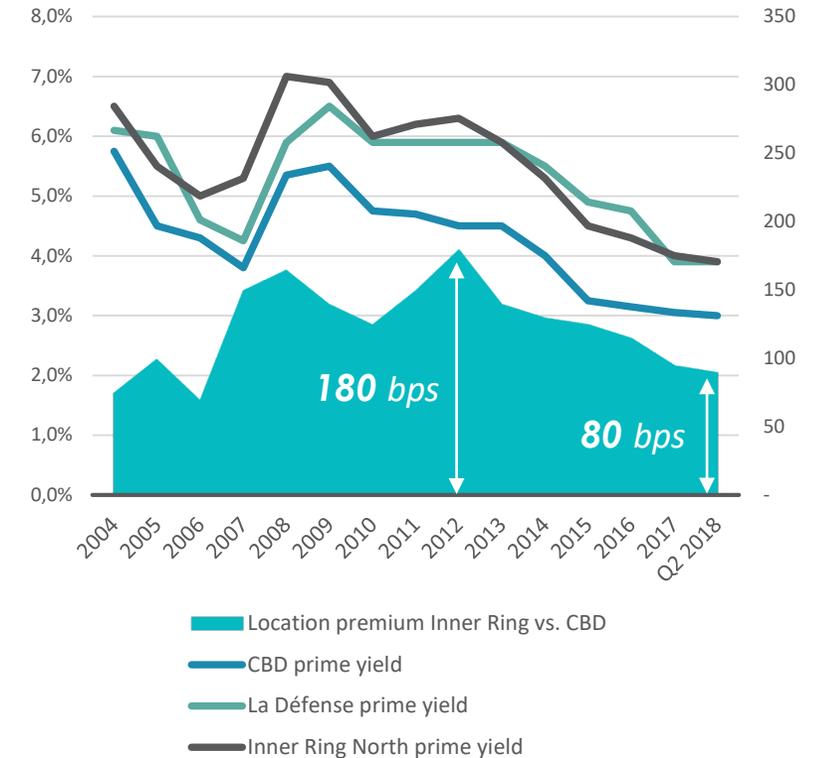
Transaction volumes sharply up in the 19th district of Paris after 2008
About 15 buildings, including Millénaire 3 in 2012 (sold to its occupier) and Millénaire 2 sold to DEKA in 2015

Average prices per sq.m

€5,823/sq.m mid-2018 for the 18/19/20th districts of Paris

€5,683/sq.m mid-2018 in Inner Ring North

PRIME YIELDS AND LOCATION PREMIUM IN INNER RING NORTH



SIGNIFICANTLY IMPROVED LIQUIDITY FOR ICADE'S ASSETS AND UPSIDE POTENTIAL FOR VALUES PER SQ.M

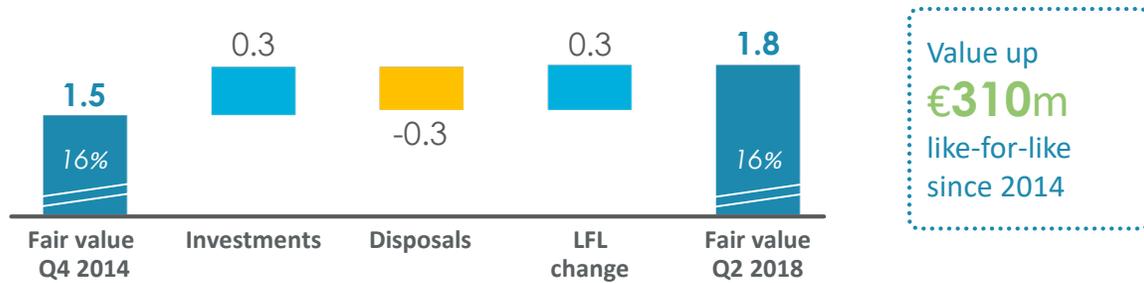


Sources: MBE, BNP Paribas Real Estate, CBRE
Note: (1) Saint-Denis, Aubervilliers and the 18/19/20th districts of Paris in 2003-2017

POSITIVE OPERATIONAL INDICATORS

CONSTANT INCREASE IN FAIR VALUE SINCE 2014

(in €bn and as a % of the portfolio on a Group share basis)

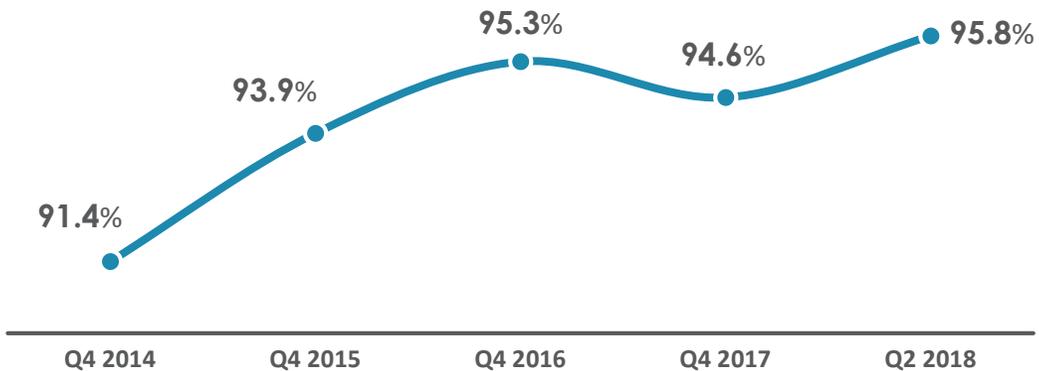


ANNUALISED RENTAL INCOME ON THE RISE SINCE 2014

(in €m)

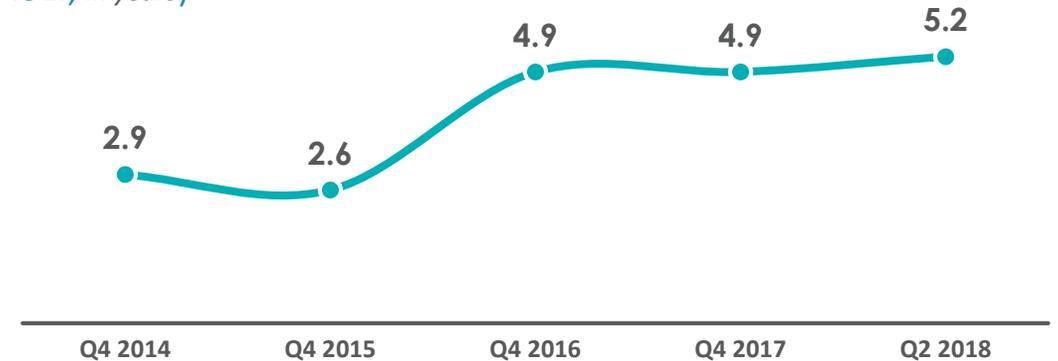


SIGNIFICANT IMPROVEMENT IN THE FINANCIAL OCCUPANCY RATE



SUSTAINED INCREASE IN THE WEIGHTED AVERAGE UNEXPIRED LEASE TERM

(WAULT, in years)



OUR DEVELOPMENT AMBITIONS SUPPORTED BY THE POSITIVE TREND IN THESE INDICATORS



Note: data as of 06/30/2018

AN ALREADY SUBSTANTIAL DEVELOPMENT PIPELINE

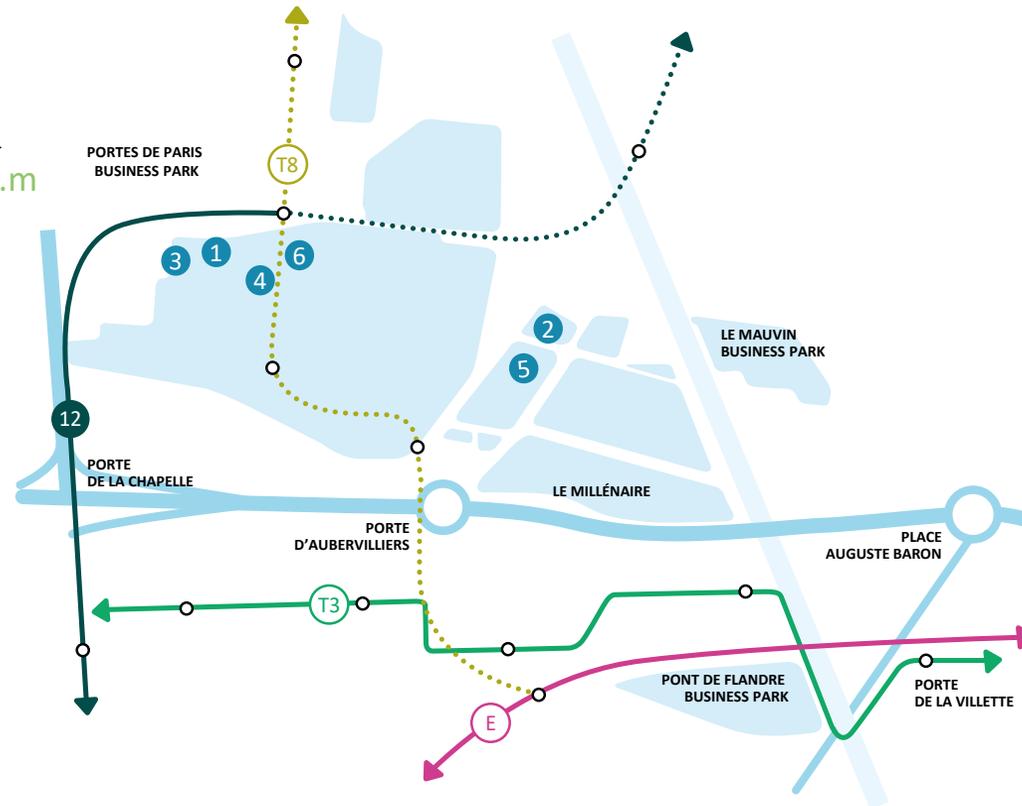
Pipeline (launched and secured projects)

- Floor area on completion **167,000 sq.m**
- Total investment **€0.8bn**
 - including to be invested ⁽¹⁾ **€0.6bn**
- Value on completion **€1.2bn**
- Expected rent **€56m**
- Yield on cost **7.1%**



Block B32

Block B2



Pulse project



Pôle Numérique project



Projects (completion date)

- | | | |
|---|----------------|---------|
| 1 | Pulse | Q1 2019 |
| 2 | Block B32 | Q1 2021 |
| 3 | Pôle Numérique | Q1 2021 |
| 4 | Block D | Q2 2021 |
| 5 | Block B2 | Q2 2022 |
| 6 | Block C1 | Q2 2023 |

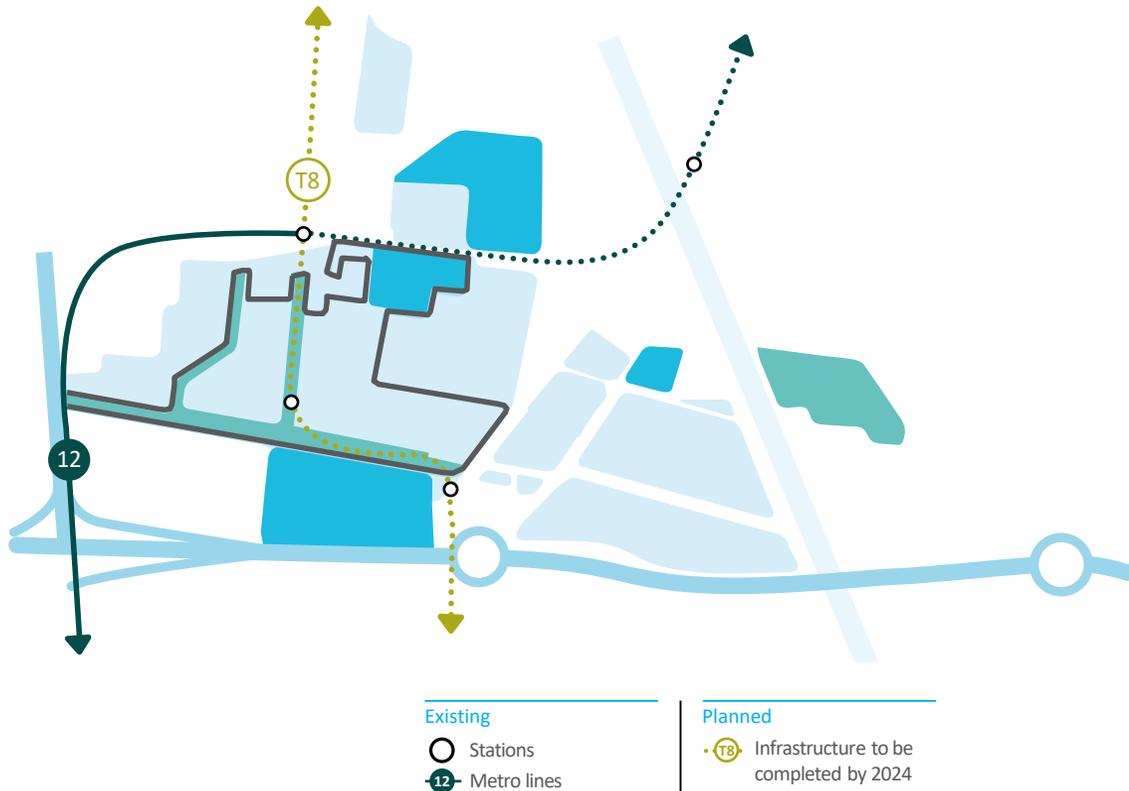
EXISTING

- Stations
- 12 Metro lines
- T3 Tram lines
- E Regional Express Network (RER) lines

PLANNED

- T8 Infrastructure to be completed by 2024

BEYOND THE DEVELOPMENT PIPELINE, A SIGNIFICANT POTENTIAL THROUGH OUR LAND BANK



350,000 sq.m ⁽¹⁾
available land bank

Between **30,000 sq.m** and **50,000 sq.m**
to be developed per year

IN SUMMARY: PORTES DE PARIS BUSINESS PARK, A KEY STAKE FOR ICADE

A core asset for Icade (€1.8bn ⁽¹⁾)
in a dynamic and favourable market,
sought-after by companies

A strong development
potential
and a proven track
record for Icade

An asset fully aligned
with Icade's strategy:
leading office property
player in Greater Paris

Projects developed in
consultation with
local authorities
(30,000 to 50,000 sq.m
to be developed each
year ⁽²⁾)

167,000 sq.m
being developed to date
€340m of value creation
remains to be captured

A SUBSTANTIAL VALUE CREATION POTENTIAL IN THE PORTES DE PARIS BUSINESS PARK

Notes: (1) 16% of Icade's portfolio on a Group share basis
(2) In addition to the development pipeline to date



2019-2022: PRIORITIES FOR OFFICE INVESTMENT

Market leader in office real estate in prime Greater Paris locations and major cities outside Paris

Focus on **growth** and **value creation** potential

Faster development and/or commercialisation of the **land bank**

Opportunistic asset rotation

Increased **selectivity** of portfolio assets



B32 PROJECT (Aubervilliers)



INSTITUT DE LA MAIN
NANTES - ATLANTIQUE

ELSAN
SANTÉ ATLANTIQUE

3.

HEALTHCARE REAL ESTATE

Heading towards international markets

ICADE

“MY HEALTH 2022” —THE FRENCH GOVERNMENT’S HEALTH PLAN

- Prevention
- Access to care
- Breaking down barriers to modern healthcare (for physicians in private practice, public/private)

5 focus areas

- Quality and relevance of care pathways
- Financing methods / remuneration and control (updated medical activity-based payment system → care pathways)
- Digitalisation (telemedicine, patient medical records, etc.)
- Training and quality of life at work
- Regional organisation of healthcare (primary care, emergency services, outpatient care)

- A PLAN WHICH GIVES HOSPITAL OPERATORS GREATER VISIBILITY
- NATIONAL HEALTHCARE SUBVENTIONS INCREASED BY **0.2% TO 2.5%**
- A MORE FAVOURABLE TREND IN FEES



Agnès Buzyn
*Minister for Solidarity
and Health*

- Financing ensured by Assurance Maladie (national health insurance) through government-set fees for hospitals
- Number of inpatient beds down slightly in 2017 for acute care (MSO) (-1.7%) unlike outpatient places which were up **56%** in 2017 with a target of **70%** by 2020

HEALTHCARE REAL ESTATE: FAVOURABLE MARKET CONDITIONS

Positive underlying trends in France and Europe

- Rising concentration among French private operators in the healthcare sector (e.g. RGDS's takeover bid for Capiro)
- Industry consolidation expected in Germany, Italy and Spain, similar to industry changes in France driven mainly by French players

Investments driven by the nursing home segment in France

- Pipeline of new construction in the medical-social sector, as seen by the development partnerships with Korian
- GDP Vendôme portfolio in Q2 (Axa IM) and Résidalya portfolio in Q3 (Icade Santé) = **73%** of the **€600m** invested in healthcare properties
- Net initial yields stabilised following a sharp compression: acute care (MSO) prime yields **5.30%** and nursing homes prime yields **4.50%**

A European market driven by large-scale deals

- **2** deals > **€500m** in Germany (**Medical Properties Trust** and 30 nursing homes acquired by Deutsche Wohnen)
- Icade Santé makes its first international move with a memorandum of understanding for the acquisition of **7** nursing homes to be built in Italy for **€112m**

**A RESILIENT,
LONG-TERM
ASSET CLASS**

**DIVERSIFICATION
BOLSTERS
OUR FUTURE
GROWTH DRIVERS**

**A GENUINE ASSET CLASS AND
REAL ESTATE INVESTORS EAGER TO EXPAND ABROAD**

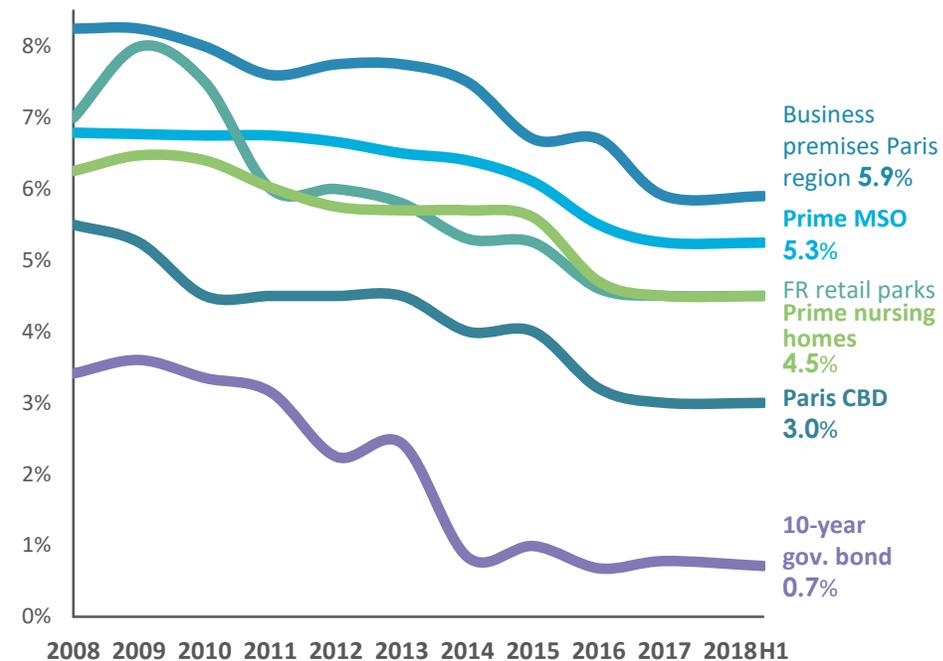


ICADE SANTÉ, THE LEADER IN HEALTHCARE REAL ESTATE IN FRANCE

INVESTORS	PORTFOLIO ESTIMATED AS OF 12/31/2017	SEGMENT	COUNTRY	SHARE OF NURSING HOMES IN FRANCE
	€4.4bn as of 09/30/2018	Healthcare and medical-social	France	0% (4.2% 09/2018)
	€2.2bn in France (≈ €5.2bn estimated including 50% in Germany following the latest acquisitions abroad)	Healthcare and medical-social	France, Germany, Italy, Ireland, Spain	50%
	≈ €0.5bn in France	Healthcare and medical-social	France	>50%
	€0.4bn in France (≈ €1.8bn including international) - after latest acquisitions	Medical-social	France, Belgium, the Netherlands, Germany	68%
	≈ €0.2bn in France	Healthcare and medical-social	France	≈ 75%

The premium over French 10-year government bonds and other asset classes remains attractive

As of 06/30/2018



ICADE SANTÉ'S PORTFOLIO AS OF SEPTEMBER 30, 2018

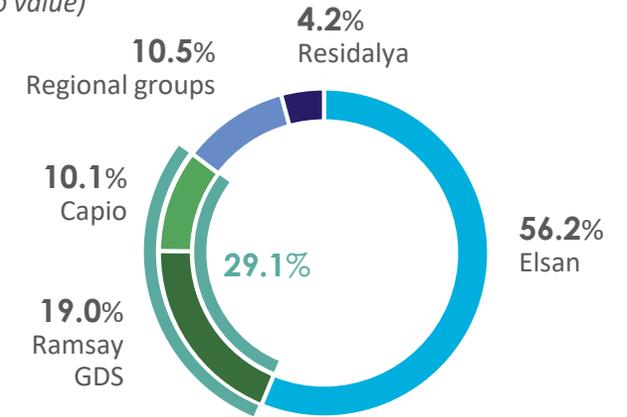
115 facilities owned by Icade Santé – **11** partner operators
 Portfolio value: **€4.4bn** excluding duties – **100%** occupancy



Notes: (1) MSO: Medicine, Surgery, Obstetrics
 (2) PAC: Post-Acute Care
 (3) MHE: Mental Health Establishments

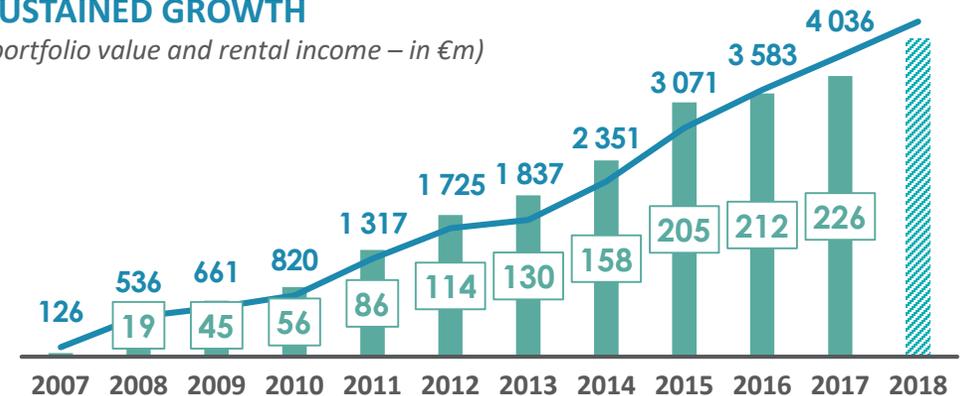
BREAKDOWN BY OPERATOR AS OF SEPTEMBER 30, 2018

(as a % of portfolio value)



SUSTAINED GROWTH

(portfolio value and rental income – in €m)



AVERAGE REMAINING LEASE TERM: **7.6** years

2018 HIGHLIGHTS



Nursing homes - Gheron Group - Veneto (Italy)



Résidalya – Valmy (Dijon, France)

Continued diversification, strengthened market leadership in France

- First nursing home acquisition in July: **14 nursing homes for €189m**, operated by Résidalya
- Acquisition of a post-acute care (PAC) facility in Montévrain for **€18.3m**, operated by Ramsay GDS

3 completed HQE-certified facilities as new growth drivers

- Reims-Bezannes Polyclinic in Courlancy - **€76m excl. taxes**
- First phase of the Atlantique medical hub (Bromélia) in Saint-Herblain for Elsan – total: **€75m incl. taxes**
- Croix du Sud private hospital in Quint-Fonsegrives (Toulouse) for Capiro – **€81m excl. taxes**

First acquisition of 7 nursing homes in Italy and partnerships forged with GHERON and NUMERIA (€112m)

- **CSR: all new development projects HQE-certified**
- **Innovation in support of our partners**



COMPLETED IN 2018: KEY GROWTH DRIVERS

Atlantique medical hub – ELSAN
Saint-Herblain (Loire-Atlantique)



€75m investment incl. taxes

Croix du Sud private hospital – CAPIO
Quint-Fonsegrives (Haute-Garonne)



€81m investment excl. taxes

Reims-Bézannes Polyclinic – COURLANCY
Bezannes (Marne)



€76m investment excl. taxes

Additional rental income: **over €15m** excl. taxes for the full year 2019

DIVERSIFICATION INTO NURSING HOMES

For its first sale-and-leaseback transaction, Résidalya chose Icade Santé



The operator's motivation *Résidalya*

Résidalya, a recognised name in the nursing home sector in France and owner of all its assets, was looking to continue its expansion

Strategy

Sale-and-leaseback transactions

First project:

- **09/2017:** call for tenders for the sale of **14 nursing homes**
- **01/2018:** Icade Santé won the project contract

Modern, high-quality facilities, located throughout France

Icade Santé's achievements



- Acquisition of a real estate company that owns **14 companies** which each own a nursing home
- A portfolio with a total floor area of **62,860 sq.m** and **1,260 beds**
- Signing new **12-year** leases with no break options with those **14 operators**

Icade Santé's investment:
€189m incl. duties

.....
MEDIUM-TERM GOAL:
10% OF THE PORTFOLIO
.....



GOALS AND POTENTIAL EXPANSION OVER 5 YEARS IN FRANCE

Consolidating Icade Santé's position as the leading healthcare REIT in France



Continue investments in the nursing home sector

- Ramp up partnerships with French operators (KORIAN, Résidalya, etc.)
- Diversification accounting for up to **10%** of the portfolio in France



Capitalise on its leading position

- Seize acute care (MSO) opportunities (development projects and sale-and-leaseback transactions)
- **Over €1bn** in investments expected over 5 years



Reinforce partnerships

- Given the concentration of healthcare operators, need to forge stronger ties to anticipate and secure lease renewals

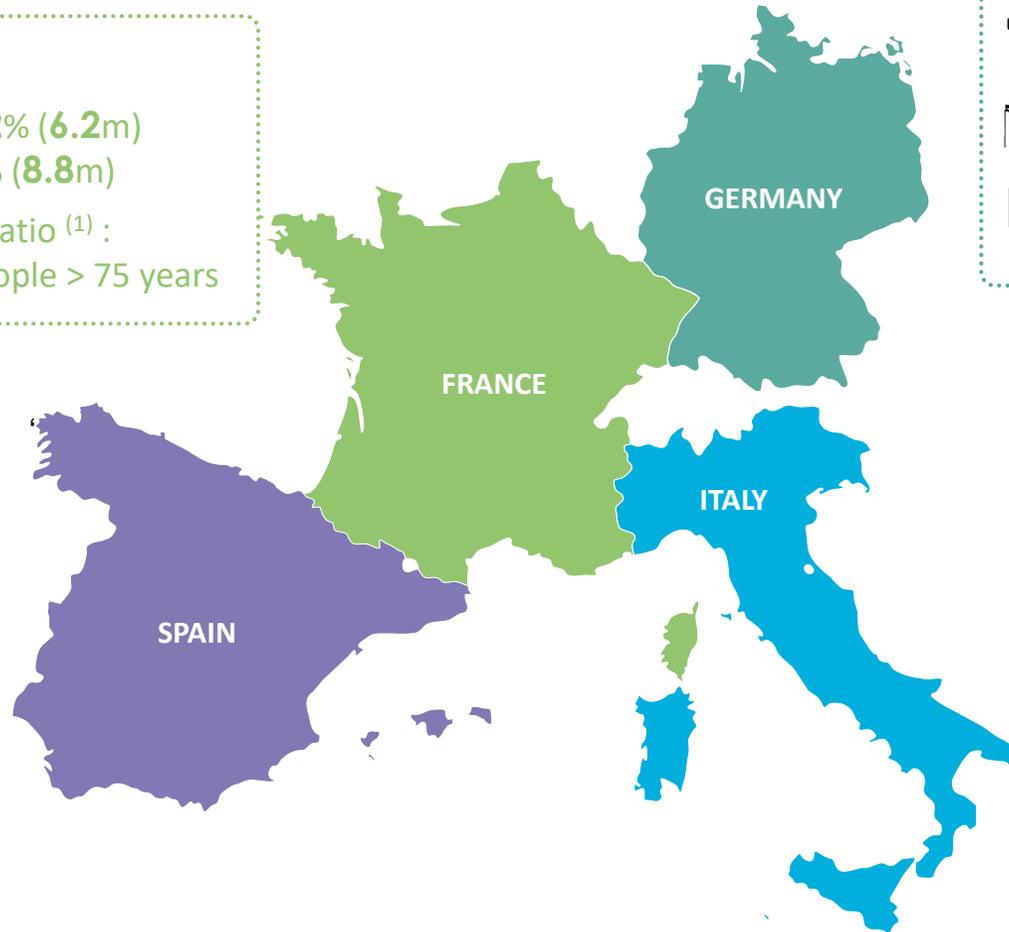
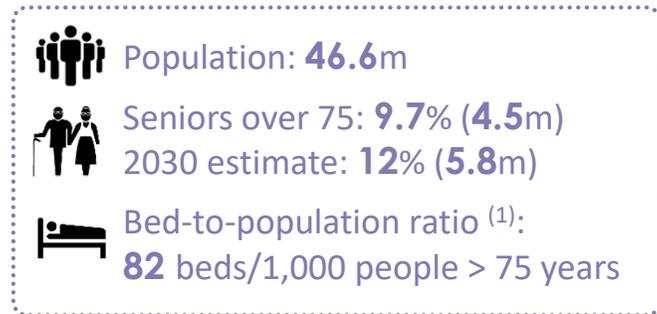


Design tomorrow's healthcare facilities

- Expand our offering for our partner healthcare operators
- Ensure the continued existence of the assets by taking part in their modernisation

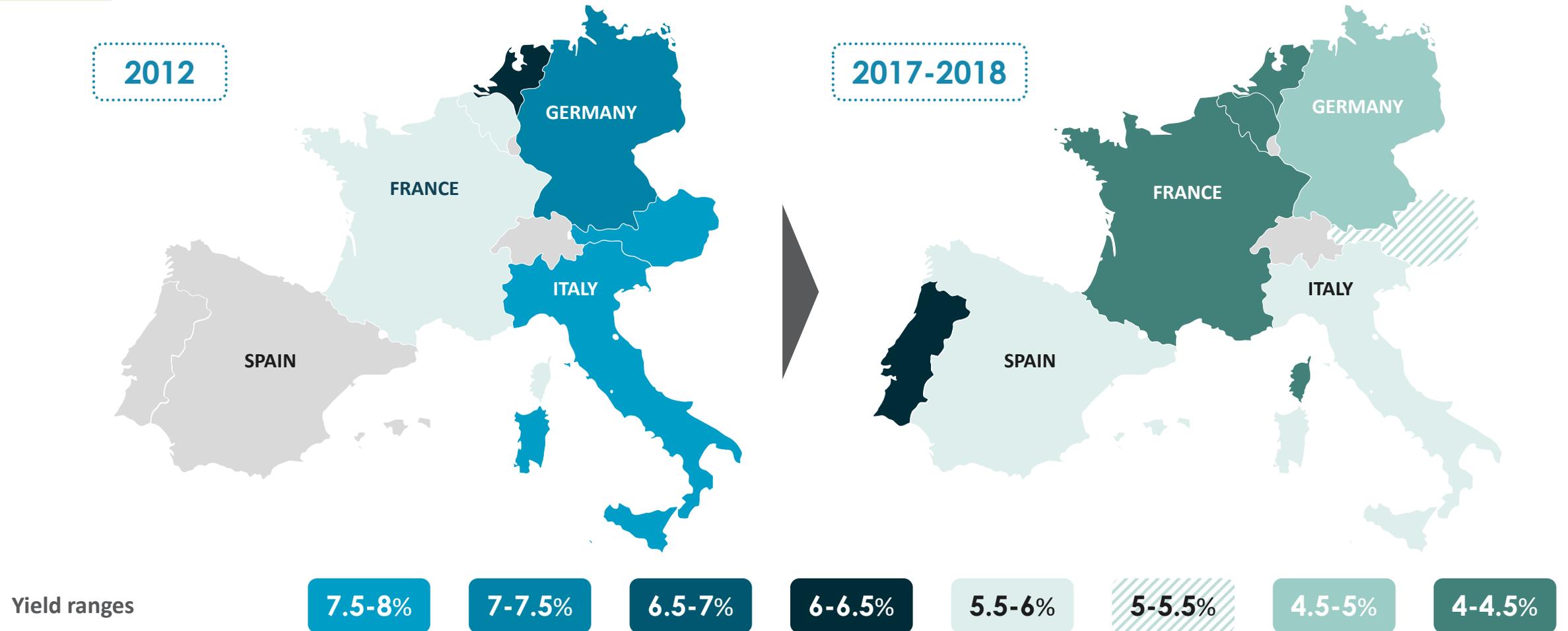


INTERNATIONAL DIVERSIFICATION: WHY? FAVOURABLE DEMOGRAPHICS



INTERNATIONAL DIVERSIFICATION: WHY?

NURSING HOMES: ATTRACTIVE YIELDS OUTSIDE OF FRANCE



In France, acute care (MSO) yields dropped 150 bps during the period (≈5.30% in 2018)

Note : MSO (acute care) prime yields for France (2012 and 2017) and Italy (2017) are shown in boxes
Sources: CBRE, Icade



GOALS AND POTENTIAL EXPANSION OVER 5 YEARS IN EUROPE

Making Icade Santé the leading healthcare REIT in Europe

Investment objectives

- **Benefit from higher yields** than in France
- **Investment opportunities** related to healthcare and elderly care
- Assisting operators in their **international expansion**
- **Risk diversification** and **new growth drivers**

Investment ambitions

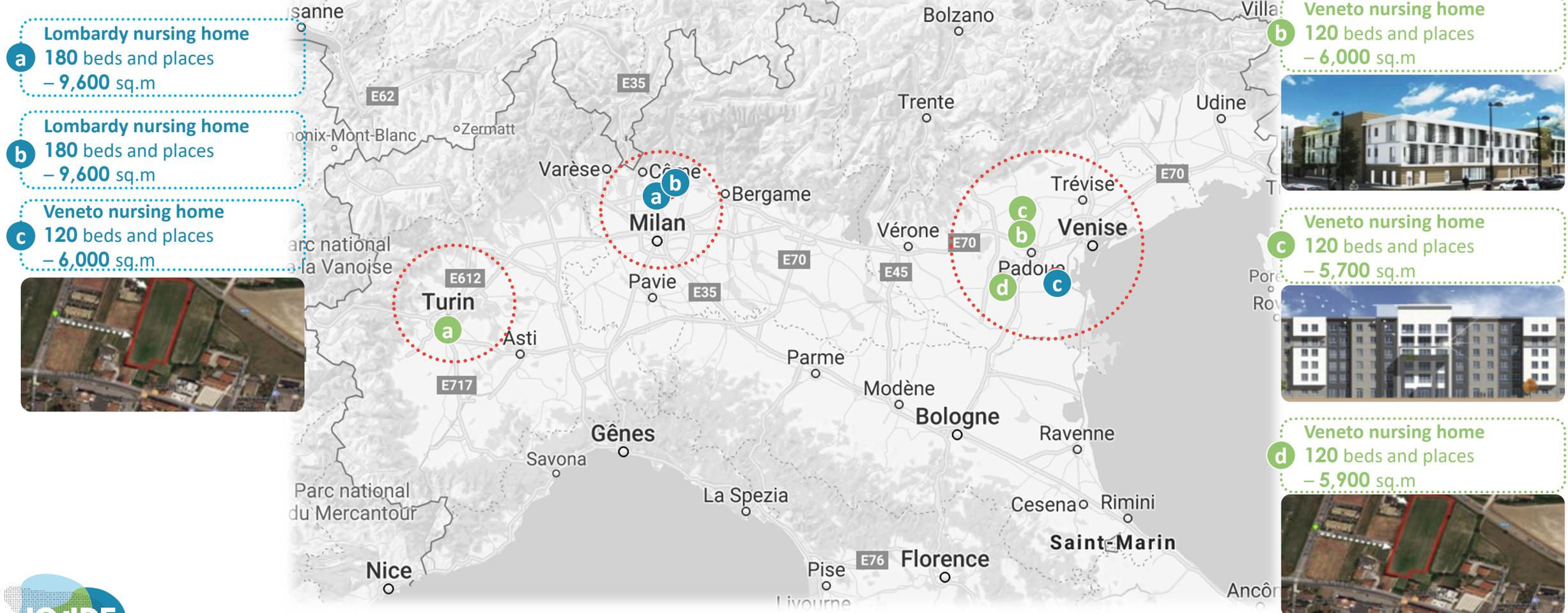
- **€1.5bn** of international investments over 5 years
- Average target yield: **5%+**
- Target countries: mainly **Germany, Italy** and **Spain**

ICADE SANTÉ HAS BOTH THE EXPERTISE AND FINANCIAL RESOURCES
TO MAKE THIS INTERNATIONAL EXPANSION A SUCCESS



INTERNATIONAL EXPANSION: 1st INVESTMENT IN ITALY

Signing of the “NUMERIA” Project in Northern Italy for the off-plan purchase of a portfolio of **7** nursing homes – **€112m** including transfer taxes



IN CONCLUSION

A positive operational dynamic
with the successful implementation of two types of diversification (long-term care and international)

A buoyant European market with growth potential for healthcare assets

Continuing and consolidating leadership in France with a 5-year plan **totalling over €1bn** of investments

Ambition for international expansion **of €1.5bn**

Increased concentration in the sector with the **opportunity to assist French players in their international development**

GOAL OF CREATING THE LEADING EUROPEAN PLATFORM DEDICATED TO HEALTHCARE REAL ESTATE



4.

PROPERTY DEVELOPMENT

Revenue potential



A RESILIENT RESIDENTIAL MARKET BACKED BY SOLID FUNDAMENTALS

Housing demand stimulated by demographic and social trends

THE FRENCH POPULATION IS GROWING WITH AN INCREASING PROPORTION OF OLDER PEOPLE

(in millions) – source: INSEE – Scope: France



THE NUMBER OF HOUSEHOLDS IS RISING FASTER AND FASTER AND THE AVERAGE HOUSEHOLD SIZE IS DECREASING

(in thousands of households) – source: INSEE – Scope: metropolitan France



POPULATION GROWTH, INCREASING LIFE EXPECTANCY AND CHANGING HOUSEHOLD SIZE SUPPORT AND DURABLY TRANSFORM HOUSING DEMAND

A POSITIVE MARKET ENVIRONMENT

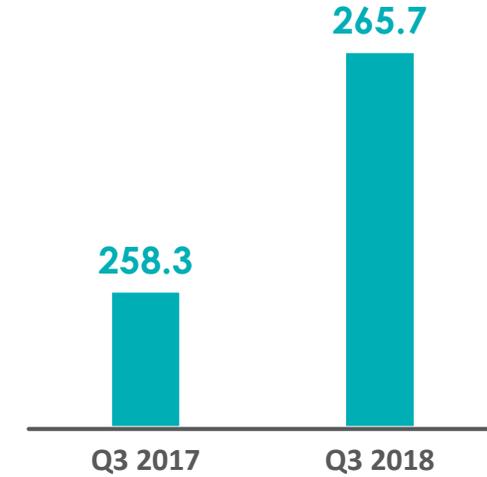
- An especially favourable retail lending market
- Pinel incentive scheme for individual investors extended until 2021
- SRU law favourable to social housing providers
- ELAN housing bill intended to increase the housing construction

.....
**INCREASED AVERAGE PRICES OFFSET BY
A LONGER AVERAGE LOAN TERM
AND MORE FAVOURABLE INTEREST RATES**
.....



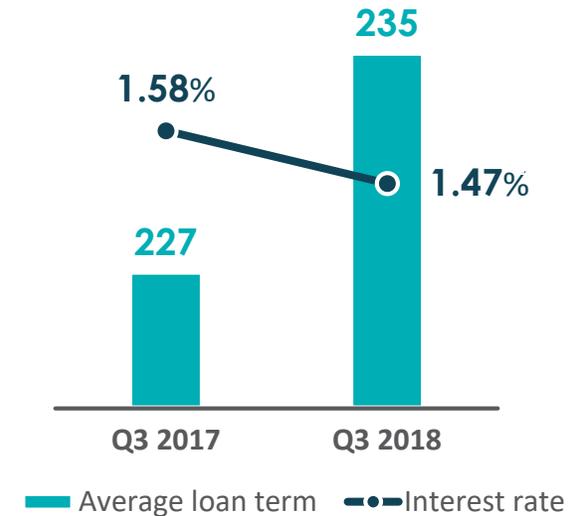
AVERAGE PRICE OF A NEW APARTMENT

(in €k)



AVERAGE LOAN TERM (in months)

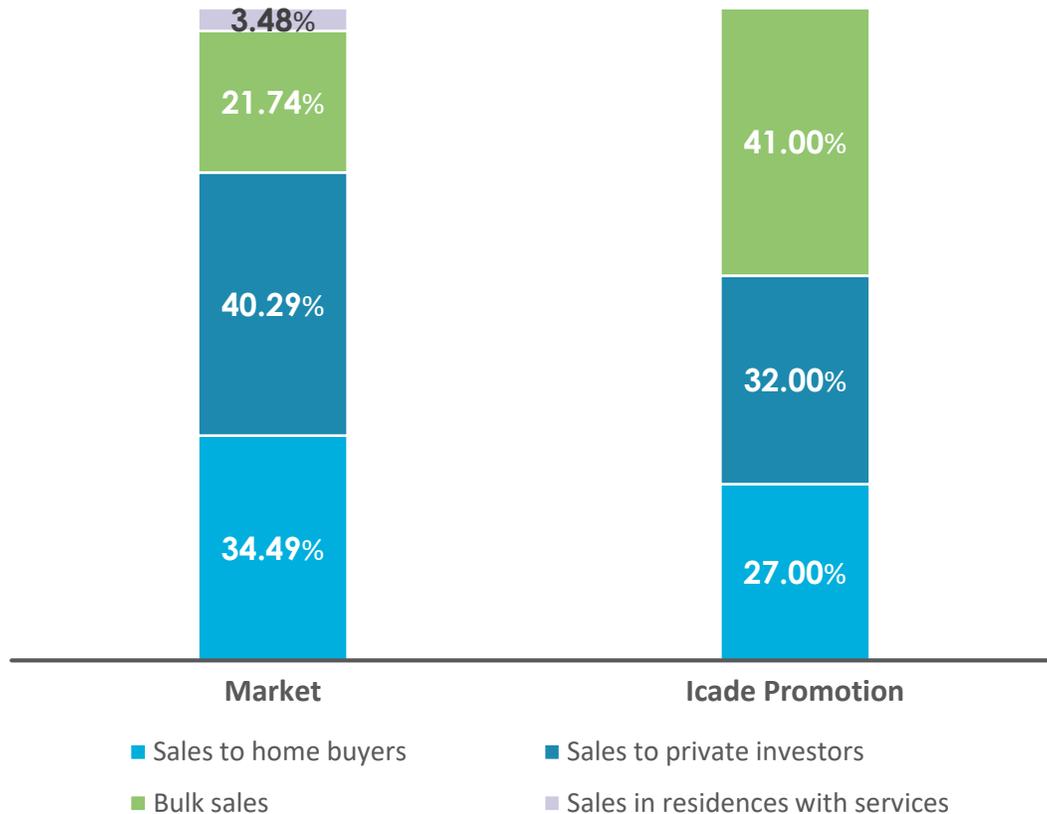
AND AVERAGE INTEREST RATE (in %)



THE CUSTOMER BASE REMAINS DIVERSE

BREAKDOWN OF HOME SALES BY SEGMENT IN 2017

(source: FPI)



The market has **three main customer segments**:

- Public (affordable rent housing...) and private institutional investors (SCPIs/OPCIs...)
- Home buyers
- Individual investors

2019 OUTLOOK

- GROWING PROPORTION OF BULK SALES
- INCREASING PROPORTION OF HOME BUYERS RELATIVE TO INVESTORS

UPDATE AND OUTLOOK OF THE RESIDENTIAL MARKET

Impact of **municipal elections**

Increasing **construction cost** and busy schedule for construction companies

The **medium-term** trend remains **strong** thanks to solid market fundamentals...

- Slight increase in prices of around **2%** per year

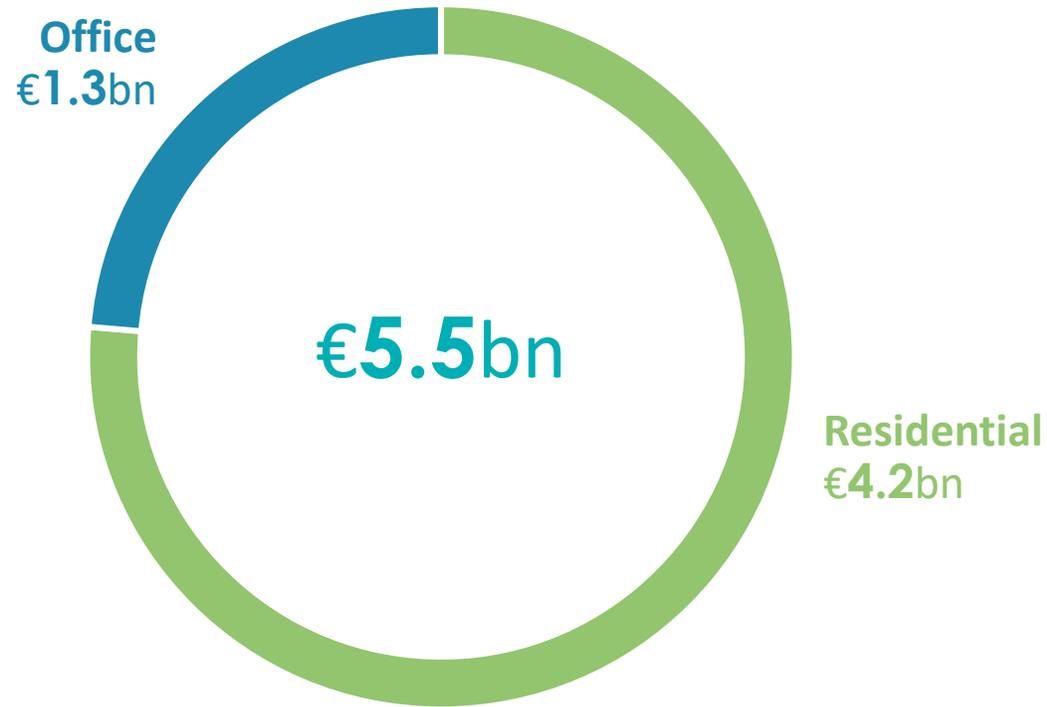
... despite **short-term** headwinds

- Orders down to around **120,000/130,000** in 2018 and 2019

.....
DEMAND REMAINS STRONG IN A DEEP MARKET,
AND DEVELOPERS STRUGGLE TO REPLENISH THE SUPPLY
AGAINST A CHALLENGING ECONOMIC BACKDROP
.....



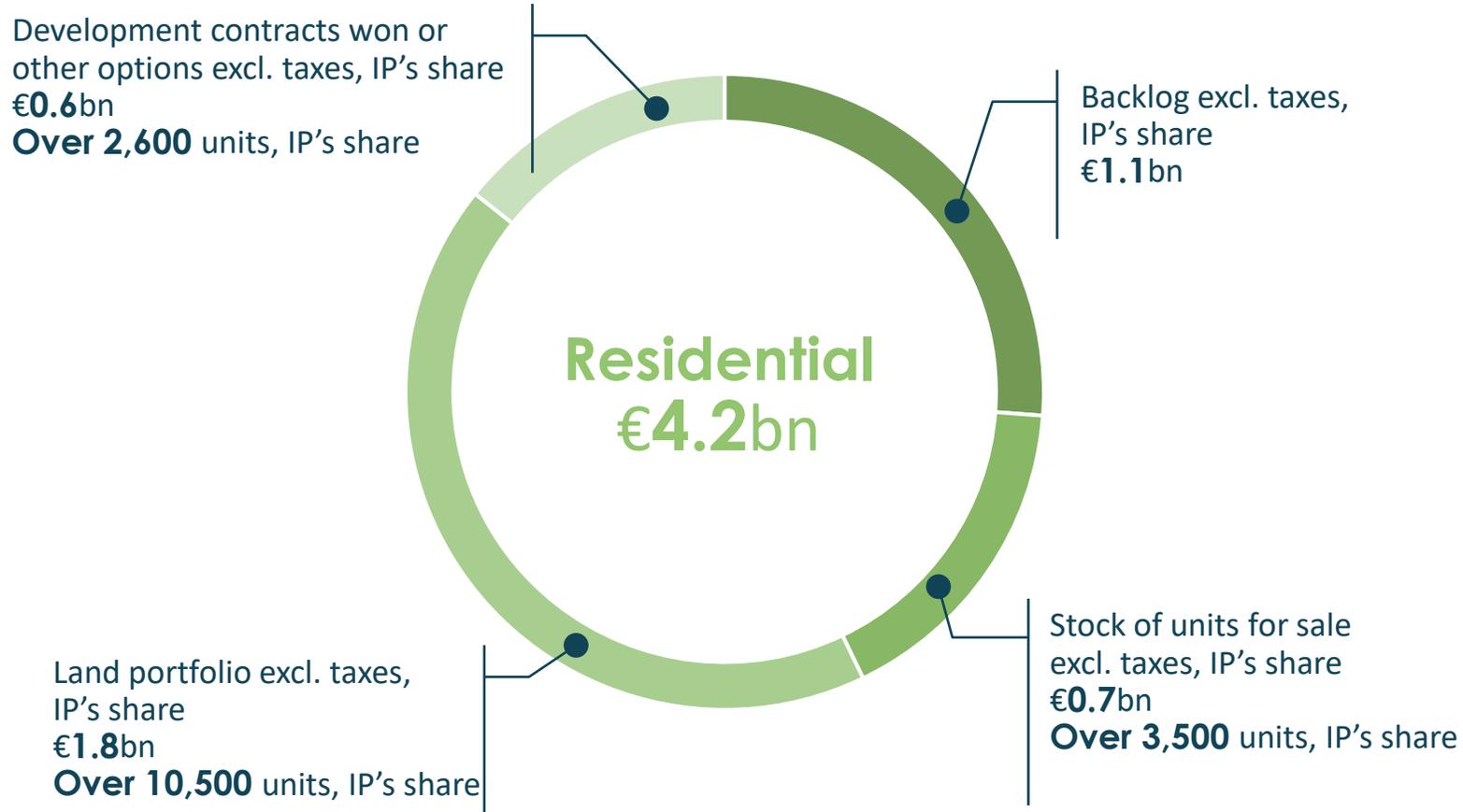
ICADE PROMOTION: SIGNIFICANT REVENUE POTENTIAL



REVENUE POTENTIAL FOR ICADE PROMOTION:
€5.5bn AT THE END OF Q3 2018, INCLUDING **€4.7bn** TO BE RECORDED OVER THE NEXT 5 YEARS



RESIDENTIAL REVENUE POTENTIAL AS HIGH AS €4.2BN: **17,000** HOMES (IP'S SHARE) AT THE END OF Q3 2018



The stock of units currently for sale, the land portfolio and other projects represent a potential of **18,000** homes (**17,000** based on Icade Promotion's share)

VERSAILLES, THE 9th NEIGHBOURHOOD TO BE DEVELOPED AND CREATED

TERRES DE VERSAILLES

BACKGROUND / ENVIRONMENT

Following a procurement process launched by the City of Versailles, Icade Promotion was granted a concession contract for the development of the 9th district of Versailles on the site of the former Pion barracks

PROJECT

51,250 sq.m floor area, broken down as follows:

- Residential: **42,160 sq.m** floor area (544 homes including 30% social housing)
- Retail/business premises: **1,690 sq.m** floor area
- Hotel: **5,000 sq.m** floor area
- Public facilities (school) / private facilities (childcare centre): **2,400 sq.m** floor area

TIMELINE / BUDGET

- Start of development work: **September 2019**
- **€56.3m** excl. taxes

PROJECT MANAGEMENT

- Urban architect (call for projects): Lambert Lénack (Paris)
- Landscape architect (call for projects): Phyto restore (Paris)

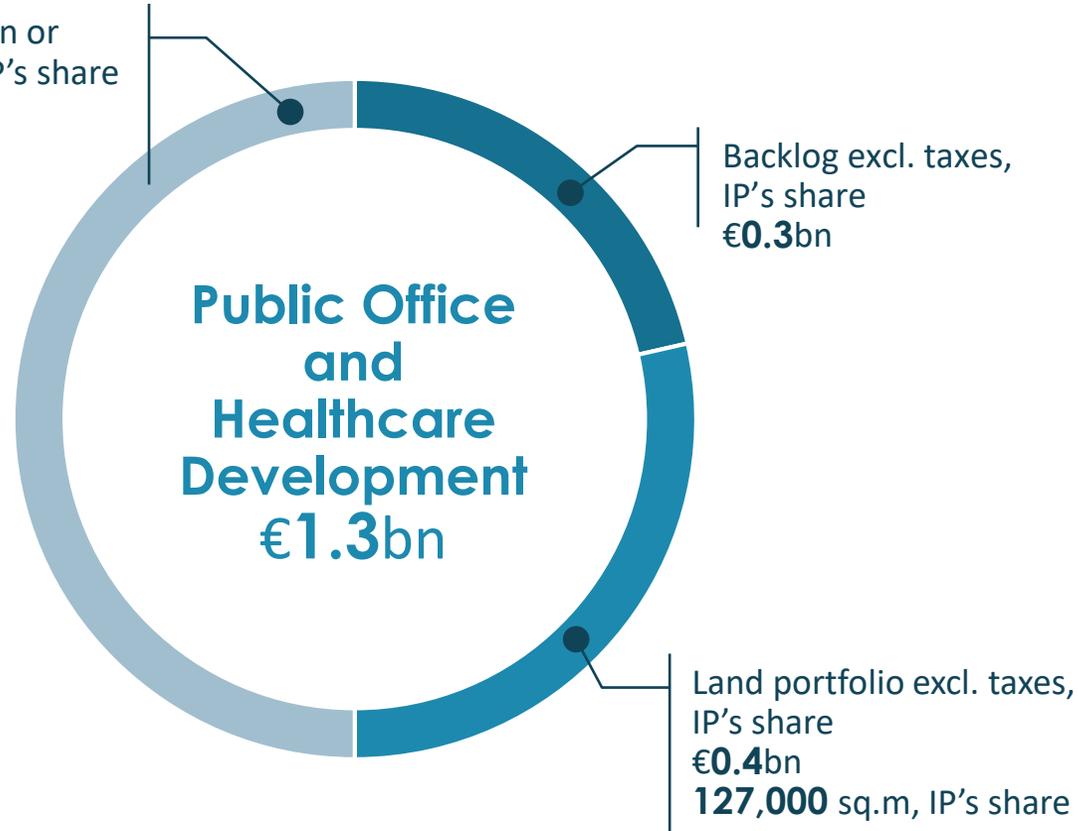
PROJECT OWNER

Icade Promotion as concessionaire of the urban development project and property developer for **65%** of the project scheme



REVENUE POTENTIAL OF €1.3bn IN THE OFFICE SEGMENT (WITH CUSTOMERS FROM OUTSIDE THE GROUP) AND 325,000 sq.m (ICADE PROMOTION'S SHARE, EXCLUDING BACKLOG)

Development contracts won or other options excl. taxes, IP's share
€0.6bn
198,000 sq.m, IP's share



Backlog excl. taxes, IP's share
€0.3bn

Land portfolio excl. taxes, IP's share
€0.4bn
127,000 sq.m, IP's share

The land portfolio and other projects represent a development potential of **472,000 sq.m** and **325,000 sq.m (floor area)** based on Icade Promotion's share

AN OFFICE PROJECT IN A NEIGHBOURHOOD UNDERGOING REGENERATION IN LYON

LYON VAULX-EN-VELIN: KARRÉ 2

BACKGROUND / ENVIRONMENT

The project is located on the site of the former Kaeser factories

This new development consists of **2** office buildings and **2** apartment buildings organised around a central garden and a walkway, inspired by the concepts of “inhabited urban parks” (*parcs habités*) and “open blocks” (*îlots ouverts*). A public garden of about **1,500 sq.m** complements the buildings

PROJECT

- **7,660 sq.m** of lettable office space on **6** levels
- **82** parking spaces on **2** basement levels

TIMELINE / BUDGET

- Completion: **summer of 2020**
- Revenue: **€25.5m** excl. taxes

PROJECT MANAGER

Rue Royale Architectes (Lyon)

INVESTOR

SCI Lyon Horizon (Affine)

LABELS

- NF HQE® for office buildings with an “Excellent” rating
- EFFINERGIE + label

PROJECT OWNER

Icade Promotion



PROJECTS IN PROGRESS: **223,000** sq.m FOR THE OFFICE INVESTMENT DIVISION + **38,000** sq.m FOR THE HEALTHCARE INVESTMENT DIVISION. ICADE PROMOTION ACTS AS DELEGATED PROJECT MANAGER

Healthcare Property Investment
38,000 sq.m
15%



Floor space developed for Icade's Office and Healthcare investment divisions

Office Property Investment
223,000 sq.m
85%

The pipeline of ongoing projects (including contracts won) to be carried out by Icade Promotion as Delegated Project Manager for the Office and Healthcare Property Investment Divisions represents **261,000** sq.m

AN INNOVATIVE OFFICE BUILDING

SAINT-DENIS: PULSE

BACKGROUND / ENVIRONMENT

This project for an eco-friendly office building fully designed with a wood and concrete structure is located south of Place du Front Populaire, near metro line 12

PROJECT

The **29,000 sq.m**, 7-storey building will have a capacity of **2,500** people

- Typical office floor plates with a gross lettable area of **3,500 sq.m**, **2** basement parking levels
- Dedicated services available to employees on the ground floor, laid out around a covered atrium
- Shops, concierge services, urban vegetable garden

SCHEDULE

Completion: **Q4 2018**

LABELS

Target: very high level of energy and environmental performance

- HQE for sustainable buildings with an “Excellent” rating
- BREEAM Very Good
- BBCA excellent
- E2C1

PROJECT MANAGEMENT

- Architect: Fassio-Viaud Architectes

PROJECT OWNER

- Icade: project owner
- Icade Promotion: delegated project manager



EXPERTISE AT THE SERVICE OF ICADE SANTÉ

REIMS BEZANNES: COURLANCY POLYCLINIC

BACKGROUND / ENVIRONMENT

The Courlancy group chose the Bezannes development zone (ZAC) for its new healthcare facilities, in the immediate vicinity of the Bezannes high-speed train (TGV) station, a motorway junction and the town's tram

PROJECT

30,000-sq.m, 5-storey polyclinic

TIMELINE / BUDGET

- Completion: **March 2018**
- **€115m** incl. taxes

PROJECT MANAGEMENT

Architect: Jean-Michel JACQUET

OPERATOR

Courlancy group

LABELS/CERTIFICATIONS

High environmental quality (HQE) buildings

PROJECT OWNER

- Icade Santé
- Icade Promotion: delegated project manager



IN CONCLUSION

A Residential pipeline allowing Icade Promotion **to be in line with market trends**

With **586,000 sq.m** to be developed, Icade Promotion retains its position as **one of the leading French office developers**

A project portfolio reflecting the investments made in **innovation, CSR and development**

ROADMAP FOR ICADE PROMOTION

Attractive ROE (c.15%) and limited exposure
(max. **10%** of Group capital allocated)

More significant **expansion** in Commercial Property
Development

Contribution to Group NCCF: **>10%**

Solid medium-term fundamentals
despite short-term headwinds

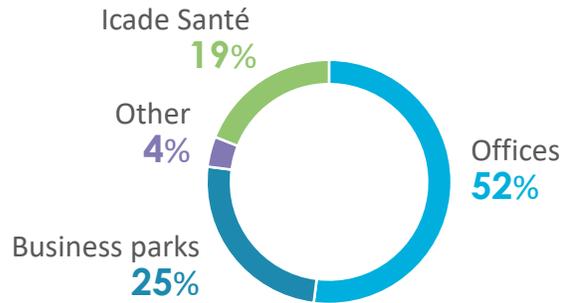


5.

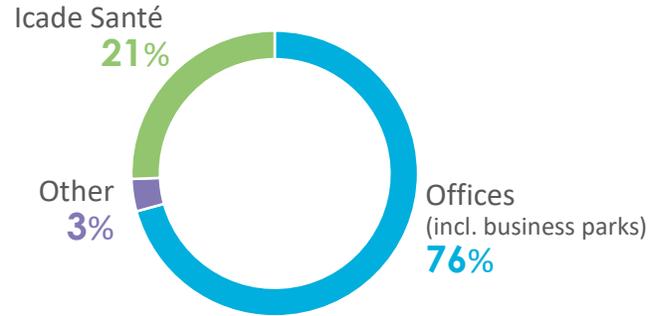
KEY FINANCIAL STAKES

PORTFOLIO: MIX EVOLUTION AND GROWTH

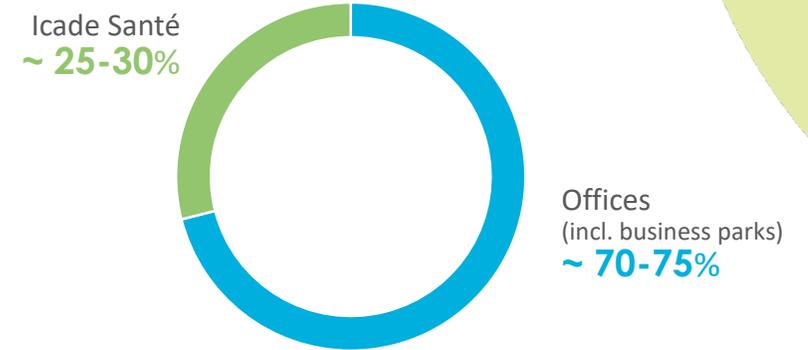
Dec 2015: €9.2bn ⁽¹⁾



June 2018: €11.4bn ⁽¹⁾



Ambition 2022: c.€13.5bn ⁽²⁾



FOCUS on the short-term, acute care segment

25% of business parks

Nursing homes & international

Offices in Greater Paris & large French cities

SHIFT IN THE PORTFOLIO MIX REFLECTING STRATEGIC CHOICES



Notes:

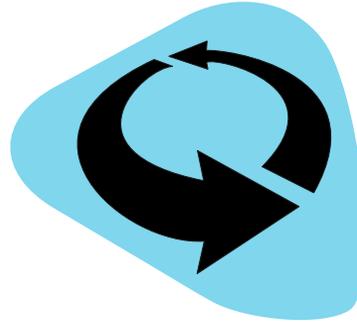
(1) Group share

(2) Assuming the total market size remains constant and excluding the potential impact of Icade Santé's liquidity (Icade share)

HOW THE 2019-2022 PLAN WILL BE FUNDED



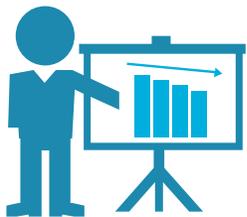
Around €5bn
of investments
over 4 years



Active asset rotation:
volume of disposals
x2



Support from Icade Santé's
shareholders in financing growth



Financial policy under control:
LTV ratio of around 40%



Value creation
from the development pipeline
and the land bank

SUMMARY: KEY INDICATORS FOR 2019-2022

LTV ratio of
around **40%**
>90% of
debt hedged

NCCF CAGR:
~ +4.5%

Dividend
policy
stable

6.

CONCLUSION

WELL POSITIONED FOR PROFITABLE GROWTH

An attractive and diversified risk profile:
profitable growth dynamic across our 3 business lines

**Buoyant
markets and
a favourable
economic
climate**

**Strong potential
from the development
pipeline**

€2.2bn

€600m
value creation
potential

**Ambition of creating
the leading European
healthcare REIT
by 2022**

25 to 30%
of Icade's portfolio

**Icade Promotion,
a global player**
generating synergies
with the two Property
Investment Divisions

ROE: 15%

2018 GUIDANCE CONFIRMED

2018 Group
NCCF per share



Growth above 6%

vs. 2017 reported

i.e. growth above 7%

vs. 2017 restated ⁽¹⁾

2018 dividend policy based on the change in NCCF per share

2018 Full Year Results: Monday, February 18, 2019

Note: based on 2017 Group NCCF per share restated for new accounting standards applicable from January 1st, 2018 (mainly IFRS 15)

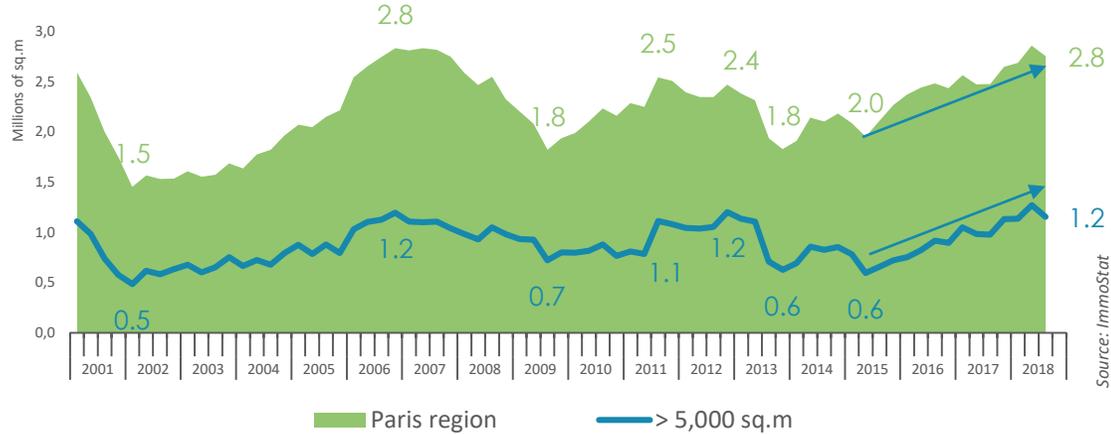


APPENDICES

A BUOYANT RENTAL MARKET IN THE PARIS REGION

RENTAL MARKET AT ITS HIGHEST LEVEL THANKS TO STRONG TRANSACTION ACTIVITY FOR UNITS OVER 5,000 SQ.M

Take-up in the Paris region (12-month rolling period)



HIGH LEVEL OF TRANSACTIONS OVER 5,000 SQ.M AND SCARCITY OF NEW SUPPLY RESULT IN SUBSTANTIAL SPACE BEING PRE-LET

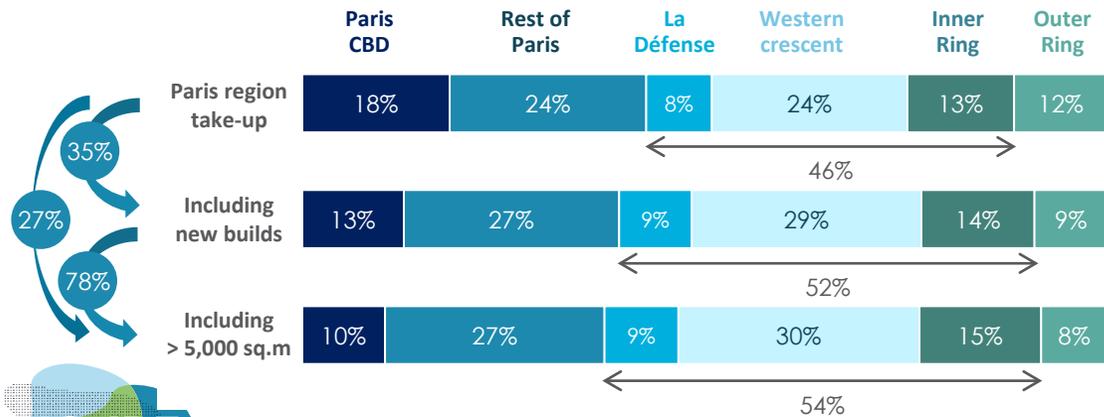
SUPPLY DOWN 15% YEAR-ON-YEAR WITH STILL LITTLE NEW OR REFURBISHED OFFICE SPACE

Immediate supply in the Paris region



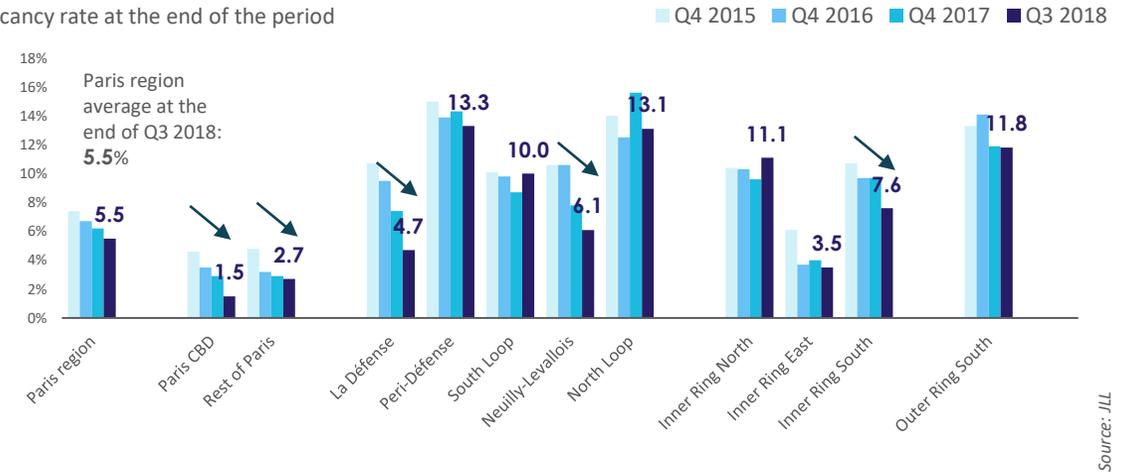
LARGE COMPANIES SHIFT TO THE WESTERN CRESCENT AND THE INNER RING WHERE THE MARKET IS DEEPER

Breakdown of take-up over the past 3 years (Q3 2015 to Q3 2018)



HISTORICALLY LOW VACANCY IN PARIS AND SHARPLY DOWN IN THE MOST SOUGHT-AFTER MARKETS SUCH AS LA DÉFENSE

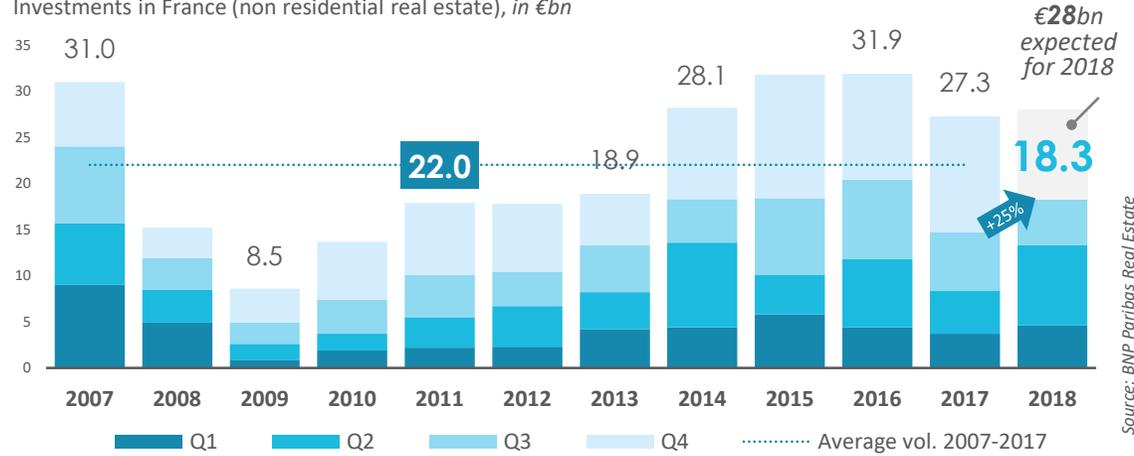
Vacancy rate at the end of the period



INVESTMENTS REMAIN HIGH IN 2018

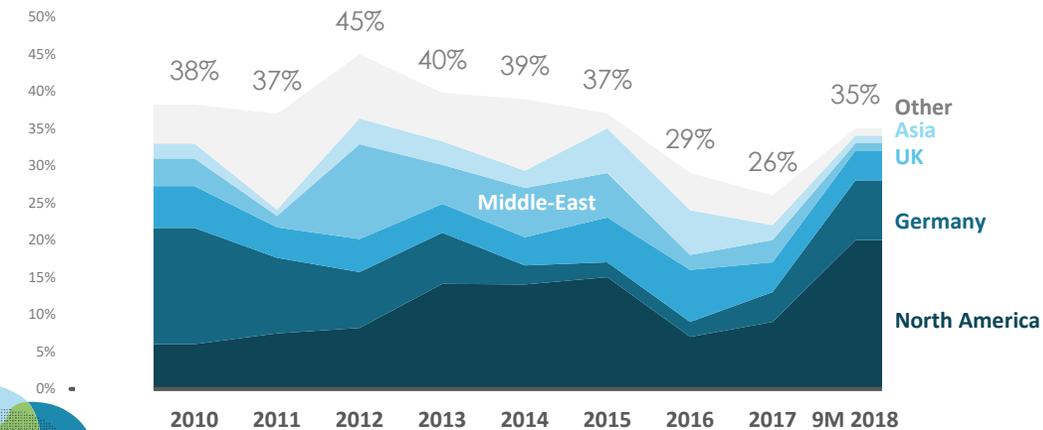
HIGH LEVELS OF INVESTMENT SHOULD CONTINUE WITH €28BN EXPECTED FOR THE FULL YEAR

Investments in France (non residential real estate), in €bn



FOREIGN INVESTORS ARE MAKING A STRONG COMEBACK IN 2018

Proportion and origin of foreign buyers (French commercial property investment market)



INTERNATIONAL ATTRACTIVENESS CONFIRMED WHICH BOOSTS INVESTMENT VOLUMES FOR LARGE OFFICE DEALS

AN ACTIVE OFFICE MARKET IN THE PARIS REGION, DRIVEN BY INNER PARIS

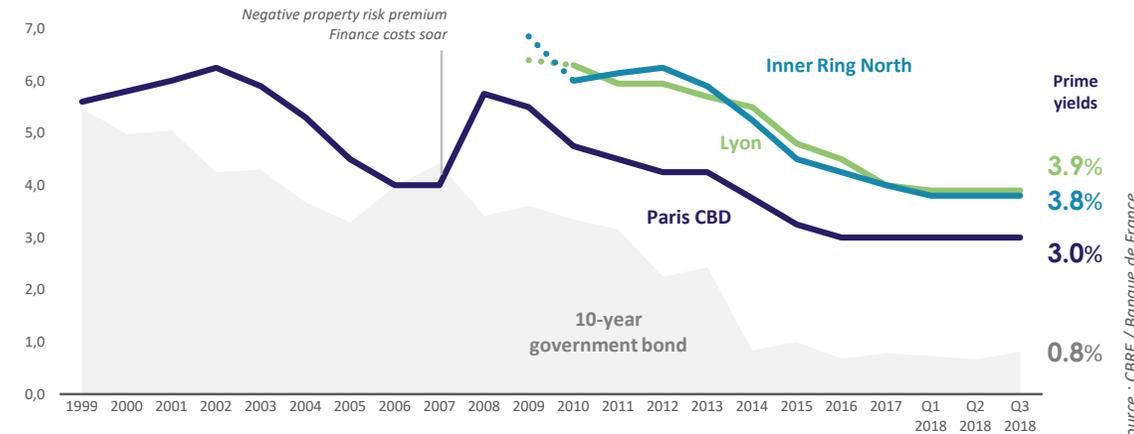
Investments in France in 9M 2018 by asset class vs. 9M 2017

Paris region offices	€11.2bn	+32%
Offices outside the Paris region	€1.6bn	-4%
Retail	€2.4bn	+14%
Logistics	€1.5bn	+37%
Business premises	€0.5bn	+88%
Services	€1.0bn	=

Source: BNP Paribas Real Estate

STABLE PRIME YIELD IN PARIS CBD SINCE THE END OF 2016

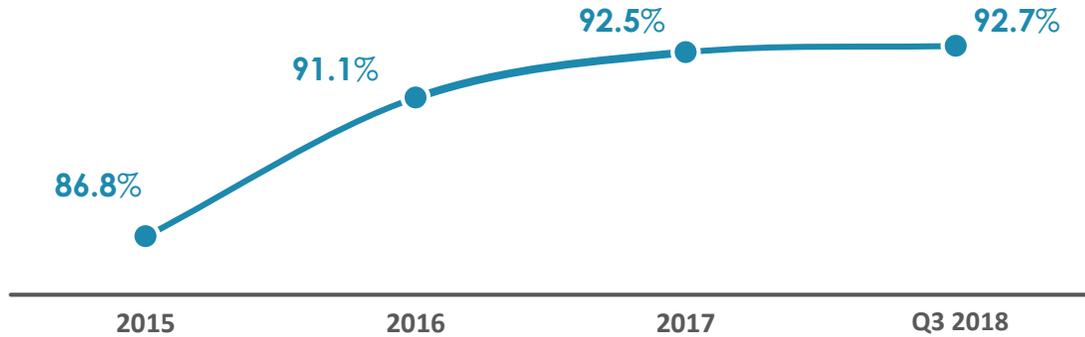
Prime yields (period end) vs. 10-year government bonds



ROBUST LEASING ACTIVITY SINCE 2015

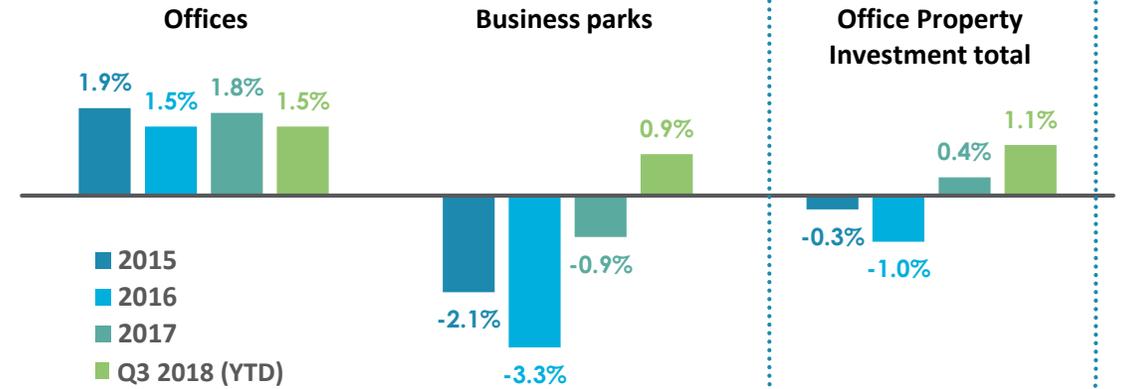
FINANCIAL OCCUPANCY RATE

(in %)



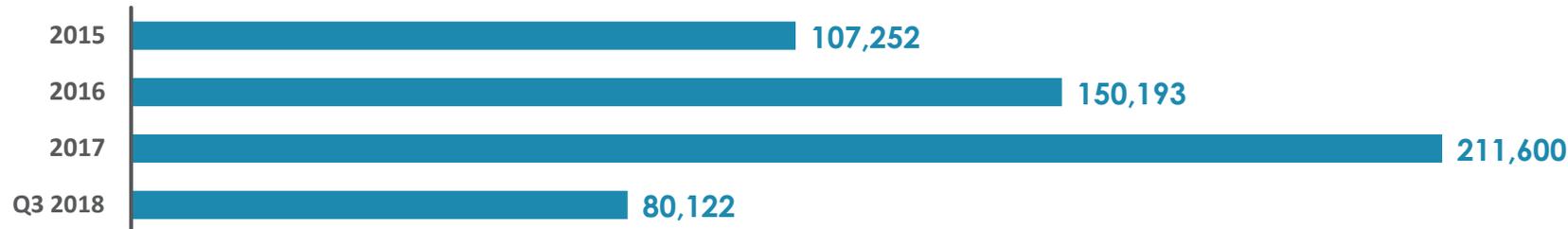
RENTAL INCOME ON A LIKE-FOR-LIKE BASIS

(in %)



ICADE'S LETTINGS ⁽¹⁾

(per period, in sq.m)



Take-up update from Immostat

2.26m sq.m
2.43m sq.m
2.65m sq.m
1.87m sq.m

PROACTIVE ASSET MANAGEMENT LEADING TO IMPROVED OPERATIONAL INDICATORS



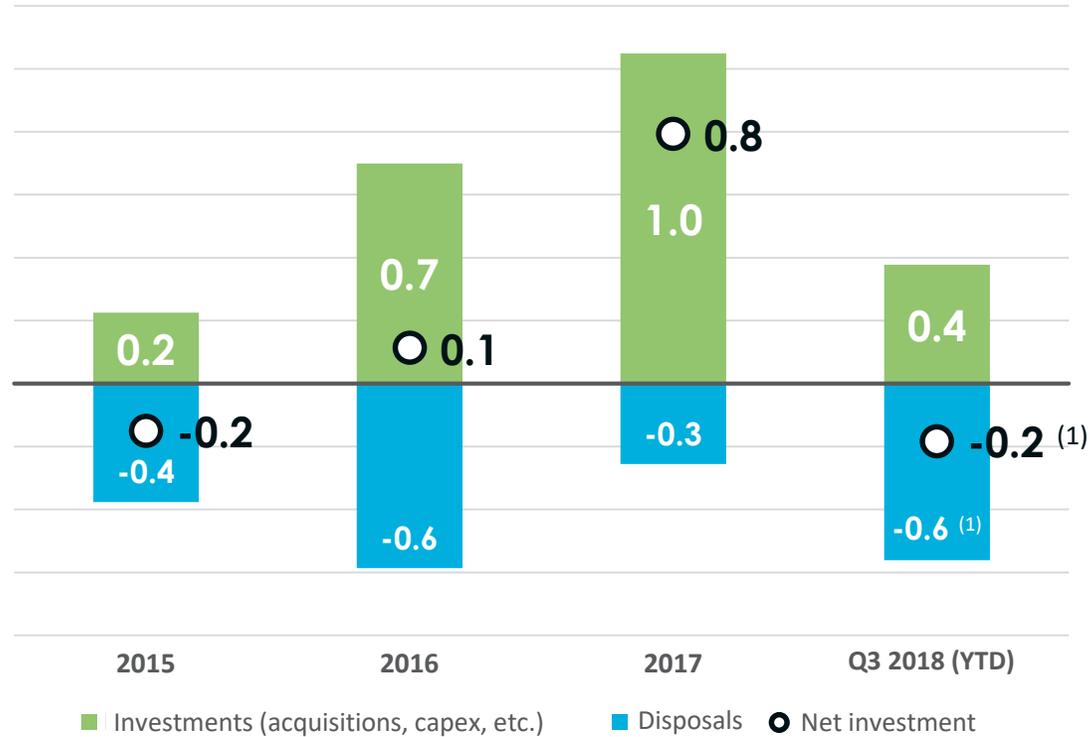
Note: on a 100% basis

(1) New leases signed (including additional space taken up by existing tenants), excluding renewals from existing tenants, in Icade's Office Property Investment portfolio

CAPITAL REINVESTED TO MOVE THE PORTFOLIO UPMARKET

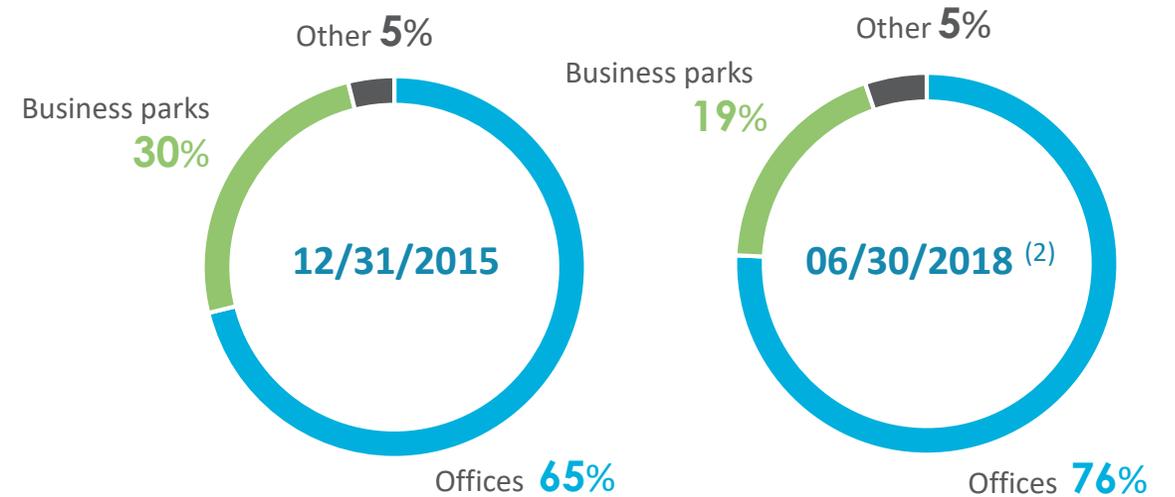
OFFICE PROPERTY INVESTMENT: NET INVESTMENTS

(in €bn)



OFFICE PROPERTY INVESTMENT: PORTFOLIO MIX

(% of fair value)



STRONG ASSET ROTATION, SIGNIFICANT INVESTMENTS IN THE DEVELOPMENT PIPELINE

Notes: on a 100% basis

(1) Including impact from preliminary sale agreements signed since Q3 2018

(2) After reclassification of (i) the Millénaire and Pont de Flandre business parks from the business park segment to the office segment and (ii) the Millénaire shopping centre and Fresnes business park from the business park segment to the "Others" segment



DEVELOPMENT PIPELINE AS OF 09/30/2018 ⁽¹⁾

Project name	Type of works	Type of property	Location	Estimated date of completion	Floor area (sq.m)	Expected rental income	Yield on cost based on fair value ⁽²⁾	Total invest. ⁽³⁾	Remaining to be invested	% pre-let or pre-sold
PROJECTS STARTED					335,087	111	6.1%	1,821	915	45%
ORIANZ	Construction	Offices	Bordeaux	Q4 2018	20,778			63	0	57%
FACTOR E	Construction	Offices	Bordeaux	Q4 2018	10,922			31	6	0%
AVENUE GAMBETTA	Construction	Offices	Paris	Q1 2019	20,000			139	38	97%
PULSE	Construction	Offices	Portes de Paris business park	Q1 2019	28,695			128	29	0%
GO SPRING - BUILDING A	Construction	Offices	Nanterre	Q1 2019	18,507			123	17	74%
LAFAYETTE B-C	Refurbishment	Offices	Lyon	Q1 2019	7,115			30	12	0%
LE CASTEL - BOULEVARD DES DAMES	Construction	Offices	Marseille	Q2 2019	5,960			20	13	0%
QUAI RIVE NEUVE	Redevelopment	Offices	Marseille	Q2 2019	3,112			14	6	100%
B007	Construction	Offices	Pont de Flandre business park	Q3 2019	8,443			44	23	100%
EKO ACTIVE	Construction	Offices	Marseille	Q3 2019	8,300			28	27	0%
MONACO	Refurbishment	Hotel	Rungis business park	Q3 2019	4,628			18	11	100%
TOULOUSE – LATECOERE	Construction	Offices	Toulouse	Q1 2020	12,500			39	28	100%
B034	Refurbishment	Hotel	Pont de Flandre business park	Q2 2020	4,850			27	21	0%
ORIGINE	Redevelopment	Offices	Nanterre Préfecture	Q4 2020	65,000			500	252	79%
PARK VIEW	Construction	Offices	Lyon	Q4 2020	22,800			81	48	0%
POLE NUMERIQUE	Construction	Offices / business centre	Portes de Paris business park	Q1 2021	9,444			40	32	0%
BLOCK B32	Construction	Offices	Millénaire	Q1 2021	27,695			148	118	0%
FONTANOT	Redevelopment	Offices	Portes de Paris business park	Q4 2021	15,756			118	41	100%
BLOCK B2	Construction	Offices	Millénaire	Q2 2022	40,582			233	194	0%
PROJECTS NOT COMMITTED					75,250	24	7.1%	337	287	0%
BLOCK C1	Development	Offices	Portes de Paris business park		42,900					0%
BLOCK D	Development	Offices / hotel	Portes de Paris business park		17,350					0%
OTTAWA 1	Development	Offices	Rungis business park		7,500					0%
OTTAWA 2	Development	Offices	Rungis business park		7,500					0%
TOTAL PIPELINE					410,337	136	6.2%	2,159	1,202	37%

A DEVELOPMENT PIPELINE WITH AN ATTRACTIVE YOC OF **6.2%**

Notes: on a 100% basis

(1) Identified projects on secured plots of land, which have started or will start within 24 months

(2) YoC = headline rental income / cost of the project as approved by Icade's governance bodies. This cost includes the fair value of land, cost of works, carrying costs and any lease incentives. For off-plan projects, this is the net initial yield.

(3) Total investment includes the fair value of land, cost of works, lease incentives and finance costs. For off-plan sales, this is the acquisition price including transfer taxes



THE REGIONAL MARKET REMAINS VERY SIGNIFICANT

ACTIVITY RISING CONSTANTLY OUTSIDE THE PARIS REGION SINCE 2013

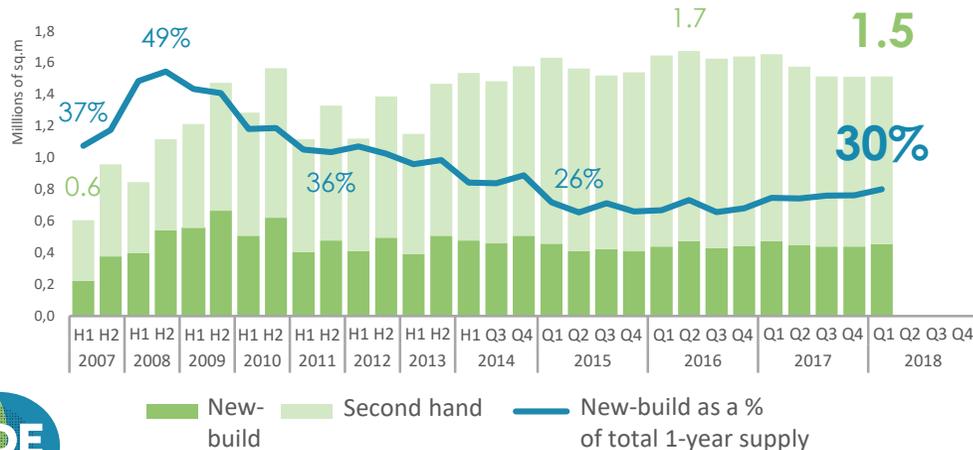
Take-up in the 6 largest French cities outside Paris



Source: BNP Paribas Real Estate

STABLE SUPPLY WHERE NEW SPACE HAS BECOME SCARCE

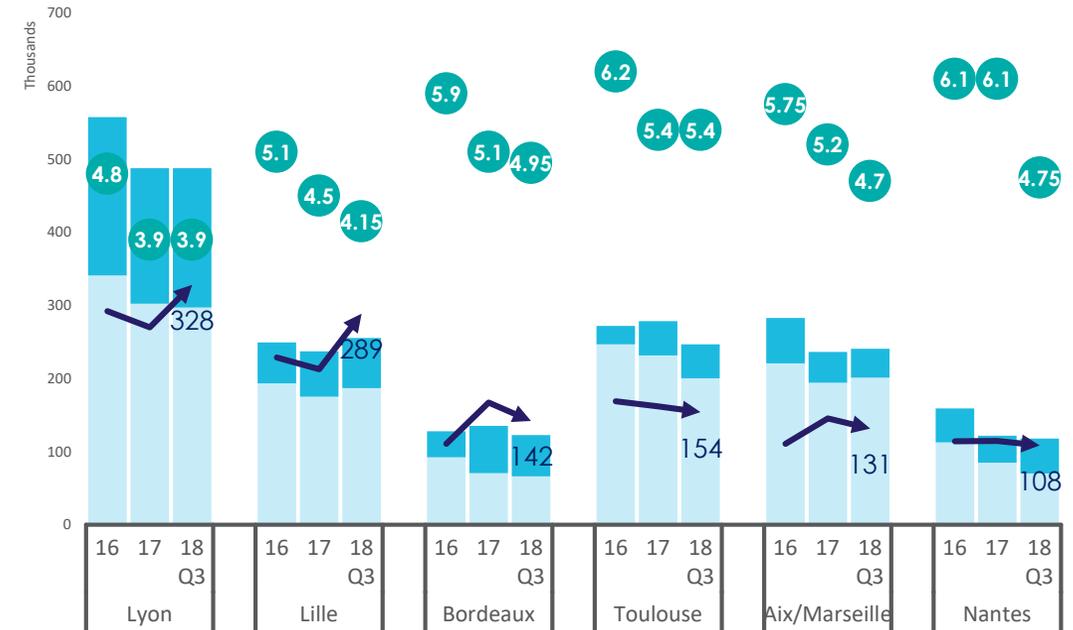
1-year supply in the 6 largest French cities outside Paris (by age)



Source: BNP Paribas Real Estate

SUPPLY AND DEMAND IN MAJOR FRENCH CITIES

Second-hand 1-year supply | New build 1-year supply | Take-up (rolling 12 months) | Prime yields

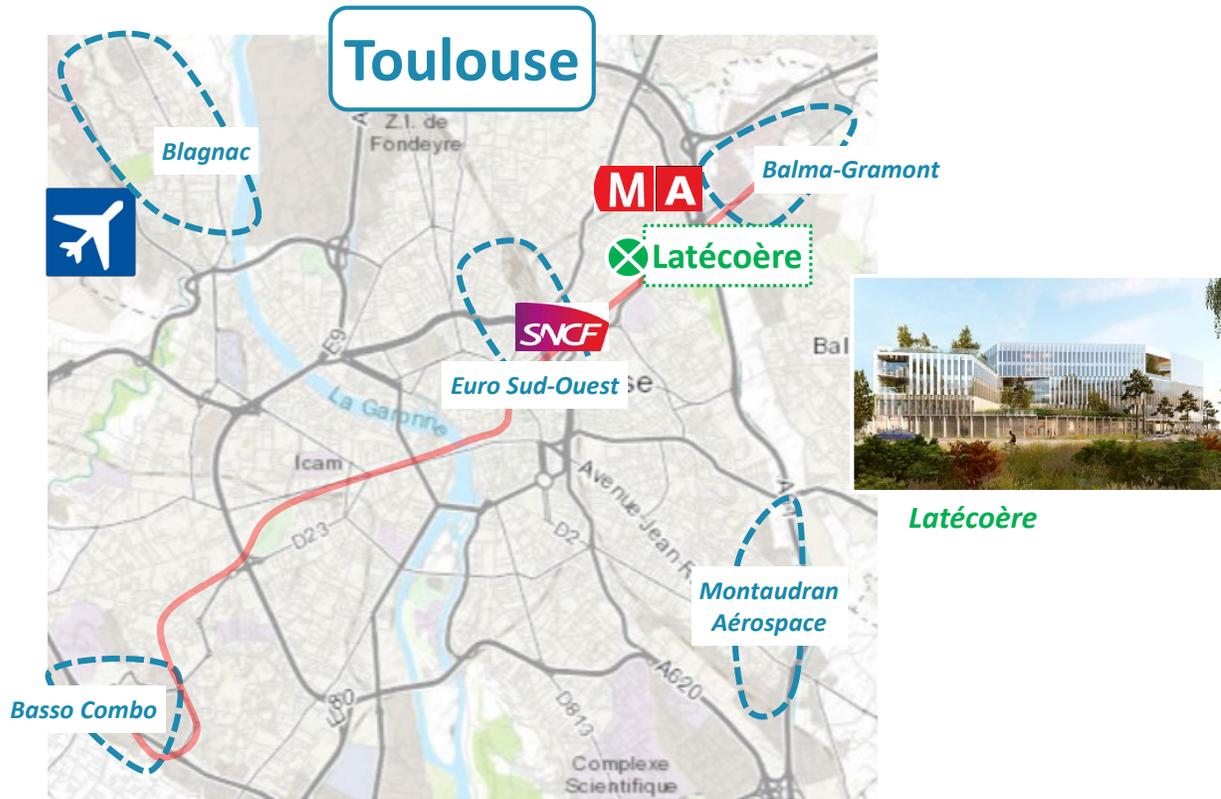


Source: BNP Paribas Real Estate

- LARGE REGIONAL CITIES REAP THE BENEFITS OF THEIR DEVELOPMENTS WITH A CLEAR SURGE IN TAKE-UP OVER 5 YEARS
- SCARCITY OF NEW SUPPLY PUSHES RENTS UP

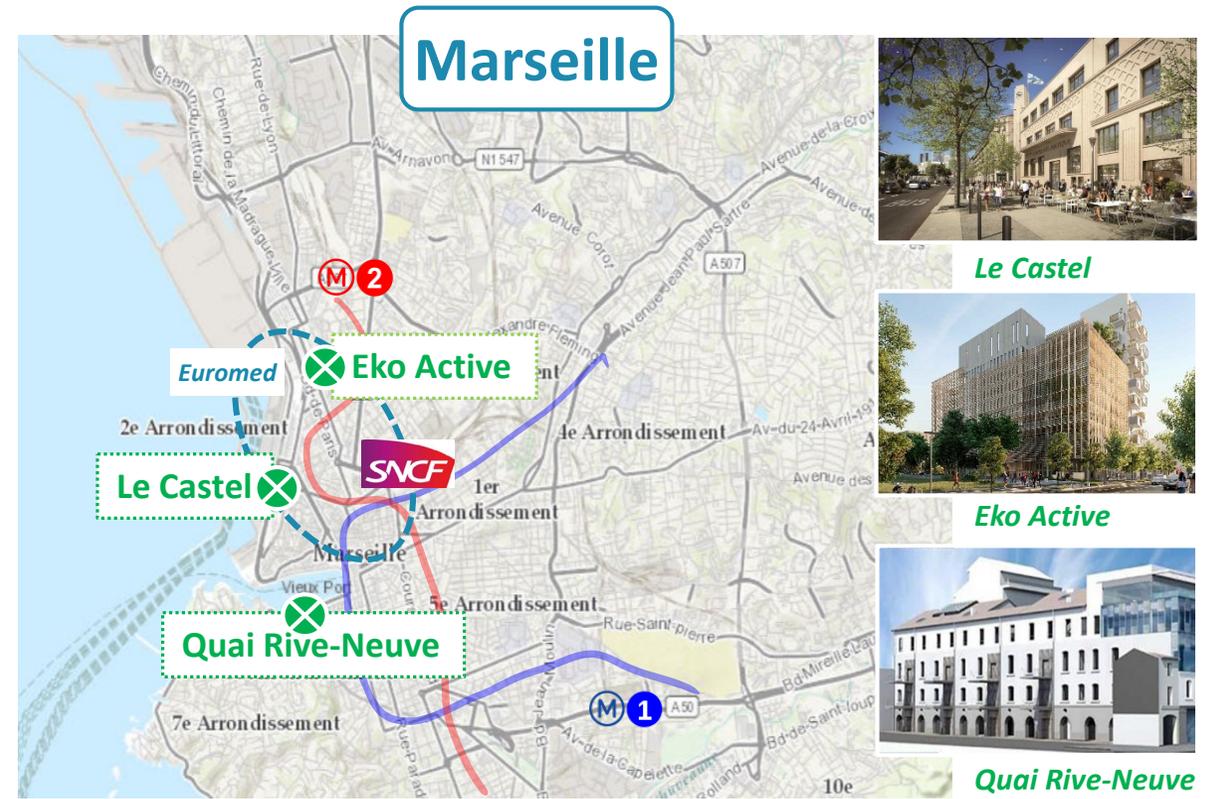


DEVELOPMENTS IN MAJOR CITIES



Latécoère's new headquarters will be located near the Toulouse-Matabiau train station and the future Euro-Sud-Ouest multimodal hub

- 12,500-sq.m off-plan project
- Completion: Q1 2020

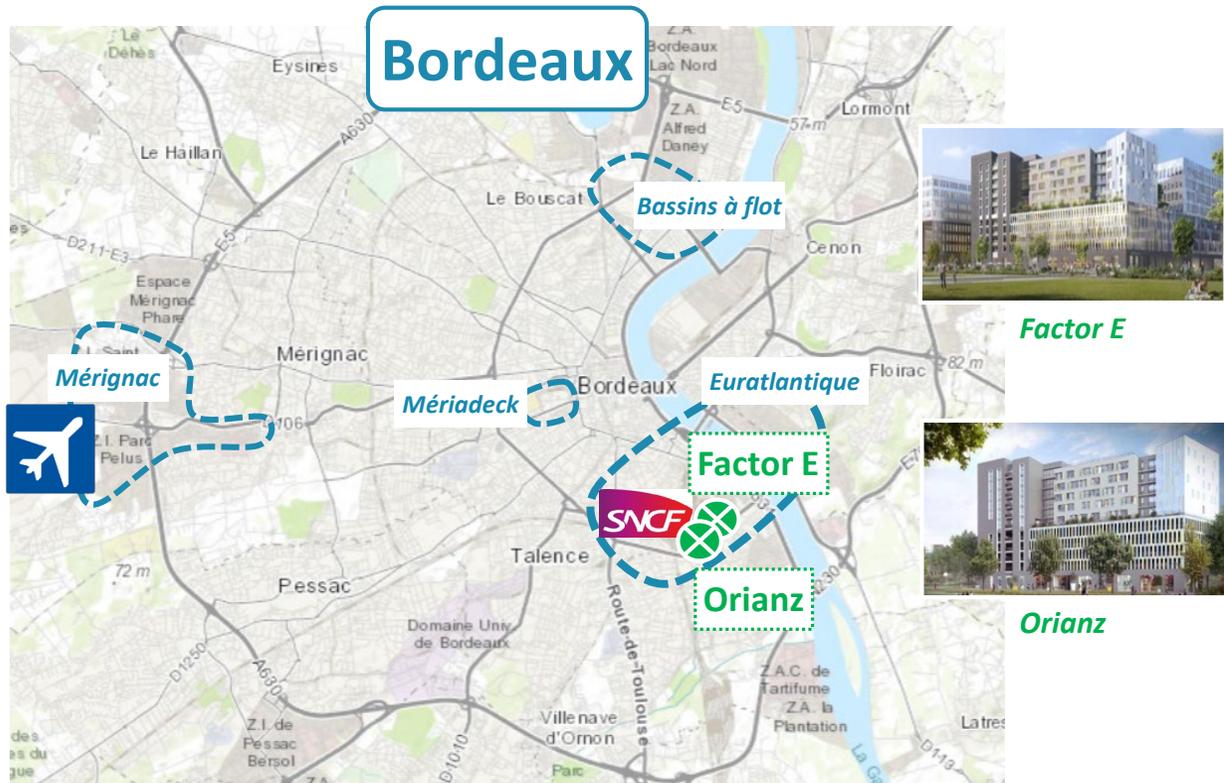


3 office buildings:

- Two in the Euromed business district: **Eko Active (8,300 sq.m - Q3 2019)** and **Le Castel (6,000 sq.m - Q2 2019)**
- A third located in the Old Port of Marseille: **Quai Rive-Neuve (3,100 sq.m – due for completion in 2019)**

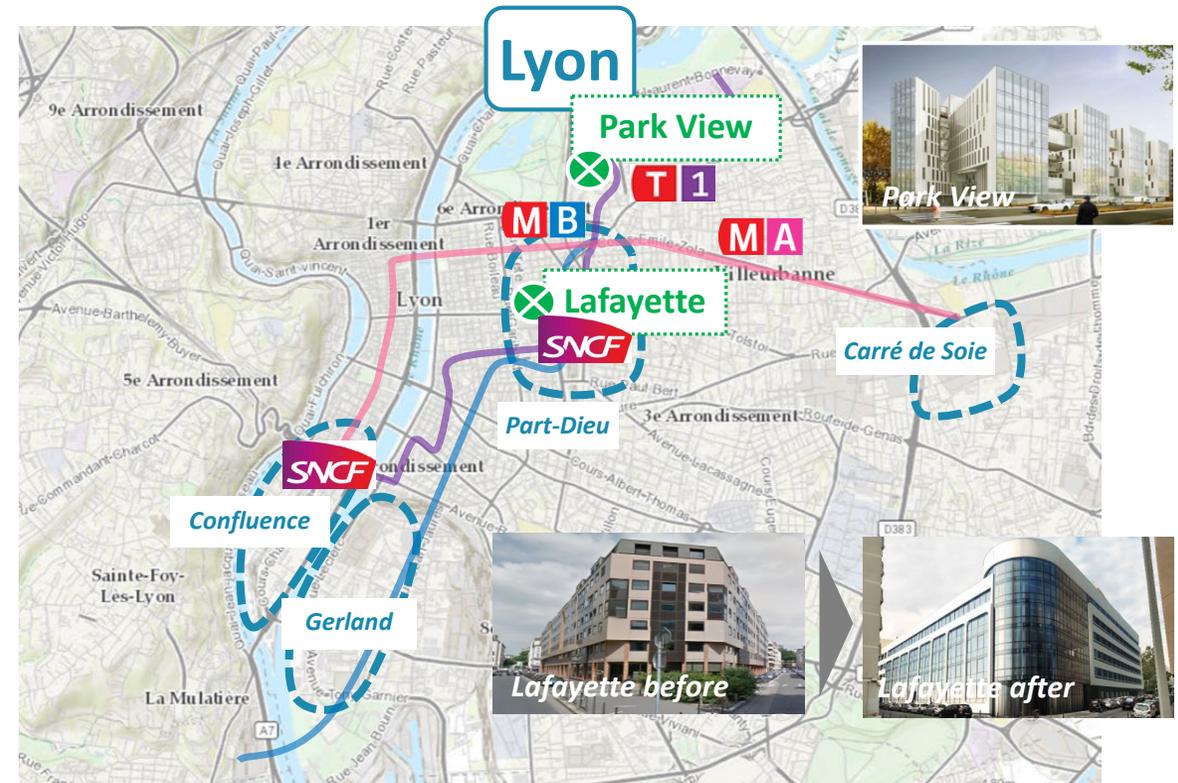
PRIME LOCATIONS OUTSIDE THE PARIS REGION

DEVELOPMENTS IN MAJOR CITIES



2 office buildings in the Quai 8.2 complex located in Euratlantique business district which is under development around the high-speed train (TGV) station:

- **Orianz:** 20,800 sq.m - Q4 2018
- **Factor E:** 10,900 sq.m - Q4 2018



- **Lafayette B-C:** first phase of the refurbishment of an office complex in the heart of the Part-Dieu district, the largest business district in France (outside the Paris region).
7,100 sq.m - Q1 2019
- **Park View:** development of a building across from the Tête d’Or urban park.
22,800 sq.m - Q4 2020



PRIME LOCATIONS OUTSIDE THE PARIS REGION

OUTLOOK FOR HEALTHCARE SPENDING IN FRANCE

Higher 2019 National Healthcare Spending Limit (ONDAM) set at €200bn

- **+2.5%** vs. **+2.3%** normally targeted over five years to assist in implementing the strategy “My Health 2022” as early as next year, which is designed to transform the French health system 
- **€3.9bn** in savings as the “natural” rate of spending is estimated at **+4.5%**
Breakdown: **€1bn** on drugs **+€800m** through containment of health costs **+€650m** expected due to the growth in outpatient care

In 2018, healthcare spending should stand at **€195.2bn**, maintained below the ONDAM limit **for the ninth year running** but only by tapping into around **70%** of the **€650m** set aside at the beginning of the year 

Fees

Revised fees will be released in March 2019



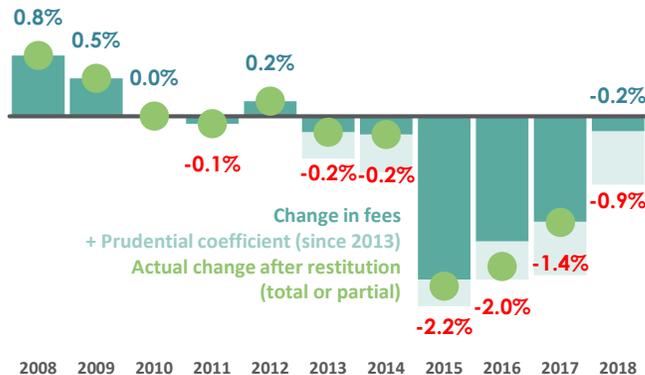
Volume



Total spending

set by ONDAM

AVERAGE PRIVATE HEALTHCARE FEES IN THE PAST 10 YEARS (ACUTE CARE)



Unexpected downturn

in hospital activity in 2018 has been instrumental in remaining below the ONDAM 2018 limit

+0.6% for stays in 2018 ⁽¹⁾
vs. **1.3%/year** on average since 2014

A volume-oriented management approach could make the case to leave fees unchanged or to raise them slightly in 2019. To be continued...

(1) Source: Roland Berger study for the French Private Hospital Federation (FHP)

	2018 SPENDING TARGET	2019 SPENDING TARGET	RATE OF INCREASE
--	----------------------	----------------------	------------------

Primary care	€88.9bn	€91.5bn	2.5%
Healthcare facilities	€80.7bn	€82.6bn	2.4%
Medical-social facilities and services	€20.5bn	€20.8bn	2.2%

THE HEALTHCARE PROPERTY MARKET IN FRANCE AND EUROPE

CONCENTRATION OF HEALTHCARE OPERATORS

- **Ramsay Générale de Santé** launched a takeover bid for the Swedish group **Capio**, which is active throughout Europe, for **€783m** in cash
- **The Colisée group**, already present in Italy, made inroads into Spain through the acquisition of **4** nursing homes formerly owned by the **STS group** (**590** beds for **≈ €15m** in revenue)
- **Orpéa** expanded its footprint in the Netherlands by acquiring **4** facilities, where it now operates more than **1,000** beds
- **Korian** is reinforcing its presence in both Italy and Belgium by entering into discussions to acquire an additional portfolio of **21** facilities

REAL ESTATE INVESTORS ARE LOOKING ABROAD

France

≈ **€600m** invested in Health in France since the start of the year (**€497m** in 2017) including **€207m** by Icade Santé (**14** nursing homes and **1** post-acute care facility) and **€250m** by AXA IM-Real Assets (**8** nursing homes)

Europe

Nearly **€1.9bn** in transactions in Europe, with the biggest deals signed in Germany

- **Primonial** acquired **50%** of the **Medical Properties Trust** (REIT) portfolio for **€818m**
- **Deutsche Wohnen** acquired **30** nursing homes (both the real estate and the operations for **13** of the **30** facilities) in Germany for **€680m**
- Cofinimmo acquired **20** nursing and care homes in Germany for **€188m**
- **AG Real Estate** acquired a portfolio of nursing and care homes in Germany for **€120m**

COMPLETION OF 3 NEW FACILITIES

Elsan and Icade Santé build a medical hub in Nantes



Objective



To develop leading multi-disciplinary healthcare facilities

Strategy

Reorganisation of healthcare services by centralising the Group's 3 facilities in Greater Nantes in the Atlantique Polyclinic facility

A medical project which sharply increases the ambulatory surgery component, expected to represent 70%

A flagship facility in western Nantes.

A cutting-edge facility located in a fast-growing area

New HQE-certified buildings



Construction



2015–2019: refurbishment and extension of the Atlantique Polyclinic facility, owned by Icade Santé:

- Single facility with 354 inpatient beds and 113 outpatient places (vs. 427 inpatient beds and 140 outpatient places previously spread over 3 facilities)
- 2 new buildings totalling 28,214 sq.m:
 - “La Baule”
 - “Central”
- Refurbishment of the Atlantique Polyclinic’s existing building
- A covered walkway connects the buildings

Icade Santé’s investment:
€75m incl. taxes

COMPLETION OF 3 NEW FACILITIES

Capio and Icade Santé join forces to develop the Croix du Sud private hospital in Toulouse



Objective

- To offer high-quality care pathways in modern, first-rate facilities
- To improve short-term outpatient care



Strategy

To improve healthcare services and performance by grouping **2** establishments into a single, more compact facility

- **Cutting-edge facilities**, part of a regional healthcare strategy
- **Highest standards of management** for private hospitals
- **New HQE-certified buildings**



Construction



- **2015–2018**: construction of the **Croix du Sud private hospital** in Quint-Fonsegrives
- **September 2018**: completion of the private hospital grouping the **2** facilities in operation in Toulouse

Icade Santé's investment:
€81m excl. taxes incl. duties



COMPLETION OF 3 NEW FACILITIES

Icade Santé is Courlancy's real estate partner helping to reorganise its healthcare services in Reims



Objective

To create a major hub serving the entire region

Strategy

Reorganisation of healthcare services by centralising the Group's 3 hospitals in Reims in part in the existing Courlancy Polyclinic **but mainly in the new Bezannes facility**

- **A flagship facility in Greater Reims.** A cutting-edge facility equipped with Ambu'Stage
- **New HQE-certified and adaptable buildings**



Construction



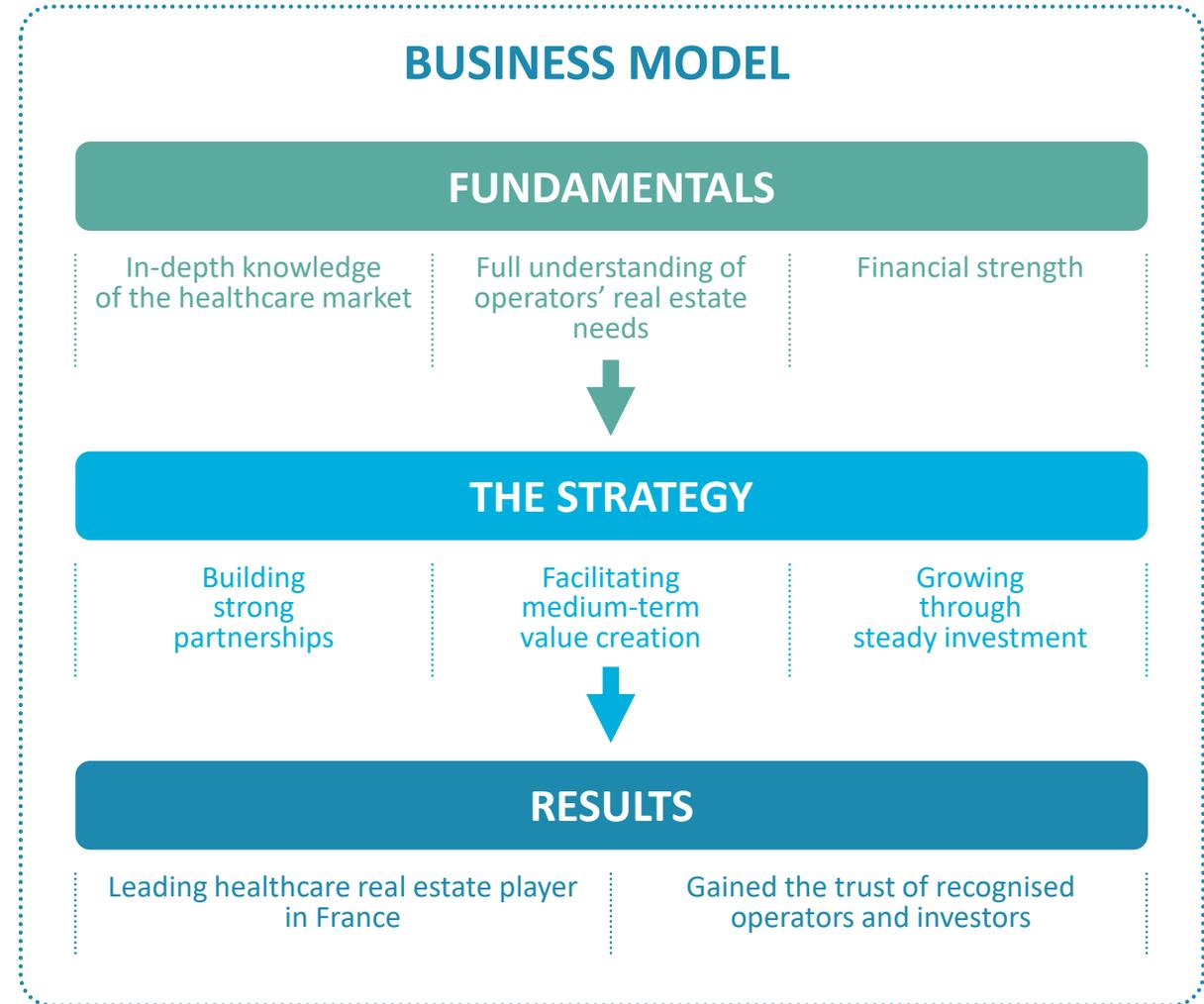
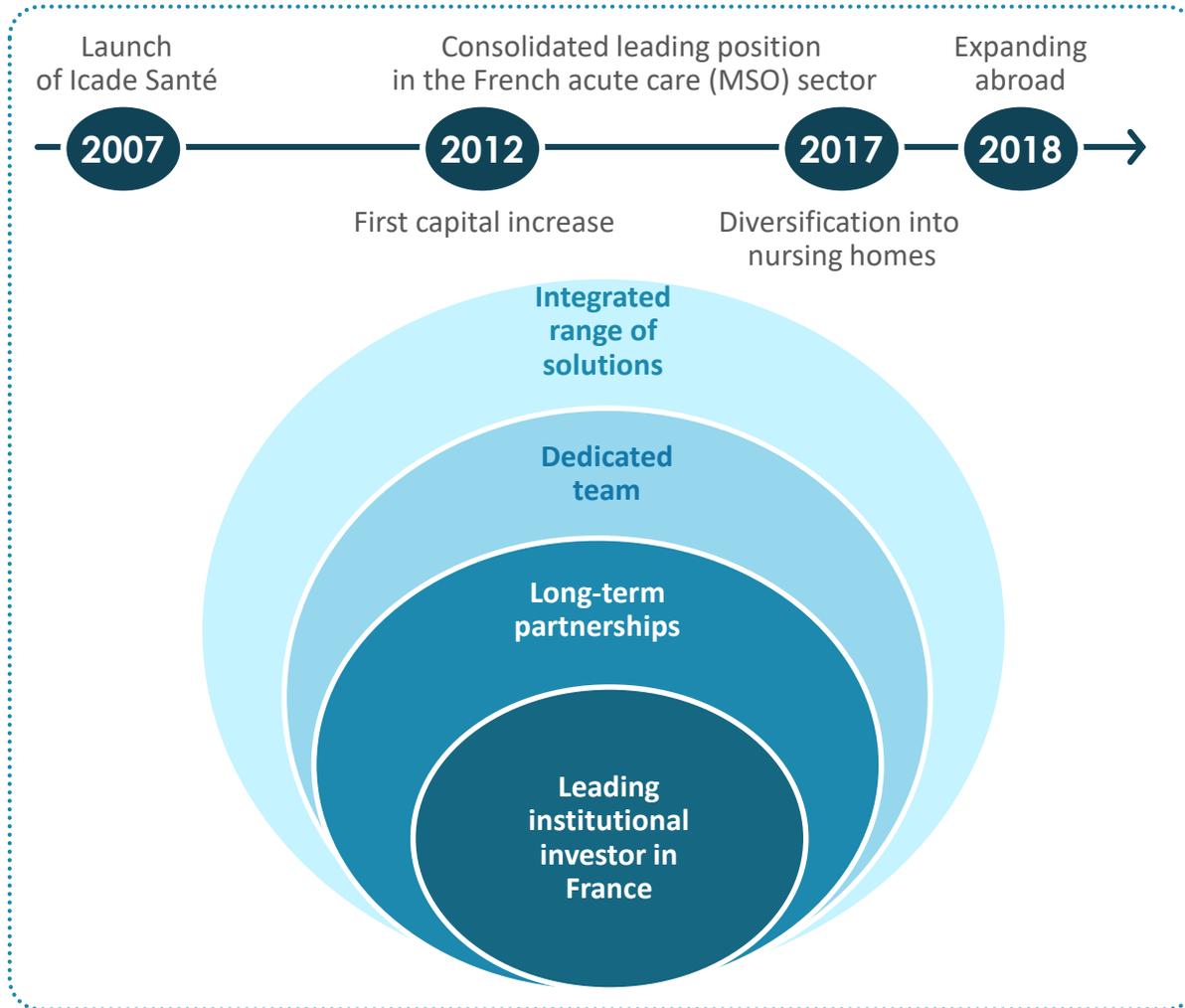
2013–2018: construction of the **Reims-Bezannes Polyclinic:**

- Single facility with **458** beds and places
- **1** new building complex totalling **33,327** sq.m

Icade Santé's investment:
€76m excl. taxes incl. duties



A SOUND BUSINESS MODEL AND A CLEAR STRATEGY



INNOVATION IS CENTRAL TO OUR PROJECTS

TOULOUSE: WOOD'ART – LA CANOPÉE

BACKGROUND / ENVIRONMENT

A **76%** wood-based project
Rehabilitation of industrial wasteland
and biodiversity generation
Icade Promotion won the Occitanie region's
"NoWatt Building" call for projects with
"PER - **30%**" (positive energy buildings). BDM
(Sustainable Mediterranean Buildings) approach

PROJECT

Construction of a wood-based tower with
2,720 sq.m of shops, a **1,740-sq.m** hotel and
8,600 sq.m of residential units in the
Cartoucherie eco-district

TIMELINE / BUDGET

- Completion: **Q3 2020**
- Revenue: **€33m excl. taxes**

LABELS

- E3C2
- NF HABITAT HQE
- BIOSOURCE LEVEL 1 LABEL
- BBCA LABEL
- Occitanie sustainable building, Silver rating

PROJECT MANAGEMENT

- Dietrich Untertrifaller Architects
- Seuil Architecture

PROJECT OWNER

Icade Promotion



CONVERTING OFFICES INTO HOMES

STRASBOURG: ACADÉMIE 35

BACKGROUND / ENVIRONMENT

Building complex built in the 1980s originally used for office space. It features an underground, **200**-space car park, on **2** levels

PROJECT

Conversion of an office building in its entirety into:

- **81** non-subsidised units
- **44** rental units sold off-plan to HABITATION MODERNE
- **1,115** sq.m of lettable office space

TIMELINE / BUDGET

- Completion ranges from late 2019 for Phase 1 comprising **35** housing units to mid-2020 for Phase 2 comprising **46** housing units
- Revenue excl. taxes: **€33.6m**

LABELS

BBC Renovation Label

PROJECT MANAGEMENT

OSLO ARCHITECTES – Schiltigheim

PROJECT OWNER

Icade Promotion



WINNING BID FOR A MIXED-USE DEVELOPMENT PROJECT

PARIS, 12th DISTRICT: BERCY CHARENTON

BACKGROUND / ENVIRONMENT

Icade and Icade Promotion were the winners of the “Reinventing Paris” call for projects

The Bercy-Charenton development zone covers **800,000 sq.m** of land, including **500,000 sq.m** of non-railway land where a **600,000-sq.m** mixed-use district is set to emerge

PROJECT

The project calls for developing a **50,000 sq.m** floor area as follows:

- **15,000 sq.m** of offices (developed and designed by Icade Promotion for Icade)
- **3,200-sq.m** hotel developed by Icade Promotion (hotel operator B&B Hotels)
- Co-living housing units, business premises, shops, sport facilities and an event venue
- **16,000 sq.m** dedicated to a multimodal logistics platform (for Sogaris)

PROJECT OWNER

Icade’s Office Property Investment Division and Icade Promotion

ARCHITECTS

Marc MIMRAM and ENIA Architecte

LABELS

- BREEAM
- HQE, Excellent rating
- Climate Action Plan of the City of Paris
- BREEAM In-Use ready

TIMELINE / BUDGET

- Building permit application lodged: **Q4 2019**
- Completion of logistics platform: **Q4 2022**
- Completion of Offices / Hotel / Sport facilities: **Q4 2023**



CSR: 5 HIGH-PRIORITY ISSUES AND NEW COMMITMENTS TO MEET THE PLANET’S SOCIAL AND ENVIRONMENTAL CHALLENGES

ENVIRONMENTAL

1 Impact on climate change

- **-45%** in CO₂ intensity between 2015 and 2025 for the Office portfolio
- **100%** of new offices > 5,000 sq.m and **33%** of new homes with the E+C- label by 2022

2 Biodiversity

- **50%** of office properties and **25%** of new builds with a net positive impact on biodiversity by 2022
- **1 sq.m** of restored biodiversity for each sq.m developed by the Property Investment divisions starting in 2019

3 Scarcity of resources and circular economy

- Re-use process for **100%** of demolitions > 5,000 sq.m and renovations > 3,000 sq.m in 2020



SOCIETAL

4 Territorial cohesion and inclusion

- Systematising local hiring and professional integration for construction projects > €20m
- Community projects accessible to **ALL** employees by 2019



SOCIAL

5 Engagement, agility and collaboration

- **90%** of managers will have received MEPOS (Positive Energy Manager) training by 2020

INNOVATION

Introduction of new offerings: progress report

July 2018:
2 new offers launched

4 months later



Tool to co-design homes with their future owners



Launch for 3 development projects:

- Lyon 8
- Six-Fours Les Plages
- Antony



Solution for tracking outpatients during their hospital stay



- **Successful trial** at the Courlancy private hospital
- **Solution ready to be introduced** in other facilities

Update on the innovation initiative

2018 Innovation Fund

13 new projects financed since the start of 2018 totalling €1.2m

Innovation Graduate Program

- Launched in September 2018
- **4** recent graduates will assist us with innovation projects for **18** months before joining their divisions