

# COVIVIO



Anantara Plaza - Nice



Suedstern – Berlin

## COVIVIO H1 2024 RESULTS A TRANSFORMING SEMESTER



21 Goujon - Paris CBD




Wellio Duomo - Milan

JULY 22<sup>ND</sup> 2024



# SUMMARY

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# H1 2024 HIGHLIGHTS: SUCCESSFUL STRATEGY EXECUTION

## 2024 MAIN PRIORITIES

#1 MAINTAIN FINANCIAL DISCIPLINE

#2 PURSUE EARNINGS GROWTH

#3 REBALANCE THE PORTFOLIO

## ACHIEVEMENTS

### Reinforced balance sheet

- ☐ **€311m** new disposal agreements
- ☐ **Values stabilization** (-1.3%)
- ☐ Reduced LTV to **40.3%** (-50bps year-to-date)
- ☐ S&P rating confirmed at **BBB+**, **stable outlook**

### Growth extraction through asset management

- ☐ **Hotels:** agreement signed with AccorInvest
- ☐ **Offices:** **95.1% occupancy rate** (+0.6pt), **+9%** like-for-like rental growth
- ☐ **Germany residential:** **+22% reversion on relettings**

### Growing recurring net result

- ☐ **Adjusted EPRA Earnings:** **+3%** to **€231m**, despite deleveraging
- ☐ **Guidance raised by +5%** to **€460m** (vs. €440m initial guidance)

### Two strategic deals during the semester

- ☐ **Hotels:** increased exposure to 20% of portfolio (vs. 17%)
- ☐ **Germany residential:** new partnership with a French institutional investor





## I. H1 2024: A TRANSFORMING SEMESTER

# REAL ESTATE INVESTMENT MARKET - FIRST SIGNS OF RECOVERY

## IMPROVING OUTLOOK ON INVESTMENT MARKET

- ❑ Starting decrease in ECB policy rates
- ❑ Rebuilt risk premium
- ❑ Values and yields stabilization across asset classes
- ❑ Robust investor appetite for best-in-class assets



OFFICES

Renewed appetite for prime offices

> €0.5bn

transactions under marketing in Paris CBD

~ 4% YIELD

€0.3bn

offices investments in H1 2024 in Milan

+33% YoY



GERMANY  
RESIDENTIAL

Comeback of major transactions in line with book values

€3.3bn

invested in Germany in H1 2024

+25% YoY



HOTELS

Investment volumes significantly up in 2024

€4.5bn

invested in Europe in Q1 2024

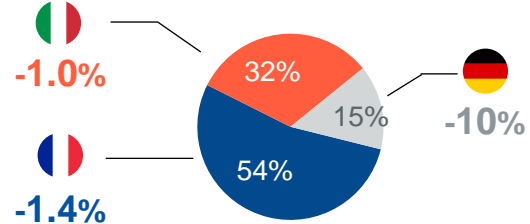

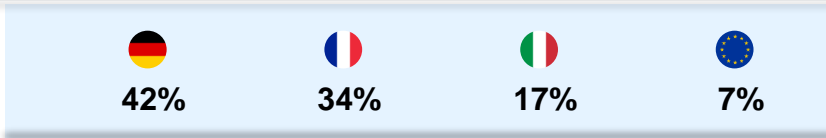
+45% YoY



Sources: Greenstreet News, DILS, Savills, CBRE



# COVIVIO PORTFOLIO VALUE – AT THE TURNING POINT

	H1 2024 value (Group share)	6 months like-for-like value (%)	H1 2024 yield (%)	
<b>OFFICES</b> <b>50%</b>	€7.7bn	-2.6%	5.7%	<p>Good performance of <b>Paris &amp; Milan city-centers</b></p>  <p>PARIS CBD <b>+2%</b></p>
<b>GERMANY RESIDENTIAL</b> <b>30%</b>	€4.5bn	-0.1%	4.2%	<p>Resilience of a <b>well-located portfolio</b>, mostly exposed to <b>Berlin</b></p>  <p><b>BERLIN</b> <b>+2.3%</b></p>
<b>HOTELS</b> <b>20%</b>	€3.1bn	+0.5%	6.0%	<p>Supported by <b>France</b> and <b>Southern Europe</b></p> <p><b>FRANCE</b> <b>+1.1%</b>    <b>SOUTHERN EUROPE</b> <b>+1.3%</b></p>
<b>TOTAL PORTFOLIO</b>	<b>€15.4bn</b>	<b>-1.3%</b>	<b>5.3%</b>	<p><b>GEOGRAPHIC REPARTITION</b></p>  <p><b>42%</b>    <b>34%</b>    <b>17%</b>    <b>7%</b></p>

# DISPOSALS – FINALIZING THE €1.5BN DISPOSAL PROGRAM

## NEW DISPOSAL AGREEMENTS, ABOVE APPRAISAL VALUES

NON-CORE OFFICES AND  
RESIDENTIAL TRANSFORMATION

**€142m**

-1.6% MARGIN

GERMANY RESIDENTIAL

**€129m**

+6% MARGIN

O/W +40% ON PRIVATIZATIONS

**€311m**

GROUP SHARE  
(€455m AT 100%)

+2.8% MARGIN VS. 2023

5.0% YIELD

HOTELS

**€40m**

+11% MARGIN

**80%**

of the €1.5bn disposal plan  
**achieved**



**€1.2bn**

disposal agreements signed  
since end-2022

**~€300m**

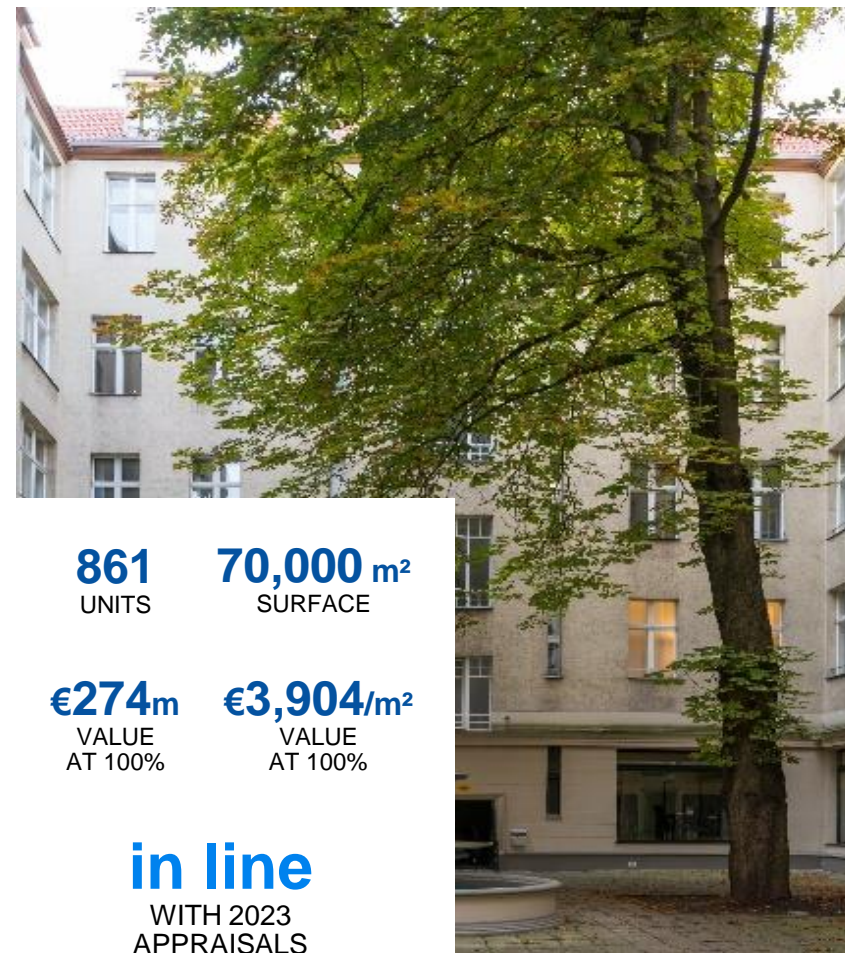
under discussions

# A NEW STRATEGIC PARTNERSHIP IN GERMAN RESIDENTIAL

€274M JOINT-VENTURE WITH A FRENCH INSTITUTIONAL INVESTOR (CAISSE DES DEPOTS ET CONSIGNATIONS)

## Deal rationale

- 1 Contributing to disposal plan: ~ €93m (Group share)
- 2 Welcoming a new institutional investor in German residential
- 3 Proof of the attractiveness of our assets and local team
- 4 Preserving exposure to reversion and privatization potential
- 5 Complete alignment of interests between shareholders





# HOTELS – INCREASED EXPOSURE TO A GROWING MARKET

Acquisition of a **8.7% stake** **Covivio Hotels** in exchange of new Covivio's shares

Equivalent to a **€500m acquisition**

**Covivio now owns 52.5% of Covivio Hotels**

HOTELS NOW REPRESENT

**20%**

OF COVIVIO'S PORTFOLIO

- Reinforced exposure to a **high yielding** and **growing** asset class

- Immediate **accretion on earnings** **c. +1%** on adjusted EPRA Earnings per share

- **Positive impact on debt metrics**
  - 0.2pt** on loan-to-value (LTV)
  - 0.2pt** on net debt / EBITDA



Palazzo Naiadi - Roma



Méridien - Nice



Kimpton Fitzroy - London



The Westin Grand - Berlin



ParkInn – Alexanderplatz, Berlin

# OFFICES - BENEFITTING FROM A PREMIUM OFFER STRATEGY

## OUR OFFICES STRATEGY

supports the transition to sustainable cities

### CENTRALITY

In the heart of European capitals & major business hubs

**94%**

CORE ASSETS

**69%**

CITY-CENTERS

### SUSTAINABILITY

Strong focus on Grade-A and green buildings

**94%**

CERTIFIED

**69%**

>= VERY GOOD

### HOSPITALITY

Hospitality inspired assets and offer

**3.9/5**

OVERALL SATISFACTION

vs. **3.6/5**

Kingsley index

2024 KINGSLEY SURVEY

## A STRATEGY BEARING FRUIT

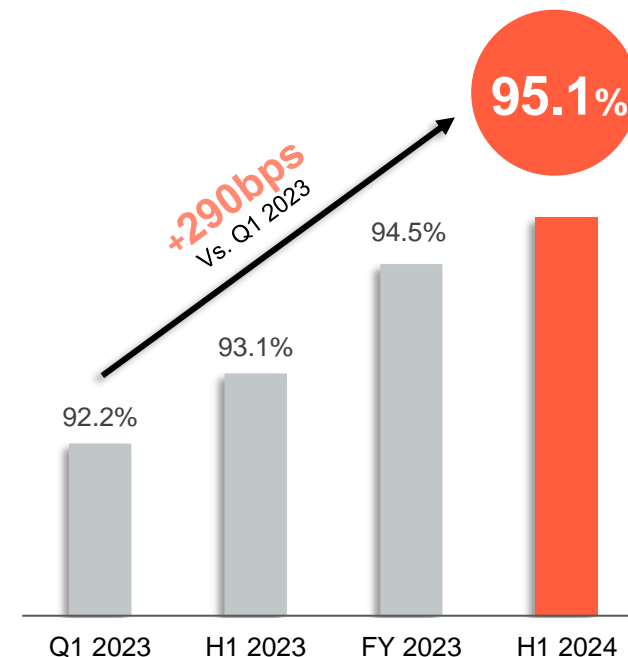
**74,100 m<sup>2</sup>**

let, pre-let or renewed  
in H1 2024

**+8% YoY**



**Increased**  
offices occupancy rate







## II. CONTINUED ROBUST OPERATING ACTIVITY



# HOTELS – CONTINUED SUSTAINED GROWTH IN REVENUES

## REVENUES

**+5.2%**

LIKE-FOR-LIKE GROWTH

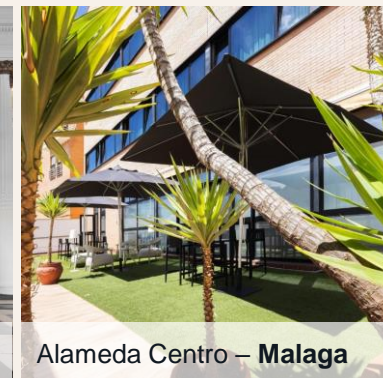
### Fixed leases

**57%**  
HOTELS REVENUES

**+4.4%**

LIKE-FOR-LIKE

**Fully benefitting  
from indexation**



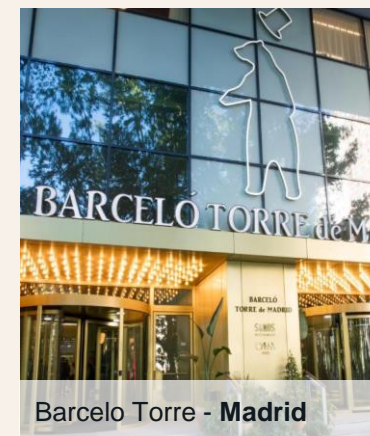
### Variable revenues

**43%**  
HOTELS REVENUES

**+6.1%**

LIKE-FOR-LIKE

**Strong performances in  
Germany and Southern  
Europe** largely offsetting  
lower performances in Paris  
before Olympic games



# OFFICES – INCREASING LIKE-FOR-LIKE RENTS DRIVEN BY CORE ASSETS



City centers  
**69%**



**+10%**  
like-for-like

**97%**  
occupancy

Major  
business hubs  
**25%**



**+8%**  
like-for-like

**94%**  
occupancy

Non-core  
**6%**



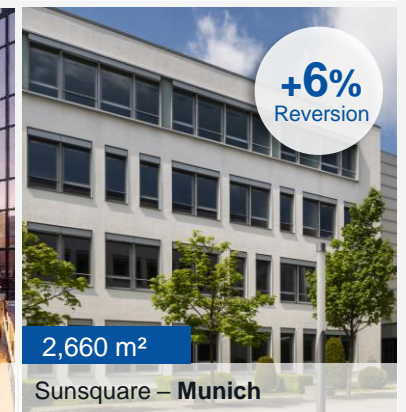
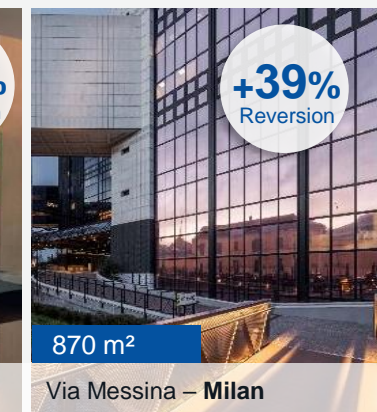
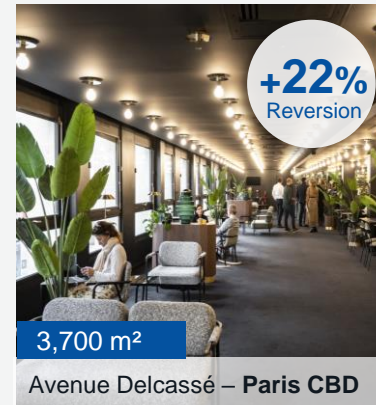
**+4%**  
like-for-like

**83%**  
occupancy

High reversion captured, driven by **core assets**

**+9%**  
average uplift  
on **core assets**

**+15%**  
in city centers



# GERMAN RESIDENTIAL – INCREASING RENTAL UPLIFT

## REVENUES

**+3.9%**

LIKE-FOR-LIKE GROWTH



**+1.7pt**

INDEXATION

**+1.1pt**

RELETTINGS

**+1.3pt**

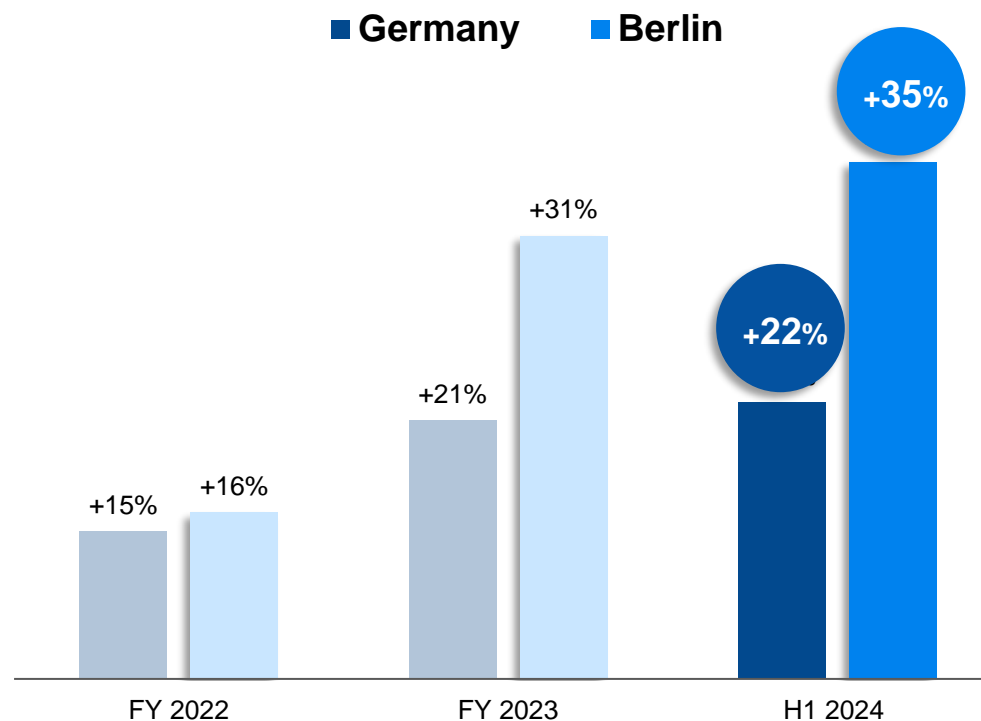
MODERNIZATIONS



(0.1)% of vacancy effect linked to future privatizations

## Strong rental uplift

**+22%**  
ON  
RELETTINGS





# H1 2024 REVENUES: +6.5% LIKE-FOR-LIKE

H1 2024, in € million	Revenue H1 2023  Group share	Revenue H1 2024  100%	Revenue H1 2024  Group share	In %  of total revenue	% Change  current scope Group share	% Change like-for-like  Group share	Occupancy rate  %	Average lease term  firm, in years
HOTELS	65.9	162.3	75.9	23%	+15.1%	+5.2%	100.0%	11.8
OFFICES	162.6	189.2	155.2	47%	-4.5%	+8.8%	95.1%	5.0
GERMANY RESIDENTIAL	91.8	146.6	94.8	29%	+3.3%	+3.9%	99.0%	n.a.
<b>TOTAL</b>	<b>321.2</b>	<b>499.8</b>	<b>326.8</b>	<b>100%</b>	<b>+1.8%</b>	<b>+6.5%</b>	<b>97.1%</b> (+40bps vs. 2023)	<b>6.8</b>

**+1.8%**

AT CURRENT SCOPE

- ☐ Reinforcement in hotels
- ☐ Strong letting activity
- ☐ Offices disposal impact

**+6.5%**

LIKE-FOR-LIKE

**+3.1%**

INDEXATION

**+2.9%**

RENTAL UPLIFT  
& OCCUPANCY

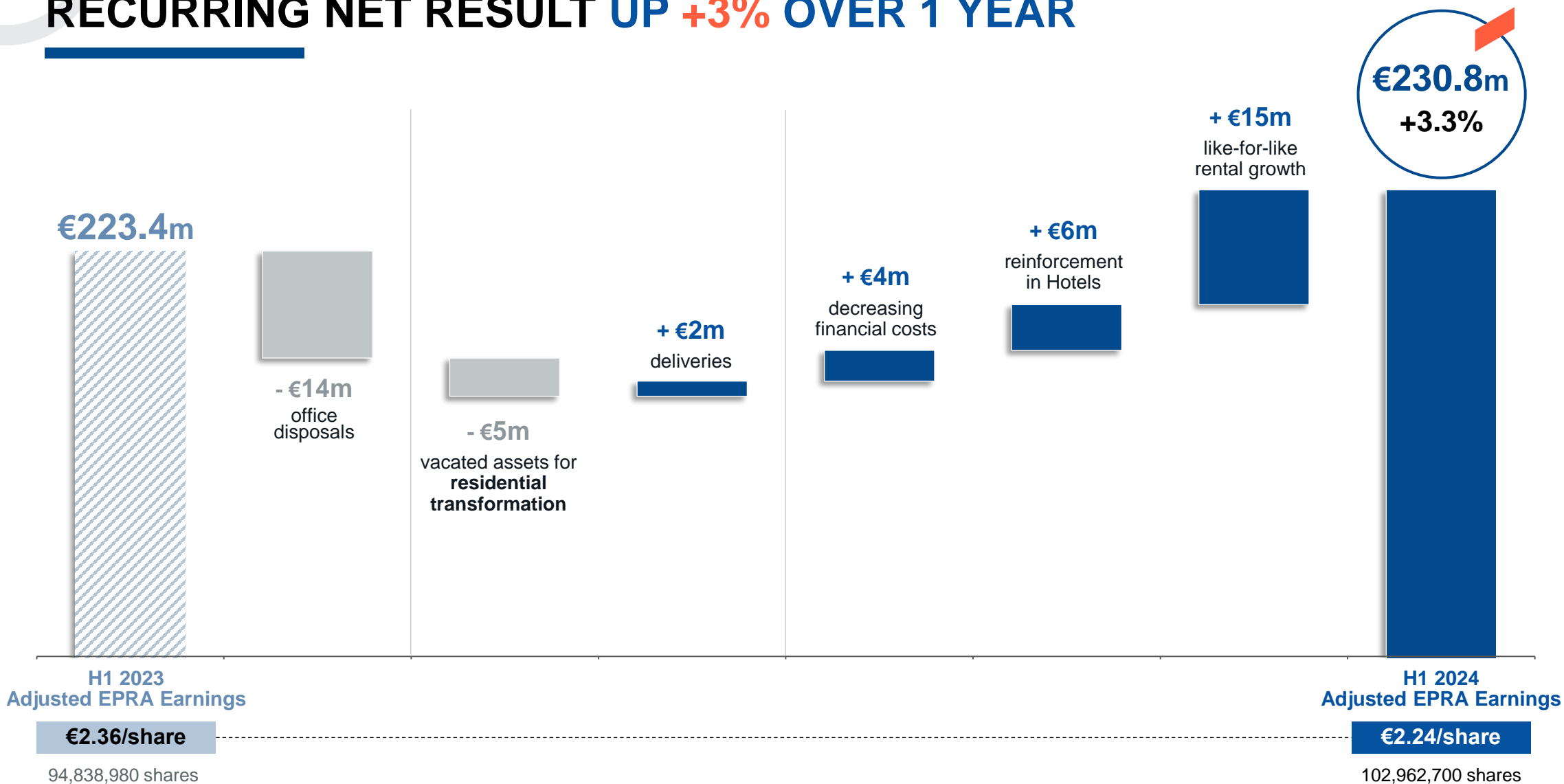
**+0.6%**

VARIABLE  
REVENUES HOTELS



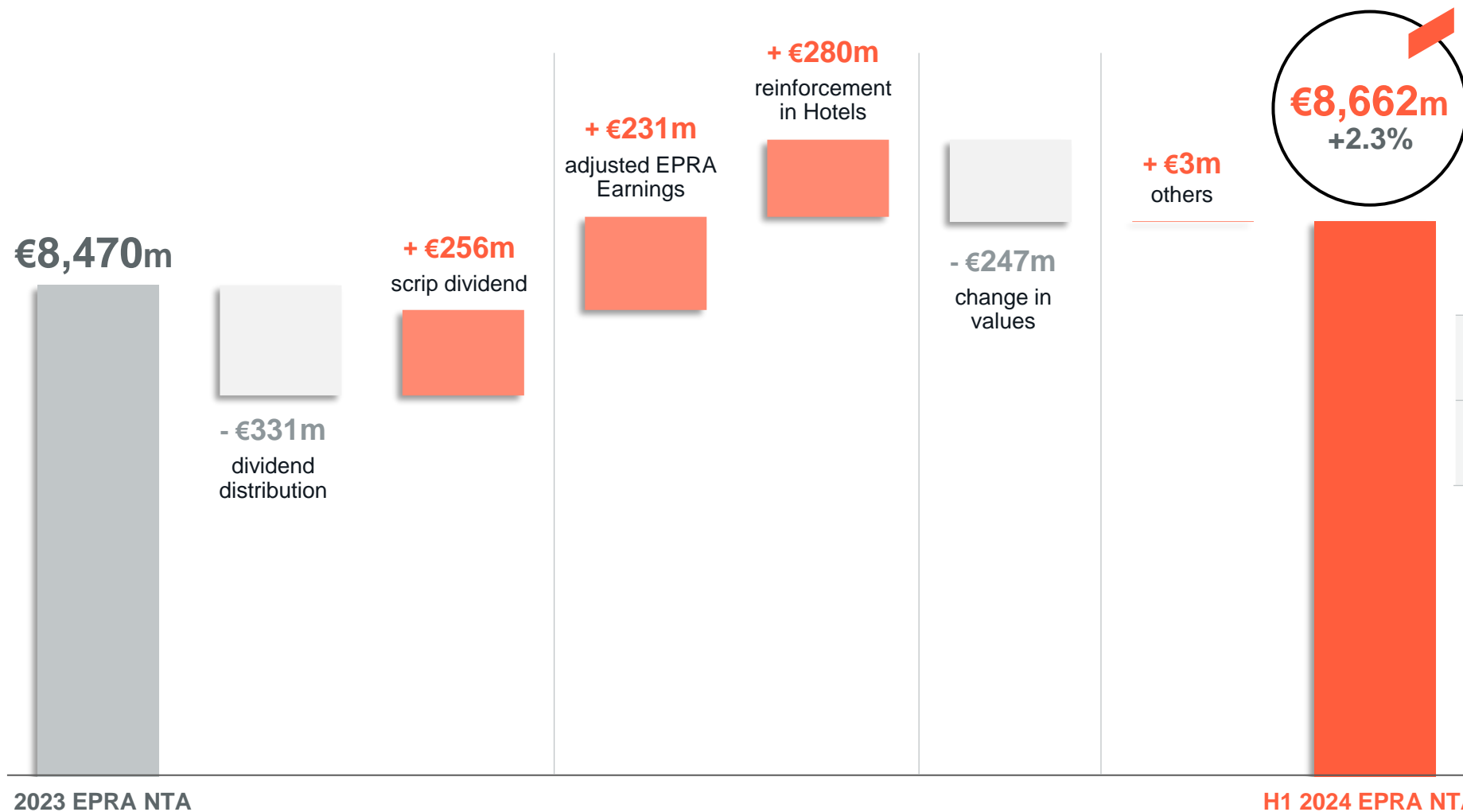
### III. FINANCIAL RESULTS: EARNINGS GROWTH AND REINFORCED BALANCE SHEET

# RECURRING NET RESULT UP +3% OVER 1 YEAR





# EPRA NTA - +2.3% OVER 6 MONTHS



	FY 2023 (/ share)	H1 2024 (/ share)	Variation (%)
EPRA NTA	€84.1	€77.7	-7.5%
N° of shares	100,758,774	111,407,445	+10,648,671

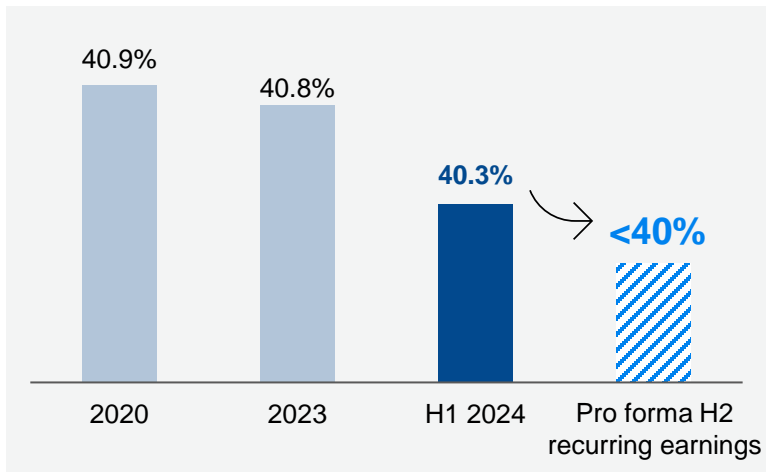
## €536m capital increase

- ❑ Contribution in kind → €280m
- ❑ Scrip dividend → €256m  
(77.5% subscribed at €38.61/sh)

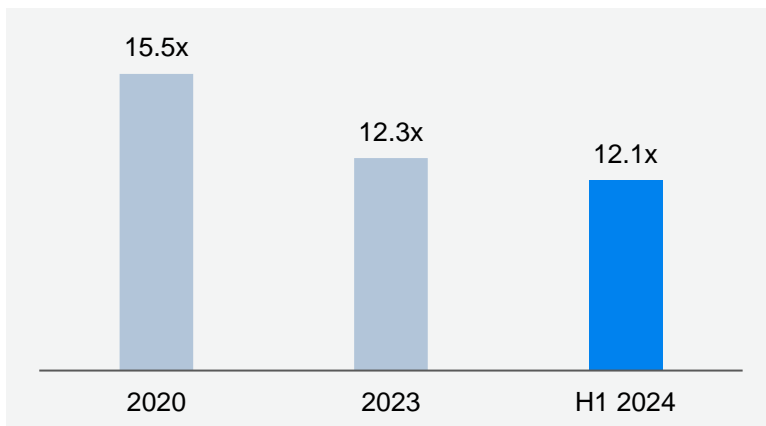
# BALANCE SHEET REINFORCED

## IMPROVED DEBT RATIOS

Decrease in  
LTV, now close  
to  
**<40% policy**



Further  
reduction in  
**NET DEBT /  
EBITDA**



## HEALTHY BALANCE SHEET

INCREASED **LIQUIDITY**

**€2.5bn**

Covering **all debt  
expiries** until  
**end-2026**

MAINTAINED **DEBT MATURITY**

**4.9** years

CONTROLLED **COST OF DEBT**

**1.68%**

**<2.5%** until  
**end-2028**

INCREASED PROPORTION OF  
**DEBT LINKED TO ESG OBJECTIVES**

**61%**

vs. **57%** in 2023

**BBB+ RATING, STABLE OUTLOOK**

(Confirmed by S&P in May 2024)



#### IV. OUTLOOK AND GUIDANCE: READY FOR THE REBOUND



# UPGRADED GUIDANCE & PREPARED FOR THE REBOUND

## 2024 NET RECURRING RESULT GUIDANCE

Increased hotels  
exposure

Strong  
performance in  
offices

€460M

+6% yoy

+5%

vs. initial guidance of

€440M

## STRATEGIC PRIORITIES

❑ REINFORCEMENT IN  
HOTELS

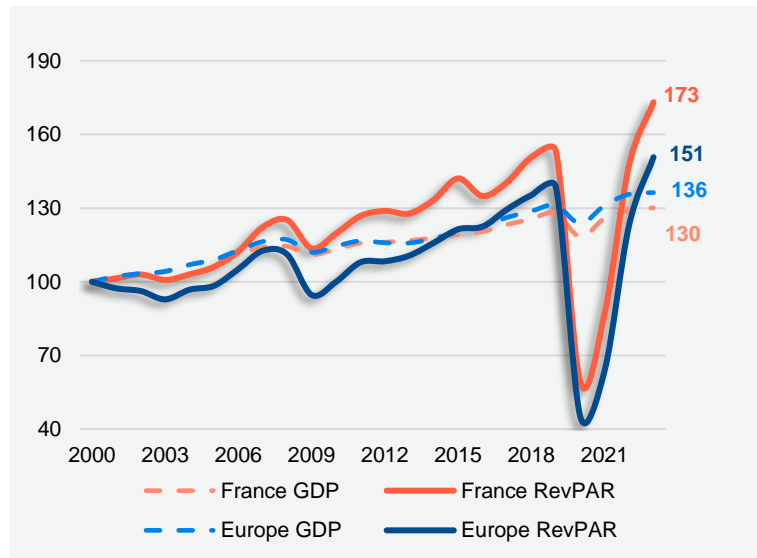
❑ GROWTH POTENTIAL  
EXTRACTION

# HOTELS – A STRUCTURALLY GROWING ASSET CLASS

REVPARs BEAT GDP  
OVER THE LONG-TERM

2000 – 2024 CAGR

**+2%** **vs.** **+1.4%**  
European RevPAR GDP in Europe



HIGH HOTELS OVERNIGHTS  
EXPECTATIONS

Hotels overnight stays increase

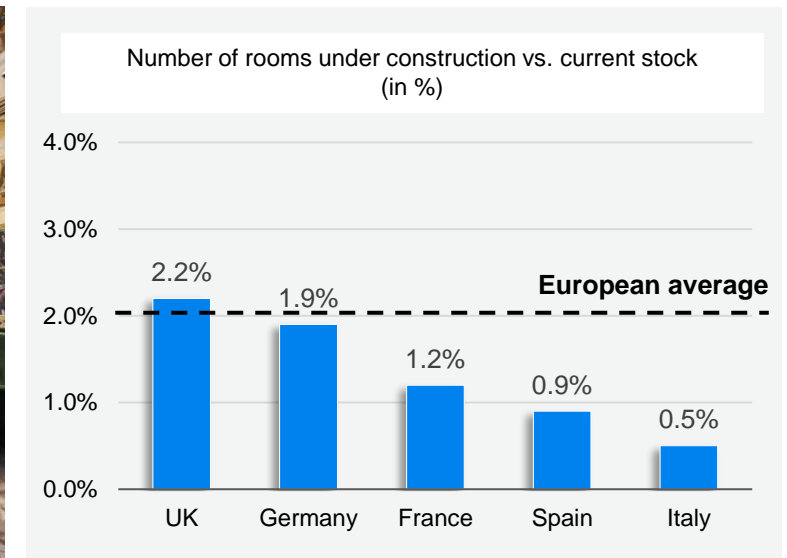
**+5%/year**  
by 2030



LIMITED PIPELINE

Limited hotels offer

**2%**  
of existing stock in Europe



# HOTELS – LEVERAGING ON COVIVIO'S LEADERSHIP POSITION

A pan-European platform

311

HOTELS

43,402

ROOMS

6.0%

AVERAGE YIELD

€6.4BN

VALUE AT 100%  
(€3.1BN GROUP SHARE)

## Unique skills

- ❑ Pioneer in hotel real estate **since 2005**
- ❑ Managing the **whole value chain**
- ❑ From **fixed leases** to **management contracts**

## Key partner of the leading operators in Europe



## Prime locations for hotel operators

8.9/10

average **Booking.com**  
location grade

90%

located in major  
tourist destinations

## High-quality assets

94%

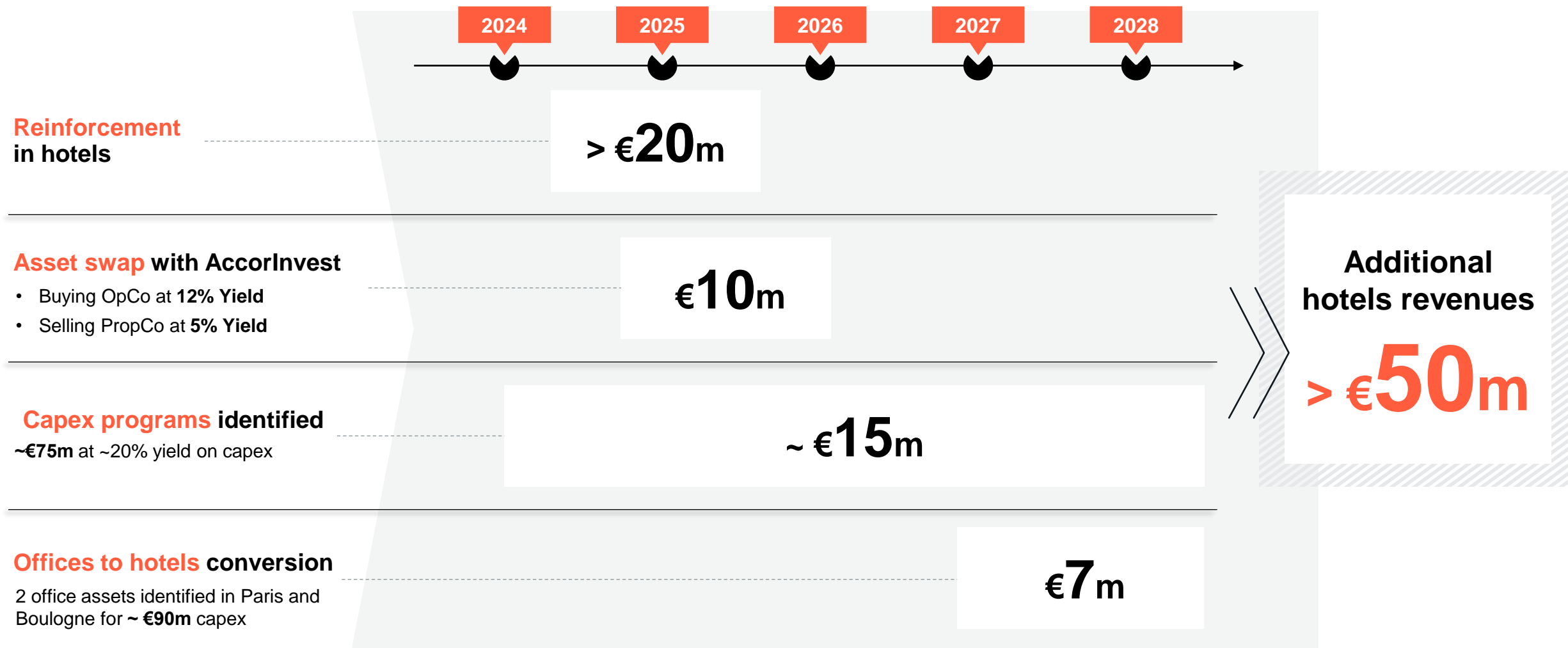
certification rate  
vs. **91%** at end-2023



Radisson Red - Madrid



# HOTELS – FURTHER EMBEDDED GROWTH FROM EXISTING PORTFOLIO



# PARIS - HIGH-QUALITY PORTFOLIO TO DRIVE FUTURE GROWTH

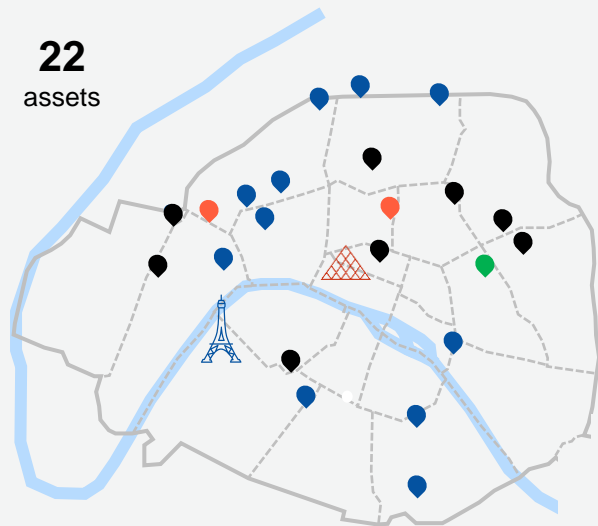
## INNER PARIS offices portfolio

**€2.2bn**  
GROUP SHARE

**~€380/m<sup>2</sup>**  
AVERAGE RENT

**~€9,300/m<sup>2</sup>**  
AVERAGE VALUE

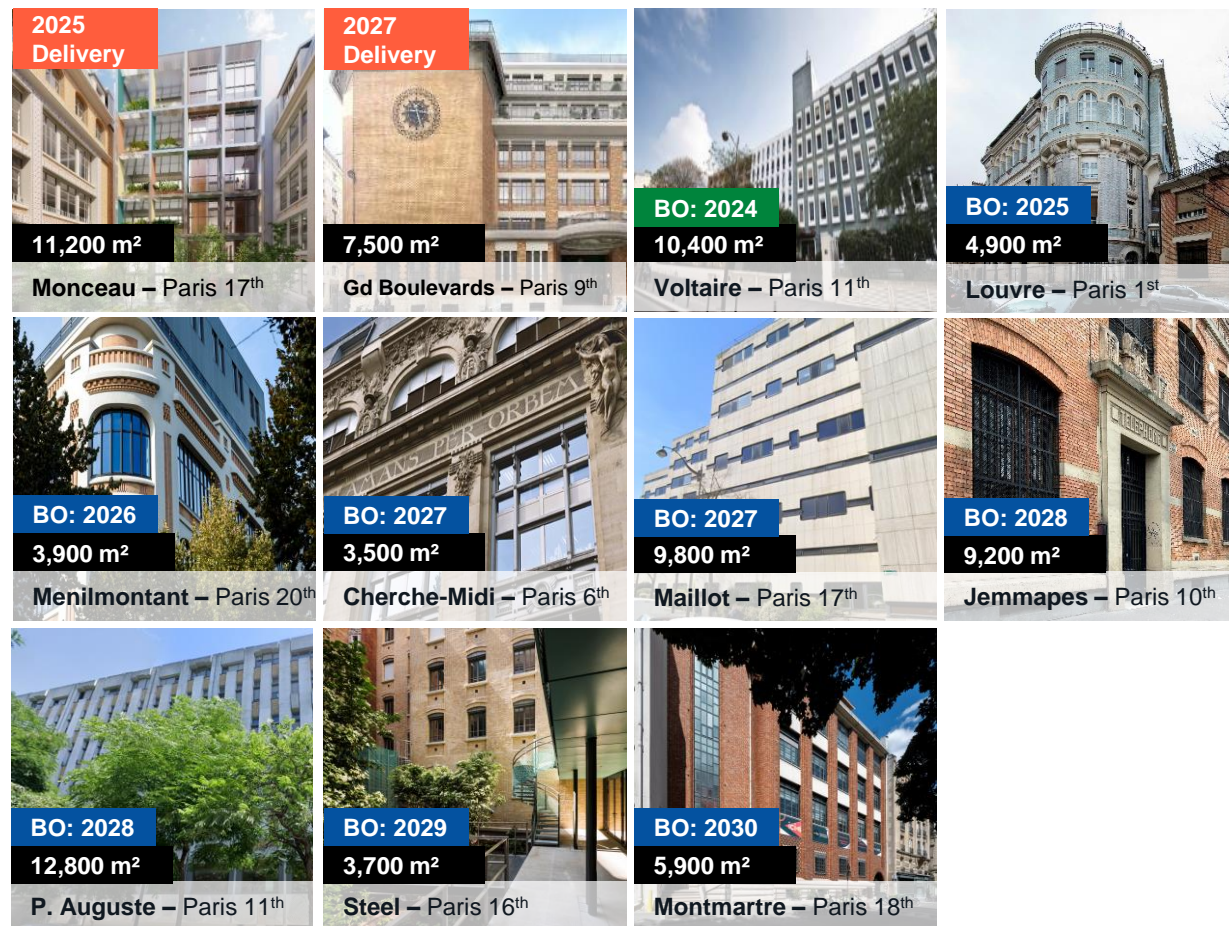
**22**  
assets



- Operating portfolio
- Former Orange assets that could be vacated
- Committed projects
- Conversion into hotel

**COVIVIO**

## FORMER ORANGE PORTFOLIO IN PARIS: SIGNIFICANT REDEVELOPMENT POTENTIAL



**11**  
ASSETS

**€0.45bn**  
CAPEX

**€30m**  
CURRENT  
REVENUE

↓  
**€60m**  
POTENTIAL  
REVENUE

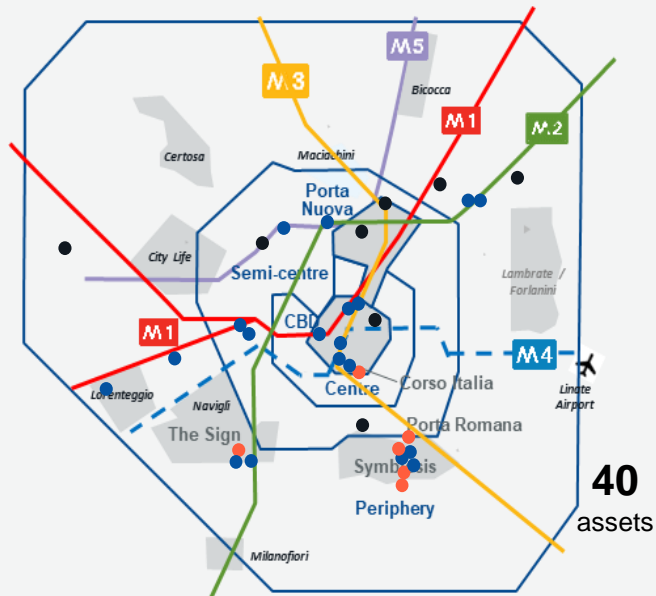
BO: Break option



# MILAN – HIGH-QUALITY PORTFOLIO TO DRIVE FUTURE GROWTH

## MILAN offices portfolio

**€2.1bn** GROUP SHARE  
**~€355/m<sup>2</sup>** AVERAGE RENT  
**~€5,000/m<sup>2</sup>** AVERAGE VALUE

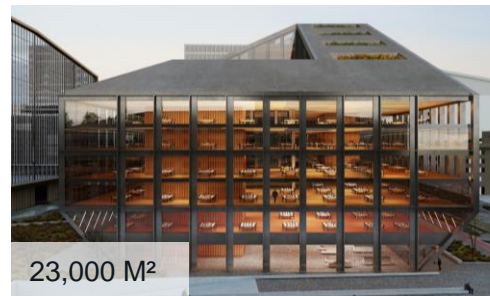


**COVIVIO**

## OPPORTUNITY TO INVEST IN MILAN URBAN REGENERATION

### SYMBIOSIS

Pursuit of the development of a brand-new district



**€128m**  
BUDGET

**~7.5%**  
YIELD ON COST

### SCALO PORTA ROMANA – MIXED USE PROJECT

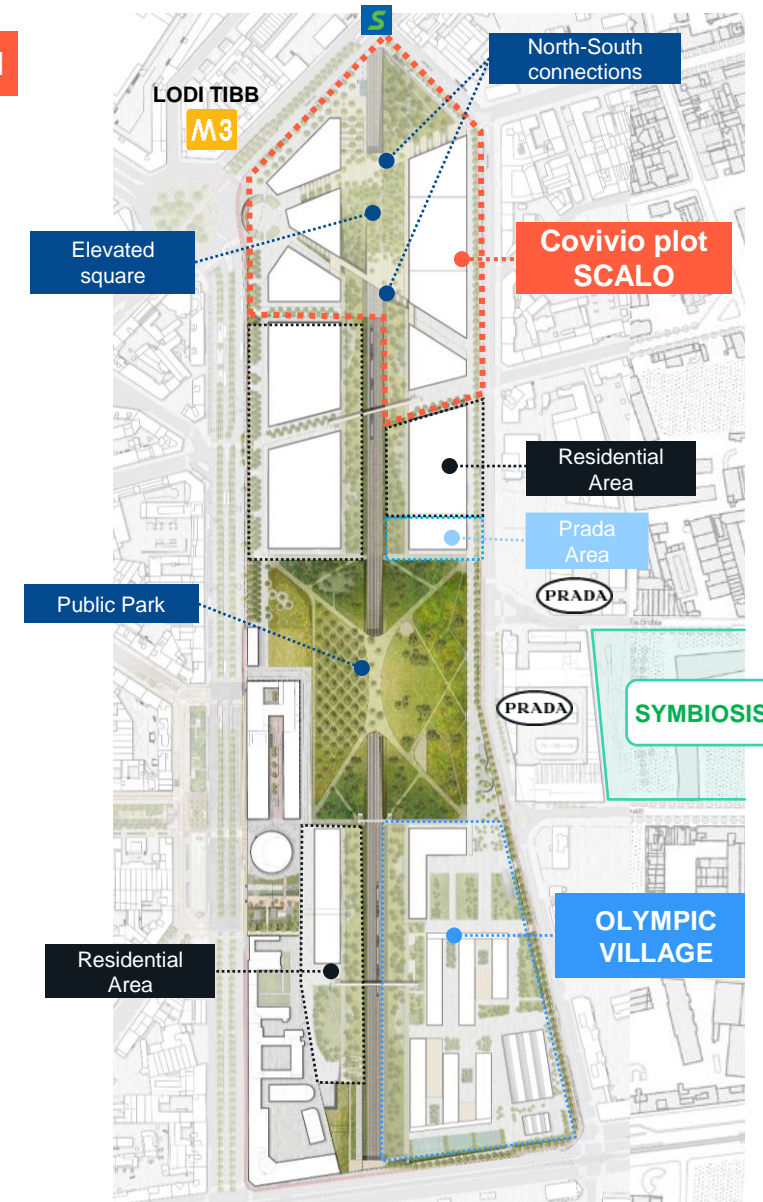
One of the greatest urban regeneration project in Milan  
 The area will host the 2026 Winter Olympic Game



**~€0.5Bn**  
BUDGET

**~7%**  
YIELD ON COST

**4**  
PROJECTS





# GERMAN RESIDENTIAL – A TOP-TIER PORTFOLIO IN PRIME LOCATIONS

Mostly exposed to  
A-cities in Germany

**100%**  
in metropolitan areas  
>1 million inhabitants

**90%**  
in cities  
>500K inhabitants

A unique portfolio in  
Berlin...

**€2.6bn**  
Group share  
**57%**  
of the portfolio

High-quality buildings

**c.68%**  
built in or before 1950

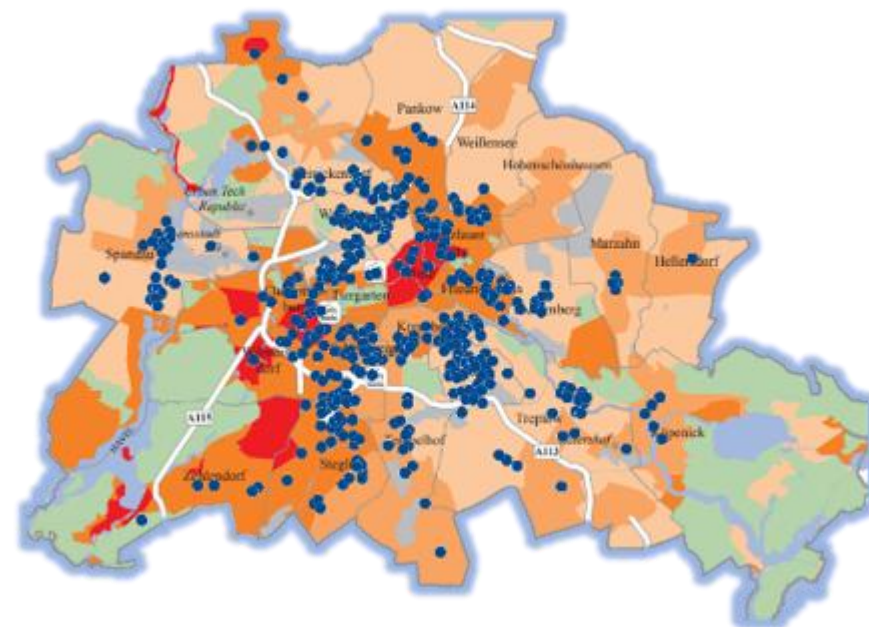
...Highly divided  
into condominium

**~€2.3bn**  
portfolio already divided  
into condominiums in  
Germany

**€1.9bn**  
already  
divided in **Berlin**

FOCUSED ON CENTRAL AREAS

BERLIN ASSETS



**76%**  
Prime & good  
locations

**21%**  
Average  
locations

**3%**  
Basic  
locations

# GERMAN RESIDENTIAL – UPLIFT AND QUALITATIVE ASSET ROTATION

## MARKET FUNDAMENTALS TO DRIVE RENTAL GROWTH

### INCREASING MARKET RENTS

**+7%** YOY  
average rent increase  
for existing buildings  
in Berlin

### STRONG INDEXATION IN BERLIN

**+7.4%** YOY  
latest Berlin  
Mietspiegel  
in Covivio's  
locations

## HIGH REVERSION ON COVIVIO'S PORTFOLIO

**+25-30%**  
in Germany

**+30-35%**  
in Berlin

## STRONG ASSET MANAGEMENT POTENTIAL

### HIGH MARGINS THROUGH PRIVATIZATIONS

**>50%**  
expected  
margins  
in Berlin

**<2%**  
exit  
yield

### MODERNIZATION PROGRAMS

**~ €40m**  
capex  
per year

**5-10%**  
yield  
on capex



## V. KEY TAKEAWAYS



# KEY TAKEAWAYS

1

A **TRANSFORMING SEMESTER**

2

**WELL ON TRACK ON DELEVERAGING**

3

HIGH-QUALITY PORTFOLIO, **DELIVERING RENTAL GROWTH**

4

**IMPROVED OUTLOOK**



L'Atelier – Paris CBD

## KEY UPCOMING EVENTS



**Q3 2024 activity**

**22<sup>nd</sup> October 2024**

**Capital Markets Day** (in Paris)

**28<sup>th</sup> November 2024**



# COVIVIO

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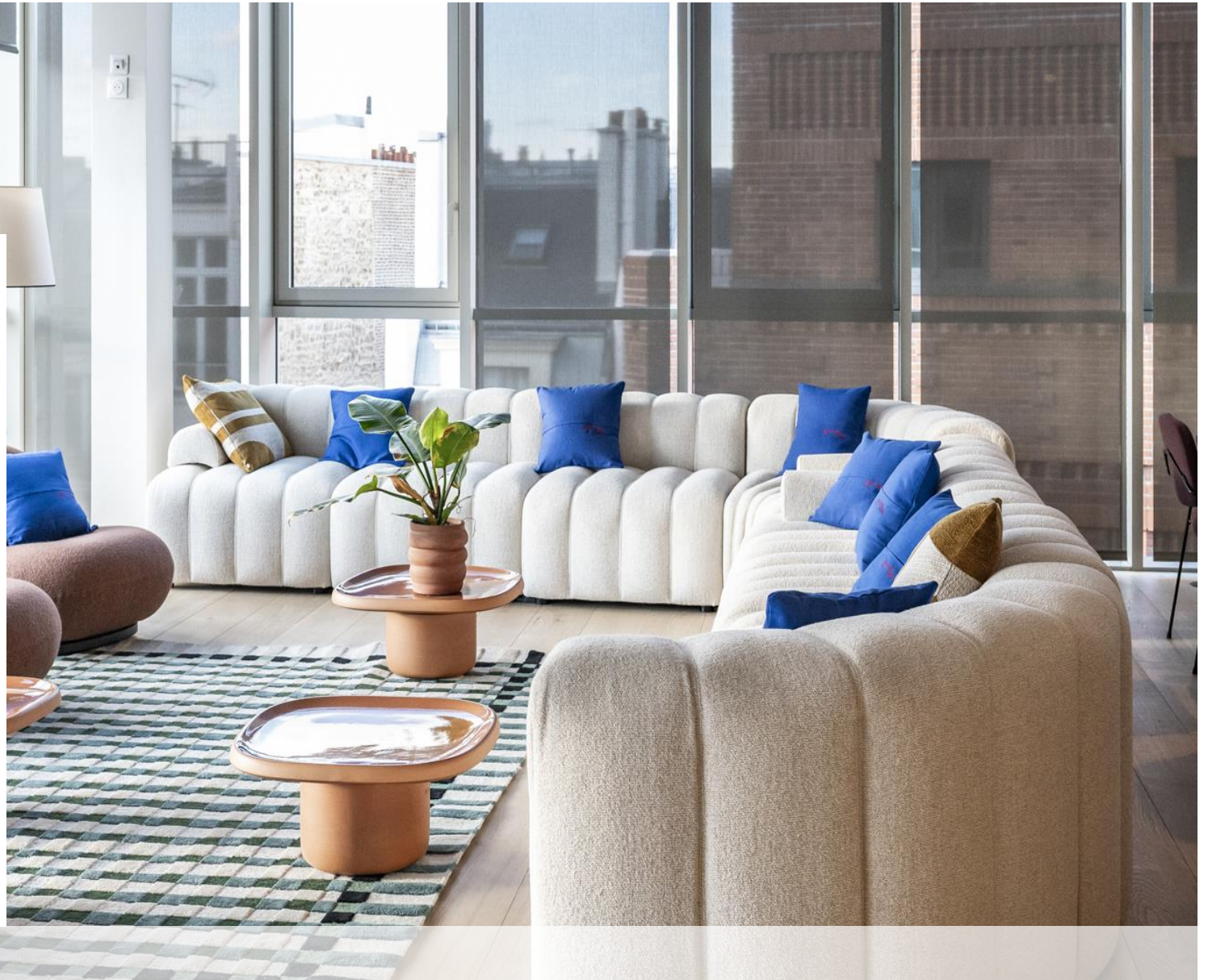


## APPENDIX

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1. REAL ESTATE MARKETS
2. COVIVIO'S PORTFOLIO
3. ESG PERFORMANCE
4. COMMITTED PIPELINE
5. FINANCIAL & OPERATIONAL KEY PERFORMANCE INDICATORS

L'Atelier – Paris CBD











# COVIVIO

## 1. REAL ESTATE MARKETS

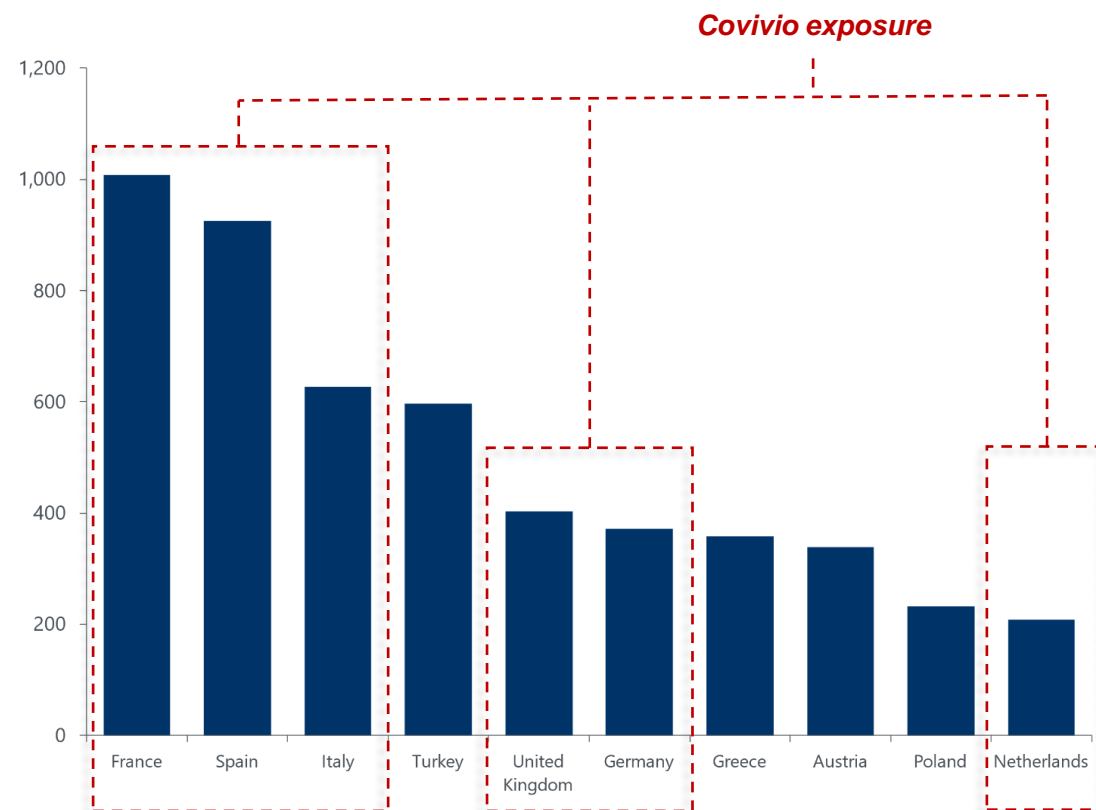
# HOTELS MARKET – CONTINUED INCREASING PERFORMANCES IN 2024

## Continued increase in European revPAR

Year-to-date figures, vs. 2023 <sup>(1)</sup>	RevPAR	Average prices	Occupancy rates
	+15%	+10%	+3.5pt
	+8%	+7%	+0.8pt
	+4%	+1%	+1.5pt
	+4%	+3%	+0.7pt
	+1%	+0.4%	+0.4pt
	+1%	+2%	-0.6pt

## Covivio is mostly exposed to top European destinations

Top European destinations by tourists' arrivals in 2024  
(in 000s)



<sup>(1)</sup> Cumulative data as of end-May 2024  
Sources : MKG, Oxford Economics,



# HOTELS MARKET – FAVORABLE OUTLOOK

## HIGH GROWTH POTENTIAL

In 2019, **travellers** accounted for only

**c.20%**

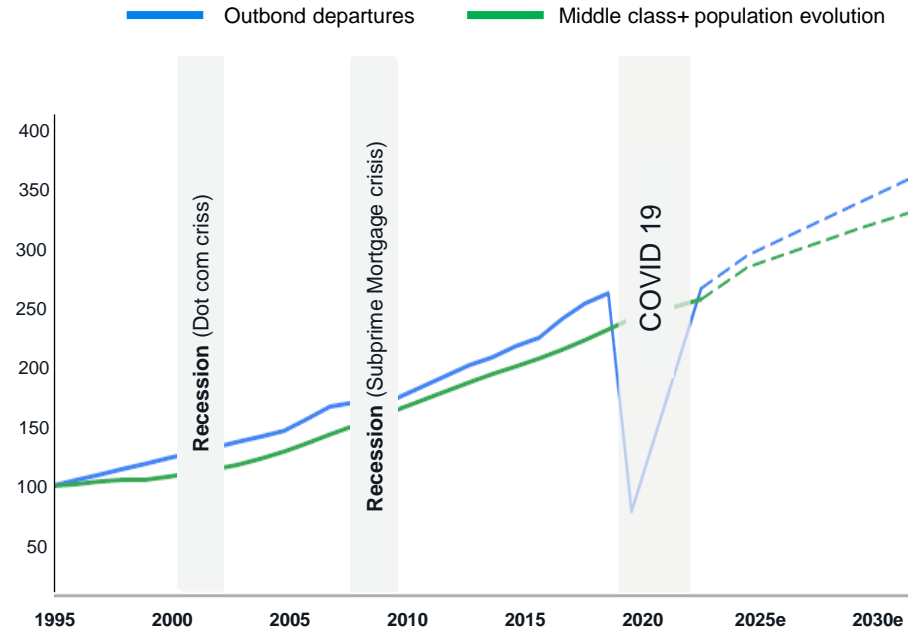
of total population

showing a high growth potential



## INCREASING DEMAND

Evolution of departures will continue to be  
**highly dependent on the middle-  
class+ population evolution**



## A GROWTH SET TO CONTINUE

Tourists' arrivals in Europe

**+5%/year**

Until 2030

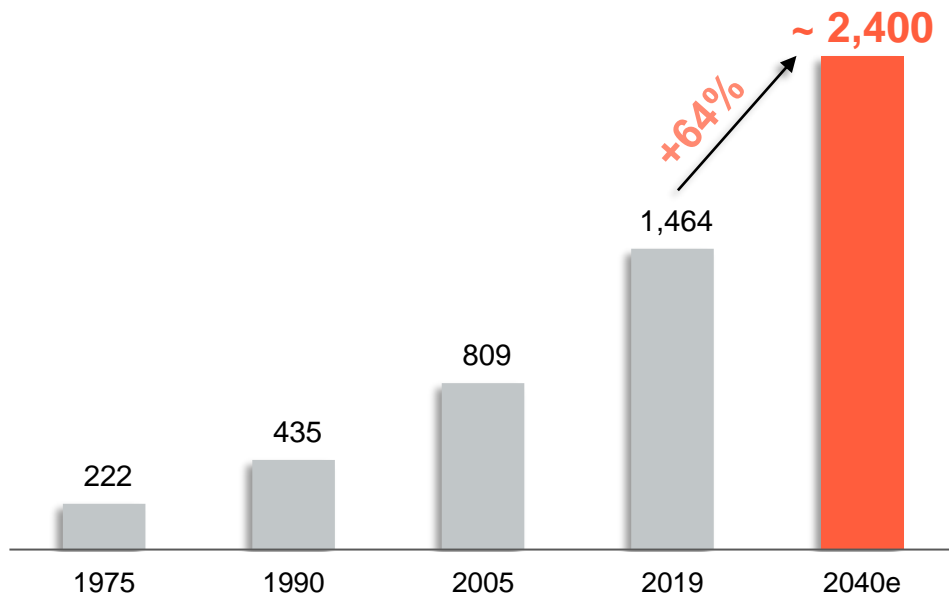


Source : Oxford Economics, Deloitte Analysis  
(NextGen travellers and destinations)

# HOTELS MARKET – FAVORABLE OUTLOOK

## Number of trips worldwide will continue to increase

Evolution of number of trips worldwide  
(in million, from 1975 to 2040e)



## Top 15 destinations worldwide by 2040

(in million inbounds)

	2040e	
Spain	110	11%
France	105	33%
USA	100	
China	90	
Mexico	90	
Italy	90	5%
Turkey	85	
Saudi Arabia	80	
Thailand	75	
Germany	65	24%
UK	60	13%
Japan	50	
Malaysia	50	
Indonesia	40	
UAE	40	
<b>TOTAL TOP 15</b>	<b>1,130</b>	
<i>Below top 15</i>	<i>1,300</i>	
<b>TOTAL</b>	<b>2,430</b>	

Covivio Hotels  
portfolio

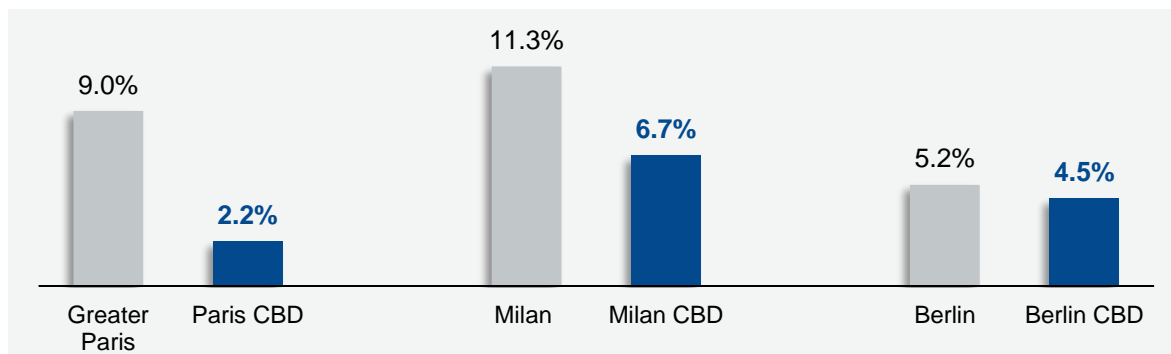
**86%**  
exposed to  
**Top 15  
destinations  
worldwide  
by 2040**

 % Covivio Hotels  
portfolio exposure

# EUROPEAN OFFICES – ACTIVELY POLARISING MARKETS

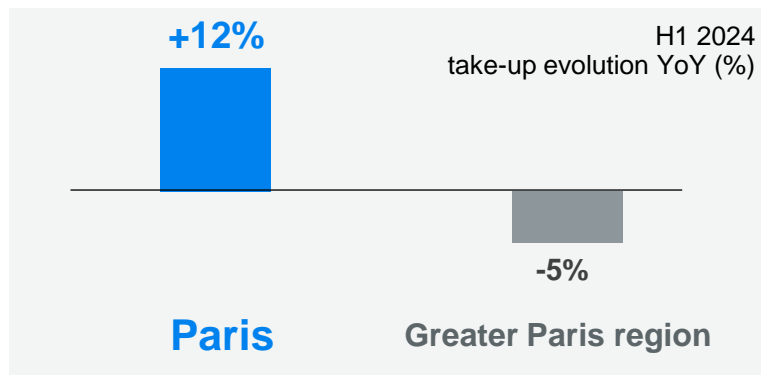
## Demonstrably strong demand for prime locations

Vacancy rates by area (%)



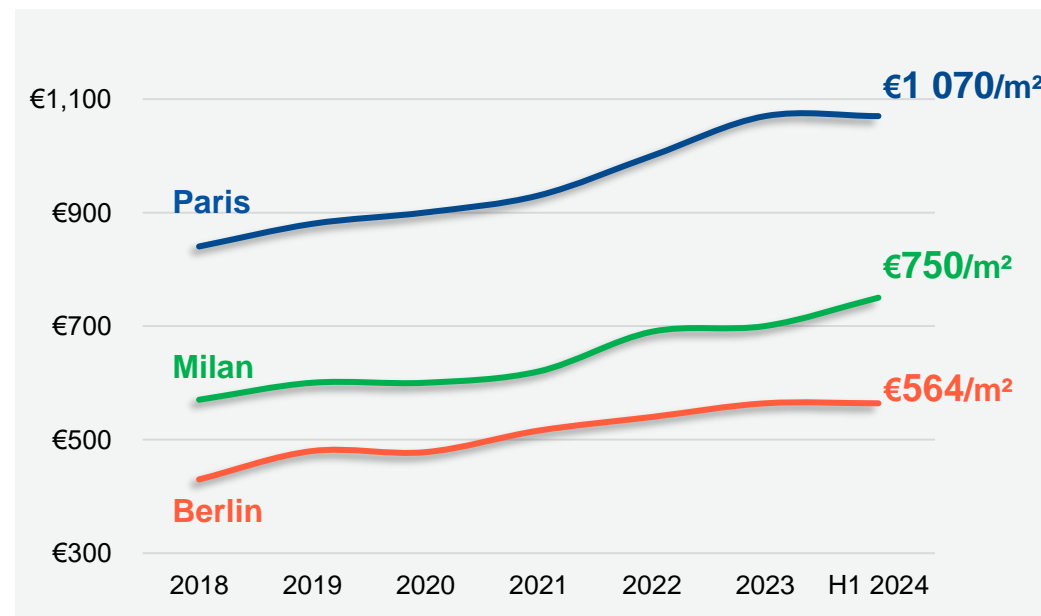
## Increasing take-up in central locations

Strong demand for, and lack of high-quality buildings in CBDs



## Scarcity of prime assets in CBD driving rents up

Prime rents by area (€/m<sup>2</sup>)



PARIS

+7%



MILAN

+7%



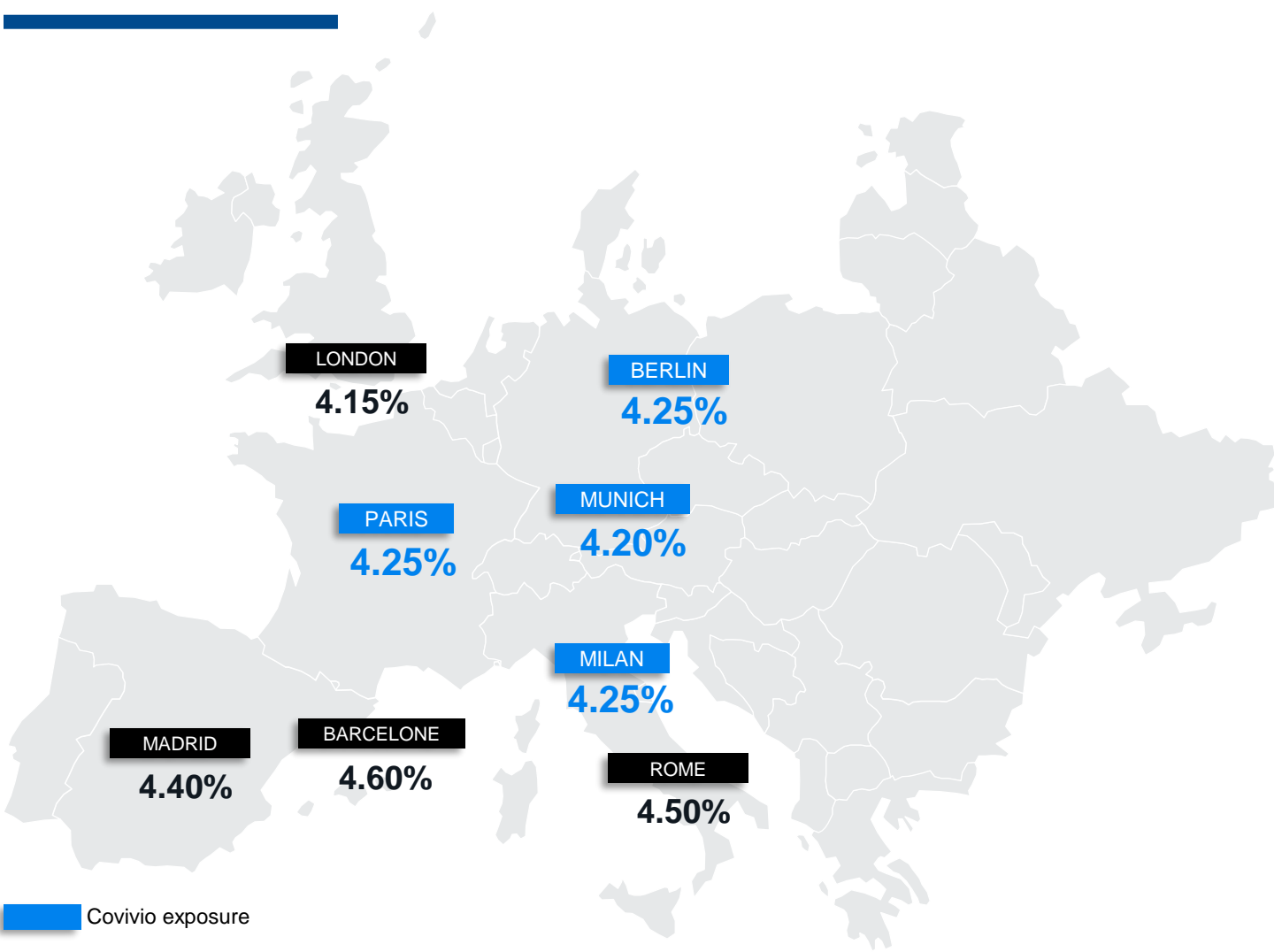
BERLIN






Stable

Sources : Immostat, DILS, Savills



# OFFICE INVESTMENT MARKET – STRONG INCREASE IN EUROPEAN PRIME YIELDS OVER THE LAST 2 YEARS



Since Peak-to-through (H1 2024 vs. H1 2022)		
	Berlin	+170 bps ↗
	Munich	+160 bps ↗
	Paris	+155 bps ↗
	Milan	+125 bps ↗
	London	+65 bps ↗

# OFFICE INVESTMENT MARKET – ONGOING NEGOTIATIONS IN PARIS



19 rue Danielle  
Casanova  
Paris 1<sup>st</sup>

Under exclusivity  
**2,170 m<sup>2</sup>**  
**€54m | €24,900/m<sup>2</sup>**  
**3.3% yield**



153 rue du Fbg  
St Honoré  
Paris 8<sup>th</sup>

Call for bids (last round)  
**4,700 m<sup>2</sup>**  
**€60m | €12,800/m<sup>2</sup>**  
**<4% yield**



7 avenue  
George V  
Paris 8<sup>th</sup>

Under exclusivity  
**4,150 m<sup>2</sup>**  
**€100m | €24,100/m<sup>2</sup>**  
**3.75% yield**



19/21 rue  
Dumont d'Urville  
Paris 16<sup>th</sup>

Under marketing  
**3,100 m<sup>2</sup>**  
**€60m | €19,400/m<sup>2</sup>**  
**~4.3% yield**



10 rue  
Bassano  
Paris 16<sup>th</sup>

Under exclusivity  
**1,750 m<sup>2</sup>**  
**€44m | €25,100/m<sup>2</sup>**  
**3.9% yield**



21 rue de la  
Ville-L'Evêque  
Paris 8<sup>th</sup>

Under exclusivity  
**4,200 m<sup>2</sup>**  
**~€100m | €23,800/m<sup>2</sup>**  
**~4.25% yield**



10/12/14 rue  
d'Athènes  
Paris 9<sup>th</sup>

Under exclusivity  
**5,100 m<sup>2</sup>**  
**~€110m | €21,500/m<sup>2</sup>**  
**3.9% yield**



21 rue de  
la Paix  
Paris 2<sup>nd</sup>

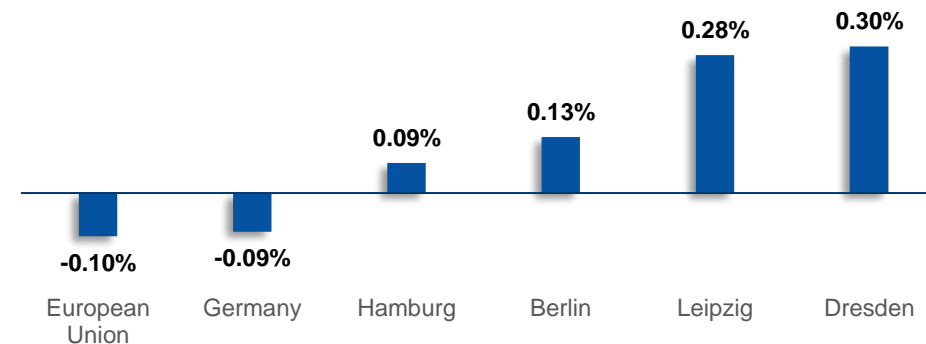
Call for bids (last round)  
**2,000 m<sup>2</sup>**  
**€50m | €25,000/m<sup>2</sup>**  
**~3.5% yield**

# GERMAN RESIDENTIAL – REMAINING FAVOURABLE RENTAL MARKET

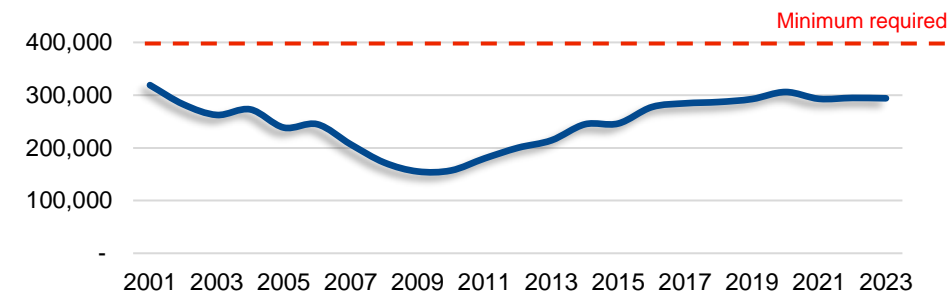
## Supply/demand imbalance in Germany continues to grow

- ❑ New population record, **84.7 million inhabitants** at end-2023 (+0.4% year-on-year). Population expected to reach **85 million** by the end of 2024.
- ❑ Supply has become even scarcer: **only 294,000 new apartments were completed in 2023** (after 295,000 in 2022), vs. an estimated need of **400,000/year**.
- ❑ Against this backdrop of growing scarcity, **rents continued to rise in all major cities**.
- ❑ In the tightest cities, **rents are indexed to the Mietspiegel**. Berlin's Mietspiegel was published at end-May 2024, at +0.7% YoY, with strong disparities. **For Covivio locations, the increase is +7.4%.**

## Annual population growth forecasts to 2030



## Housing completions in Germany



## Market rents evolution

H1 2024 vs. H1 2023

	New flats	Existing flats
Berlin	+9%	+7%
Germany	+9%	+4%

Sources: Destatis, Immoscout24



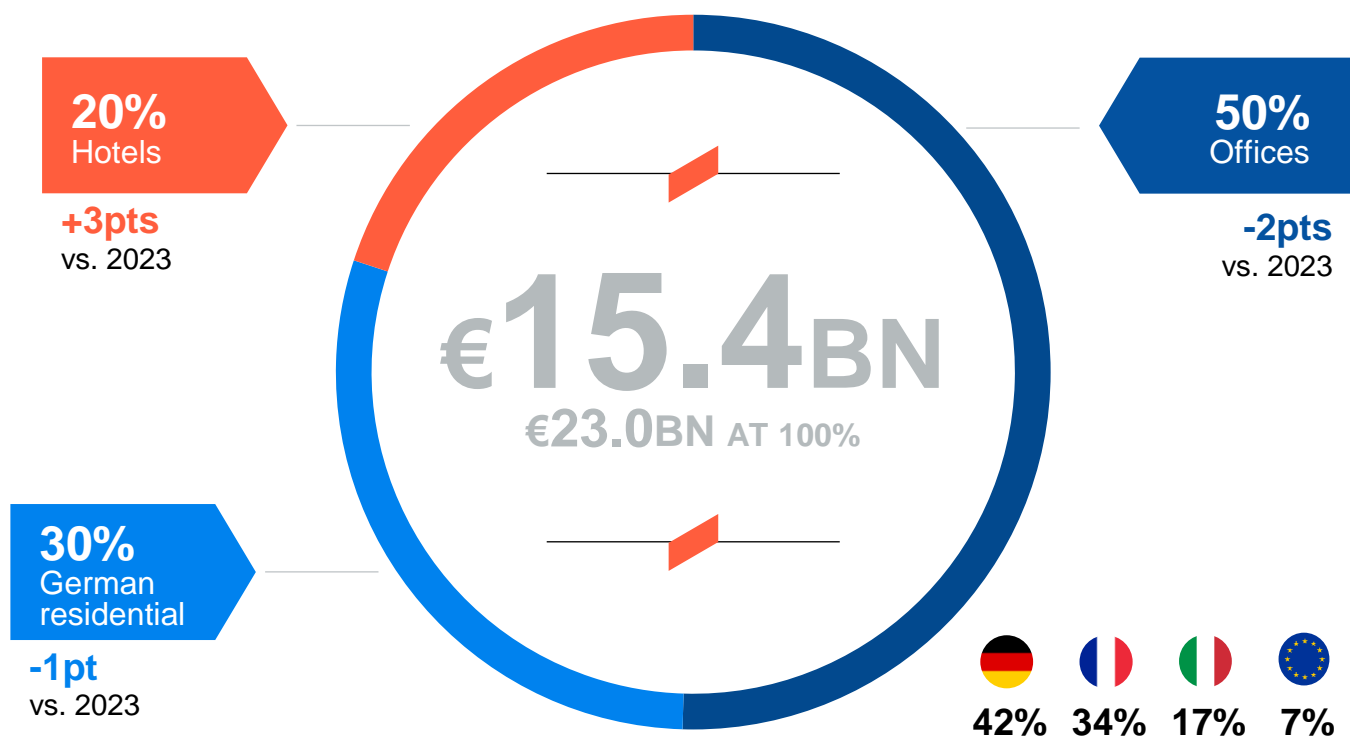
# COVIVIO

## 2. COVIVIO'S PORTFOLIO



# COVIVIO'S PORTFOLIO - UNIQUE, DIVERSIFIED AND HIGH-QUALITY

## Portfolio breakdown by value



OFFICES

- 94% in city centers and major business hubs
- High occupancy rate: 95%
- +15% reversion captured in city centers



GERMANY  
RESIDENTIAL

- 57% in Berlin & 27% in NRW
- High-end of the housing market
- High reversion & privatization potential



HOTELS

- Prime locations: 8.9/10 Booking.com rating
- Reasonable effort rate: ~60%
- Strong growth potential through asset management and long-term market trends

# PORTFOLIO AT END – JUNE 2024: -1.3% LIKE-FOR-LIKE

	2023 value Group share	H1 2024 value 100%	H1 2024 value Group share	6 months LfL change	24 months LfL change (since peak-to-through)	2023 yield	H1 2024 yield
City – centers	5,384	6,077	5,362	-1.4%	-12.0%	4.9%	5.0%
Major business hubs	1,958	2,695	1,904	-4.0%	-23.3%	6.5%	7.0%
Non-core	505	536	483	-9.5%	-34.4%	7.2%	7.7%
<b>Offices</b>	<b>7,847</b>	<b>9,308</b>	<b>7,749</b>	<b>-2.6%</b>	<b>-16.6%</b>	<b>5.5%</b>	<b>5.7%</b>
<b>German residential</b>	<b>4,672</b>	<b>7,161</b>	<b>4,542</b>	<b>-0.1%</b>	<b>-12.6%</b>	<b>4.1%</b>	<b>4.2%</b>
<b>Hotels</b>	<b>2,535</b>	<b>6,432</b>	<b>3,061</b>	<b>+0.5%</b>	<b>-3.8%</b>	<b>5.9%</b>	<b>6.0%</b>
<b>TOTAL STRATEGIC ACTIVITIES</b>	<b>15,054</b>	<b>22,902</b>	<b>15,351</b>	<b>-1.3%</b>	<b>-13.6%</b>	<b>5.1%</b>	<b>5.3%</b>
Non-strategic	26	49	27	-10.7%	-14.6%		
<b>TOTAL PORTFOLIO</b>	<b>15,080</b>	<b>22,951</b>	<b>15,378</b>	<b>-1.3%</b>	<b>-13.6%</b>	<b>5.1%</b>	<b>5.3%</b>



# OFFICES PORTFOLIO STRATEGIC SCORING

**25%**  
**CORE ASSETS IN  
MAJOR BUSINESS HUBS**

**94%** occupancy  
**+8%** like-for-like rents  
**5.6-year** WALB  
**7.0%** yield

**69%**

**CORE ASSETS IN  
CITY CENTERS**

**97%** occupancy  
**+10%** like-for-like rents  
**4.8-year** WALB  
**5.0%** yield

**6%**  
**NON-CORE ASSETS**  
83% occupancy  
**+4%** like-for-like rents  
**3.8-year** WALB  
**7.7%** yield

€7.7 BN  
€9.3BN AT 100%



54%



32%

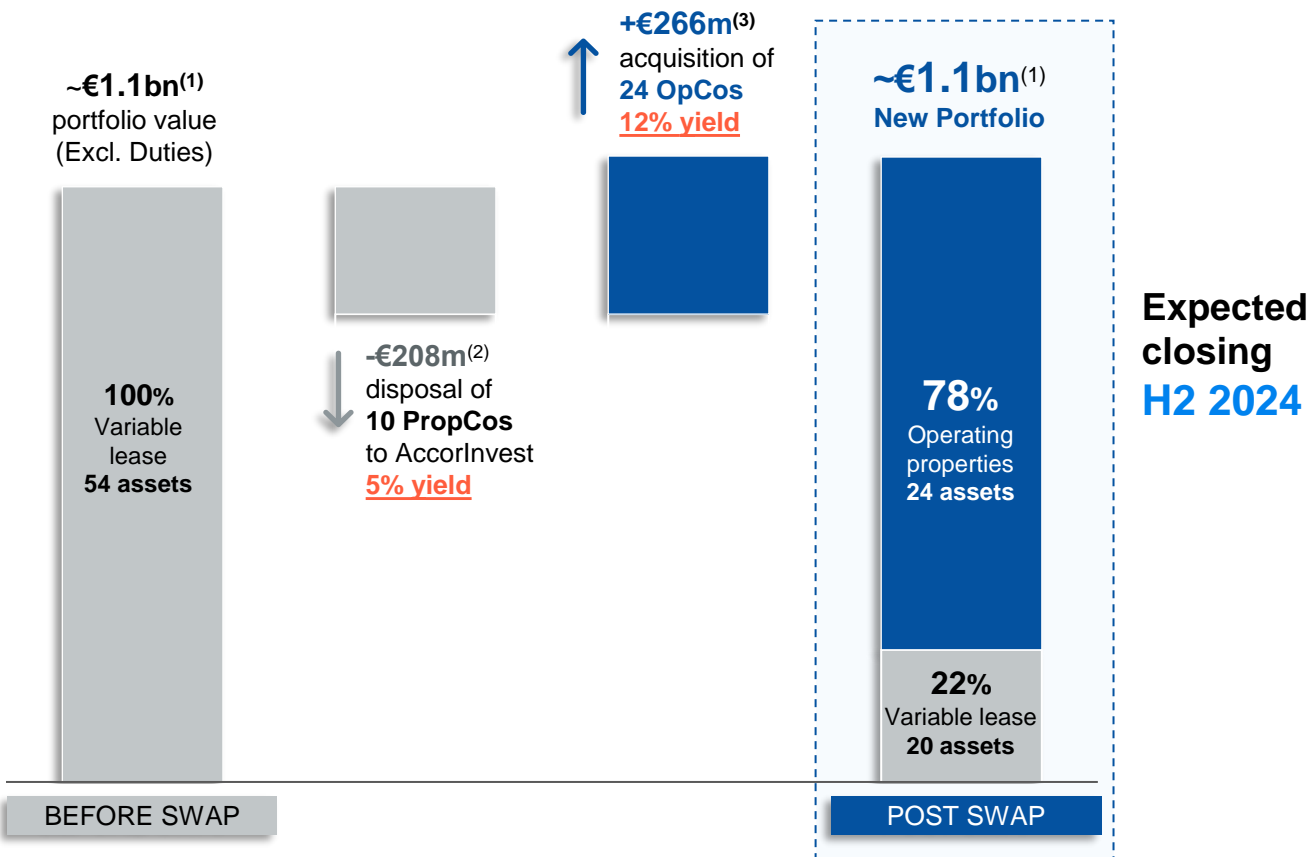


15%

# HOTELS - ASSET SWAP WITH ACCORINVEST FOR GREATER AGILITY

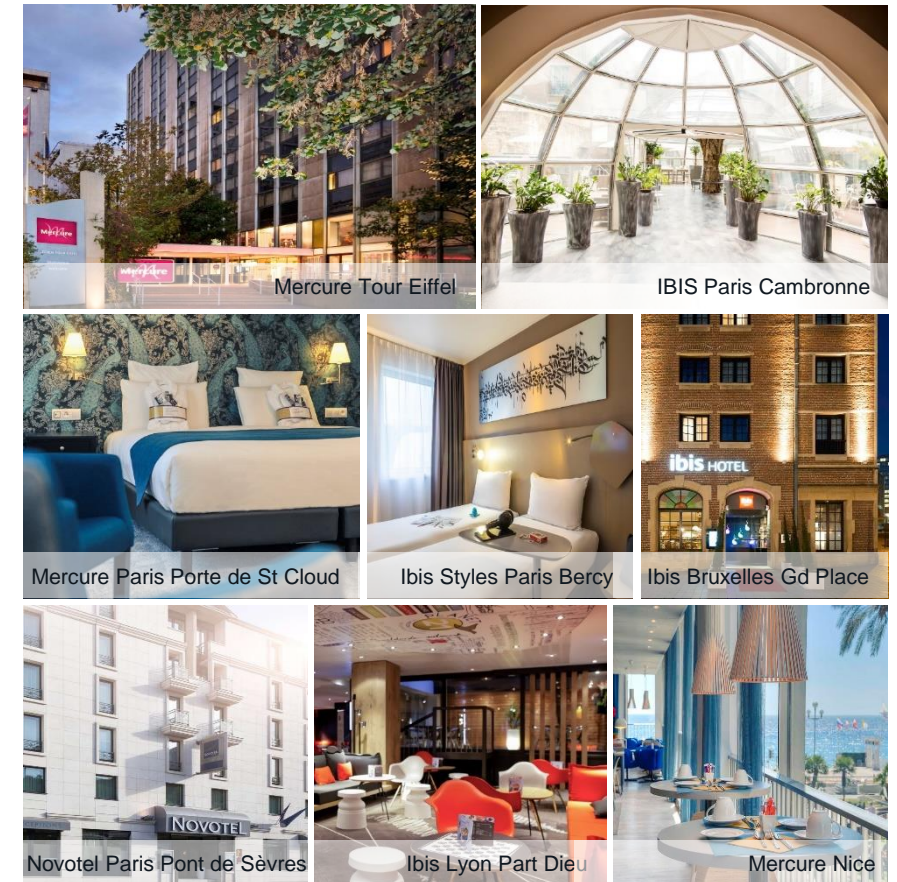
## Deal description

Covivio Hotels, 52.5% owned by Covivio, manages a **€6bn portfolio**, of which **€1bn** fully let to AccorInvest on a variable basis, In November, Covivio Hotels entered into exclusive talks with AccorInvest to **buy OpCos while selling PropCos**.



COVIVIO

## Top 8 OpCos acquired / 75% of Total



- (1) ~604m Covivio Group share
- (2) ~109m Covivio Group share
- (3) ~140m Covivio Group share

# HOTELS – ONGOING MAJOR ASSET DEAL WITH ACCORINVEST (2/2)

AN ASSET SWAP FOR **GREATER AGILITY** AND **HIGHER RETURNS**

## DEAL RATIONALE

A  
win/win deal

Owning OpCos & PropCos  
creates value and gives more flexibility &  
profitability on investments

At  
Covivio level

- ✓ New growth phase for hotels
- ✓ High EBITDA yielding OpCos (12%) vs. mature PropCos yielding at 5%
- ✓ Diversification of the number of operators
- ✓ Proactive management vs. passive variable rent

## MAIN IMPACTS

#1

Earnings accretion  
From Year 1

#2

High yielding and value-  
creating capex plan  
(yield on cost > 20%)

#3

Balanced hotel revenue  
structure:  
54% fixed / 46% variable (mostly  
operating properties)



## 3. ESG PERFORMANCE



# A GLOBAL AND INTEGRATED SUSTAINABLE DEVELOPMENT STRATEGY

## Our ESG strategy

#1	SUSTAINABLE BUILDINGS	Promote <b>responsible</b> and <b>high-performing buildings</b> which creates <b>long-term value</b> for the Company and the community
#2	WELL-BEING OF OUR END-USERS	Build a <b>smarter, more inclusive</b> and <b>sustainable</b> city
#3	DEVELOP, DIVERSIFY AND RETAIN TALENTS	Enhance <b>employees' skills</b> through <b>innovative policies</b>
#4	HIGH GOVERNANCE STANDARDS	Guarantee an <b>ethical and transparent framework</b> that ensures <b>exemplary practices</b> at all levels of the Company

## A strategy awarded by ESG rating agencies

	2022		H1 2024
	B	↑	A
	88/100 (5-stars)	↑	90/100 (5-stars)
	79/100	↑	82/100
	AAA	=	AAA
	7.9 (27 <sup>th</sup> in the sector)	↑	4.8 (4 <sup>th</sup> in the sector)
	n.a		68/100 (Sector leader)

# ENVIRONMENTAL PERFORMANCE: SIGNIFICANT ACHIEVEMENTS IN 2023

## Reduction in energy consumption



**-19%<sup>(1)</sup>**

2023 vs. 2019  
**119** kwhfe/m<sup>2</sup>/y

## Decarbonizing energy mix



**80%<sup>(1)</sup>**

Green electricity  
Vs. **68%** in 2019

## Biodiversity



**1**

**Biodiversity Impact assessment**  
at Group-level including nature-related  
dependencies and risks & opportunities  
analyses

## Improving water consumption



**-12%**

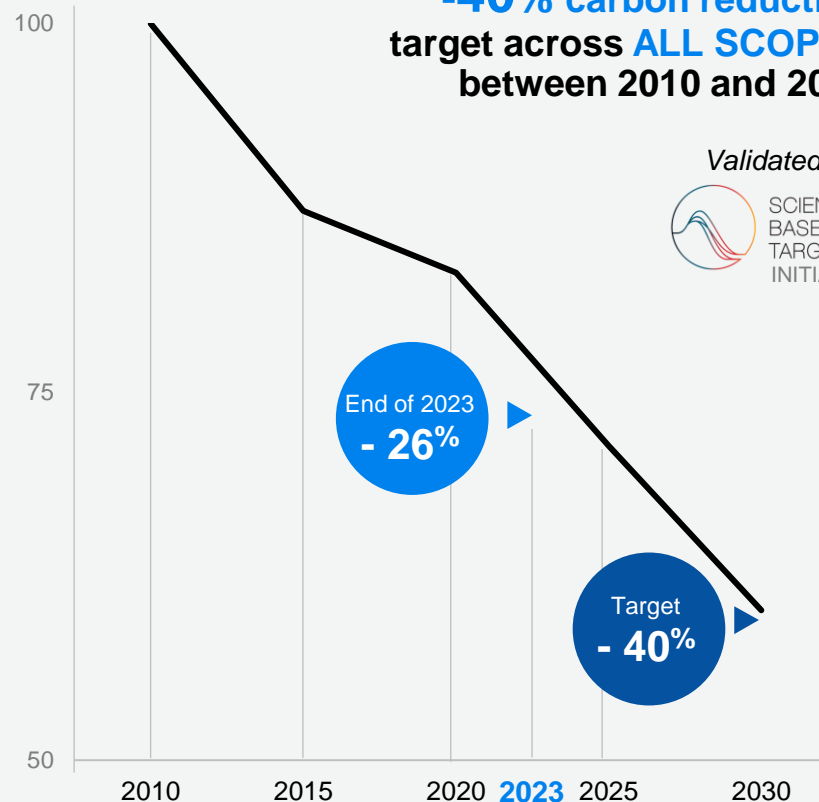
2023 vs. 2019  
**1.0** m<sup>3</sup>/m<sup>2</sup>/y

## AN AMBITIOUS CARBON REDUCTION TARGET

(kgCO<sub>2</sub> / m<sup>2</sup> / year, 100 basis)

**-40% carbon reduction**  
target across **ALL SCOPES**  
between 2010 and 2030

Validated by  
 SCIENCE  
BASED  
TARGETS  
INITIATIVE





# UPGRADING ASSET CERTIFICATIONS

A **96%** CERTIFIED PORTFOLIO



GERMAN  
RESIDENTIAL

**100%**  
CERTIFIED



OFFICES

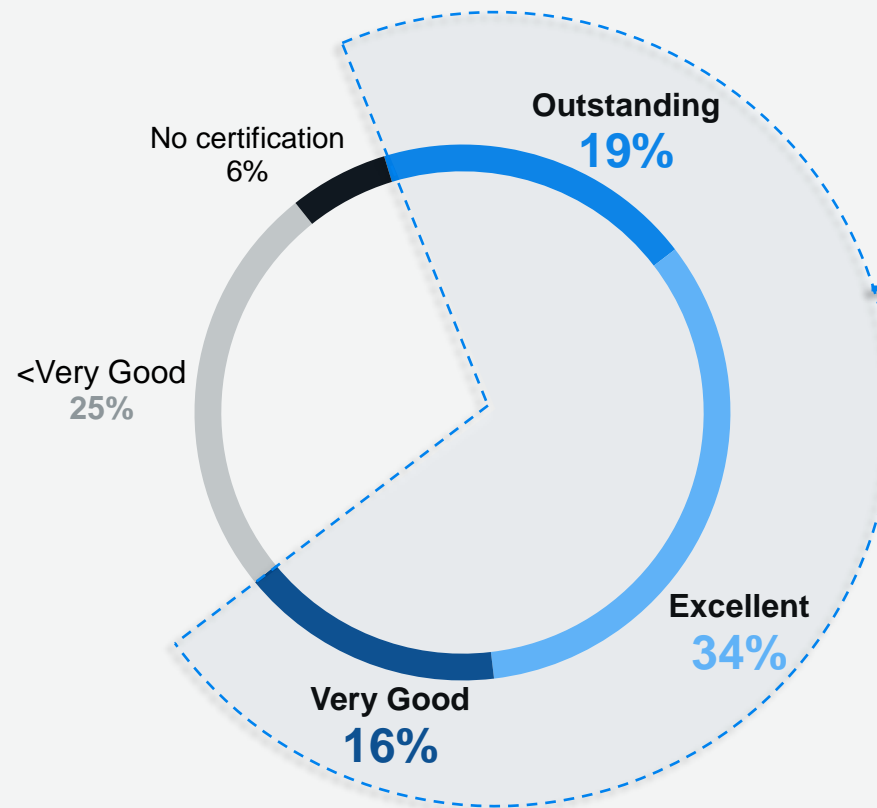
**94%**  
CERTIFIED



HOTELS

**94%**  
CERTIFIED

## Offices Portfolio certification breakdown



**69%**  
Certifications  
>= **Very Good**

**Vs. 52% in 2020**

CERTIFICATION  
**HQE**  
BÂTIMENT  
DURABLE

**BREEAM**®



# HIGH GOVERNANCE STANDARDS

1

## TACKLING ESG AT EVERY LEVELS



**Increased ESG weight in long-term management incentives (from 20% to 30%)**



**CSR Committee**



**Stakeholders committee**



**A code of ethics and control procedures that ensure transparency and clarity**

2

## BEST PRACTICES BOARD COMPOSITION



**Strong balance of power**  
Separate chairman & CEO



**Strong experience with complementary skills**  
Relevant experiences in Real estate / bank & Finance / CSR / Strategy & M&A / Public companies / International



**High diversity in board composition**  
**14 members**  
**50% independent members**  
**43% women**  
**29% of international**



**2024 General Meeting approved all resolutions**  
with an average vote in favour of **98.29%**

# COVIVIO

## 4. COMMITTED PIPELINE





# COMMITTED PIPELINE – €93 MILLION OF RENTS

Committed projects	Location	Project type	Surface (m²)	Delivery year	Pre-leased (%)	Total Budget¹ (M€, 100%)	Total Budget¹ (M€, GS)	Target Yield
Monceau	Paris	Regeneration	11,200 m²	2025	0%	249	249	4.4%
Thalès 2	Meudon	Construction	38,000 m²	2026	100%	213	213	7.9%
Grands Boulevards	Paris	Regeneration	7,500 m²	2027	0%	153	153	4.5%
<b>Total France committed pipeline</b>			<b>56,700 m²</b>		<b>49%</b>	<b>615</b>	<b>615</b>	<b>5.6%</b>
The Sign D	Milan	Construction	13,200 m²	2024	92%	76	76	6.1%
Rozzano - Strada 8	Milan	Regeneration	25,700 m²	2024	58%	44	44	7.9%
<b>To be delivered in 2024</b>			<b>38,900 m²</b>		<b>77%</b>	<b>120</b>	<b>120</b>	<b>6.7%</b>
Corte Italia	Milan	Regeneration	12,100 m²	2025	100%	125	125	5.9%
Symbiosis G+H	Milan	Construction	38,000 m²	2025	100%	198	198	6.4%
<b>To be delivered in 2025 and beyond</b>			<b>50,100 m²</b>		<b>100%</b>	<b>323</b>	<b>323</b>	<b>6.2%</b>
<b>Total Italy committed pipeline</b>			<b>89,000 m²</b>		<b>93%</b>	<b>443</b>	<b>443</b>	<b>6.3%</b>
Loft (65% share)	Berlin	Regeneration	7,600 m²	2025	0%	40	26	5.4%
Icon (94% share)	Düsseldorf	Regeneration	55,700 m²	2025	60%	249	235	5.5%
Alexanderplatz (55% share)	Berlin	Construction	60,000 m²	2027	0%	624	343	4.5%
<b>Total Germany committed pipeline</b>			<b>123,300 m²</b>		<b>26%</b>	<b>913</b>	<b>604</b>	<b>4.9%</b>
<b>TOTAL COMMITTED PIPELINE</b>			<b>269,000 m²</b>		<b>55%</b>	<b>1,970</b>	<b>1,661</b>	<b>5.6%</b>

# RESIDENTIAL (BUILD-TO-SELL) PIPELINE – €20 MILLION MARGIN

Committed projects	Units	Total Budget <sup>1</sup> (€m, 100%)	Total Budget <sup>1</sup> (€m, Group share)	Pre-sold (%)	Margin (%)
Berlin - Markelstrasse	92				
Bordeaux Lac - Ilot 4	203				
Antony CDG	68				
Saint-Germain-en-Laye	24				
<b>To be delivered in 2024</b>	<b>387</b>	<b>103</b>	<b>93</b>	<b>74%</b>	<b>13%</b>
Berlin – Iceland	117				
Fontenay-sous-Bois Tranche 1	249				
Bordeaux Lac - Ilot 2	102				
Bobigny CT	158				
Zabarella	47				
<b>To be delivered in 2025 &amp; beyond</b>	<b>673</b>	<b>237</b>	<b>154</b>	<b>55%</b>	<b>6%</b>
<b>Total Residential BTS</b>	<b>1,060</b>	<b>340 M€</b>	<b>247 M€</b>	<b>62%</b>	<b>8%</b>

<sup>(1)</sup> Including land and financial cost

## 5. FINANCIAL AND OPERATIONAL KEY PERFORMANCE INDICATORS



# H1 2024 REVENUES: +6.5% LIKE-FOR-LIKE RENTAL GROWTH

(€ million)	Group share				
	H1 2023	H1 2024	Change (%)	Change (%) LfL	% of revenue
<b>Offices</b>	<b>162.6</b>	<b>155.2</b>	<b>-4.5%</b>	<b>+8.8%</b>	<b>47%</b>
Paris / Levallois / Neuilly	31.3	35.1	+12.2%	+17.5%	11%
Greater Paris (excl. Paris)	41.1	32.1	-21.9%	+10.7%	10%
Milan	34.0	34.2	+0.5%	+4.6%	10%
Telecom portfolio	14.6	15.1	+3.3%	+5.8%	5%
Top 7 German cities	24.2	25.4	+5.0%	+2.8%	8%
French Major Regional Cities	12.1	8.8	-27.6%	+6.9%	3%
Other cities (France & Italy)	5.2	4.5	-13.3%	+7.8%	1%
<b>German Residential</b>	<b>91.8</b>	<b>94.8</b>	<b>+3.3%</b>	<b>+3.9%</b>	<b>29%</b>
Berlin	48.1	49.5	+2.8%	+4.5%	15%
Dresden & Leipzig	7.5	7.7	+2.7%	+2.7%	2%
Hamburg	6.0	6.3	+5.4%	+5.4%	2%
North Rhine-Westphalia	30.2	31.4	+3.9%	+3.2%	10%
<b>Hotels</b>	<b>65.9</b>	<b>75.9</b>	<b>+15.1%</b>	<b>+5.2%</b>	<b>23%</b>
<b>Lease Properties</b>	<b>52.5</b>	<b>60.9</b>	<b>+15.9%</b>	<b>+5.8%</b>	<b>19%</b>
France	17.0	19.0	+12.0%	+0.6%	6%
Germany	7.3	8.3	+14.7%	+5.5%	3%
UK	8.0	8.8	+10.6%	+0.5%	3%
Spain	8.0	10.4	+28.9%	+20.5%	3%
Belgium	3.3	3.8	+14.5%	+4.5%	1%
Others	8.8	10.4	+18.1%	+8.3%	3%
<b>Operating Properties</b>	<b>13.5</b>	<b>15.1</b>	<b>+11.9%</b>	<b>+2.9%</b>	<b>5%</b>
<b>Total strategic activities</b>	<b>320.3</b>	<b>326.0</b>	<b>+1.8%</b>	<b>+6.6%</b>	<b>100%</b>
Non-strategic	0.8	0.8	-0.4%	-9.3%	0%
<b>Total Revenues</b>	<b>321.2</b>	<b>326.8</b>	<b>+1.8%</b>	<b>+6.5%</b>	<b>100%</b>

# H1 2024 RECURRING NET RESULT +3% YEAR-ON-YEAR

In €million, Group share	H1 2023	H1 2024	Change %	
Net rental income	281.4	284.9	+1%	Improved rental revenues by <b>+2%</b> driven by good operating activity
EBITDA from hotel operating activities & coworking	22.0	23.9	+9%	
Result of other activities	11.3	9.0	-21%	Decrease in property development margins
<b>Net revenue</b>	<b>314.8</b>	<b>317.8</b>	<b>+1%</b>	
Operating costs	-51.8	-51.5	-1%	Decrease in costs
Asset Management revenues	12.3	12.9	+5%	
Depreciations & Amortizations	-5.6	-3.0	-47%	
<b>Operating income</b>	<b>269.6</b>	<b>276.2</b>	<b>+2%</b>	
Cost of net financial debt	-50.5	-47.3	-6%	Decrease in debt volume
Other financial items	-1.2	-1.3	+5%	
Share in earnings of affiliates	9.6	9.6	-1%	
Corporate income tax	-4.0	-6.3	+58%	Higher income tax linked to <b>higher promotion margins</b> in Germany in 2024
<b>Adjusted EPRA EARNINGS</b>	<b>223.4</b>	<b>230.8</b>	<b>+3.3%</b>	
Average number of shares	94,838,980	102,962,700		Higher number of shares linked to scrip dividend
<b>Adjusted EPRA EARNINGS per share</b>	<b>2.36</b>	<b>2.24</b>	<b>-4.8%</b>	

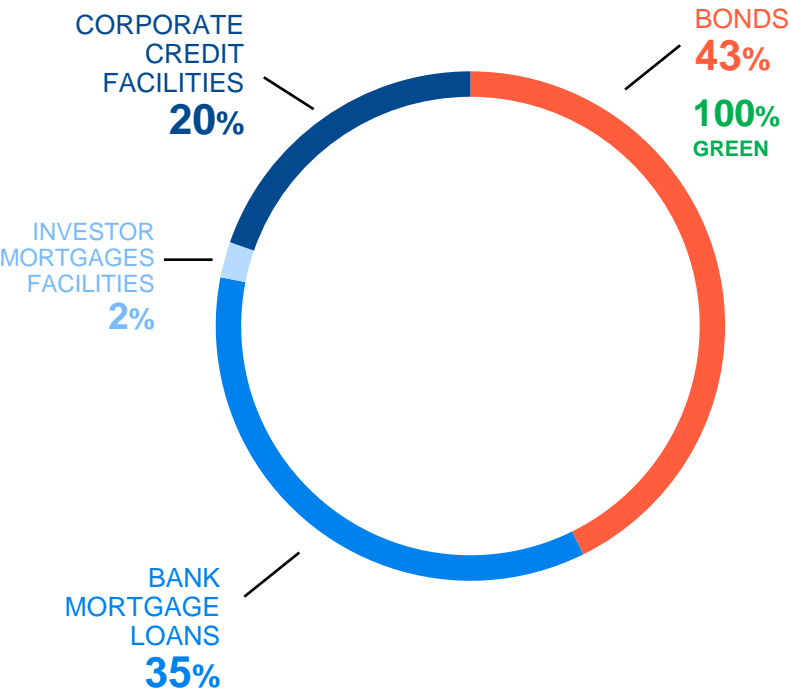
# EPRA NTA – +2.3% OVER 6 MONTHS

		2023	H1 2024	6m Change
<b>EPRA NRV</b> (Net Reinvestment value)	In € million	9,327	9,511	+2.0%
	Per share	€92.6	€85.4	-7.8%
<b>EPRA NTA</b> (Net Tangible Asset)	In € million	8,470	8,662	+2.3%
	Per share	€84.1	€77.7	-7.5%
<b>EPRA NDV</b> (Net Disposal Value)	In € million	8,401	8,668	+3.2%
	Per share	€83.4	€77.8	-6.7%
Number of shares		100,758,774	111,407,445	

- Equity increase linked to reinforcement in Hotels
- Additional value decline offset by increase in recurring earnings
- On a 'per share' basis, impact of scrip dividend (taken by 77.5% of the share capital)

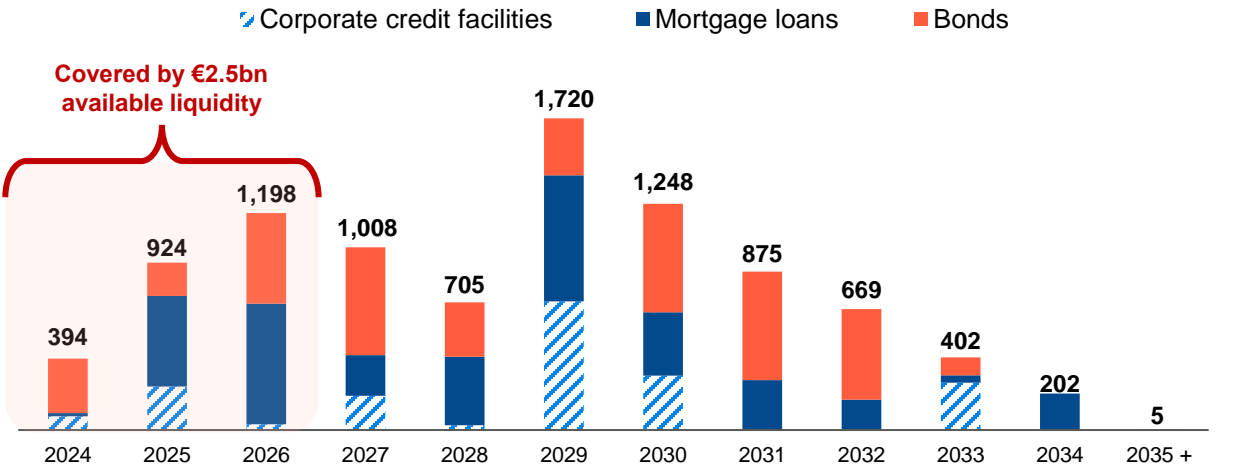
# HEALTHY BALANCE SHEET

## DIVERSIFIED DEBT PROFILE



## WELL STAGGERED MATURITIES

Debt maturity schedule  
(in € million, Group share)



## H1 2024 SECURED FINANCINGS

~€1.3bn  
secured financings  
in H1 2024 <sup>(1)</sup>

7.2  
years  
maturity

€765m  
mortgage  
loans

€500m  
bonds  
(hotels)

<sup>(1)</sup> €0.7bn Group share



# €311M NEW DISPOSAL AGREEMENTS IN H1 2024

(In, € million)		Disposals <2024 closed	Agreements <2024 to close	New disposals agreements closed in 2024	New agreements 2024 to close	TOTAL  = 2 + 3	Margin vs 2023 value	Yield	Total Realised Disposals  = 1 + 2
		1		2	3				
Offices & Conversion to Residential	100 %	115	107	37	146	183	-1.0%	6.8%	152
	Group share	109	107	28	114	142	-1.6%	6.8%	137
Germany Residential	100 %	10	5	166	23	189	5.9%	3.6%	176
	Group share	7	4	114	15	129	5.6%	3.6%	121
Hotels & Non strategic	100 %	-	84	21	63	83	10.4%	5.9%	21
	Group share	-	44	11	30	40	10.7%	5.9%	11
TOTAL DISPOSALS	100 %	125	196	223	232	455	3.8%	5.1%	349
	Group share	116	154	153	159	311	2.8%	5.0%	269

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