

ORIGINE
(Paris La Défense - Nanterre, Hauts-de-Seine)



INVESTOR DAY

Monday, November 25, 2019

CONTENTS

Introduction by Frédéric Thomas

1. Strategic Plan

Where do we stand?

2. Office market (JLL)

A promising future outside Paris

3. Office Investment

Recycling capital!

4. CSR

Focus on low carbon

5. Development

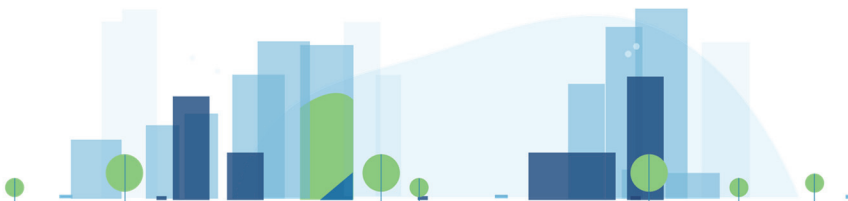
New growth ambitions

6. Healthcare Investment

Ahead of schedule on our plan

7. Conclusion

Appendices



SHAREHOLDERS, BOARD OF DIRECTORS & MANAGEMENT ALIGNED

Strategic Plan approved unanimously by the Board of Directors

Strengthened governance since April 2019

Icade's two leading shareholders are aligned

**A committed Board of Directors, geared toward growth,
supporting management in implementing the plan**



1. STRATEGIC PLAN

Where do we stand?



2019-2022 PLAN: A CLEAR AND AMBITIOUS PLAN

1.

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

- Sales of mature assets
- Reinvestment in development
- Opportunistic acquisitions

2.

European leader in **healthcare** real estate

- Diversification into the long-term care segment
- International expansion
- Investment target: **€2.5bn**

3.

Key player in **property** development

- Positive performance in competitive processes
- Replenishing the office pipeline

4.

Best-in-class **CSR** and innovation

- Priority: low carbon
- Target: a nearly **1.5°C** pathway



▶ A plan aimed at delivering **attractive recurring yields & value creation**

DESPITE VOLATILITY, THE MARKET STILL OFFERS OPPORTUNITIES

Negative sovereign bond yields:
vs. an increase predicted in 2018



More attractive **financing conditions**

Unstable geopolitical environment
(Brexit, US/China, populism, etc.)



Investor risk aversion
& **flight-to-quality** for property assets

Upcoming municipal elections in 2020:
tighter housing supply



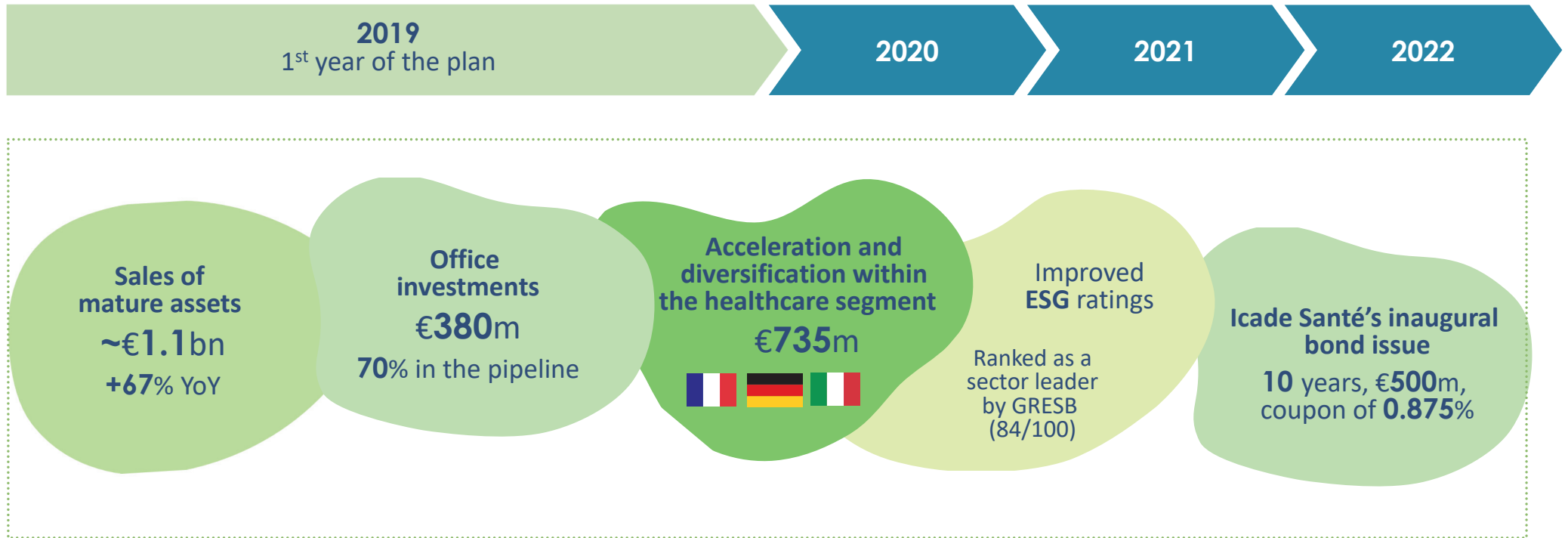
Solid market: **high demand**
(increased creditworthiness of individuals,
demand from institutional investors)

Increased awareness of societal
and environmental issues



A **relevant CSR strategy** valued by our stakeholders
(investors, local authorities, customers)

2019: IMPLEMENTATION WELL UNDERWAY



Icade fully committed to implementing its 2019-2022 plan...

2.

THE FRENCH OFFICE MARKETS

Promising perspectives outside of Paris



Sophie ROZEN
Head of Research Services JLL France





Promising dynamic outside Paris

What perspectives for the Grand Paris ?
What trends outside the Paris Region ?

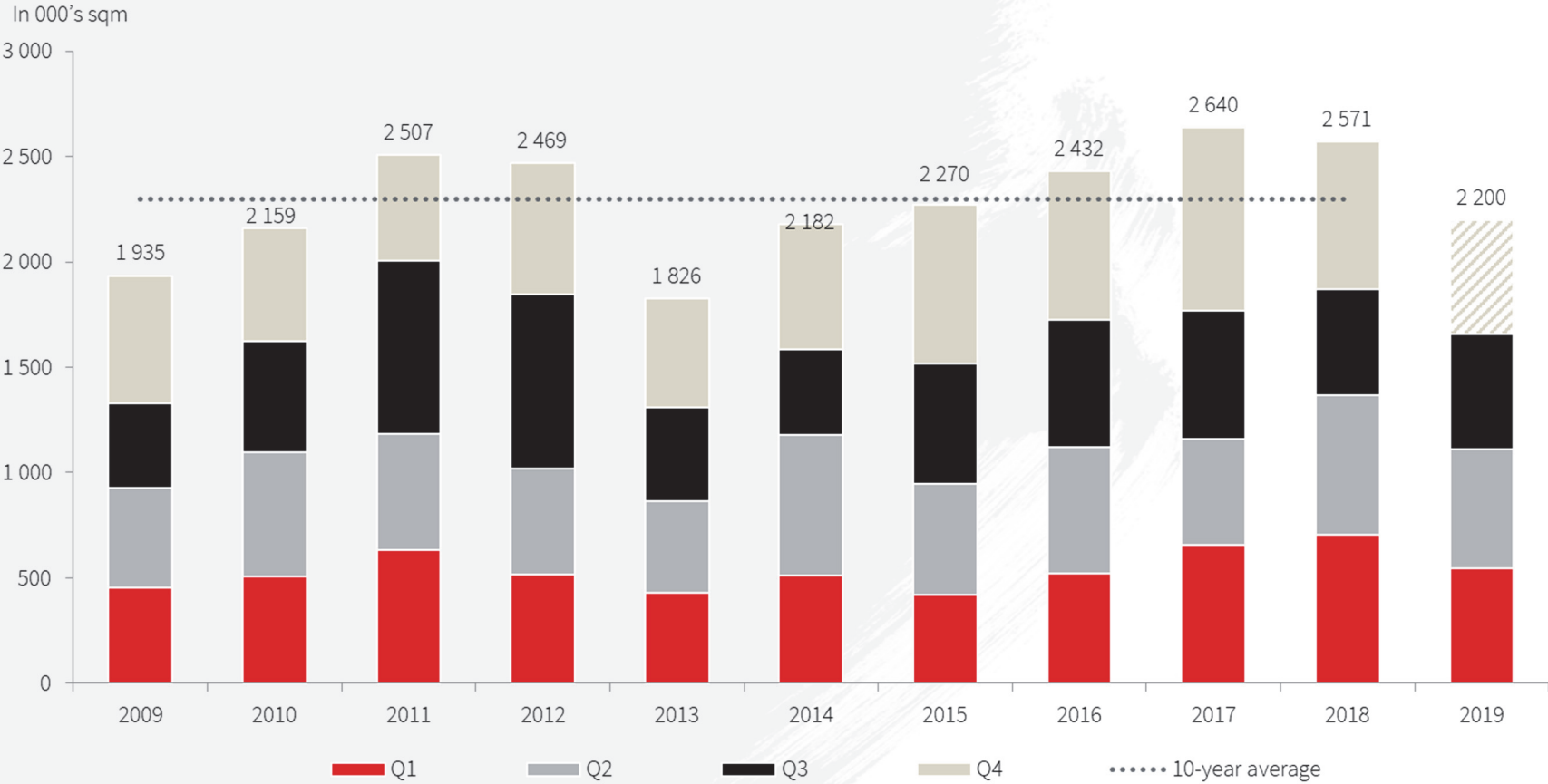
25th November 2019

Sophie ROZEN - Head of Research Services JLL France



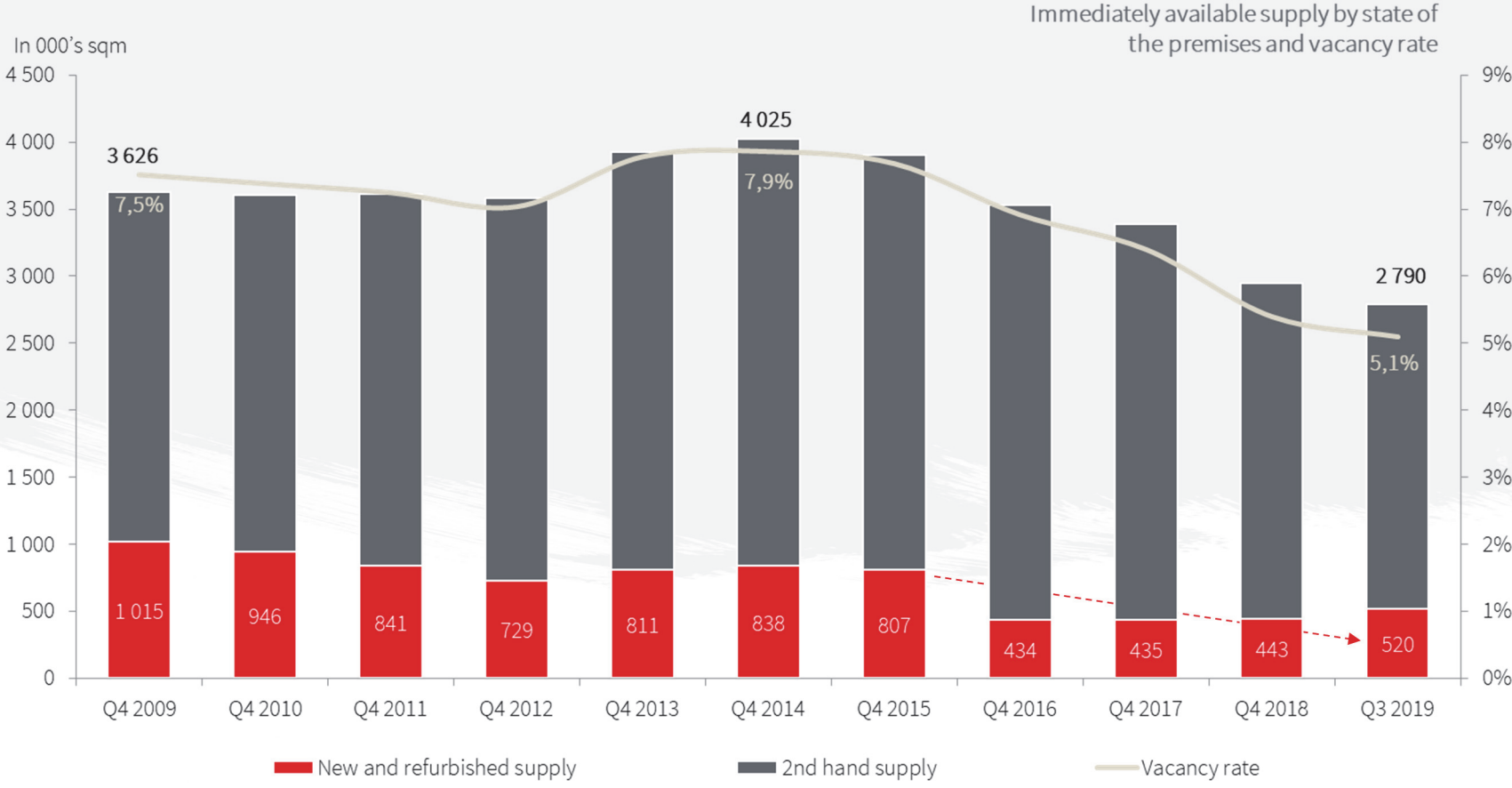
What perspectives for the Grand Paris ?

The leasing market is stabilizing at 10-year average in 2019 after 2 years of record-high activity



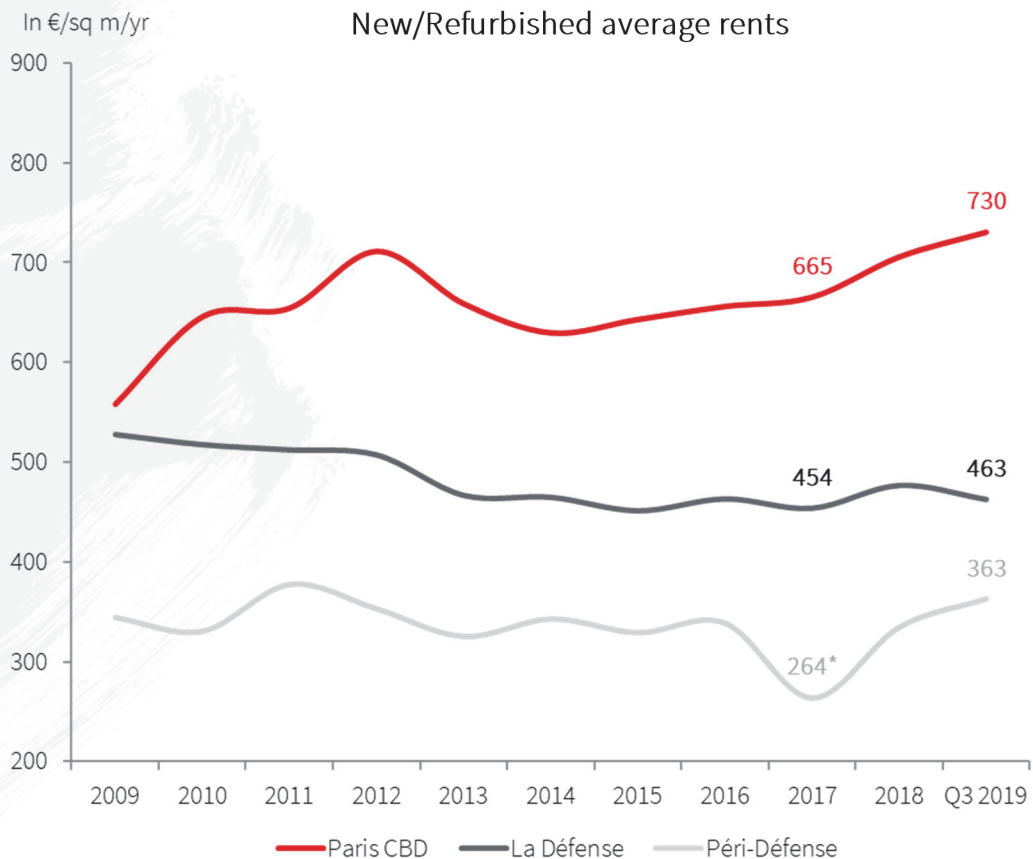
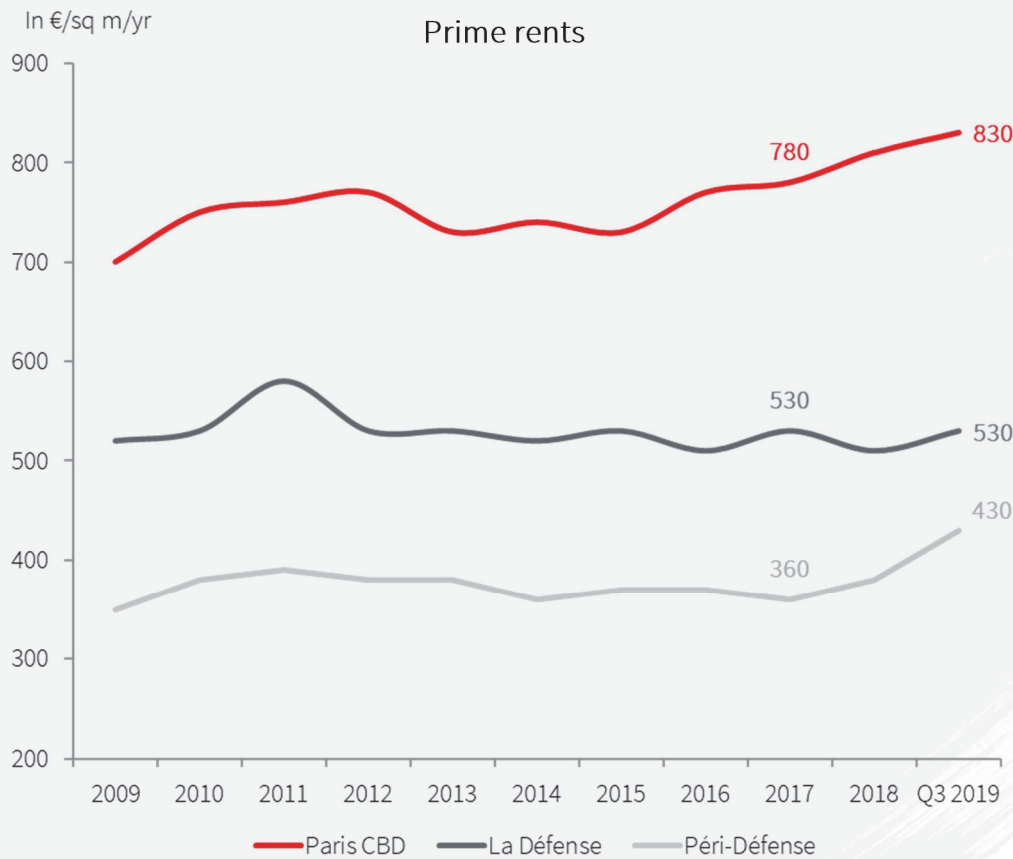
Source: JLL/ImmoStat

Both dynamic demand and limited construction result into a low vacancy rate and limited supply in new at the end of 2019 ...



Source: JLL / Immostat / ORIE

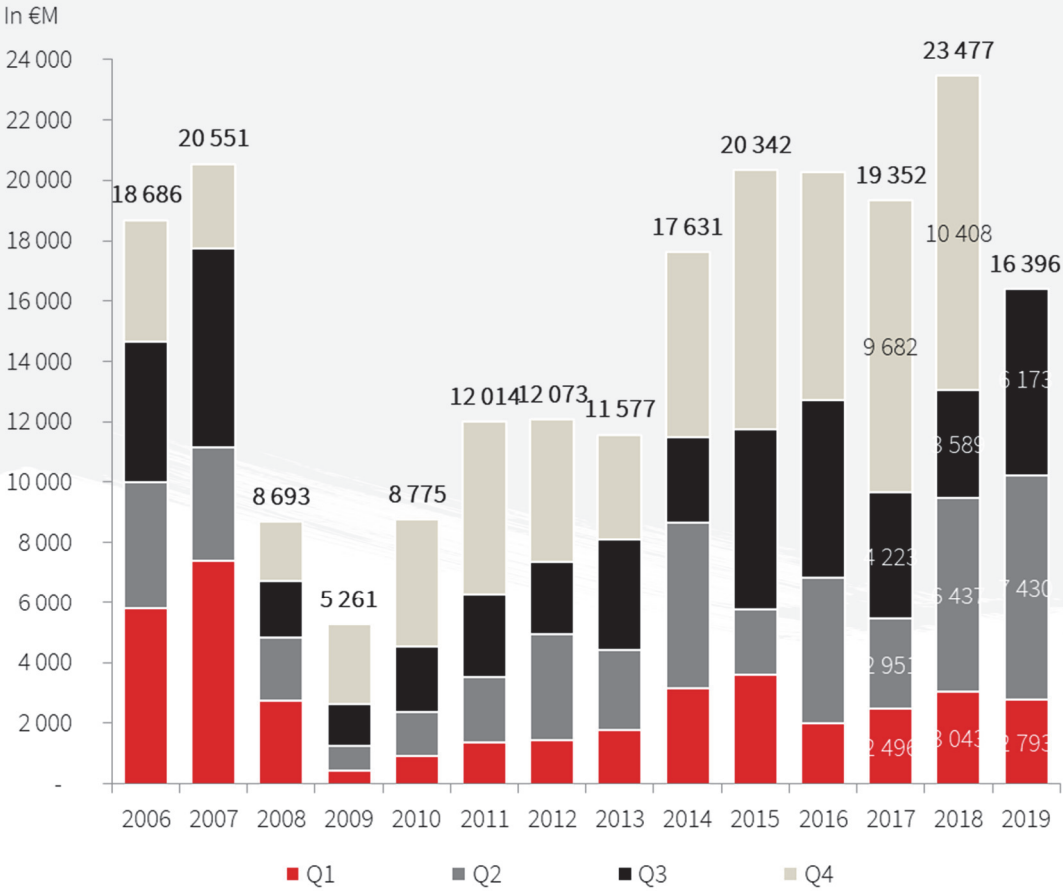
... and in dynamic prime and average rental values



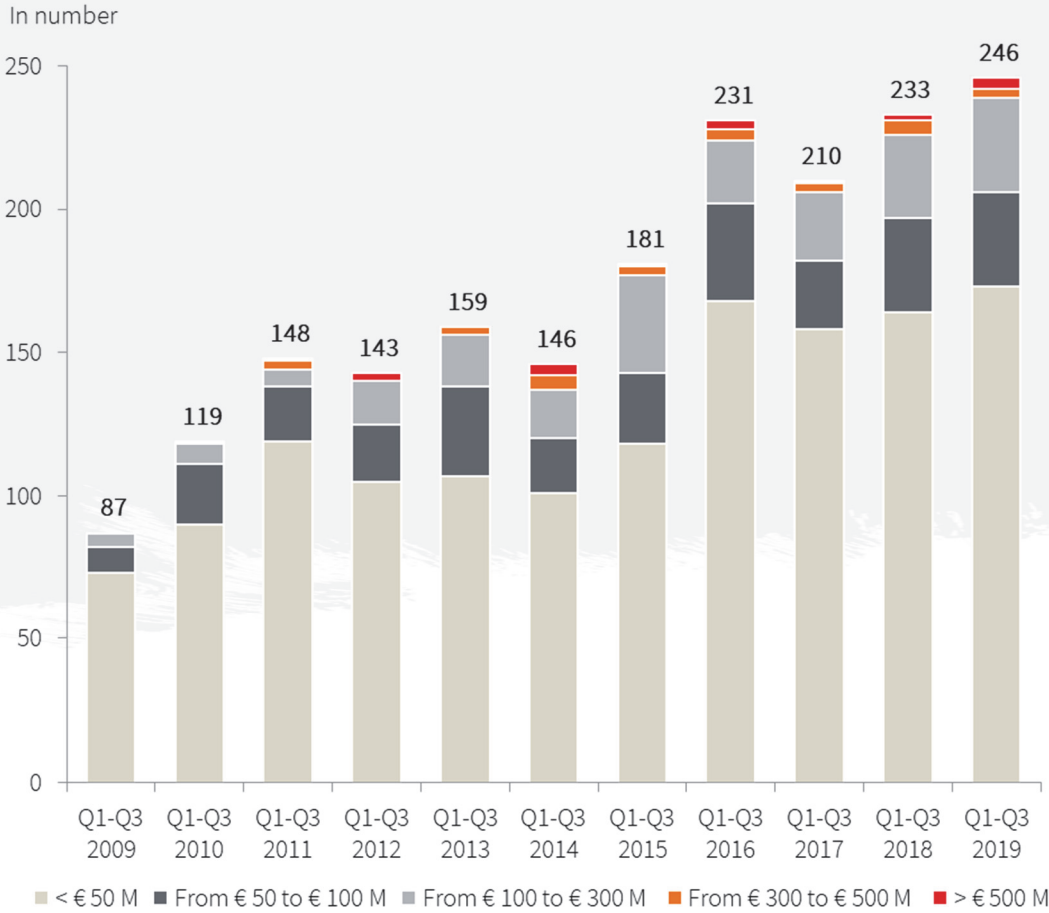
Source: JLL/ImmoStat

* Unfavorable market conditions for Péri-Défense at that time. Unbalanced market with a high level of vacancy rate (~15%).

The investment market achieves record-high activity both in volume and number of transactions in 2018-2019

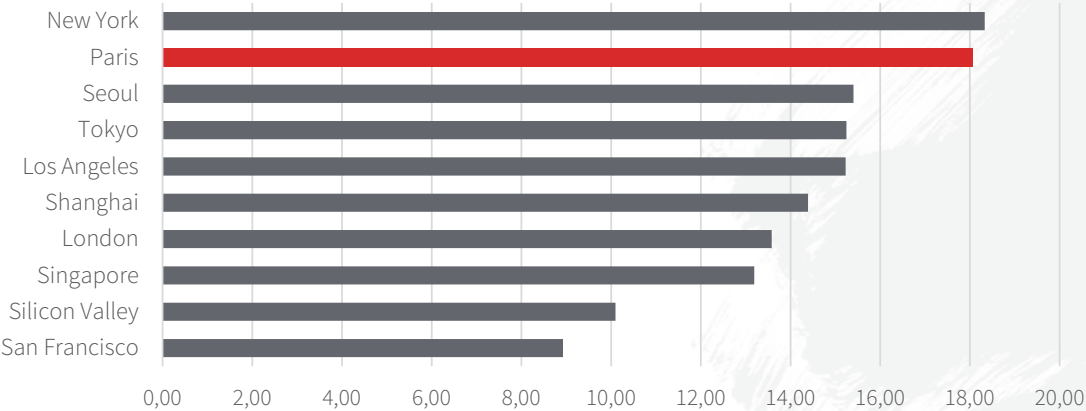


Source: JLL/ImmoStat



Paris ranks 2nd largest investment market in the world and 1st for cross-border investment at the end of Q3 2019

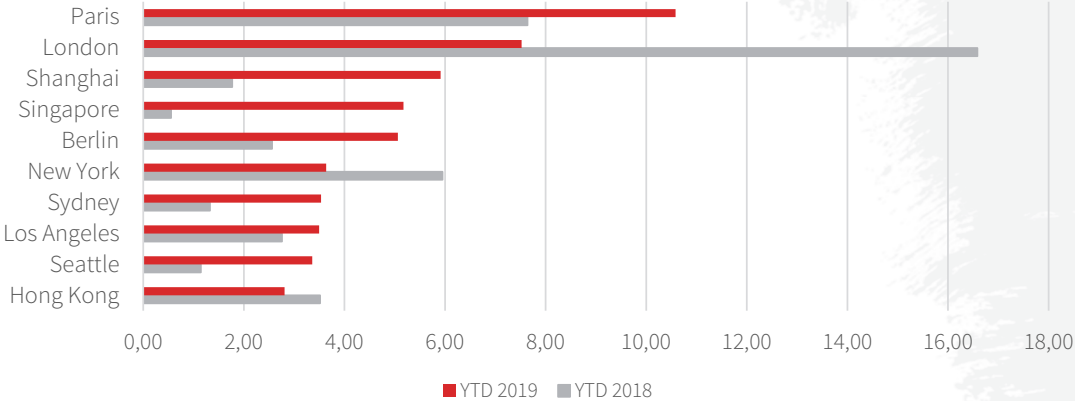
World top 10 cities in transactional volumes Q3 2019 (US\$ bn)



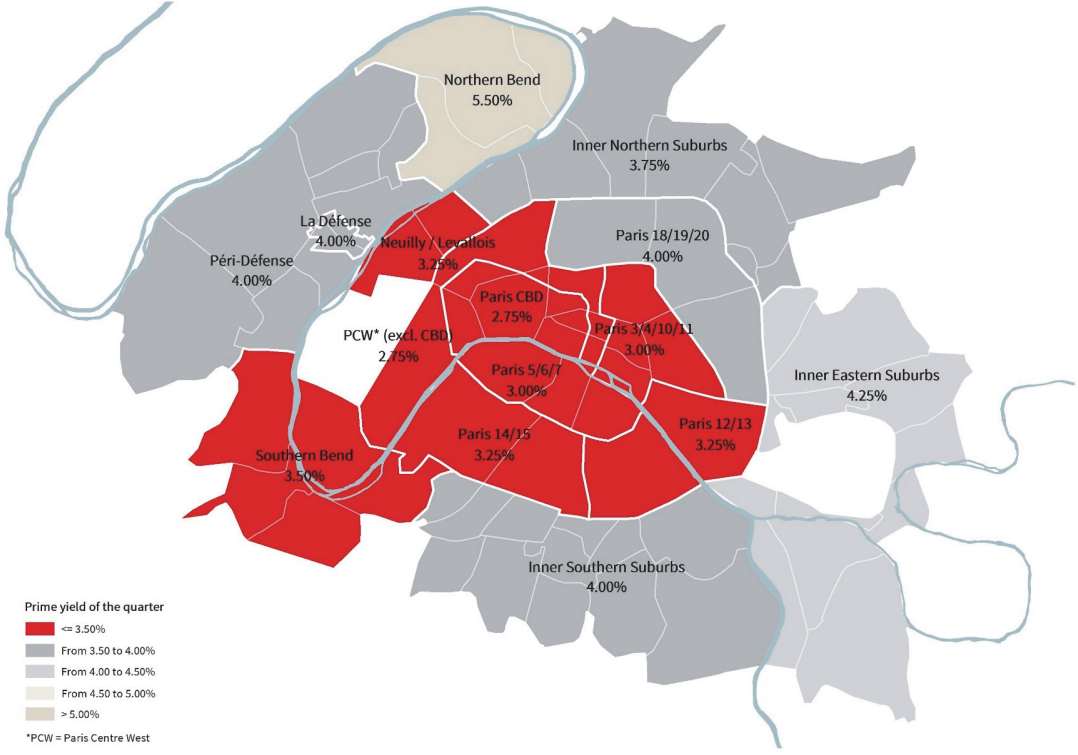
Investment volumes in the Paris Region split by source of capital



World top 10 recipients of cross-border investments Q3 2019 (US\$ bn)

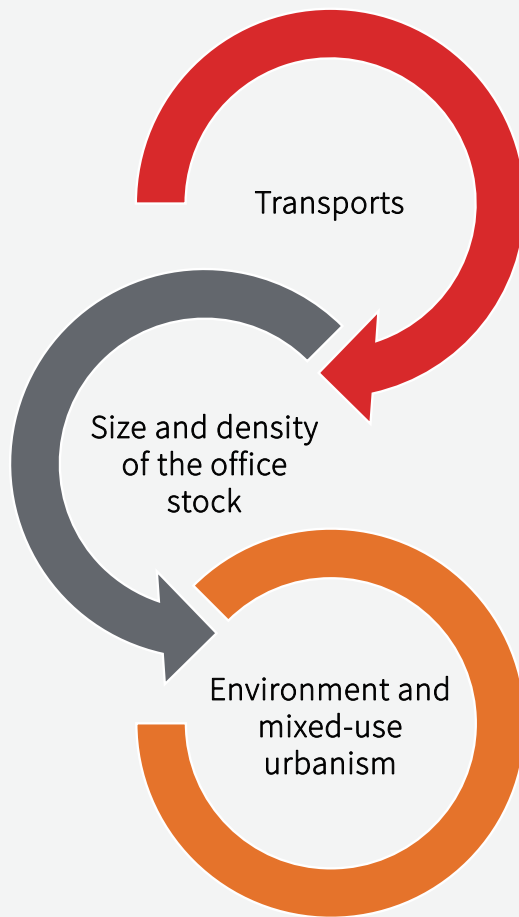


Dynamic demand and competition maintain pressure on yields in all sub-markets of the Paris region



Source: JLL

Grand Paris developing markets cumulate deep changes in the key attractiveness fields

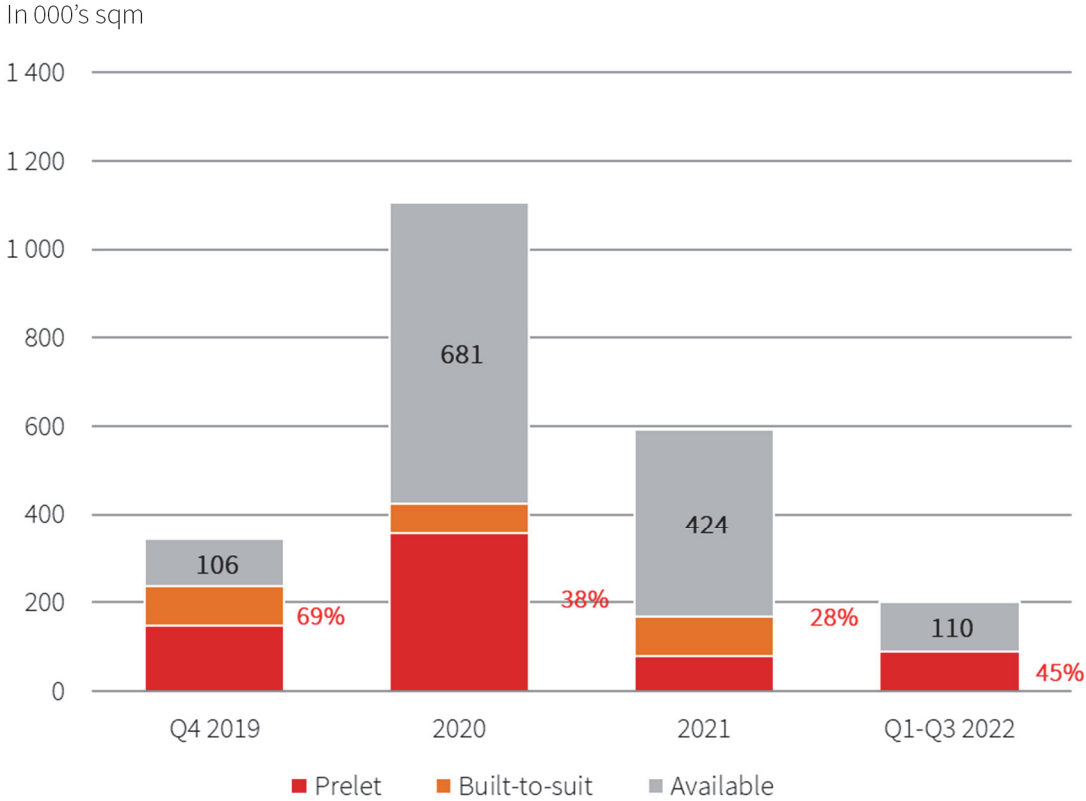


3 levers of attractivity for corporate and individuals:

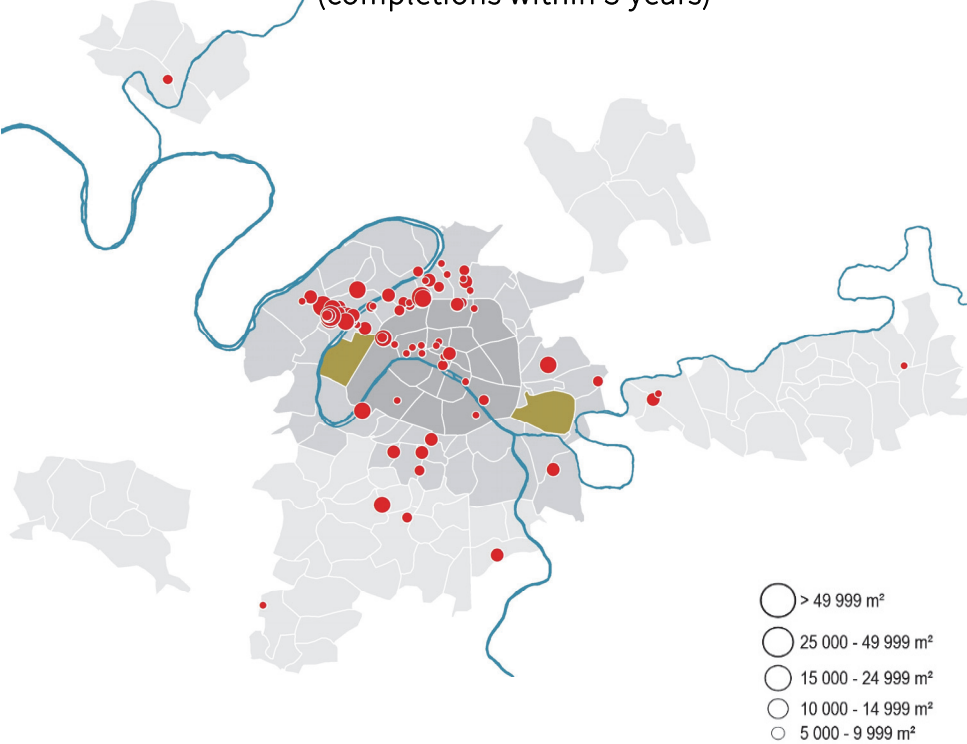
- Business environment with sufficient office density
- Market depth and visibility for both corporate and investors
- Market capacity to attract new firms through efficient public transports and attractive environment
- Protect and enhance employees productivity and presence
- Ability to recruit and retain the best talents
- Ability to attract new residents
- Offer desirable urban environment and services
- Lively area with mixed-use properties
- Security sentiment

The North-West of Paris Region shows the strongest dynamism in construction

Projects under construction in the Paris Region



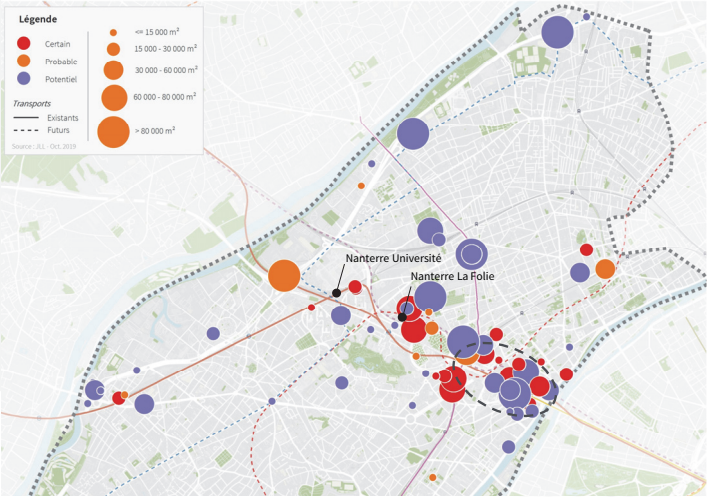
Projects under construction available to date (completions within 3 years)



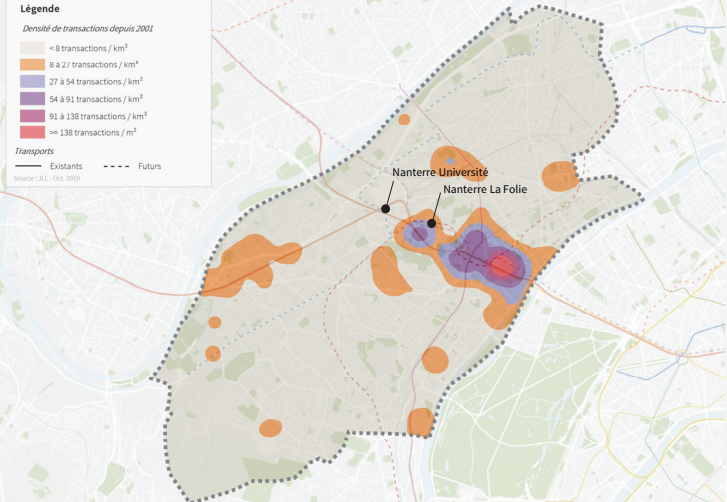
Source : JLL

Nanterre Les Terrasses is developing supported by large urban redevelopments and new transports

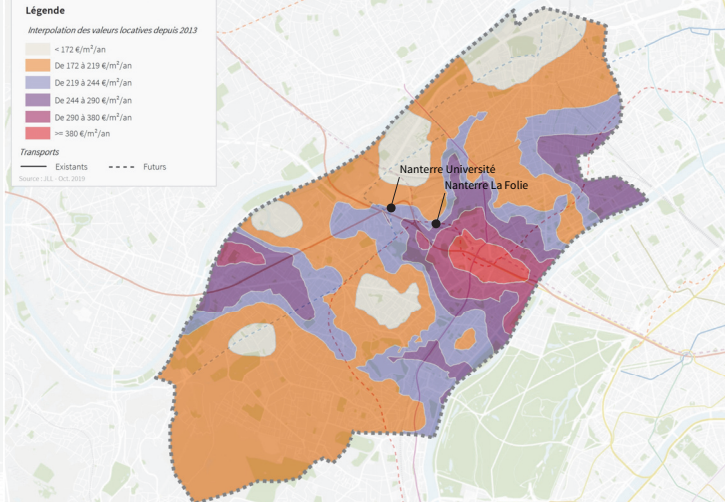
Future office pipeline



Density of rental transactions



Rents level



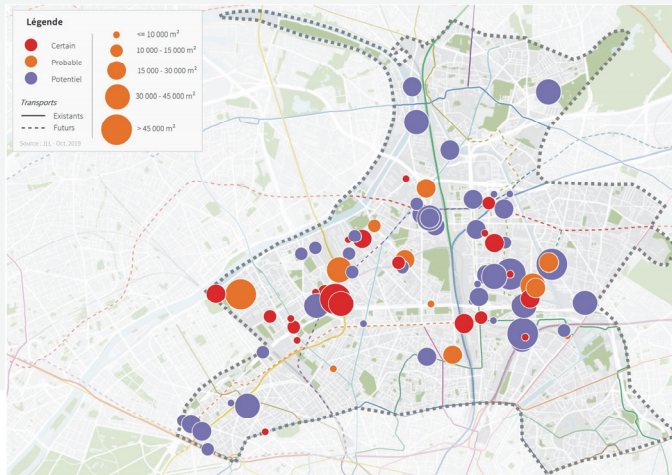
Nanterre - Les Terrasses: an emerging office district right next to La Défense

Nanterre - Les Terrasses: a higher density in transactions while the modern stock is increasing and environment improving

Higher rents spread from La Défense to Nanterre - Les Terrasses

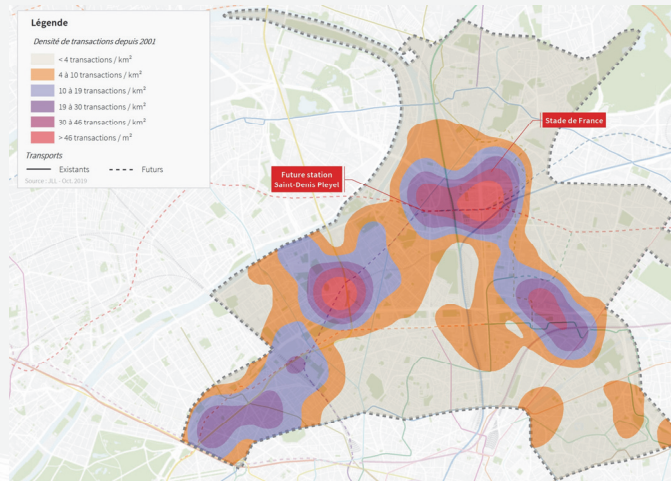
The North of Paris benefits from transformational projects, short-term improvement in public transports and the 2024 Olympics

Future office pipeline



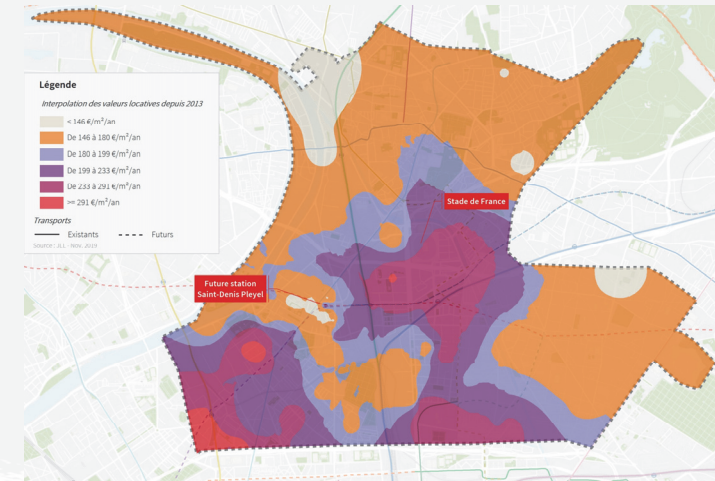
Strengthening of a large office market in the North of Paris

Density of rental transactions



3 offices districts clearly identified: Saint-Ouen, Saint-Denis and Portes de Paris

Rents level

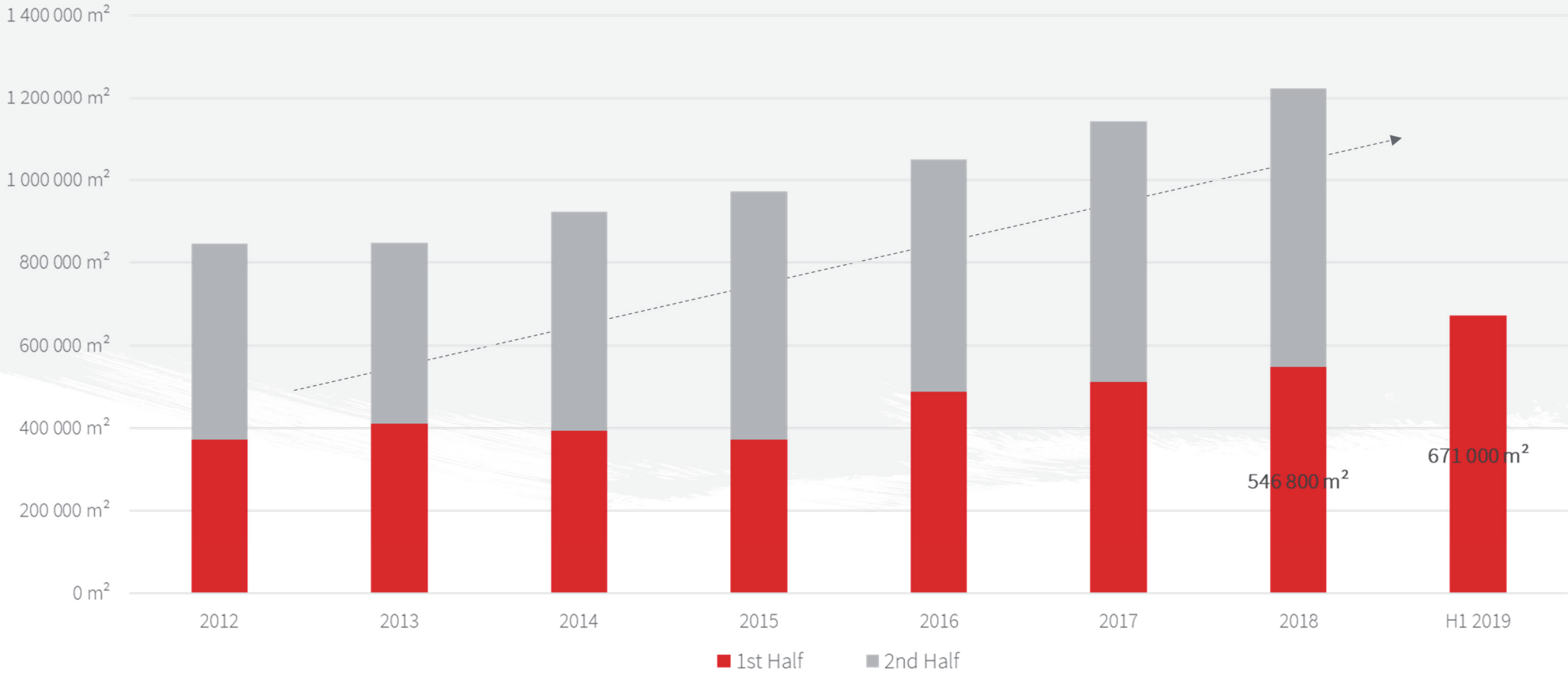


Higher rents spread from the gateways of Paris to Saint-Ouen and Saint-Denis, and are expected to accelerate with the coming Olympics Games.

What trends outside the Paris Region ?

Office markets in the main cities in region are steadily growing

Perimeter : Lyon, Lille, Aix-Marseille, Toulouse, Bordeaux, Nantes, Nice-Sophia



Source: Clerville, DBX Conseil, JLL, Locopro, Tourny Meyer
 Sources observatoires : CECIM, OBM, OIEB, OTIE

Lyon has reached a new threshold in 2019 and firmly stands as the first office market outside Paris...

Office take-up



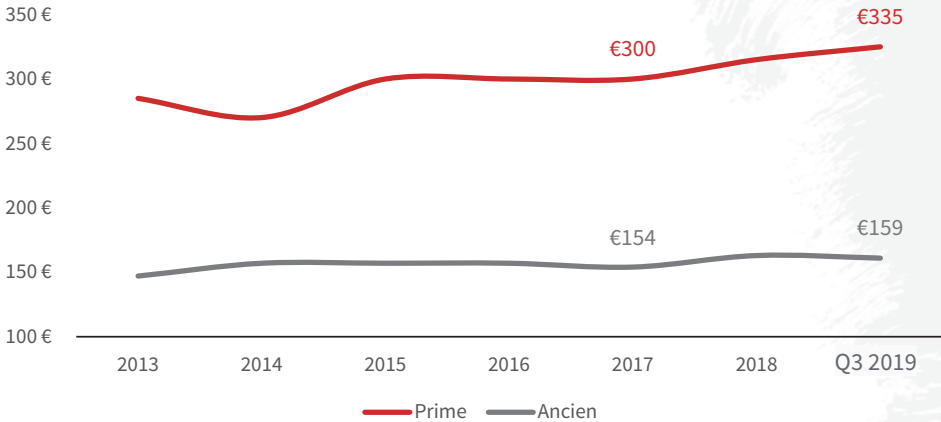
~370,000 sqm (end 2019)
vs 331,700 sqm in 2018

Vacancy rate



4.1% (Q3 2019)

Prime rents (€ /sqm/year)



Prime yields

3.70% (Q3 2019)
vs 3.95% (end 2017)



Source : JLL

... whereas Marseille is struggling with limited quality supply and a strong focus of demand on the iconic EuroMed district

Office take-up



~125,000 sqm (end 2019)

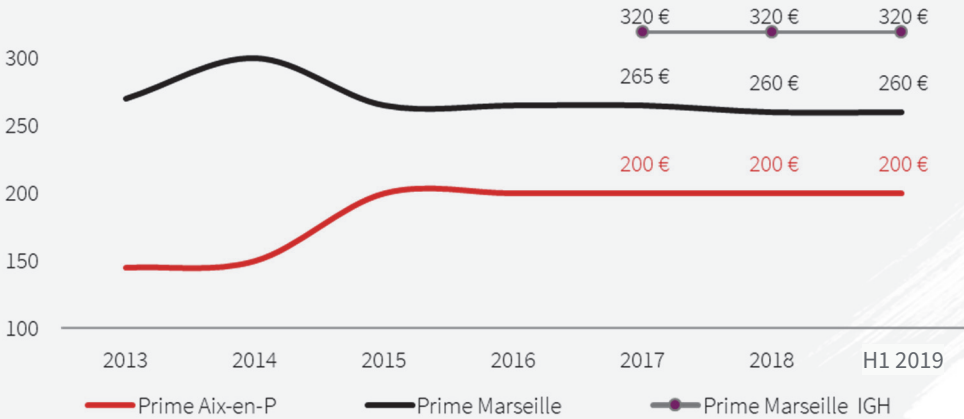
vs 111,700 sqm in 2018

Vacancy rate



4.4% (Q2 2019)

Prime rents (€/sqm/year)



Prime yields

4.50% (Q2 2019)

vs 4.75% (end 2017)



Source: DBX Conseil

Merci

3. OFFICE INVESTMENT

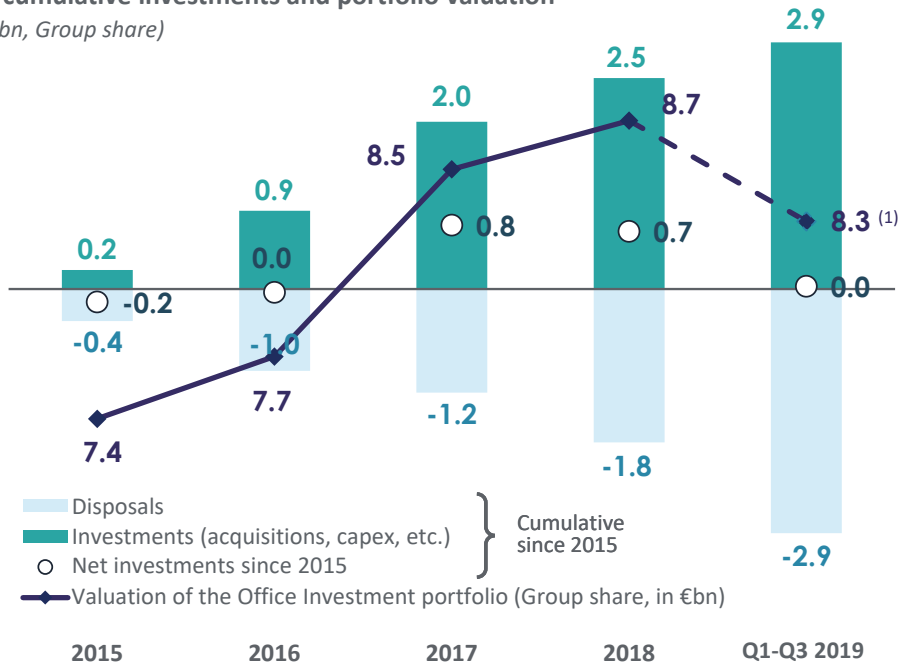
Recycling capital!



DYNAMIC ASSET ROTATION IN THE OFFICE INVESTMENT PORTFOLIO SINCE 2015

€2.9bn in cumulative disposals since 2015, fully reinvested in the portfolio

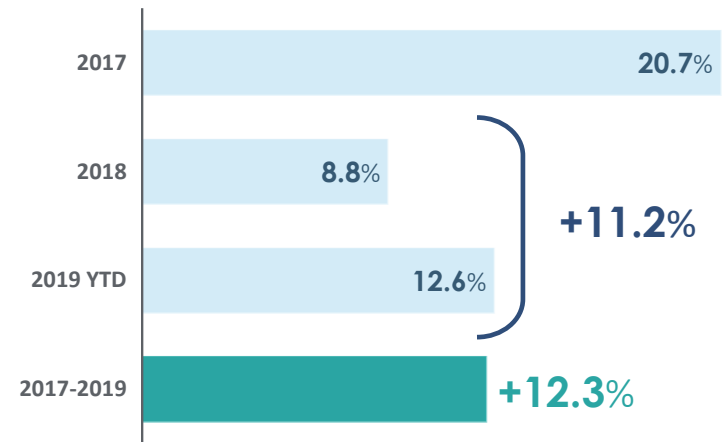
Net cumulative investments and portfolio valuation
(in €bn, Group share)



On a Group share basis
 Notes: (1) Values as of 06/30/2019, after taking into account the sale of Crystal Park and 49% of the Echo Tower and capex recorded in Q3 2019
 (2) Annualised IFRS rental income for the quarter preceding the disposal

Disposals completed on average 12.3% above appraised value

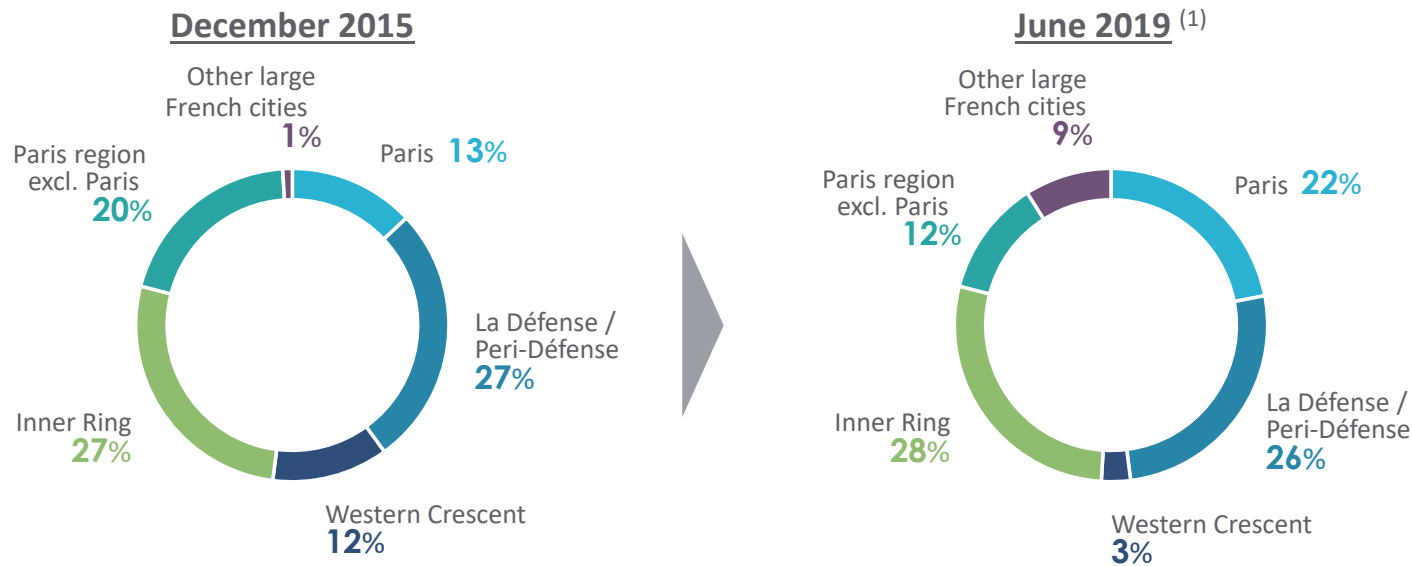
Difference between sale price and appraised value
(difference vs. appraised value as of 12/31 before the sale, in %)



Further momentum gained in 2018-2019

- 2018–2019 disposals: €1.6bn
- 11.2% above appraised value on average
- Rental income related to sold assets: €73.8m⁽²⁾

PORTFOLIO REPOSITIONED, VALUE CREATION DELIVERED



- Continuous **improvement** in asset quality and **portfolio positioning**
- Increased exposure to **major cities outside Paris** (vs. reduced weight of the Outer Ring)

▶ **Total value creation of nearly €900m in 4 years, achieved through dynamic asset management**



On a Group share basis
Note: (1) Includes disposals carried out since June 2019, i.e. Crystal Park and 49% of the Egho Tower (€1,055m)

DEVELOPMENT: A KEY CONTRIBUTOR TO VALUE CREATION (60%)

16 projects completed ⁽⁵⁾ since 2015
(~260,000 sq.m)

Investment amount on completion

€1.2bn

Fair value on completion ^{(1) (2)}

€1.7bn

YoC ⁽³⁾

6.5%

Yields ⁽⁴⁾ as of Sept. 30, 2019

4.8%

ERV as of Sept. 30, 2019

€80m

Financial occupancy rate as of Sept. 30, 2019

82%

Value creation: €0.5bn
(37% of the invested amount)

Attractive YoC: 6.5%

Additional rental income: €80m ⁽⁶⁾

On a 100% basis

Notes: (1) First appraised value after project completion, excluding properties sold since their completion

(2) Including sales of properties which have been completed since 2015: €98.8m

(3) Average estimated YoCs before project completion, excluding properties sold since their completion

(4) Annualised net rental income from leased space plus potential net rental income from vacant space at estimated rental value, divided by the appraised value excluding duties of leasable space

(5) Including 1 disposal

(6) Potential rental income: headline for leased space + ERV for vacant space



A proven track record
Higher goals for development

2019 COMPLETIONS: ~€180M ⁽¹⁾ IN ADDITIONAL VALUE CREATION



Completed in Q1 2019

Spring A Nanterre

- Financial occupancy rate: **100%**
- Floor area: **18,540 sq.m**



Completed in Q1 2019

Le Castel Marseille

- Financial occupancy rate: **100%**
- Floor area: **5,960 sq.m**



Completed in Q4 2019

3 completions in Q4 ⁽⁵⁾

- Eko Active (Marseille)
- Monaco
- B007 (Pont de Flandre)
- Total floor area: **16,040 sq.m**
- Total pre-let space to date: **77%**



Completed in Q1 2019

Pulse Saint-Denis

- Financial occupancy rate: **0%**
- Floor area: **28,869 sq.m**



Completed in Q2 2019

Factor E Bordeaux

- Financial occupancy rate: **79%**
- Floor area: **10,922 sq.m**



Completed in Q1 2019

Gambetta Paris, 20th district

- Financial occupancy rate: **98%**
- Floor area: **20,033 sq.m**



Completed in Q3 2019

Lafayette B-C Lyon

- Financial occupancy rate: **81%** ⁽³⁾
- Floor area: **7,206 sq.m**

- Value creation: **33%** of total investment (€549m ⁽²⁾)
- Potential rental income ⁽⁴⁾ of €36m

▶ 2019 pipeline remains solid



Notes: (1) Calculation based on valuations as of June 30, 2019 – excl. Lafayette (valuation as of 06/30/19 + investments recognised in Q3 2019) and excl. Q4 completions (Icade estimates)

(2) Initial value + investments recognised or estimated between the beginning of the project and its completion

(3) Including leases signed but scheduled to start at a later date

(4) Potential rental income: headline for leased space + ERV for vacant space

(5) Eko Active completed in mid-November 2019

A GROWING 2019-2024 DEVELOPMENT PIPELINE

	Projects started	Projects not committed	Total pipeline
Number of projects	13	6	19
Investment amount ⁽¹⁾	€1.4bn	€0.9bn	€2.3bn
Floor area	244,000 sq.m	145,000 sq.m	389,000 sq.m
Expected rental income (annualised)	€89m	€56m	€144m
Yield on Cost ⁽²⁾	6.4%	6.2%	6.3%

€0.4bn added to the pipeline of non-committed projects

- ▶ Average fair value-based YoC of **6.3%** vs. an average capitalisation rate of **4.6%**, i.e. a **170-bp** difference
- ▶ Estimated value creation increases to **€0.7bn** (vs. **€0.5bn** as of 06/30/2019)



On a 100% basis

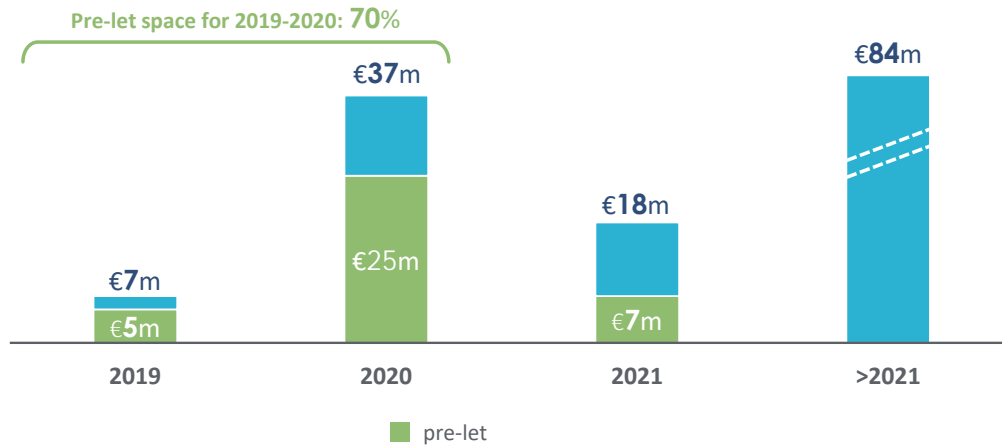
Notes: (1) Includes the fair value of the asset at project start, cost of works (incl. expenses, fees and tenant improvements) and carrying costs

(2) Fair value-based YoC = headline rental income / cost of the project. This cost includes the fair value of the asset at project start, cost of works (incl. expenses, fees and tenant improvements) and carrying costs

... GENERATING STRONG CASH FLOWS: €144M OF FUTURE RENTAL INCOME

Expected additional rental income

(headline, annualised, in €m)

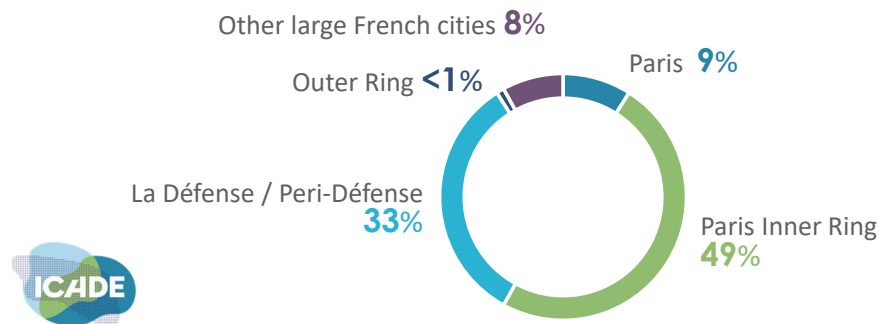


€44m in additional rental income expected in 2019–2020

Total pre-let space represents 41%, incl. 70% for projects to be completed by the end of 2020

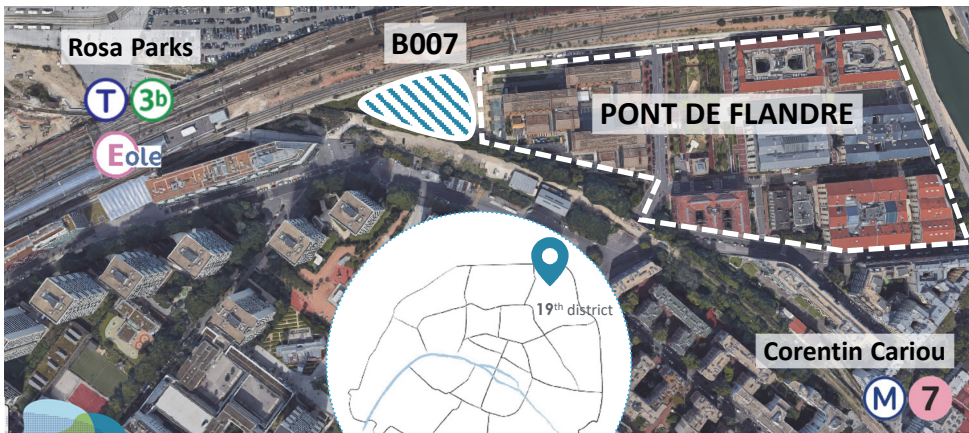
Expected additional rental income, by geography, until 2024

(in %)



VALUE CREATION: UNLOCKING VALUE FROM A CAR PARK (1/4)

Pont de Flandre project (B007)



Note : (1) Net of rent frees

Cost: €39m



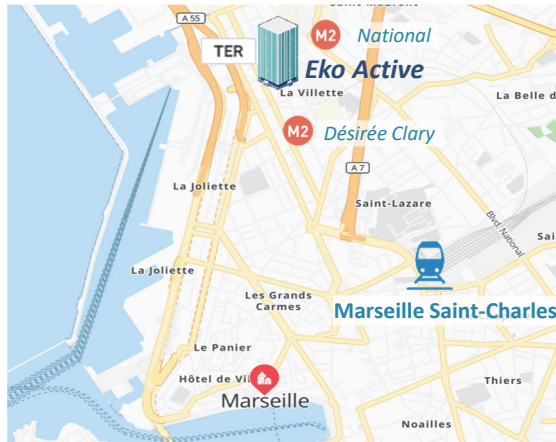
- **8,540** sq.m of office space in the 19th district of Paris
- **100%** pre-let to URSSAF for **9** years with no break option
- Immediate proximity to public transport



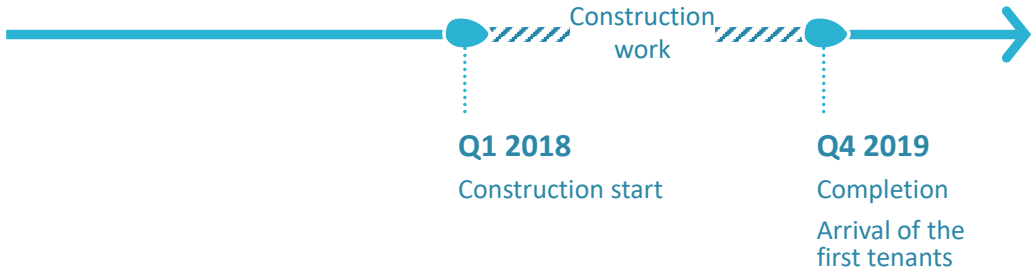
Potential rental income of €3.2m
 Expected value creation ⁽¹⁾: ~€33m
 YoC: **8.2%**
 Cap Rate: **c. 4%**

VALUE CREATION: A SPECULATIVE OFF-PLAN DEVELOPMENT (2/4)

Marseille Euromed project (Eko Active)



Cost: €30m



- 8,300 sq.m of office space in Marseille, Euromed
- Public transport

In the immediate proximity of M2 and TER
15 minutes away by M2 from the Marseille Saint-Charles high-speed train (TGV) station

Potential rental income of €2.2m
Expected value creation ⁽¹⁾: ~€8m
YoC: 7.2%
Cap Rate: c. 5%

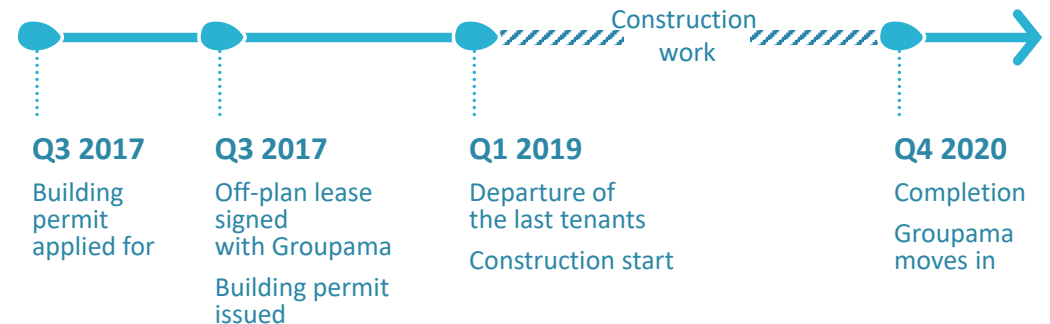
Note : (1) Net of rent frees

VALUE CREATION: A REFURBISHMENT PROJECT (3/4)

Nanterre-Préfecture project (Fontanot)



Cost: €108m



- 16,350 sq.m of office space in Nanterre
- 100% pre-let to Groupama for 12 years with no break option
- Immediate proximity to public transport

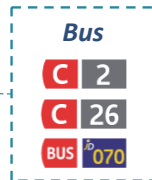


- ▶ Rental income **+15%**
- ▶ Expected value creation ⁽¹⁾: **~€10m**
- ▶ YoC: **5.1%**
- ▶ Cap Rate: **c. 4.5%**

Note : (1) Net of rent frees

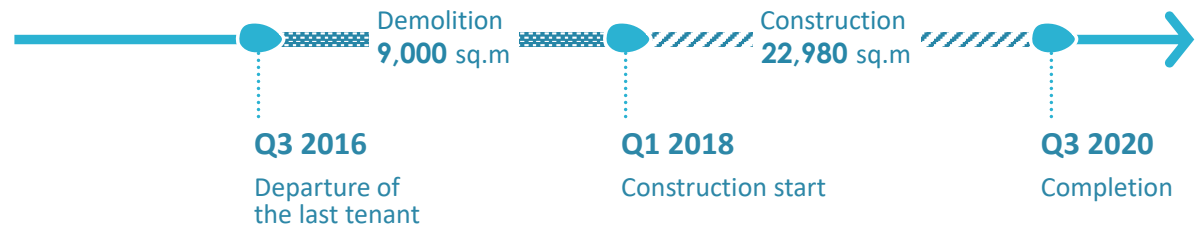
VALUE CREATION: DEMOLITION & RECONSTRUCTION (4/4)

Lyon project (Park View)



Note : (1) Net of rent frees

Cost: €81 m

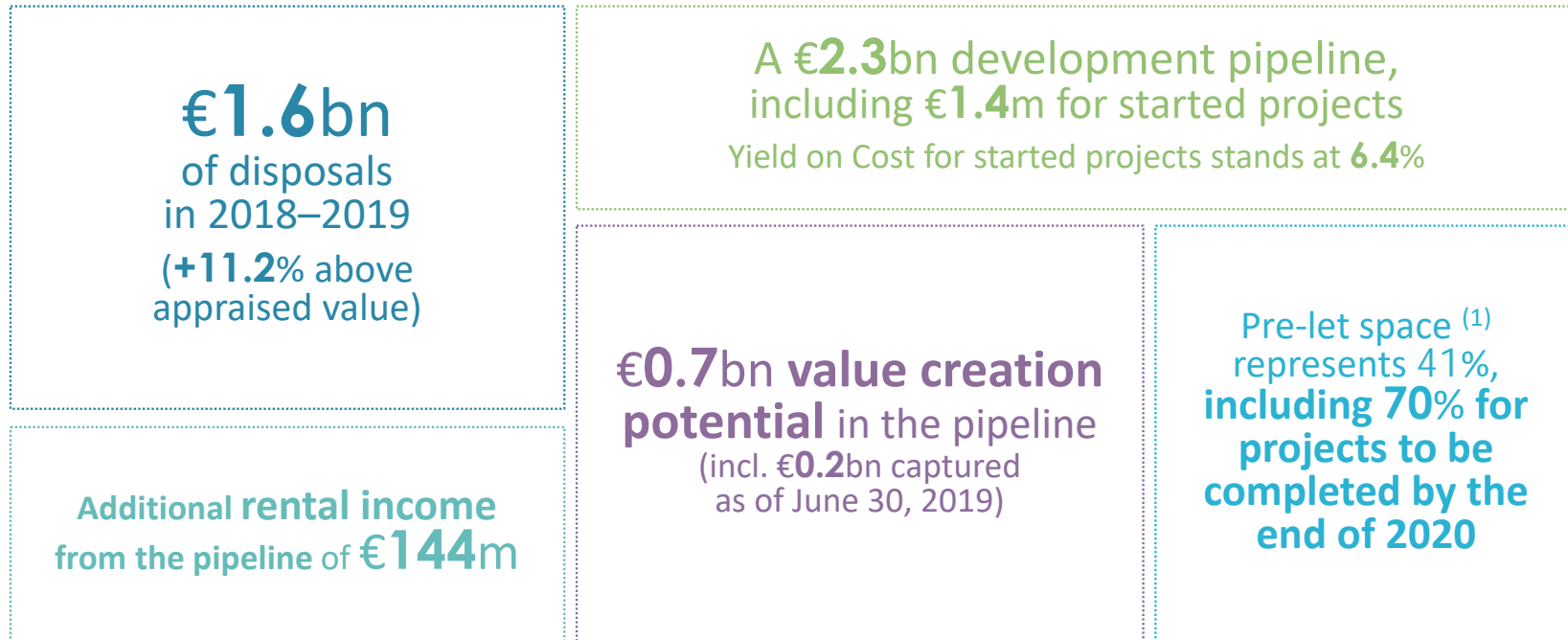


- **22,980** sq.m of office space on the doorstep of Lyon
- Public transport
 15 minutes away from the Lyon Part-Dieu train station by tram **T1**

- ▶ **13,000** sq.m in additional space
- ▶ **€5.1m** in potential rental income (vs. **€1.3m** before the project)
- ▶ Expected value creation ⁽¹⁾: **~€28m**
- ▶ YoC: **6.3%**
- ▶ Cap Rate: **c. 4.5%**

RECAP

OUR STRATEGY: ASSET ROTATION AND DEVELOPMENT PIPELINE DELIVERING AN ATTRACTIVE TSR



Note: (1) Percentage of pre-let space relating to projects already started

4. CSR

Focus on low carbon



5 HIGH-PRIORITY ISSUES TO ADDRESS THE PLANET'S ENVIRONMENTAL AND SOCIAL CHALLENGES



STRENGTHENED LOW-CARBON COMMITMENTS

OBJECTIVES

Office Investment

-45% in CO₂ intensity between 2015 and 2025

Development

100% of new offices > 5,000 sq.m and
33% of new homes with the E+C- label by 2022

Healthcare Investment

Assisting at least **75%** of
healthcare facility operators in optimising
their energy performance starting in 2019



Reviewing the calculation method
meeting the highest standards

Defining new targets consistent with
an ambitious pathway of “nearly **1.5°C**”

Following up the actions taken through
the **development of new modelling tools**
made available to operational teams

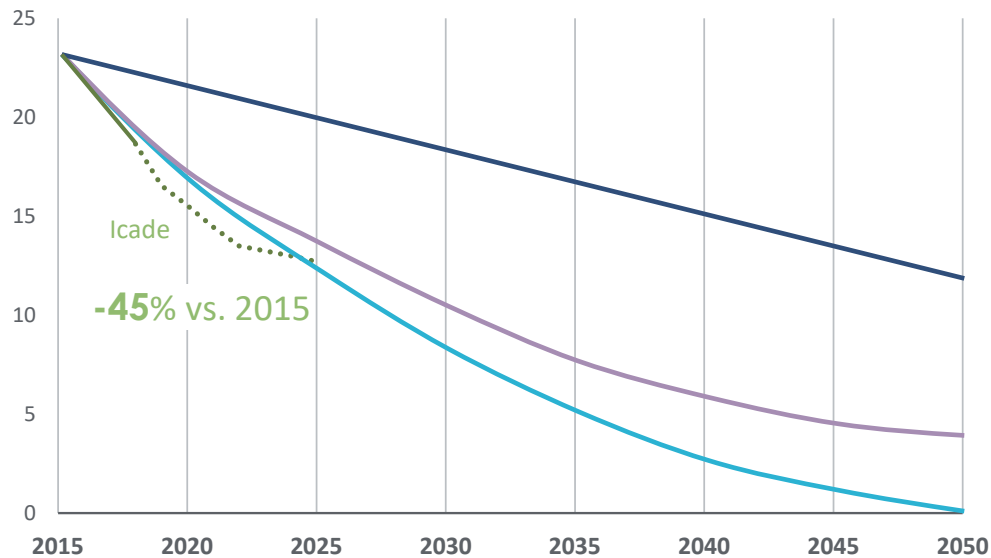


OFFICE INVESTMENT DIVISION ALIGNED WITH A “NEARLY 1.5°C” PATHWAY

Target: -45% in CO₂ intensity between 2015 and 2025



(in kg CO₂/sq.m/year)



2°C pathway, worldwide commercial real estate sector
-50% by 2050 vs. 2015

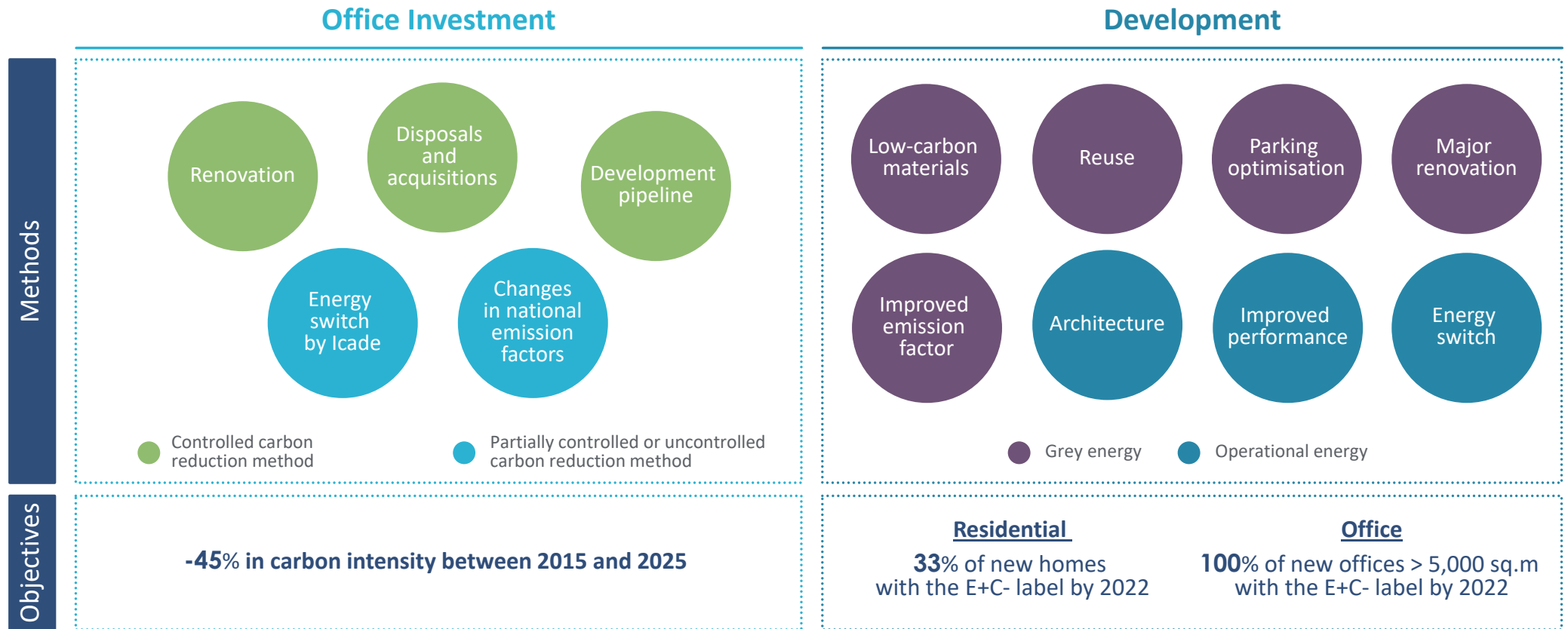
2°C pathway, building sector, France
-83% by 2050 vs. 2015

1.5°C pathway, building sector, France
Target: 0 kg CO₂e/sq.m in 2050

An attainable pathway by means of a robust organisation, modelling tools and identified methods




















MAIN CARBON REDUCTION METHODS IDENTIFIED



▶ Example: €8.5m invested in LEDification and renewable energy (financed by the Green Bond)

CONCRETE ACHIEVEMENTS IN 2019 ACROSS OUR THREE BUSINESS LINES

		HQE certification	BREEAM certification	Labels
Office Investment	 <p>Factor E – Bordeaux Floor area: 10,922 sq.m</p>	 Excellent	 Very good	-
	 <p>Gambetta – Paris, 20th district Floor area: 20,033 sq.m</p>	 Excellent	 Very good	-
Healthcare Invest.	 <p>Greater Narbonne private hospital Montredon-des-Corbières Elsan group</p>	 Excellent	-	-
	 <p>Atlantique polyclinic Saint-Herblain Elsan group</p>	 Very good	-	-
Development	 <p>Reinventing Paris 2 – Gobelins train station Floor area: 19,800 sq.m</p>	 TBD	 TBD	 E2C2 rating from the E+C- label for 12,300 sq.m of office space
	 <p>Wood'Up – Montpellier Floor area: 10,142 sq.m</p>	 Very efficient	-	 BBCA label biosourced building, level 2

ICADE INVOLVED IN REGULATORY DISCUSSIONS

Icade's involvement in the discussions

Icade's position



Buildings' energy and carbon performance

- Property Investment Divisions: Decree relating to the energy renovation of commercial buildings by 2030, published in July 2019 → Order scheduled for Q1 2020
- Property Development Division: 2020 French Environmental Regulations (based on the E+C- label) → Scheduled for 2020



- Icade involved in testing the E+C- label with Thémis (17th district of Paris), one of the first office developments to obtain the label with the highest rating (E2C2)



Law on circular economy

New legal framework for the analysis of the use of waste and reuse materials → Law scheduled before the end of 2019



- Creation of Cycle Up, a digital platform dedicated to the reuse of building materials (50/50 JV with Egis)
- Around **30 tonnes** of waste and **200 tonnes** of CO₂ emissions avoided, **85%** costs savings



Carbon neutrality

Methodological framework for the calculation of carbon sequestration by sector (forestry, agriculture, construction, etc.)



- Developing tools and methods implementing solutions such as renovation or reuse



EU Sustainable Finance Initiative / Taxonomy

Establishment of a framework defining green assets and projects → Delegated acts scheduled for Q1 2020



- Active involvement, through the Corporate Forum and EPRA, in responding to the EU public consultation
- Icade is the only French real estate company to be a member of the Corporate Forum on Sustainable Finance



A POLICY RECOGNISED BY NON-FINANCIAL RATING AGENCIES



A- rating
In the top **18%** of leading companies worldwide



Sector leader of listed diversified companies in Western Europe
Score of **84/100**



2 Gold Awards for the quality of financial and non-financial reporting



In the top **5%** of the highest scoring companies. "Prime" status



Score of **AA**
(on a scale ranging from CCC to AAA)



In the top **6%** of the highest scoring listed companies in the real estate investment sector worldwide



Ranks **3rd** out of 81 listed real estate companies in Europe and **4th** out of 292 companies worldwide



3rd place in the ranking of women's representation in the governing bodies of SBF 120 companies



Ministère du Travail

Score of **99/100** on the gender equality index



"Paris Climate Action" charter at the highest "Platinum" level



Score of **25/25**
Atop the world's top 10 ranking for the quality of Green Bond reporting



Score of **b** for the quality of the Green Bond



RECAP

Low carbon:
at the core of our CSR strategy

Achievements
that make us confident
**in our ability to fulfil
our commitments**

Strong practical involvement in
discussions on new standards
**in order to promote
best practices**

**Commitments and initiatives
on all of our CSR issues:**
biodiversity, circular economy,
inclusion, air quality, ecomobility, etc.



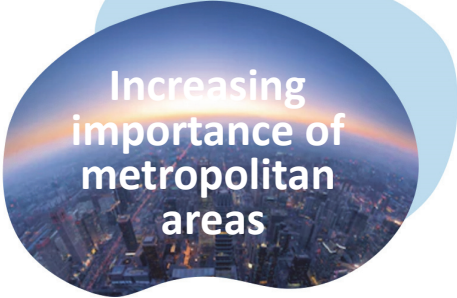
▶ A CSR policy that **creates value**



5.
DEVELOPMENT

New growth ambitions

UNDERLYING MEGATRENDS...



Increasing
importance of
metropolitan
areas



Climate
change



Demographic growth,
migration flows and
ageing population



Digitalisation



Growing circular
economy

... impacting our property development business

MARKET INSIGHT: STRONG DEMAND, INCREASING CONSTRAINTS

A more challenging environment

- Intensified competition for land
- Sharp rise in construction costs
- Decrease in the number of building permits issued and still significant third-party objections relating to permits
- Uncertain outcome of the 2020 municipal elections

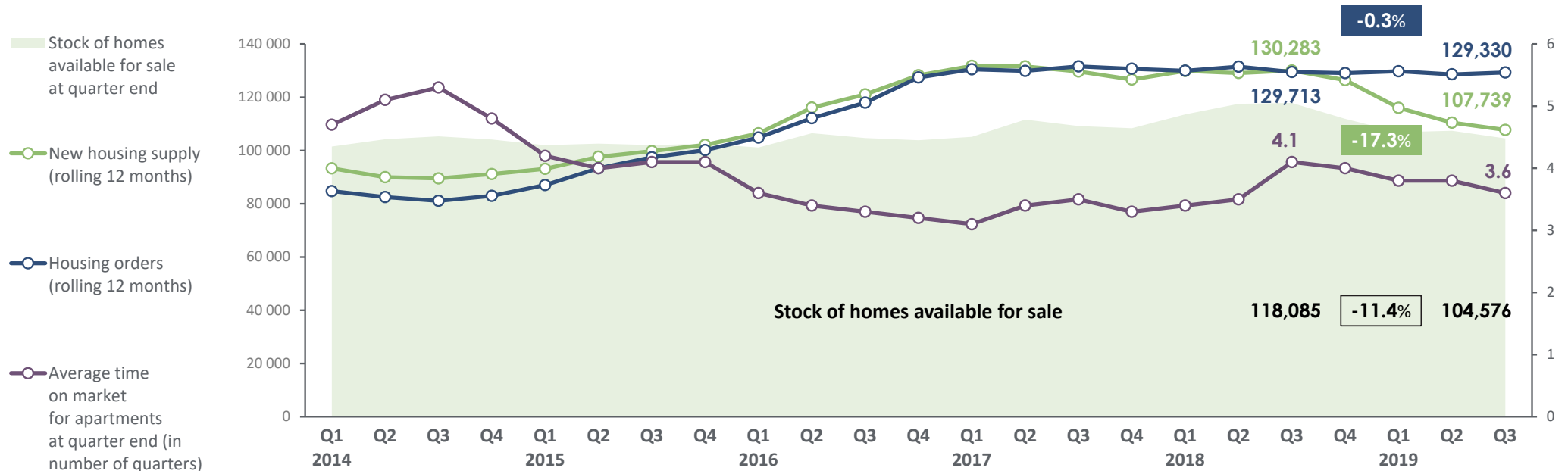
**New expectation
from local authorities:
comprehensive proposal**
(retail space, attractiveness,
mix of uses)

Strong demand buoyed by:

- **Demographic** trends
- **Favourable** home loan **interest rates**
- **Advantageous government** schemes

FURTHER DOWNTURN IN NEW HOUSING SUPPLY

New housing supply and new housing orders in the rolling 12 months to the end of Q3 2019



Following historical highs in 2017 and 2018, **decline in new housing supply since December 2018 (-17.3%) and orders**
But time on market still very short

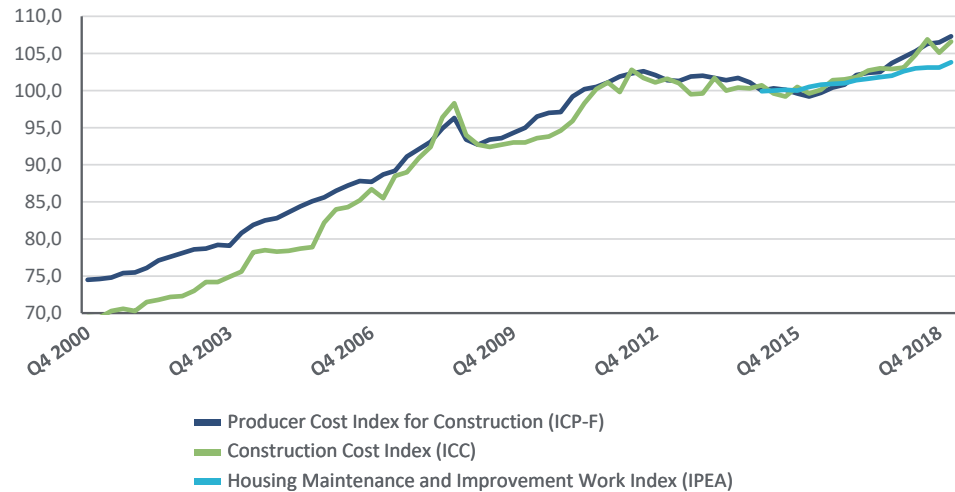


Source: ECLN

SALE PRICES AND CONSTRUCTION COSTS: STRONG CORRELATION

Indices of construction costs and prices in Q1 2019

Index rebased to 100 in 2015



Volume peaks in 2017 and 2018 have resulted in significantly higher construction costs over the past 3 years: +8%

Apartment sale price ⁽¹⁾

In €/sq.m



Prices strongly up (+5.0% for multi-family housing and +5.9% for single-family housing) vs. Q2 2018

▶ **Construction cost increase partly offset by rising prices against a backdrop of strong demand**



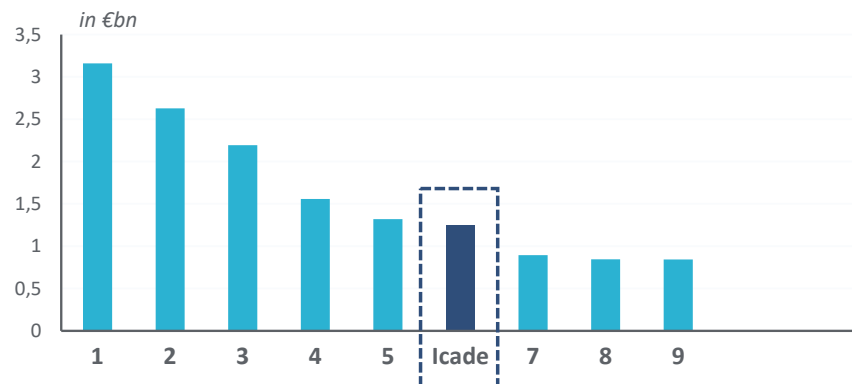
Source: ECLN
Note: (1) National quarterly data

ICADE PROMOTION'S MARKET POSITIONING

1 Our strategic positioning

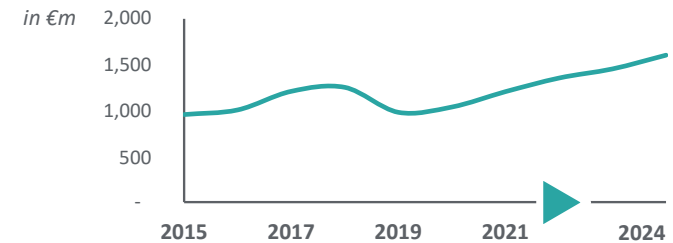
- A nationwide player across all 3 segments—Residential, Office and Medical-Social—with proven expertise in Healthcare
- Mass-market player (wide range of solutions from “standard” to “comfort”)
- At the forefront of CSR

2 2018 revenue ranking ⁽²⁾



3 Decline in revenue in 2019-2020, expected to rise again by 2021

Icade's Property Development revenue



- Potential revenue ⁽¹⁾ of **€7.4bn** to be generated in the medium term
- Growth strategy
 - Focus on the Office segment
 - Strengthened teams

Solid positioning and brand image

A roadmap centred on growth

Significant revenue potential in the medium term



Notes: (1) Revenue excl. taxes on a Group share basis incl. backlog, contracts won, stock of units currently for sale and land portfolio
 (2) Ranking based on data published in 2018

MEASURES IMPLEMENTED AS PART OF THE ROADMAP

Operational organisation	Evolving products and services	Marketing strategy	Brand policy, Innovation and CSR
<p>An evolving organisational structure to be closer to local needs and divisions</p> <p>Creation of new management positions</p> <ul style="list-style-type: none">• 1 Deputy CEO in charge of Offices in the Paris region• 1 Deputy CEO in charge of Residential in the Paris region• 2 Deputy CEOs outside the Paris region	<p>Residential:</p> <ul style="list-style-type: none">• Diversified sources of land/customers <p>Office:</p> <ul style="list-style-type: none">• Capitalising on expertise, innovation and partnerships• Extensive upgrading of existing properties <p>... in line with our need to remain competitive:</p> <ul style="list-style-type: none">• Further implementation of the procurement policy and dedicated tools (BIM, etc.)	<p>Increasingly digital and multi-channel</p> <ul style="list-style-type: none">• Continuation of the “data driven” marketing policy• Development of digital sales tools• Increased internal sales through the opening of Icade Stores• Development of a “digital marketplace” platform for property advisors	<ul style="list-style-type: none">• BtoB & BtoC: increase in Icade’s brand awareness through a dedicated innovation policy for our assets• Distinctive CSR positioning: a key player in the development of low-carbon cities



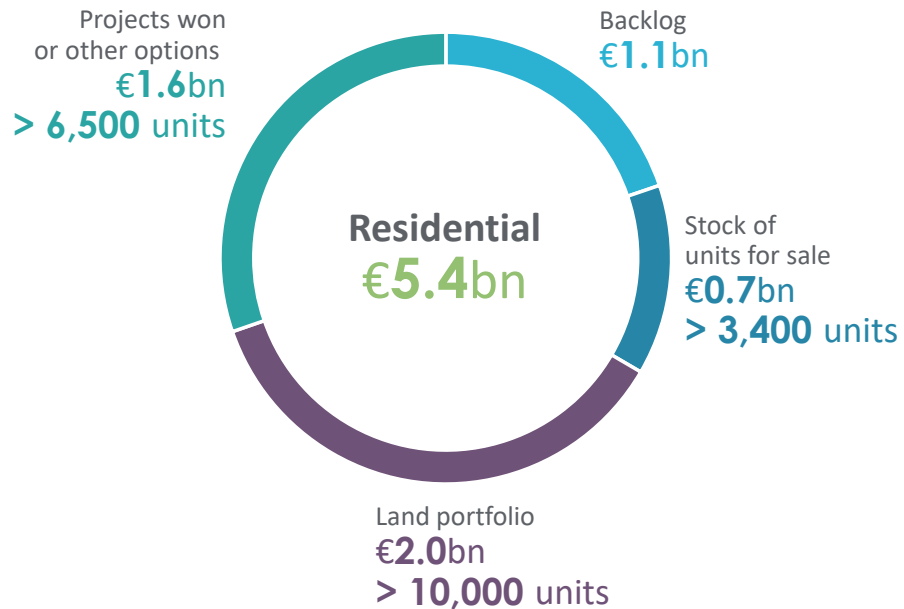
OFFICE DEVELOPMENT: BACKLOG (1)



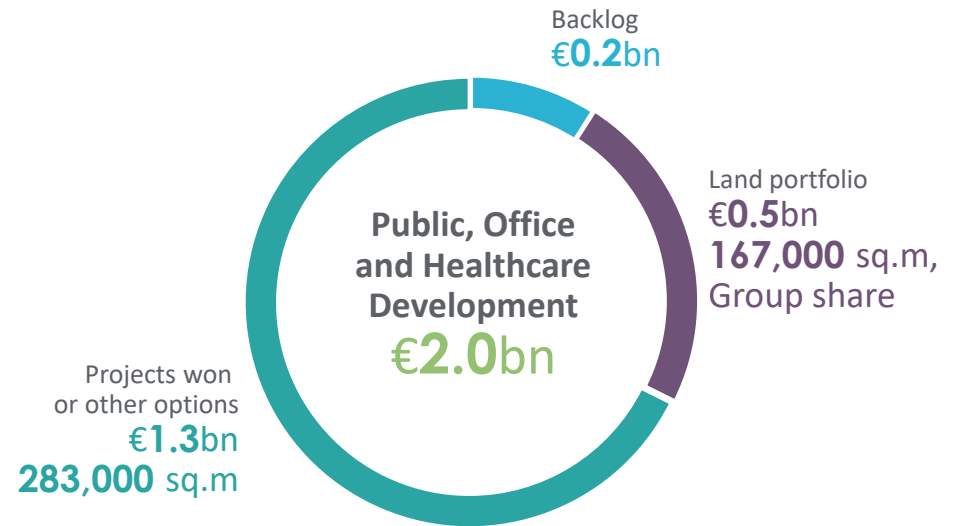
Note: (1) Transactions completed or currently under a preliminary sales agreement

POTENTIAL REVENUE OF €7.4BN IN THE MEDIUM TERM

€5.4bn for the residential segment:
20,000 homes ⁽¹⁾



€2.0bn for the office segment
and 450,000 sq.m ⁽¹⁾



Data excluding taxes, Group share. As of September 30, 2019
Note : (1) Excl. backlog

RECAP: OUTLOOK FOR 2024

2 economic goals

- 1 Growth in the residential development business**
Target sales of c. **6,000** homes
- 2 Growth in the office and medical-social segments**
Target of **30%** of total sales volume

4 business performance indicators

- 1 Economic revenue: €1.4bn** in 2024,
including **€1,000m** for Residential, **€350m** for Office
and **€50m** for Public Amenities and Healthcare
- 2 Residential and Office representing 25%** of revenue
in 2021
- 3 Return on equity ⁽¹⁾ at 15%** in 2024
- 4 Current economic operating margin >7.0%** in 2024

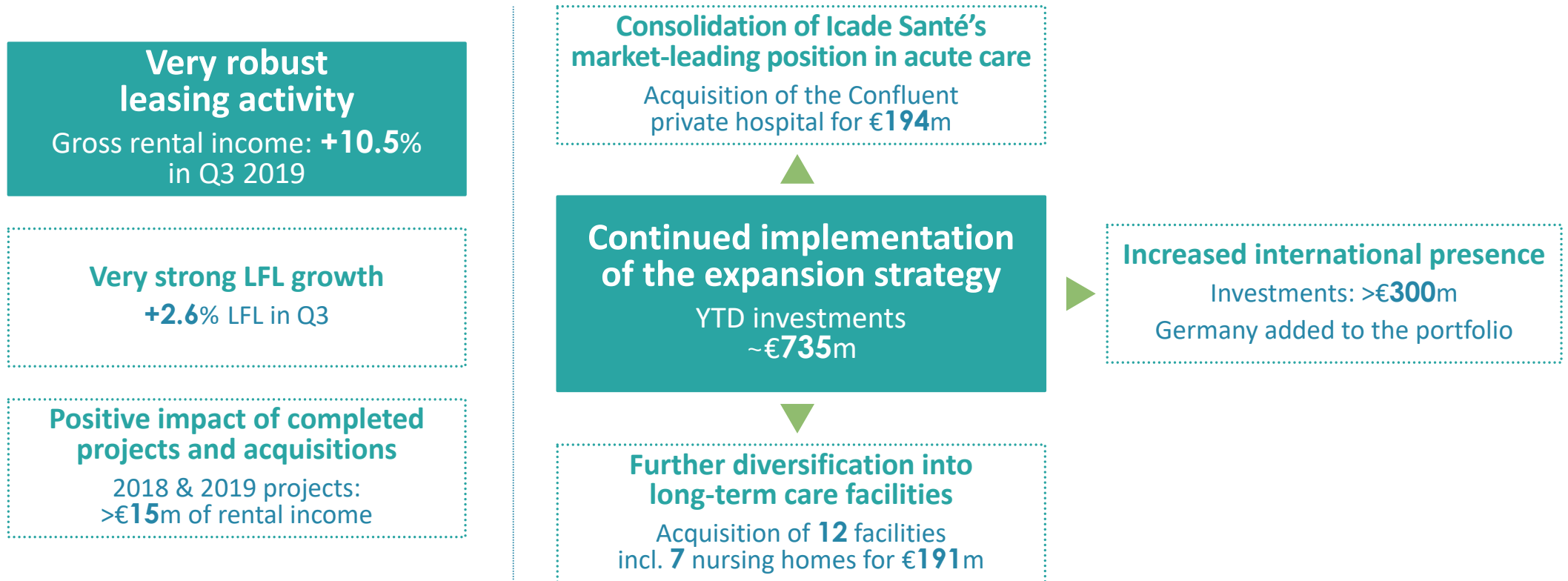


Note: (1) ROE (market guidance of 15%)



6.
HEALTHCARE INVESTMENT
Ahead of schedule on our plan

STRATEGY IMPLEMENTATION: AHEAD OF SCHEDULE ON OUR ROADMAP



IN MARKET CONDITIONS WHICH CONTINUE TO BE VERY FAVOURABLE BOTH IN FRANCE AND ABROAD

Fundamentals remain attractive

Sustained growth in healthcare expenditure driven by medical standards and an ageing population

Private acute care fees up in France for the first time in 5 years

Healthcare operators very active both in France and internationally

The healthcare real estate market remains active in France

2019 expected investment volume:
€750m (€730m in 2018)
(including €385m in acquisitions by Icade Santé)

A deep European market

Over 9M, investments totalled **€5.2bn** with close to **€6bn** expected in 2019 (€6bn in investments in 2018)

Source: RCA 2019



▶ Long-term care has become a major healthcare need...

AN OUTSTANDING PORTFOLIO CURRENTLY WORTH OVER €5bn

The Healthcare Investment Division currently owns **128 healthcare facilities in France**



Rapid portfolio growth

+13 facilities (+11% in 2019)

100% Occupancy rate

Extensive national coverage in France

Diversification by type of healthcare facility

Well-respected, high-quality facilities

Le Point's ranking of the best public and private hospitals in France

Icade Santé's private hospitals

- 3 in the top 4
- 36% in the top 50 (out of the 352 private hospitals that were assessed)

... and **32 facilities in Europe** (excl. France)



New opportunities

~20 years Weighted average unexpired lease term

Investments made **> 5%** yield

Number of beds **3,800**



FURTHER STRENGTHENING OF RELATIONSHIPS WITH OPERATORS AND ONGOING DIVERSIFICATION



New acquisition of **6** healthcare facilities and **7** nursing homes for **€385m**

New assets leased to our partners: **Ramsay Santé, Korian, Vivalto Santé**

New operators: **SGMR and Inicea**



Completed projects which have consolidated our long-term relationships with **Elsan** and **Ramsay Santé**

- **9** projects under construction (with **1** completion scheduled for Q4)
- **€48m** in completed investments (incl. an estimated **€8m** in Q4)
- **€3m** in additional rental income (incl. an estimated **€0.5m** in Q4)

7 leases renewed with **Elsan, SISIO and Clinipôle**: long-term partnerships forged, with new leases secured for over **€12m in annual rental income**

LONG-TERM PARTNERSHIPS CREATE VALUE

A development pipeline of nearly **€270m**, representing close to **€15m** in additional rental income by 2022

Construction of the new Greater Narbonne private hospital (Aude)

Investment: **€48m** excl. taxes
Operator: **Elsan**



Start of construction on the future post-acute care facility in Lunel (Hérault)

Investment: **€12m** excl. taxes
Operator: **Pôle Santé Lunellois**
(partnership between Clinipole and a public hospital)



Completion of the refurbishment of the Atlantique polyclinic in Saint Herblain (Loire-Atlantique)

Investment: **€8m** incl. taxes
Operator: **Elsan**



Start of two construction projects for PAC facilities in Le Perreux-sur-Marne (Val-de-Marne) and Saintes (Charente-Maritime)

Investment: **€32m** excl. taxes
Operator: **Korian**



▶ **Icade Santé has the skill and ability to develop new assets**

INTERNATIONAL EXPANSION: WELL ON THE WAY TO OUR 2022 TARGET



Off-plan acquisition of **7 nursing homes** in **October 2018**

Investment: **€112m** excl. taxes

Operator: **Gheron**



Acquisition of **1 nursing home** in **Jesolo** in **February 2019**

Investment: **€12m** excl. taxes

Operator: **Universiis**



Acquisition of **5 nursing homes** in **October 2019**

Investment: **€25m** incl. duties

Operator: **Sereni Orizzonti**



Acquisition of **19 long-term care facilities** in **November 2019**

Investment: **€266m** excl. taxes

Operator: **EMVIA Living**



2022 target maintained:
€1.5bn



A strategy which was implemented less than 18 months ago...
~€420m in investments to date

FIRST ACQUISITION IN GERMANY WITH A VALUED PARTNER

Germany, the biggest healthcare real estate market in Europe



- ~1 million care home beds
- Annual transaction volume: ~€1.8bn
- A rapidly ageing population: 16% > 75 years in 2040 vs. 11% in 2015
- Strong public funding system: average out-of-pocket expense < €1,500/month

EMVIA Living, a major player in the sector



EMVIA LIVING

- One of Germany's 10 largest operators
- 47 facilities
- 5,700 beds
- Present in 12 German states

Acquisition of 19 facilities for €266m



Location of the 19 facilities acquired by the Healthcare Investment Division



VERY FAVOURABLE FINANCING CONDITIONS...

Icade Santé issues its first bond

Investment grade rating



Benchmark size



Long-term



Pricing



Very well received by the market

**Attractiveness of Icade Santé's credit quality recognised...
making it easier to finance its expansion plan**

Very positive leverage



RECAP

2019-2022 STRATEGIC PLAN REAFFIRMED

The Healthcare Investment Division is on track to meet its goals
Objective: **to become the leading healthcare REIT in Europe**

Leadership position in France further strengthened:
close to **€430m** invested in 2019,
i.e. **40%** of its 2022 investment plan

A buoyant and liquid international market:
close to **€420m** invested to date,
a large number of projects under study

Liquidity of Icade Santé: **2020/2022**



PORTES DE PARIS BUSINESS PARK
(Saint-Denis, Aubervilliers, Seine-Saint-Denis)



7. CONCLUSION

2019 PRIORITIES ARE BEING MET

Achieved as of 11/25/19

1	Office development pipeline and “opportunistic” disposals of core offices	✓	<ul style="list-style-type: none">• €1.1bn in disposals• 70% of the investments made dedicated to the pipeline
2	International expansion of the Healthcare Investment Division	✓	Further investments in Italy and the first acquisition in Germany (€266m)
3	Icade Promotion: launch of the large projects won in 2018	✓	27 new projects in 2019 >€20m Additional potential revenue: €1.5bn
4	2019 CSR priority: low carbon	✓	KPIs aligned with a 1.5°C pathway; clear-cut operational implementation
5	Continued liability optimisation (LTV ratio, maturity)	✓	Icade Santé issues its first bond (€500m, 10-year maturity, coupon of 0.875%)



Note: (1) Under a preliminary agreement

RIGOROUS FINANCIAL MANAGEMENT OF OUR STRATEGIC PLAN

On the asset side

Capital reallocated to higher-yielding assets

Attractive disposals (~4.3% on average)
+
Proceeds reinvested in offices (>6%)... and healthcare assets (>5%)
=
Disciplined use of our capital



On the liability side

Financing optimisation

- **Optimised timing of bond repurchases** (not followed by a new issue) (€160m)
- Strong efforts to optimise Icade Santé's financing
- **Conservative hedging policy** (99% ⁽¹⁾ of debt hedged at the end of 2019)



Cash

Remain liquid and opportunistic

- Anticipated cash position as of December 31, 2019: > €600m
- €1.7bn of undrawn credit lines
- Financial capacity to invest intact



Financial policy in line
LTV ratio ~40%



Note: (1) Projected estimate at the end of the year

AFTER THE PLAN'S SUCCESSFUL FIRST YEAR, ICADE IS WELL POSITIONED TO ACHIEVE ITS 2022 OBJECTIVES



Around €5bn
in investments over 4 years
€1.2 bn
i.e. c. **25%** invested to date



Active asset rotation:
volume of disposals **doubled**
€1.1bn i.e. c. **40%** of the targets



Healthcare Investment
€2.5bn in net investments
>30% of the objectives met to date



2019–2022 **NCCF CAGR:**
c. +4.5%



European presence ⁽¹⁾
2 of our **3** target countries
already added to the portfolio

2019 GUIDANCE RAISED

Initial guidance

NCCF (in € per share)

Stable

excluding the impact
of 2019 disposals



New guidance

As a reminder, **impact of 2019 disposals: c. -4%**

NCCF (in € per share)

Stable including
the impact of 2019 disposals

2019 dividend: c. +4.5%

(payout ratio of **90%** and distribution of part of the gains on disposals)



2019 Full Year Results: Monday, February 17, 2020





Discipline and focus on implementing the plan

Q & A



INVESTOR DAY AGENDA



- 10:00 a.m. - 12:30 p.m.** Plenary session: Investor Presentation
- 12:30 p.m.** Buffet lunch with Executive Committee members present
- 1:30 p.m.** Departure for Nanterre:
Marketing Suite on the Origine construction site
- 2:15 p.m.** Presence and growth of the Office Property Investment
and Property Development Divisions in La Défense and Peri-Défense
- 3:00 p.m.** Tour of the Origine construction site
- 4:00 p.m.** End of Investor Day ⁽¹⁾



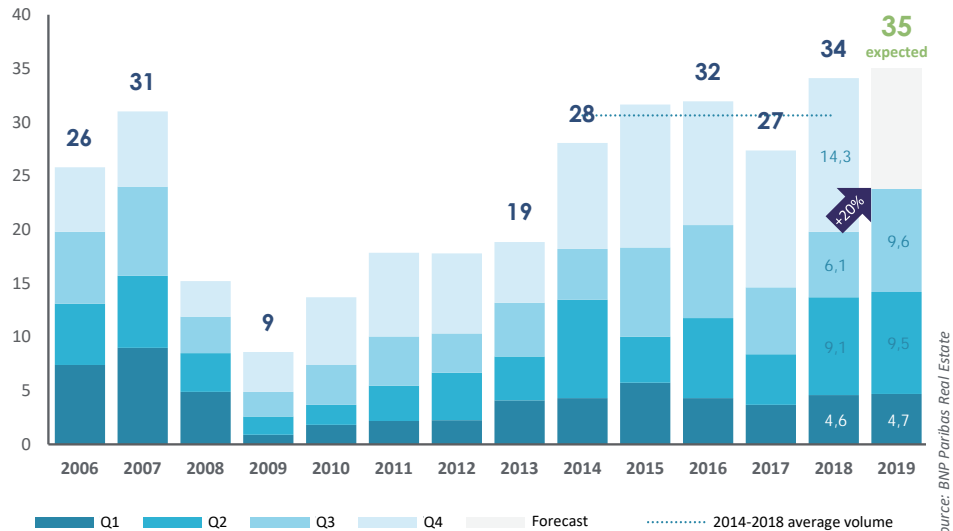
Note: (1) Shuttle service available to the Open building or Porte Maillot 



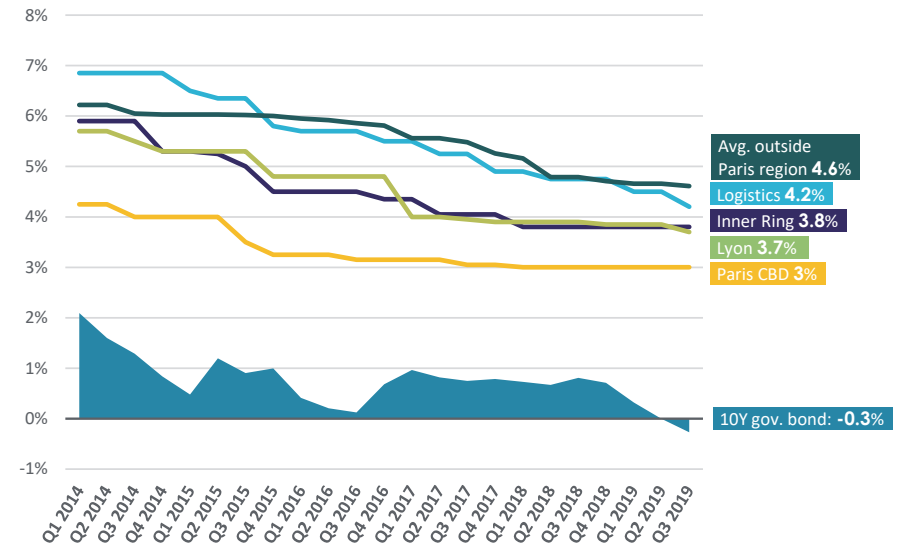
APPENDICES

ATTRACTIVENESS OF THE PROPERTY INVESTMENT MARKET

A dynamic property investment market (excluding residential)



Converging yields



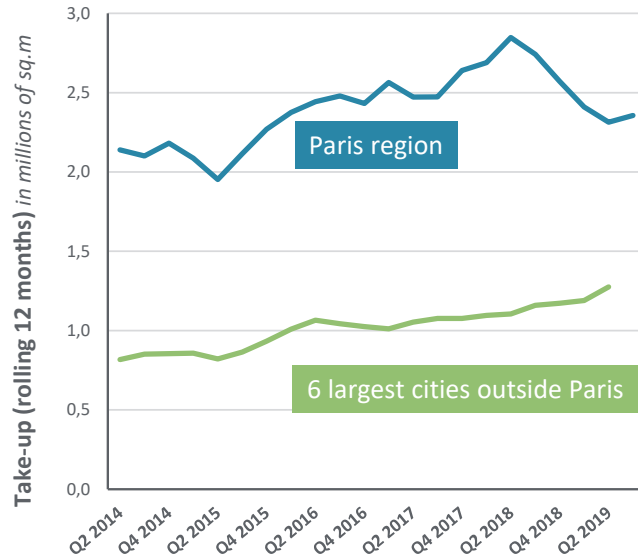
Highly attractive property yields against a background of low interest rates

A very active French market in 2019 as the supply of core products meets international investors' demand for safer investments



GROWING METROPOLITAN AREAS OUTSIDE THE PARIS REGION

Leasing activity outside the Paris region resilient to the slowdown



Dynamic prime rents

	Prime rent in mid-2019	Change from the end of 2016
Paris CBD	880	+7%
Inner Ring	390	+5%
Lyon	325	+10%
Marseille	310	+17%
Bordeaux	260	+13%
Toulouse	222	+11%
Lille	240	+9%

Deeper markets thanks to high-quality supply

	Leasing activity (rolling 12M to end of Q3)	vs. 5-year average	% of vacant space that is new
Paris CBD	454,000	+2%	20%
Inner Ring	486,000	+50%	14%
Lyon	414,000	+46%	30% ⁽¹⁾
Marseille	127,000	-4%	8% ⁽¹⁾
Bordeaux	160,000 ⁽¹⁾	+28%	28% ⁽¹⁾
Toulouse	157,000	+4%	12% ⁽¹⁾
Lille	304,000 ⁽¹⁾	+44%	23% ⁽¹⁾

Note: ⁽¹⁾ In Q2

Rents boosted by the increasing importance of business districts such as Part-Dieu or Euro-Méditerranée

Diversification benefits the Office Investment business

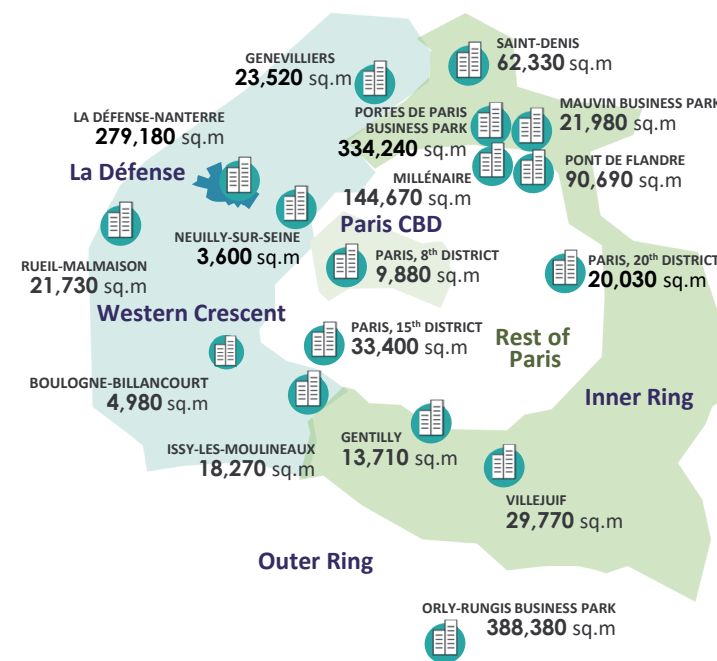


Sources: BNPPRE / JLL

MARKET OPPORTUNITIES OUTSIDE PARIS CBD

	Paris CBD	La Défense	Western Crescent	Inner Ring	Outer Ring
Physical vacancy rate (end of Sept. 2019 and YoY change)	1.3% ▼	4.9% ≈	10.0% ▼	6.3% ▼	5.4% ≈
Take-up (9M 2019 and vs. same period in 2018)	314,000 sq.m (-3%)	96,000 sq.m (-21%)	336,000 sq.m (-28%)	341,000 sq.m (+31%)	168,000 sq.m (-37%)
Transactions > 5,000 sq.m (% 9M 2019)	22%	29%	27%	56%	25%
Prime rent (€/sq.m/year excl. taxes and service charges, end of Sept. 2019 and YoY change)	€926/sq.m ▲	€550/sq.m ≈	€600/sq.m ▼	€430/sq.m ≈	€300/sq.m ≈
Average rent for new space (€/sq.m/year excl. taxes and service charges, end of Sept. 2019 and YoY change)	€737/sq.m ▲	€471/sq.m ≈	€392/sq.m ▲	€334/sq.m ▲	€215/sq.m ▲
Price (€ incl. duties/sq.m, end of Sept. 2019 and YoY change)	€16,996/sq.m ▲	€8,963/sq.m ▲	€5,517/sq.m ≈	€4,827/sq.m ▲	€2,913/sq.m ▲
Supply under construction to be completed within 3 years (in sq.m at the end of Sept. 2019 and YoY change)	125,677 sq.m ▲	398,963 sq.m ▲	228,189 sq.m ▼	328,380 sq.m ▲	130,851 sq.m ▲
Prime yields (end of Sept. 2019 and YoY change)	3.0% ≈	4.0% ≈	3.25% ≈	3.80% ≈	5.15% ▼
Office investments (9M 2019 and vs. same period in 2018)	€1,588m (-47%)	€2,458m (x4.8)	€2,043m (-26%)	€1,998m (+48%)	€1,040m (x1.2)

Icade's Office Investment portfolio in the Paris region as of September 30, 2019



- ▶ **Very limited available supply in Paris**
- ↳ Demand from large occupiers shifting faster to other office markets
- ↳ Value creation opportunities in these markets for large new or refurbished units

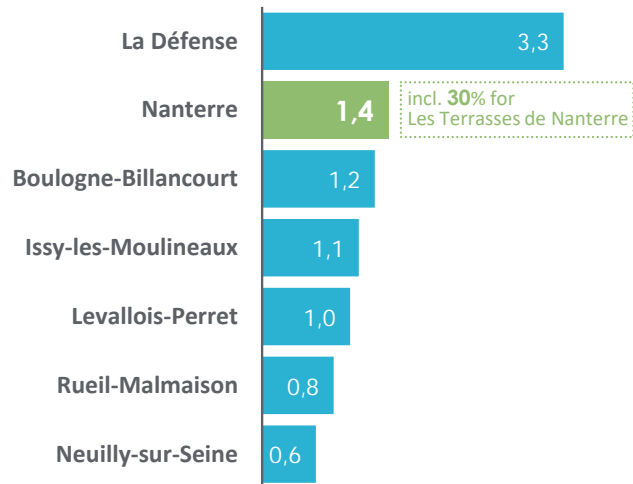
Sources: ImmoStat, JLL



NANTERRE AND LA DÉFENSE, THE FIRST AREAS TO BENEFIT FROM MAJOR TRANSPORT INFRASTRUCTURE

Nanterre—a deep, highly segmented office market

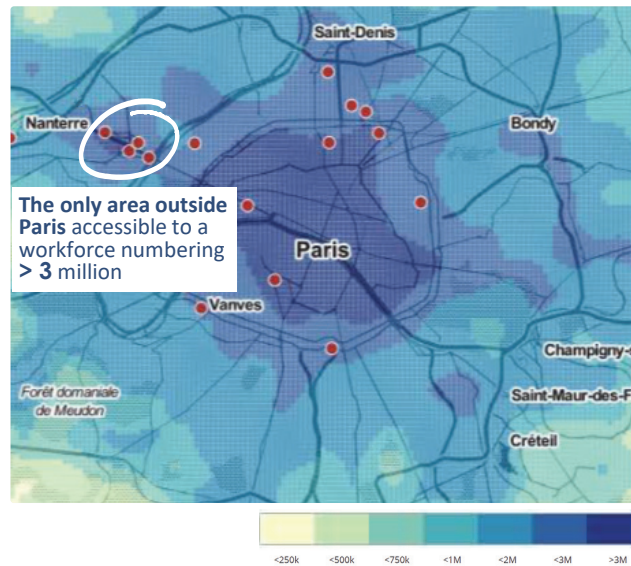
Office stock in the Hauts-de-Seine department
(Q1 2019, millions of sq.m)



Source: MBE Conseil according to CBRE and ORIE

Already the best option in terms of accessibility

Number of people living less than 45 minutes away in 2018



Source: Price Hubble

Eole, the 1st large-scale public transport project soon to be completed in the Paris region

3 new stations

Porte Maillot, La Défense and Nanterre la Folie



2022

1st major transport infrastructure project to be completed

after the northern section of Line 14 (2020/2021)

A workforce of over 250,000 will live less than 45 min away starting in 2024 thanks to the EOLE extension 55 km to the west

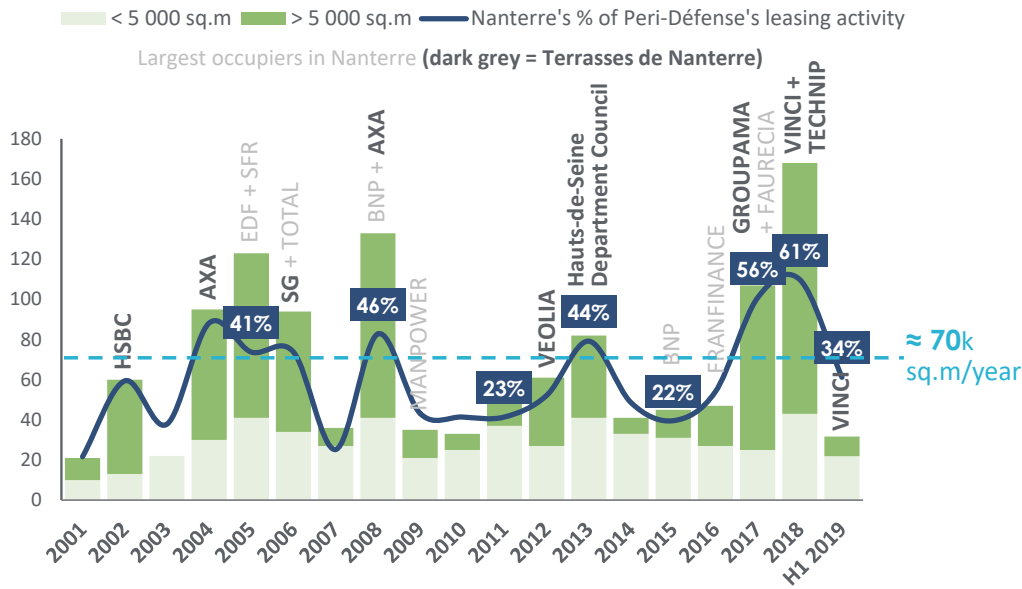


▶ A well-developed area supported by the completion of a large-scale infrastructure project

LES TERRASSES DE NANTERRE: AN INCREASINGLY ATTRACTIVE AREA RIGHT NEXT TO LA DÉFENSE

A key market in the Peri-Défense area

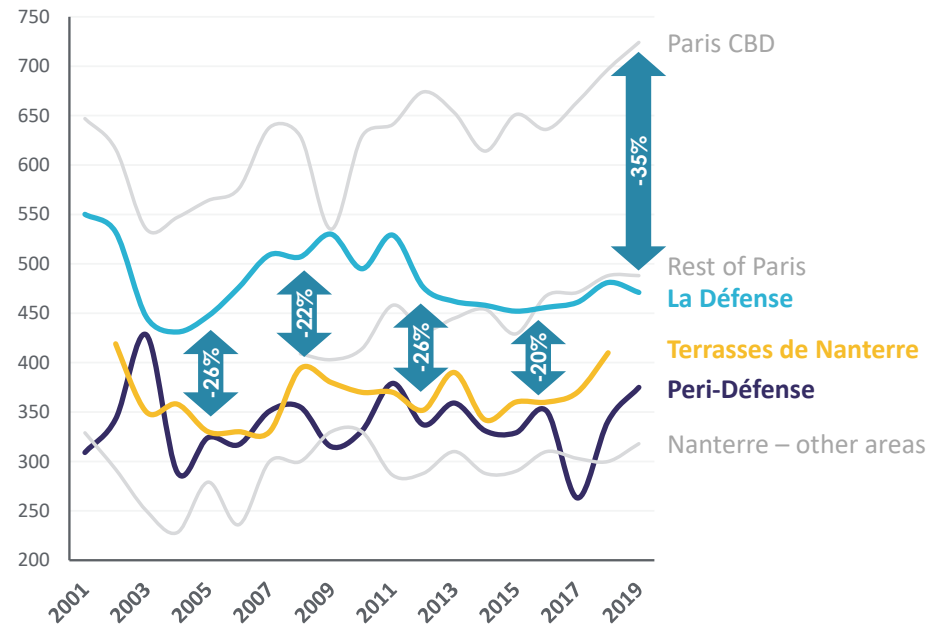
Take-up in Nanterre since 2001



Sources: ImmoStat and MBE Conseil for Nanterre

Attractive rents compared to Paris and La Défense

Average headline rent for transactions for new or refurbished space



Large corporate occupiers have steadily moved into the area
 Acceleration since 2017 as new transport links are scheduled

LYON—A RECORD-BREAKING, FLUID MARKET



414k sq.m

taken up in the rolling 12 months to the end of Q3 2019 after a record 2018 with 310k sq.m and 280k sq.m on average over 5 years



A fluid market

% of 1-year supply that is new **49%**



Markets that complement each other

Gerland, Vaise and Carré de Soie: alternatives to tight supply in Confluence and La Part-Dieu



Attractive market depth

6.6 million sq.m



Vacancy rate at 4%

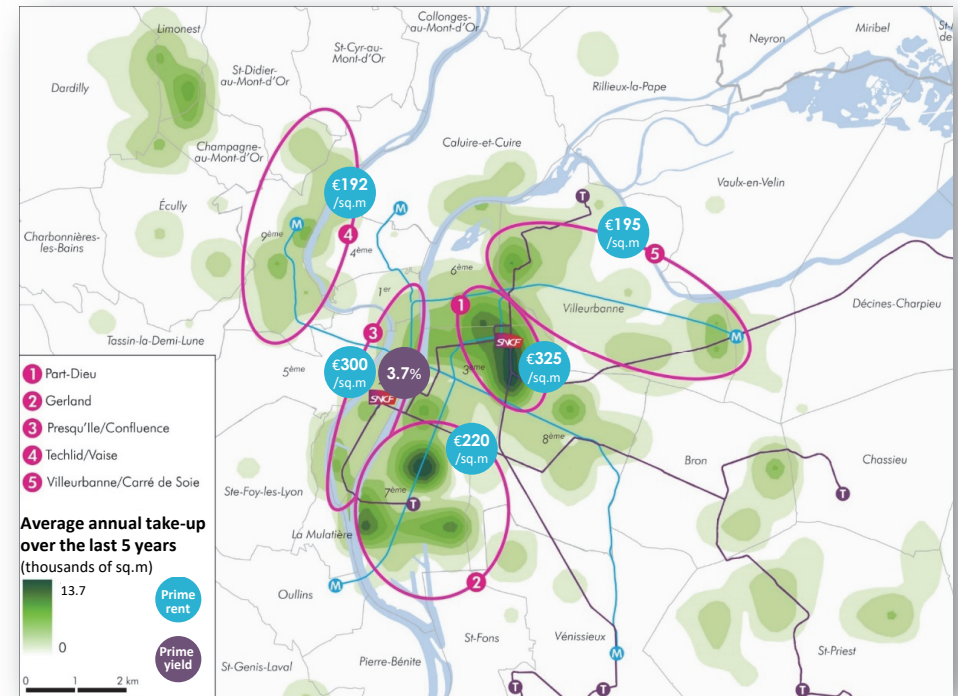
in continuous decline since mid-2016 including second-hand supply



No. 1 destination

for office investments outside the Paris region
€760m/year over 2013-2018

Leasing activity in Lyon



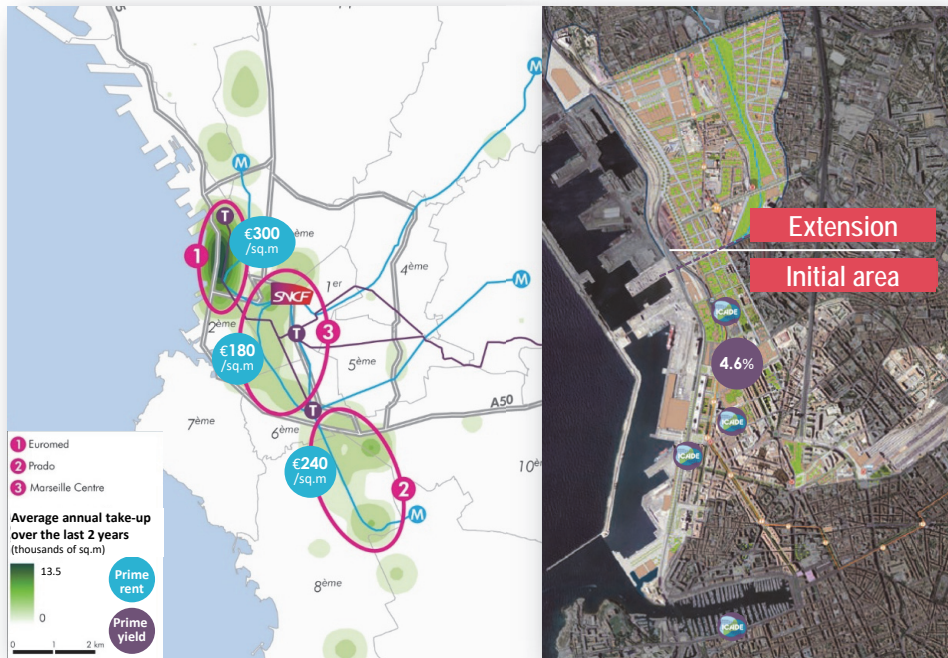
Deep, self-sustaining occupier demand supporting speculative developments



Source: CBRE Research (Le grand pari des régions – October 2019)

EUROMÉDITERRANÉE, IN THE HEART OF THE MARSEILLE OFFICE MARKET

Leasing activity in Marseille



700,000 sq.m of offices
in Euroméditerranée, which is recent compared to Marseille's overall ageing property stock of **2.4 million sq.m**

≈126k sq.m taken up/year on average over 2013-2018 in the metropolitan area

A stable market for small- and medium-sized units, mainly driven by EuroMed

3rd largest business district in France after La Défense and Part-Dieu
A key driver of the metropolitan area's development
Rent of €310/sq.m in La Marseillaise, a high-rise building

High % of pre-let space in EuroMed 1
1-year new-build supply represents only **17%** of the vacant stock in Marseille

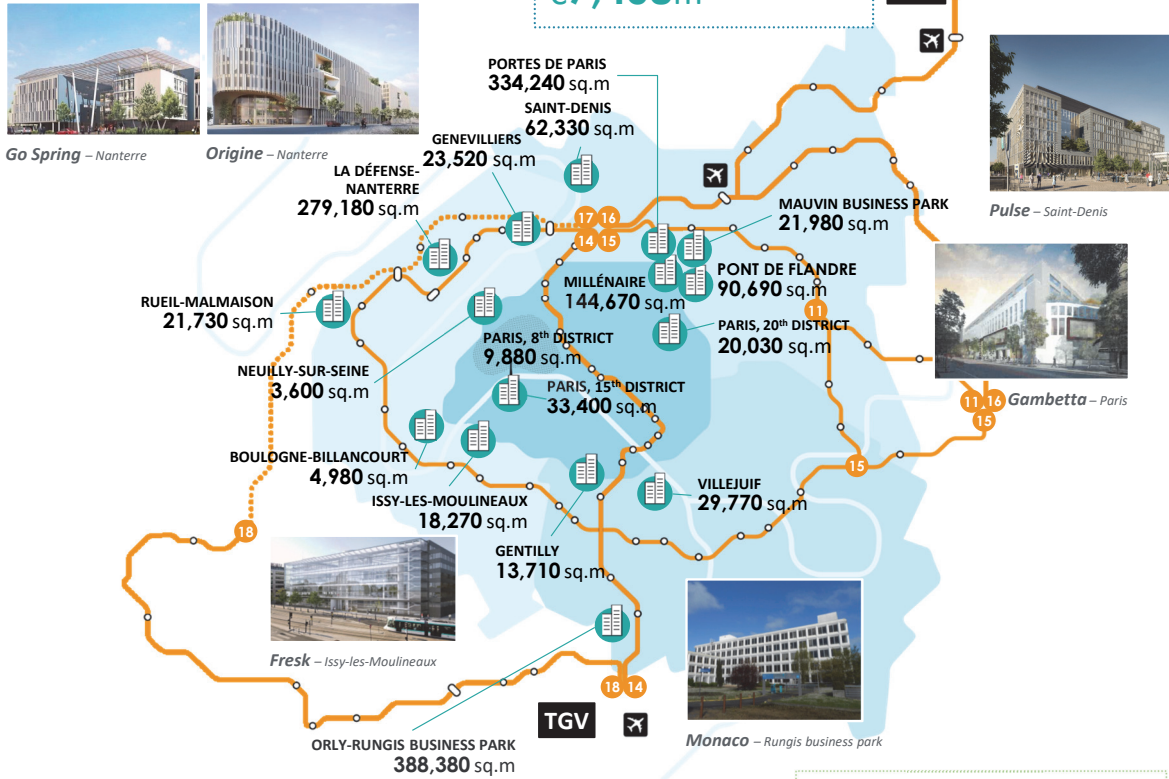
€212m in office assets acquired in Aix-Marseille, per year over 2013-2018
>70% in Euroméditerranée

A renowned business district with limited new supply in EuroMed 1

ICADE'S OFFICE PORTFOLIO AT THE HEART OF THE GREATER PARIS AREA

Paris region portfolio

1,568,207 sq.m ⁽²⁾
€7,408m ⁽¹⁾

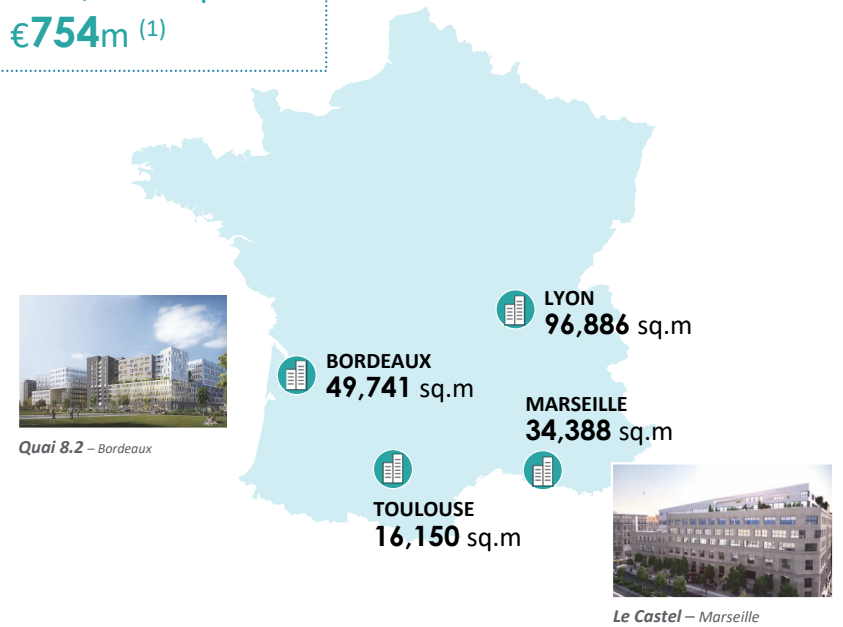


Notes: (1) Value of the property portfolio excl. duties, Group share, as of the end of September 2019 (excl. residential) based on appraised values as of June 30, 2019
 (2) Total floor area excl. housing units, hotels and PPPs



Portfolio outside the Paris region

197,164 sq.m ⁽²⁾
€754m ⁽¹⁾



▶ Selective positioning in major French cities



PROJECTS IN THE PIPELINE AS OF 09/30/2019

Project name	Location	Type of works	Property type	Estimated date of completion	Floor area (sq.m)	Rental income (€m)	YoC ⁽¹⁾	Cost ⁽²⁾ (€m)	Remaining to be invested > Q3 2019 (€m)	Pre-let
B007	Flandre	Construction	Office	Q4 2019	8,540			39	7	100%
EKO ACTIVE	Marseille	Construction	Office	Q4 2019	8,300			30	4	34%
MONACO	Rungis	Refurbishment	Hotel	Q4 2019	4,628			19	3	100%
19 QUAI RIVE NEUVE	Marseille	Redevelopment	Office	Q1 2020	3,112			15	4	100%
LATÉCOËRE	Toulouse	Construction	Office	Q2 2020	12,717			41	17	100%
PARK VIEW	Lyon	Redevelopment	Office	Q3 2020	22,980			81	36	0%
ORIGINE	Nanterre	Redevelopment	Office	Q4 2020	65,000			447	156	78%
FONTANOT	Nanterre	Refurbishment	Office	Q4 2020	16,350			108	31	100%
B034	Flandre	Refurbishment	Hotel	Q1 2021	4,519			30	19	100%
FRESK	South Loop	Refurbishment	Office	Q1 2021	20,542			219	55.2	0%
PÔLE NUMÉRIQUE	Portes de Paris	Construction	Office	Q3 2022	9,400			45	40	0%
ÎLOT B32	Millénaire	Construction	Office	Q4 2023	27,695			130	102	0%
ÎLOT B2	Millénaire	Construction	Office	Q4 2023	40,582			190	150	0%
TOTAL PROJECTS STARTED					244,365	88.7	6.4%	1,395	624	40%
TOTAL PROJECTS NOT COMMITTED					144,929	55.7	6.2%	901	728	
TOTAL PIPELINE					389,294	144.5	6.3%	2,296	1,352	

70%

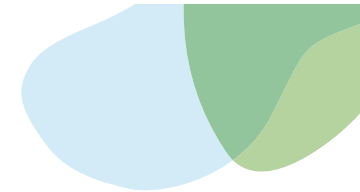


On a 100% basis

Notes: (1) Fair value-based YoC = headline rental income / cost of the project. This cost includes the fair value of the asset at project start, cost of works (incl. expenses, fees and tenant improvements) and carrying costs

(2) Includes the fair value of the asset at project start, cost of works (incl. expenses, fees and tenant improvements) and carrying costs

SOLID FUNDAMENTALS FOR HEALTHCARE REAL ESTATE



Health expenditure rising constantly

Explanatory factors

- Ageing population
- Improved technologies and increased requirements
- Increase in long-term medical conditions

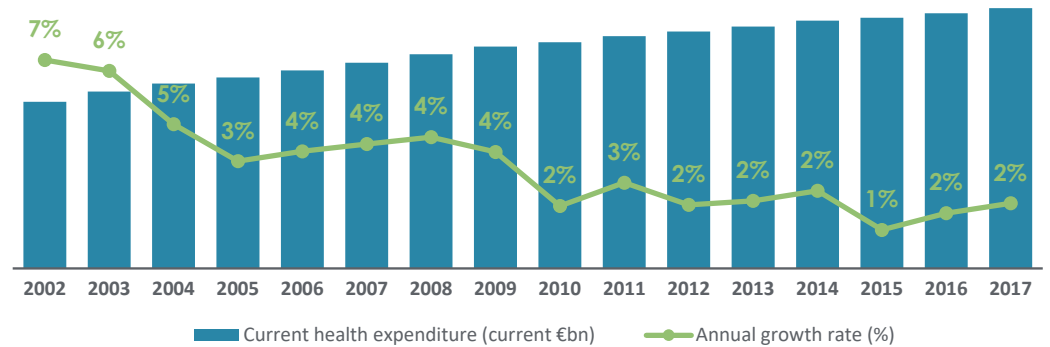
A highly regulated sector

- 80% government-funded in France
- Efforts to reduce the national health insurance deficit
- Reform to the funding of health facilities

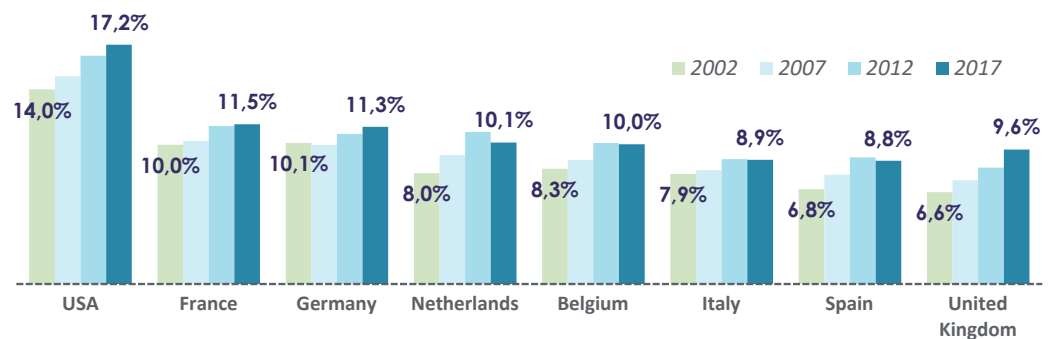
▶ **A less cyclical industry growing faster than GDP**



Current health expenditure growing steadily in France
(consumption of care and medical goods (CSBM) + other costs)



Health expenditure as a % of GDP generally increasing



CONDITIONS ARE FAVOURABLE TO HALT THE DECLINE OF MEDICAL FEES

Social security in surplus for the 1st time since 2001 (€0.5bn)

Strong recovery of the “sickness” division (deficit of €0.8bn vs. €4.9bn in 2017)

+2.5%: sharper increase in the ONDAM healthcare spending limit ⁽¹⁾

Extra increase of +0.2 pp for 2019
2.3% until 2022 vs. 2.1% on average for 2014-2018
Marked rise for healthcare and medical-social facilities

Medical fees grew slower than expected

in 2018 with +1.4% vs. prediction of +2.6%, allowing for an additional, targeted allocation of €300m for 2018



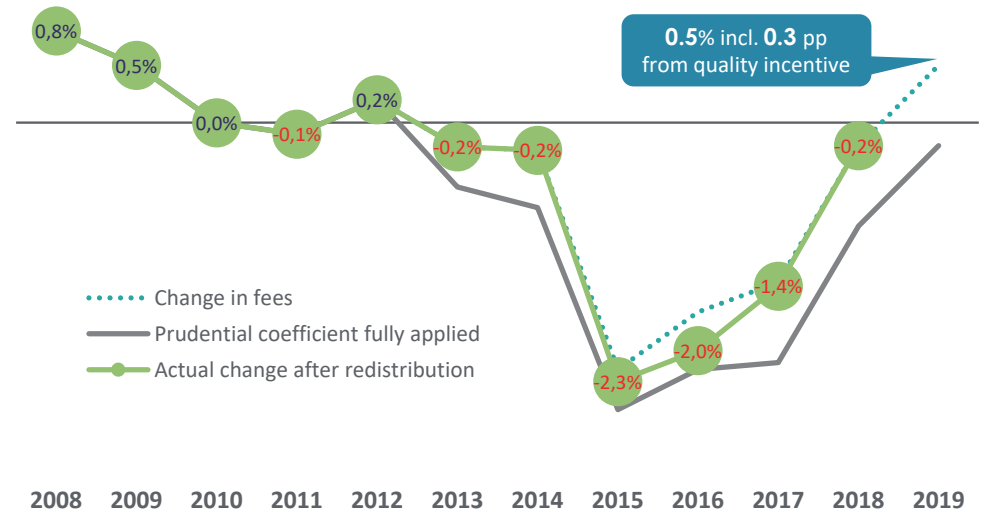
+0.5% in private acute care fees in 2019

+0.2-pp increase, +0.3 pp relating to the distribution of €300m in IFAQ incentives ⁽²⁾
1/3 of eligible facilities received the €50m in 2018 IFAQ

Prudential coefficient maintained at 0.7%

for all public and private facilities.
In 6 years, only 1 major deduction applied in 2016

Average private medical fees since 2008 (private acute care)



PAC and mental health care fees published mid-April

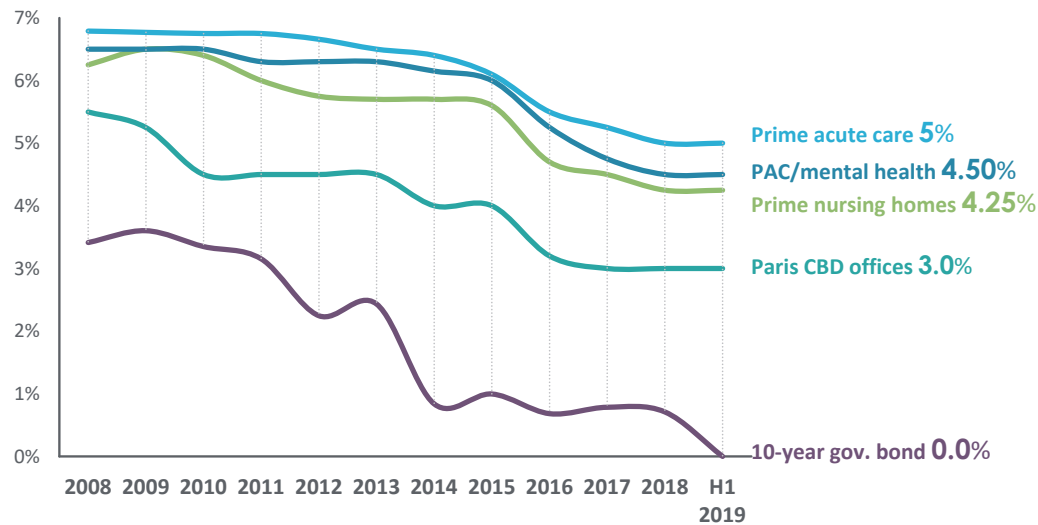
PAC: +0.1% for a total funding allocation up +2%
Mental health: +0.7% for a total funding allocation up +2.7%

ATTRACTIVE YIELDS

An attractive risk premium in France

- Stable prime yields in H1 2019 in healthcare
- Attractive yield with a risk premium of over 125 bps compared to Paris CBD offices

Prime yields (at period end)



Prime yield compression stronger in Germany

- Compression of about 250 bps in 6 years with the German 10-year gov. bond well below its French counterpart
- Italy and Spain still have prime yields of at least 5.5%

Nursing home prime yields (at year end)

2012	Nursing home prime yield	2018
	7.5 - 8%	
	7 - 7.5%	
	6.5 - 7%	
	6 - 6.5%	
	5.5 - 6%	
	5 - 5.5%	
	4.5 - 5%	
	4 - 4.5%	



A STEADILY GROWING DEVELOPMENT PIPELINE

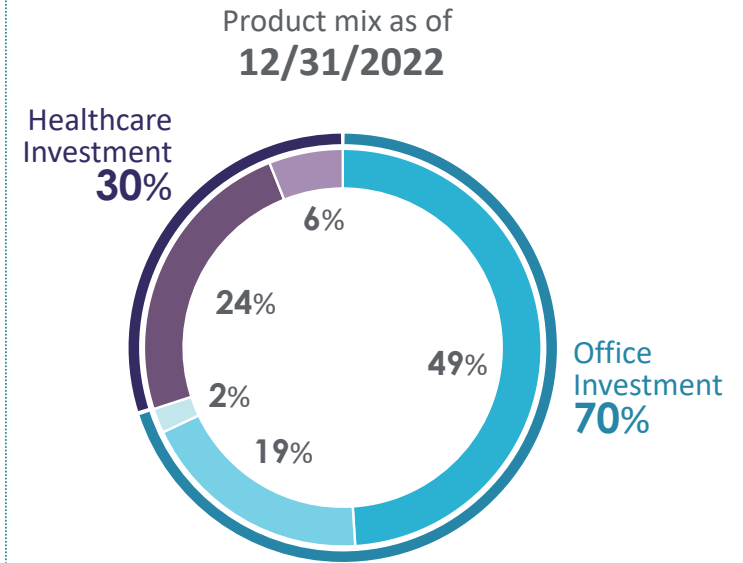
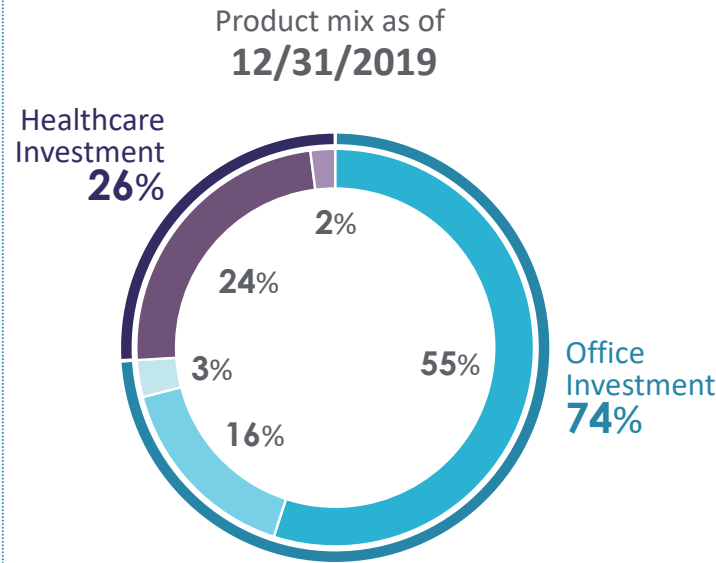
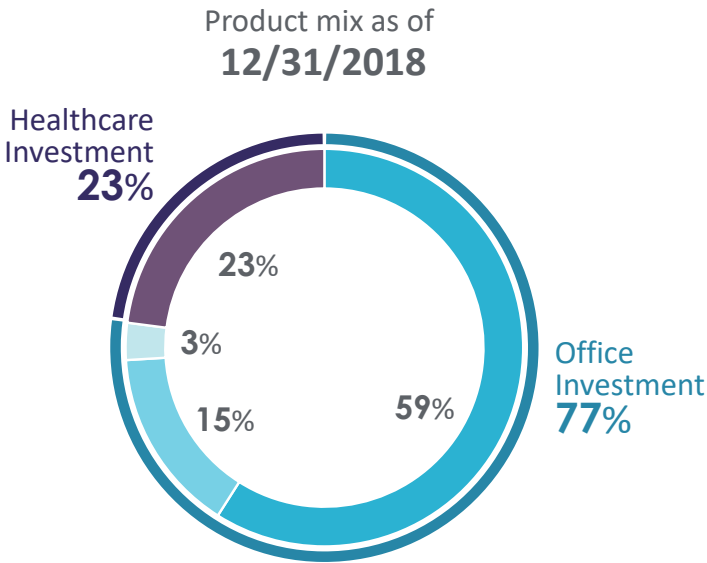
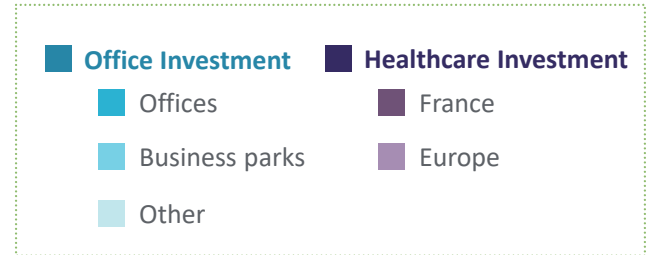
	Type of works	Operator	City	Number of beds and places	Total investment ⁽¹⁾ (€m)	Remaining to be invested (€m)	Yield on cost ⁽²⁾	Completion	Pre-let
PROJECTS STARTED				2,288	254.8	205.5	5.7%		100%
7 nursing homes	Development	Gheron	Italy (Piedmont, Veneto, Lombardy)	1,020	113.0	113.0		2020-2021	100%
Greater Narbonne private hospital	Development	Elsan	Montredon-des-Corbières	283	47.8	28.0		2020	100%
Joncs Marins PAC facility	Development	Korian	Le Perreux-sur-Marne	136	21.9	21.9		2021	100%
Atlantique polyclinic	Extension	Ramsay Santé (formerly Capio)	Puilboreau	100	20.0	2.1		2019	100%
Le Parc polyclinic	Extension	Elsan	Caen	288	19.6	17.4		2021	100%
Saint-Charles private hospital	Extension / Renovation	Sisio	La Roche-sur-Yon	210	14.1	13.5		2022	100%
Mornay PAC facility	Development	Korian	Saintes	82	10.2	7.6		2021	100%
Saint-Herblain polyclinic (Bromélia)	Extension	Elsan	Saint-Herblain	169	8.2	2.1		2019	100%



Notes: (1) Cost of project as approved by Icade's governance bodies. This cost includes the fair value of land, cost of works and carrying costs
 (2) YoC = headline rental income / cost of the project (as defined in (1))

PORTFOLIO MIX

Office and Healthcare Investment
(on a Group share basis)
(in €m)



Healthcare to represent **30%** of the portfolio by the end of 2022
 International assets to represent **21%** of the Healthcare portfolio
 by the end of 2022

