



SOCIÉTÉ
DE LA
TOUR EIFFEL

INHERIT. TRANSFORM. COMMIT.

ROADMAP: 1ST MILESTONE

2022 Full-Year Results



GOVERNANCE PRESENTATION



Christel ZORDAN
Chief Executive Officer



Patrick BERNASCONI
Chairman of the Board



Bruno MEYER
Deputy Chief Executive Officer

KEY FIGURES AND OVERVIEW

2022



Navarque
Parc Eiffel Nanterre Seine



Results

- EPRA earnings / share: €1.9
- Recurring Cash-Flow / share: €1.8
- EPRA NTA: €49.1
- EPRA NDV: €51.9
- Dividend: €0.75*

Diversified geographic location

- Greater Paris: €206/m² average annualised rental income
- Major Regional Cities: €168/m² average annualised rental income

Initiation of the roadmap

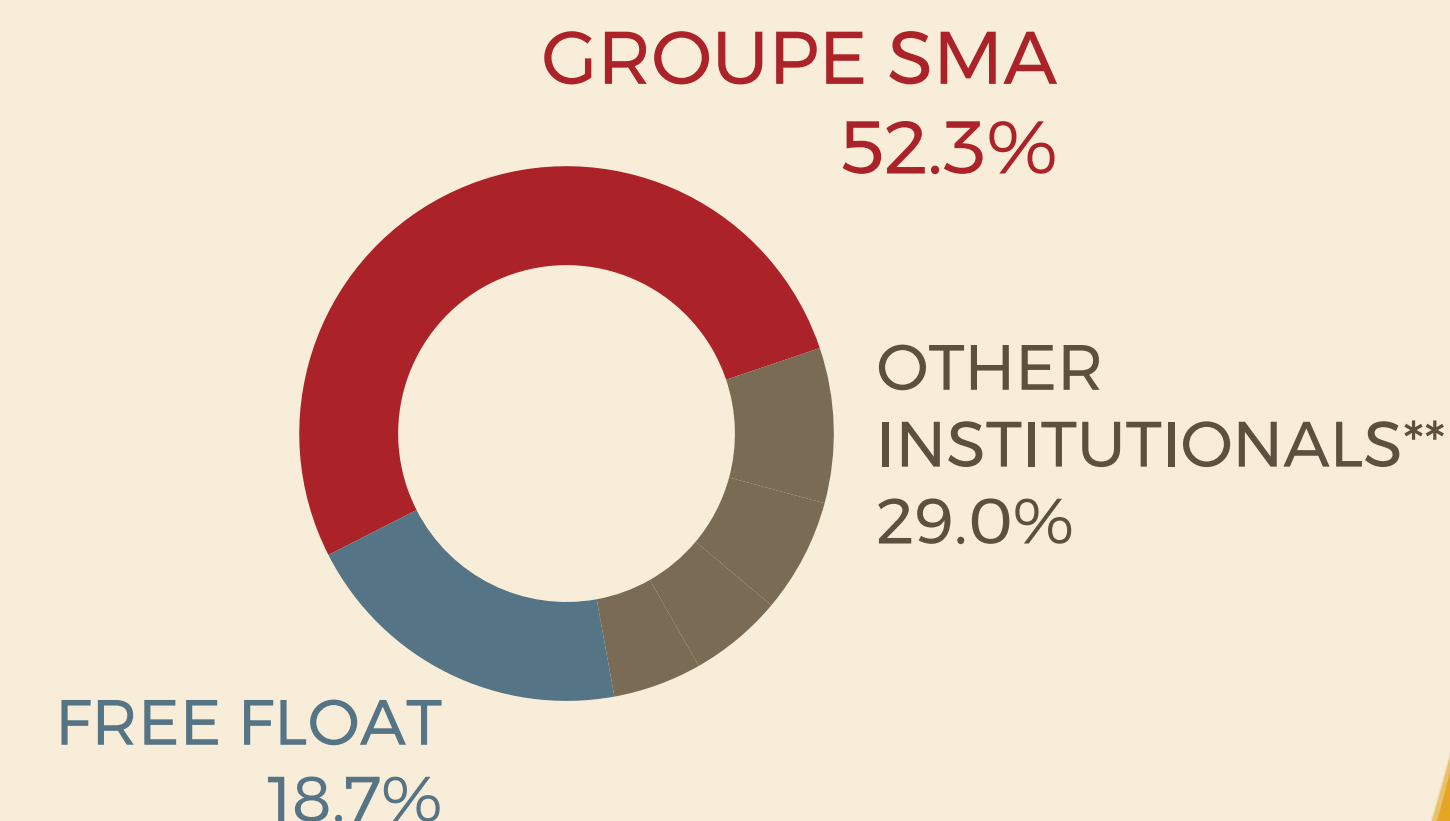
- Sustained rental activity: €14m signed or renewed
- Acquisitions: €24m
- Developments: €10m
- Disposals: €30m

Resilient portfolio

- €1,8bn

Robust financial capacity

A stable shareholder base:

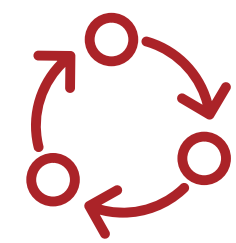


** Malakoff Humanis 11.1%,
Suravenir 6.9%,
Mutuelle Générale 5.7%,
AG Finance 5.4%

MARKET

A ROBUST USER MARKET AND A WAIT-AND-SEE ATTITUDE TO INVESTMENT

Economic context



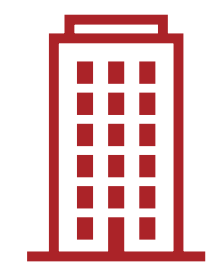
+2.6%
PIB in France



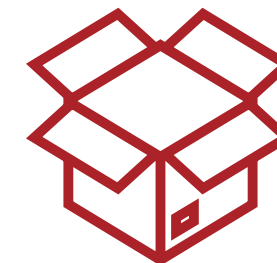
+3.10%
OAT 10 years

€28.1bn invested in France

- Slowdown in H2
- Reinforcement of the diversification trend



€**13.9**bn
Office



€**6.4**bn
Logistics &
Industrials



€**5.6**bn
Retail



€**2.2**bn
Services

A wait-and-see attitude on investment

- Tightening of financing conditions
- Rising construction costs
- Decompression of interest rates

Robust user market

- Maintaining centrality as a major concern of users
- Reinforced polarisation (a 2-speed market)
- Resilience of rental values
- New user expectations (services, energy quality, transport...)

HIGHLIGHTS

2022



Governance & Strategy

New Chairman of the Board of Directors
Adoption of the 5-year roadmap
Creation of a specialized ESG Committee



Activity

Start-up of the new orientations:

- Return to the investment market
- Relaunch of development projects
- Definition of a new disposal plan
- Adaptation of the organisation to better meet its objectives

Sustained rental activity: €14m annualised rental income

Rigorous management: > 99% rents collected to date

Strengthening of the CSR strategy



1

OPERATIONAL
ACTIVITY

2

FINANCIAL COMPONENTS

3

ROADMAP: 1ST
MILESTONE

Bord'eau village
Bordeaux

1

OPERATIONAL ACTIVITY



PORTFOLIO BREAKDOWN

PORTFOLIO: €1,787M

NUMBER: 154 BUILDINGS

FLOOR AREA: 558,440 M²

OCCUPATION RATE*: 78.1%

YIELD** : 4.2%

* EPRA

** EPRA Topped-up

GREATER PARIS

75%

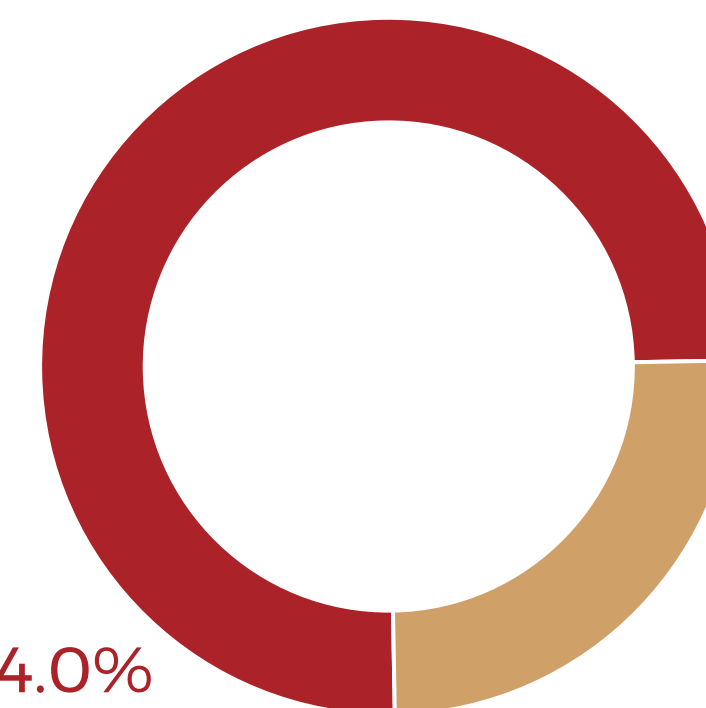
€1,346m

94 buildings

400,690m²

EPRA OR 75.1%

Topped-up yield 4.0%



MAJOR REGIONAL CITIES

25%

€442m

60 buildings

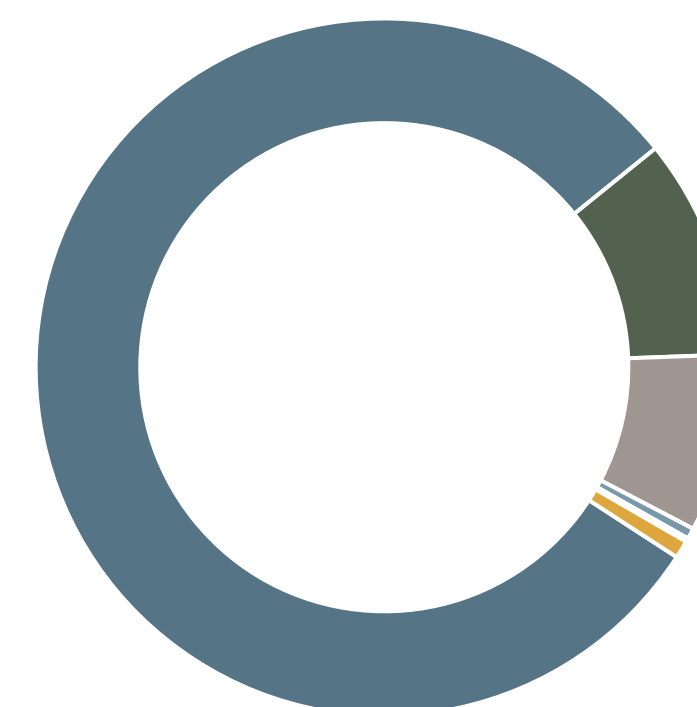
157,750m²

EPRA OR 88.0%

Topped-up yield 4.9%

OFFICES

80%



INDUSTRIAL
& LOGISTIC **10** %

MIXED USED **8** %

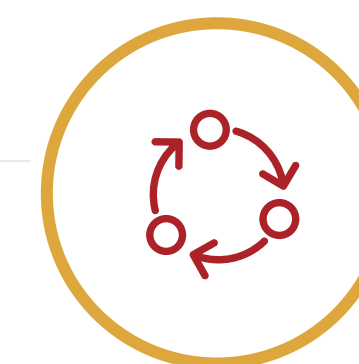
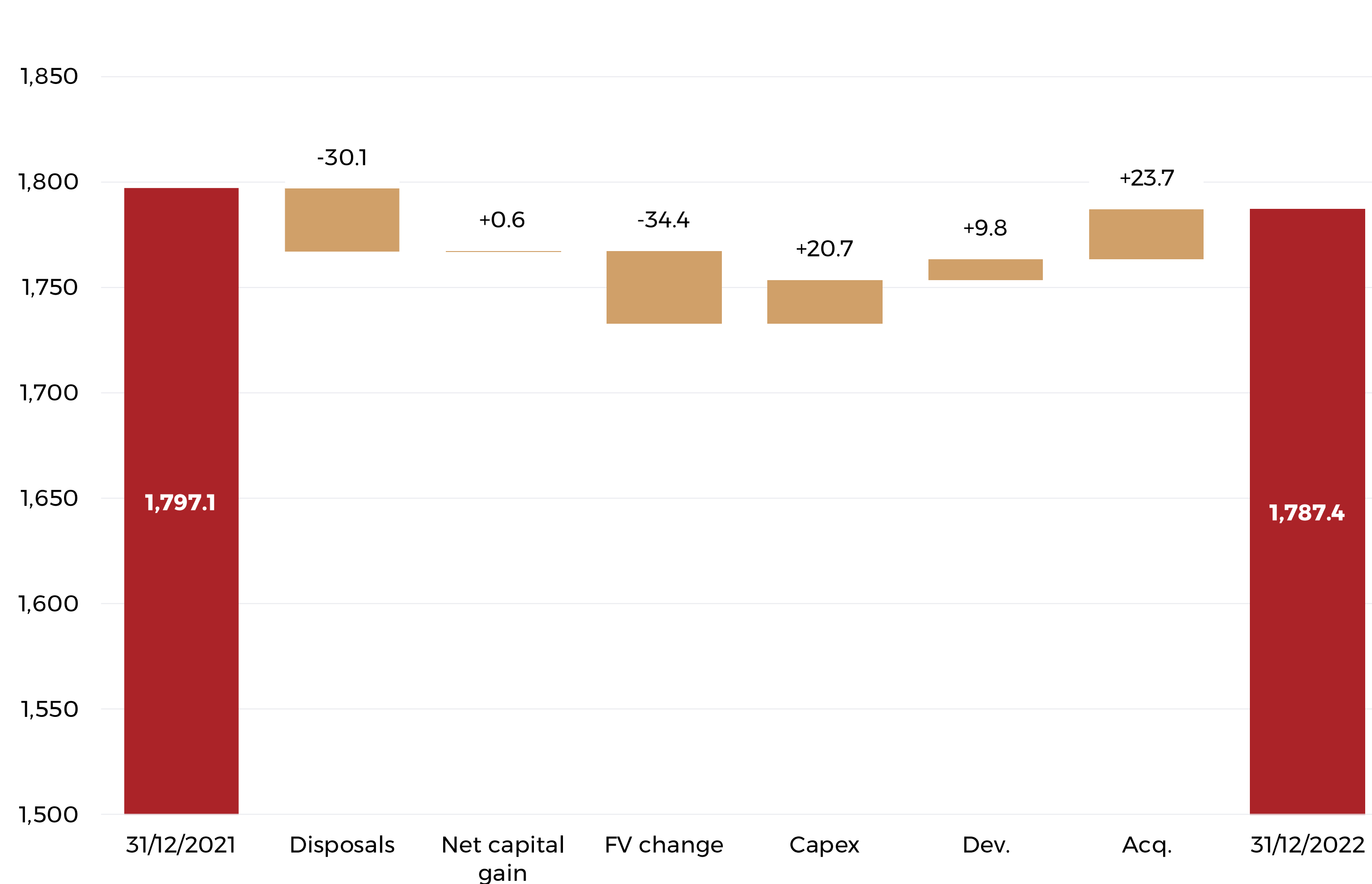
RESIDENTIAL **0.5** %

RETAIL **0.2** %

LAND **0.8** %

A RESILIENT PORTFOLIO

CHANGE IN THE VALUE OF THE PROPERTY PORTFOLIO (€M)



Like-for-like

- -1.9%
- -3.6 % excl. developments



Disposals

- Paris Vaugirard
- Nîmes
- Coulommiers
- Mulhouse

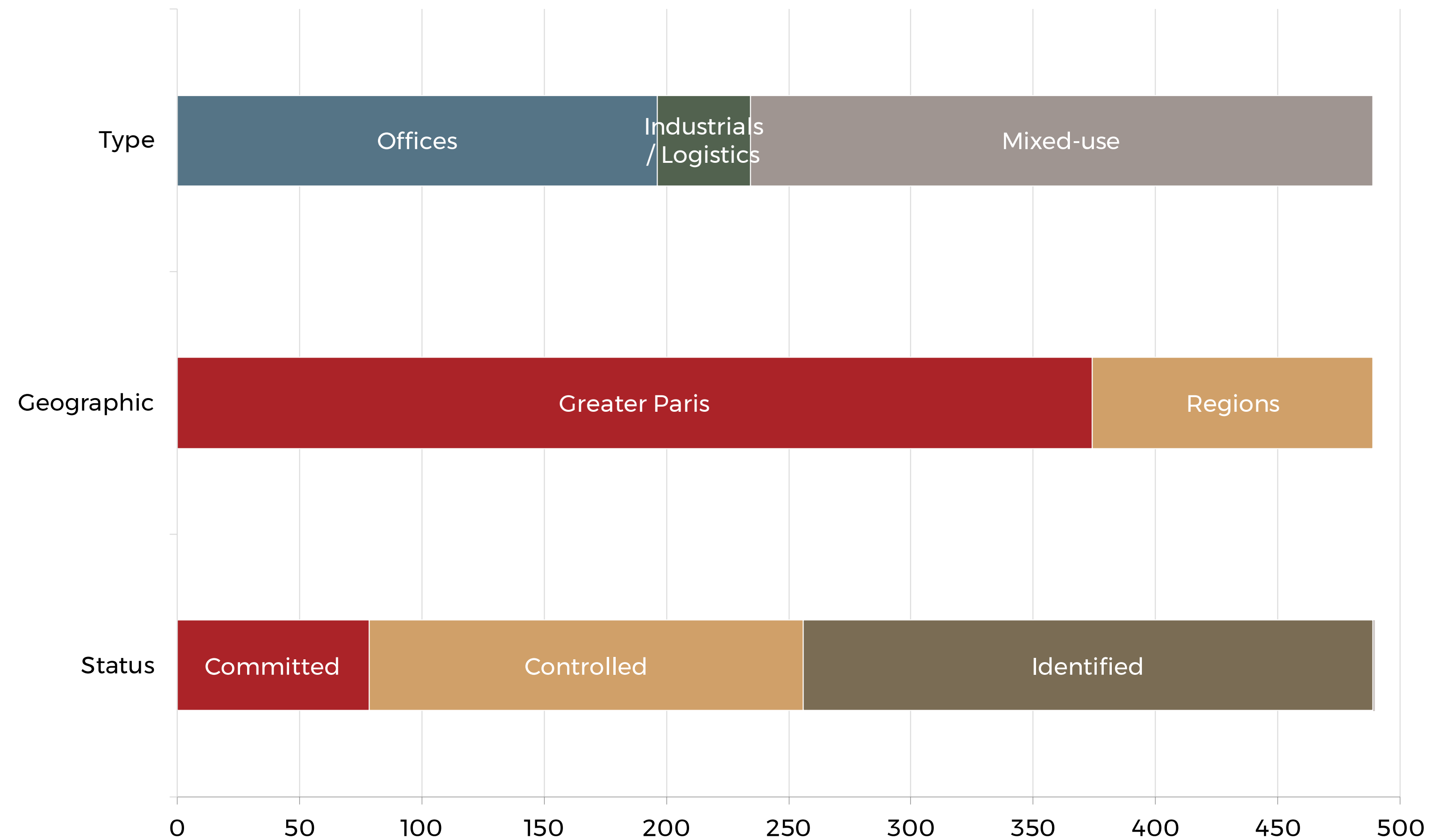


Acquisition / Development

- Paris – Provence
- Lyon - EvasYon
- Nanterre – LILK (Nanturra)
- Puteaux – Plein'R
- Lyon – Manufacture

DEVELOPMENTS

RECONSTITUTION OF DEVELOPMENT PIPELINE



Total projects
€490m



Committed operation
€78.5m

- Lyon – EvasYon
- Lyon – Manufacture
- Nanterre – LILK (Nanturra)



ERV of committed operation
€4.4m

FOCUS: LYON, AN INNOVATIVE URBAN MODEL

A PRIVILEGED TERRITORY OF THE ROADMAP



A STRONG TERRITORIAL NETWORK



2nd-largest region in France in terms of GDP
Strategic position as an European crossroads
Competitiveness clusters
Strong potential for innovation



DIVERSITY AND MIXED-USE



Diversified population, mostly young,
active and expanding
Remarkable surroundings: Ranked 25th
among the world's most liveable cities
according to The Economist



ENVIRONMENTAL PERFORMANCE



Selected for the “100 Climate-Neutral Cities”
program of the European Commission
Sustainable environmental
management of the city

A MAJOR STRATEGIC METROPOLIS

LYON

Leading regional real estate market

- More than a third of the volumes invested in offices in 2022, out of all the volumes in the regions
- One of the three best years for Lyon

A dynamic office market

- Regional tertiary markets offer more stability and benefit from diversification strategies
- Strong momentum with €1.1bn invested in offices in the Lyon market by 2022

Strengthening the Company's position



1 Off-plan sales
(VEFA)



1 PDA (CPI)
Property Development
Agreement

Société de la Tour Eiffel Portfolio⁽¹⁾



34,500 m²
Surface area

€ **7.5** m
Potential rents

€ **170** m (HD)
Portfolio value

 Assets in operation

 Assets in development

A DIVERSIFIED PORTFOLIO IN LYON

EVASYON

Redevelopment

5,500m² offices → 10,500m² mixed-use

OR: 52% secured

Completion Q4 2024

Close to Part-Dieu (CBD)



BOLLIER FONTENAY

Offices

4,090m²

OR: 100%



SAINT JEAN DE DIEU

Offices and
Industrials

2,294m²

OR: 100%



K-BIS

Offices

7,597m²

OR: 57%

Carré de Soie (CBD)



TANGRAM

Offices and Education

5,955m²

OR: 100%

Part-Dieu (CBD)



MANUFACTURE

Turnkey: Offices /
Residentials / Retails

3,900m²

Completion Q4 2024

Part-Dieu (CBD)

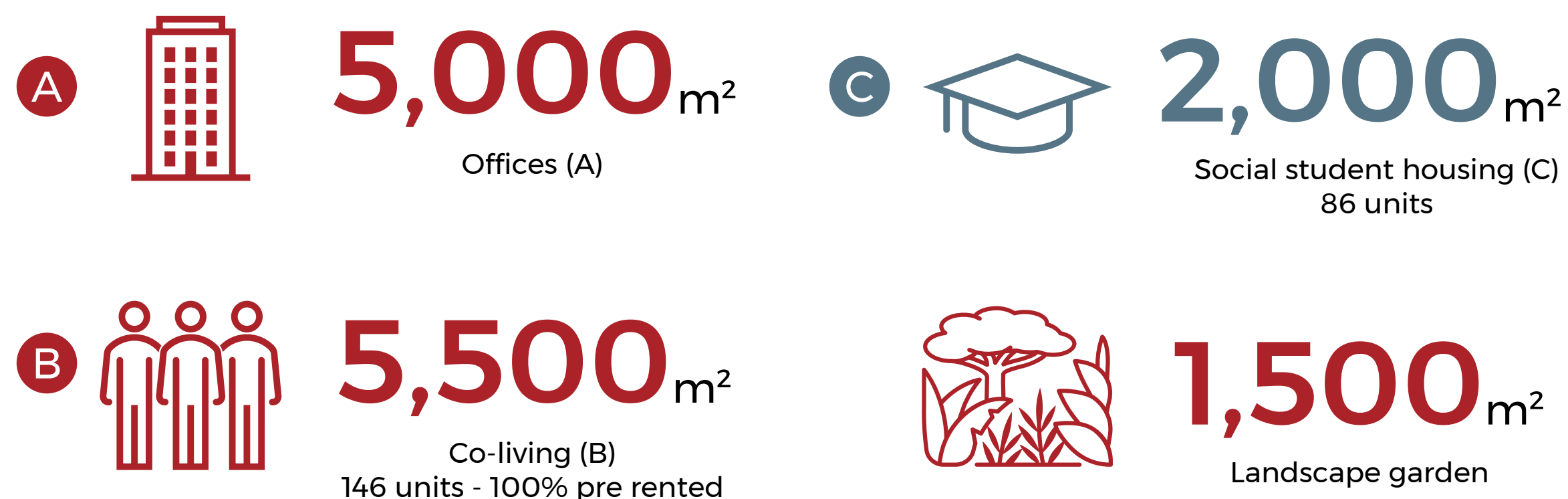


A MAJOR MIXED-USED REDEVELOPMENT

EVASYON (EX-LYON DAUPHINÉ)

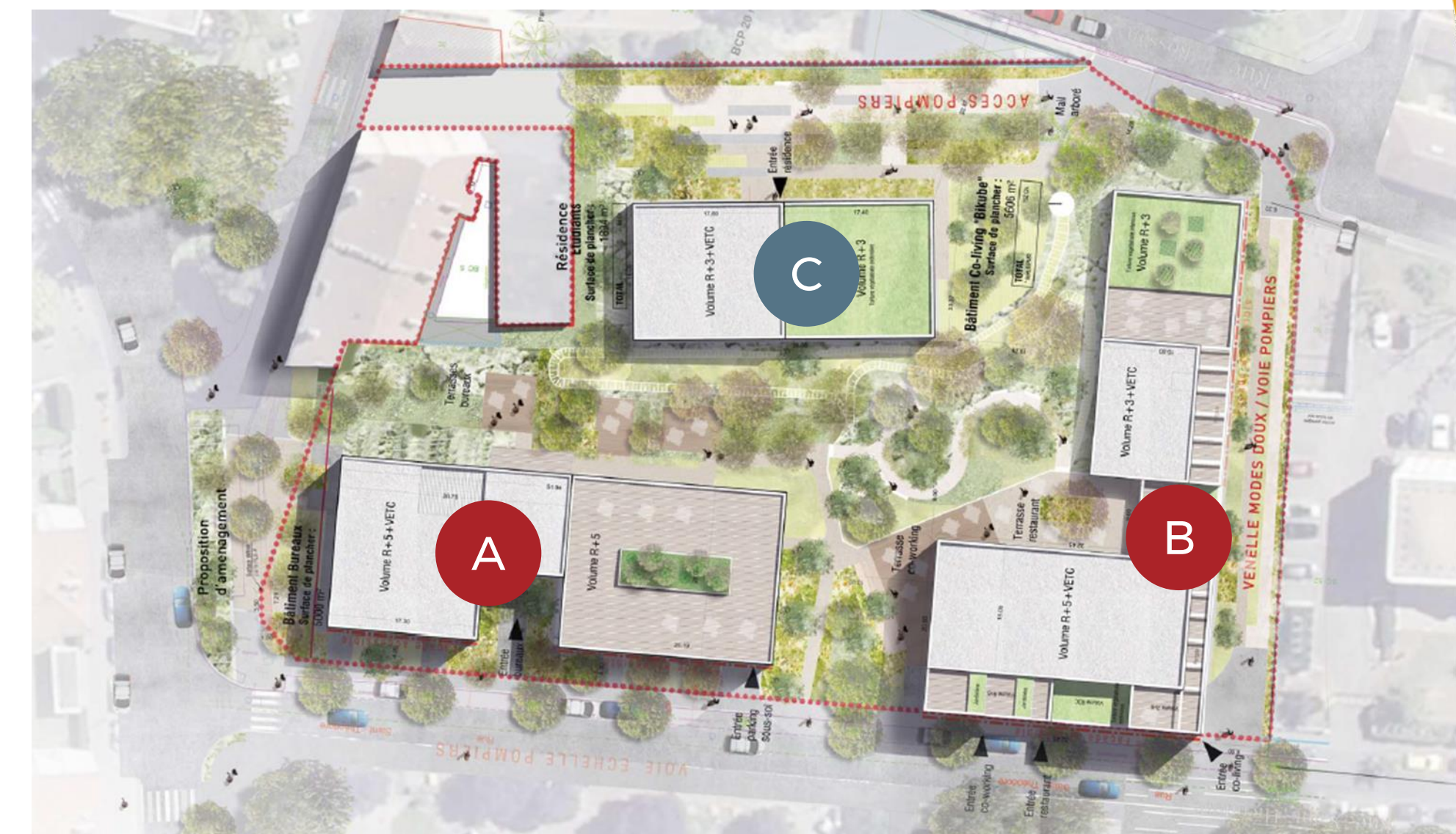
A major upgrading project

- Demolition of 5,500 m² of offices
- Development



A hybrid and innovative complex

- Mix of uses
- Environmental quality and performance: BREEAM and HQE Excellent, BBC Effinergie, Wirescore Gold
- Completion year-end 2024

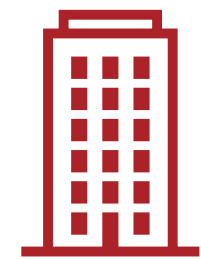


MANUFACTURE

LA PART-DIEU – LYON

A mixed-use and reversible turnkey project

- Located in the 3rd arrondissement, a sought-after district with a growing cultural and economic dynamism



2,000 m²
Offices



1,300 m²
Residentials



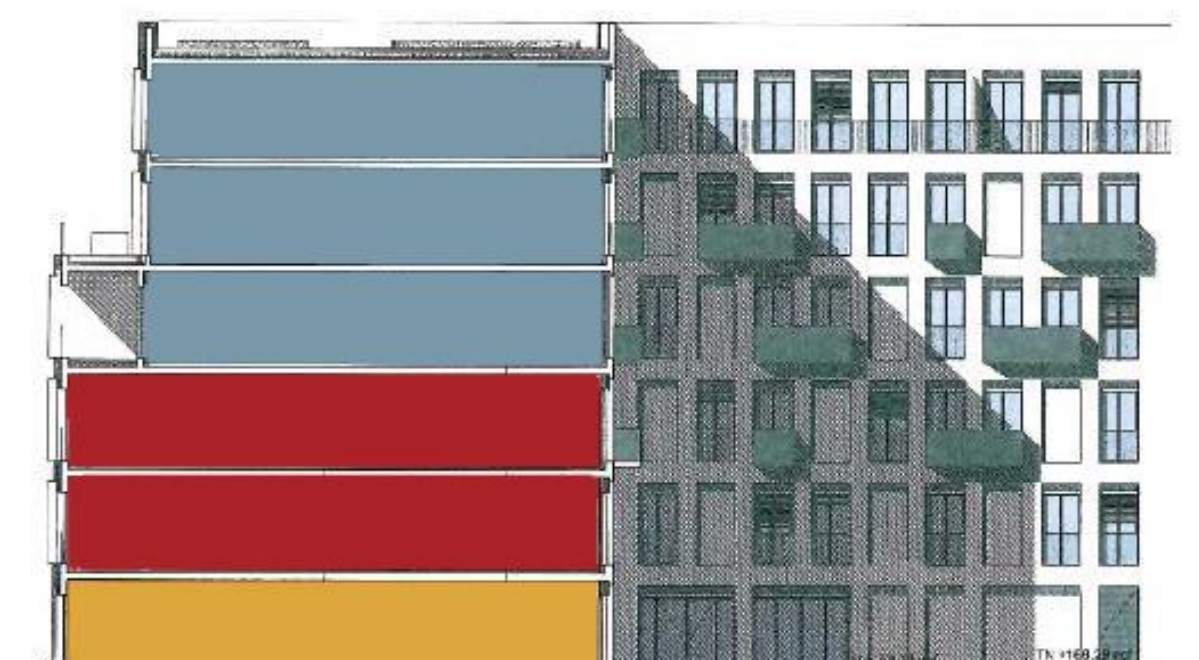
600 m²
Retail and restaurant



Open garden
Green roofs

An operation with multiple advantages

- Reversibility of 2 uses: offices and housing
- Innovative social and environmental acquisition
- Accompanying the urban transformation
- Completion late 2024 / early 2025

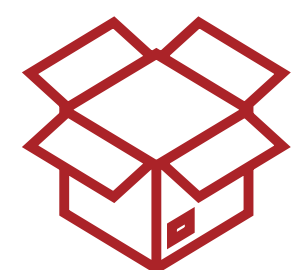


NANTERRE – LILK (NANTURRA)

LAST MILE LOGISTICS

In the heart of the Nanterre Seine park

- Targeted certification: BREEAM Excellent



5,400 m²

Logistic & Industrial
10 lots between 200m² and 1,000m²



6.3 m / **3** t/m²

Clearance height / Floor load
groundfloor

A resilient product that can accommodate

- Storage
- Last mile logistics
- Tertiary activities

	GF	G+1	G+2
Clearance height (m)	6.3	5.0	4.5
Floor load (t/m ²)	3.0	1.5	0.7

First asset of the proprietary LILK brand



- New brand: Light Industrial Last Kilometer
- Multi-storey business hotels near urban centres
- PDA signed in December 2022
- Completion expected mid 2024

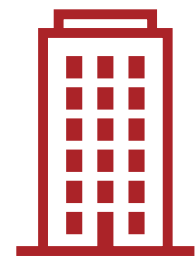
The development of **e-commerce** has led to the need for **small platforms** that allow for rapid delivery of products **within consumer areas**



PARIS – RUE DE PROVENCE

QUALITY OF THE LOCATION

Building in the heart of the Paris CBD



990 m²
Offices



- Stone building
- Quality renovation
- Dynamic location (Paris 9ème)
- Mix of uses
- Long-term lease (6 years)

In line with the roadmap

- Prime location
- Immediate and secure return
- Diversification of the tenant portfolio (Tech)



PARIS – BOULEVARD DE LA BASTILLE

BASTILLE / GARE DE LYON

Acquisition of a fully restructured asset



2,750 m²
Offices on 4 levels



Auditorium
Patos and
Outdoors terraces

A permanent and secure rental situation

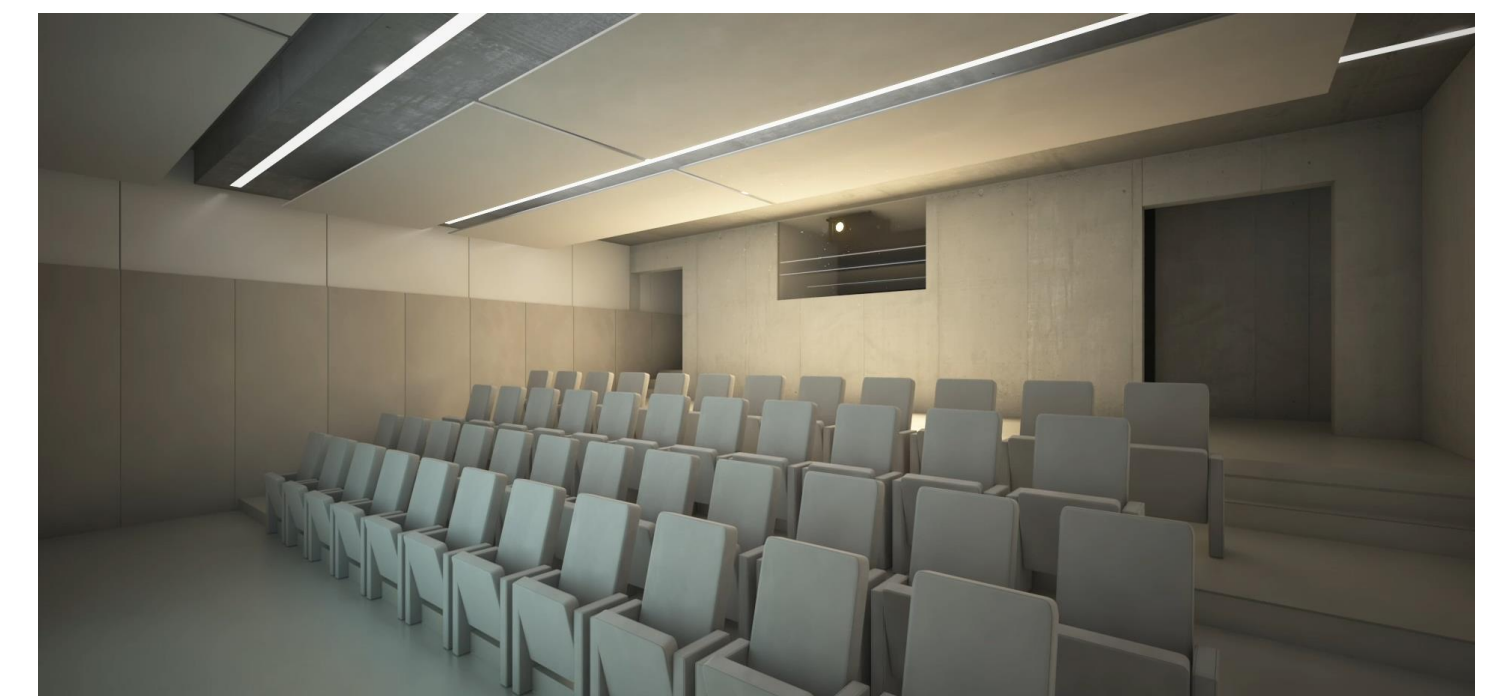
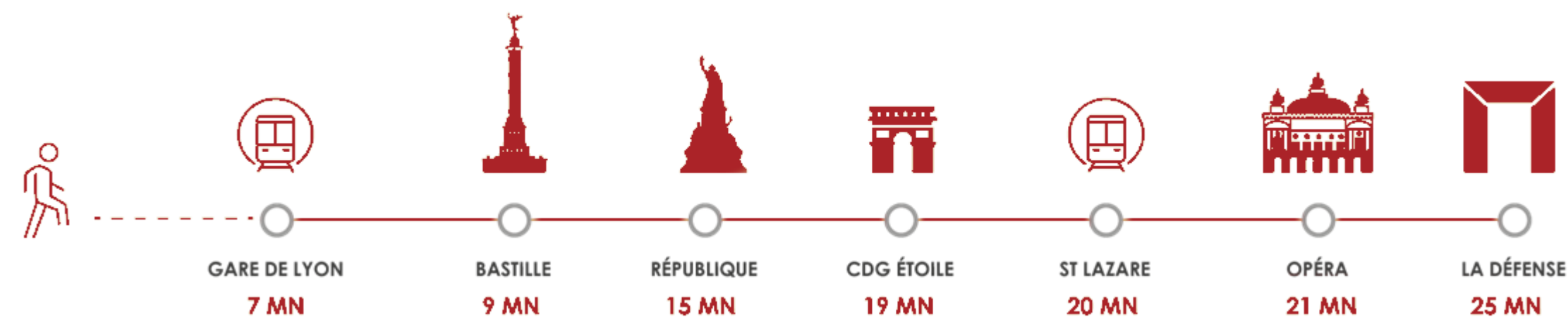
- 100% leased to TeamTo, one of Europe's leading animation studios



9 years
secured



A dynamic area



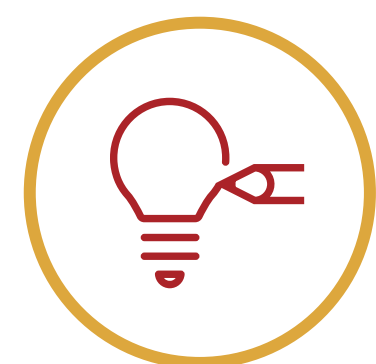
LA RSE AU CŒUR DE NOS ENGAGEMENTS

THE ESG SPECIALIZED COMMITTEE, A DECISION OF THE BOARD OF DIRECTORS



ESG Committee (created in 2022)

- Ensures control of our environmental footprint
- Takes into account societal changes
- Monitors the achievement of ESG objectives
- Manage extra-financial informations



CSR and innovation dedicated Team (created in 2022)

- Membre of the Comex
- Willingness to increase the transversality of ESG issues within the company



CSR Committee (since 2014)

CSR Report (since 2011)



Christine Sonnier

Independent Director
Chair of the ESG Committee



Jacques Chanut

Director



**Imperio Assurances
et Capitalisation**

Represented by Marie-George Dubost
Director



SMA SA

Represented by Fabienne Tiercelin
Director

CSR AT THE HEART OF OUR COMMITMENTS

2022 KEY INITIATIVES

Climate change mitigation

- Mitigation plan developed with all operational and support departments of the real estate company: objective of decarbonising the real estate business
- Governmental energy efficiency plan deployed on all assets and awareness-raising among tenants and service providers

Adaptation to climate change

- Risk sensitivity mapping
- Multi-year audit plan for all assets and development of action plans

Circular economy

- Reuse of building materials
- Vélizy-Topaz: 67 tonnes of reused material mass (from cleaning and renovation)

Social component

- Training budget: x 1.5 (2% → 3.4% of the Salary)
- Anti-corruption training
- Strong societal commitments



Eco-Energy Decree for Commercial Buildings

Obligation to reduce energy consumption

-40%
In 2030

-50%
In 2040

-60%
In 2050



Support for 450 tenants affected by DEET



100 % UBID communicated at 30/06/22

100 % consumption quotas
sent on 1 Septembre 2022

4 webinars provided in 2022 for tenants

CSR INDICATORS

WELL POSITIONED TO ACHIEVE ITS OBJECTIVES

		2021	2022	Target
	Tenant satisfaction			
	Satisfied tenants Assets in operation ⁽¹⁾	70% (Régions)	74% (Greater Paris)	80%
	Mitigate climate change			
	Total energy-related GHG emissions in kgCO ₂ /m ² .year	11	11	Benchmark OI 14
	Energy consumption in kWhEF/m ² .an	123	124	Benchmark OI 160
	Adaptation to climate change			
	% of assets that have been audited	15%	30%	50%
	Biodiversity			
	% of assets for which a BAF ⁽³⁾ has been calculated	99%	97%	100%
	Parity & employee training			
	Egapro index	97	96	>95
	Sustainable development training	100%	100%	100%

(1) Annual survey carried out alternately in Greater Paris and in the Regions. 2020 result for Greater Paris: 70%.

(2) In value

(3) Biotope Area Factor

TEAMS

STRENGTHENING & ADAPTING

Adaptation of the organisation to the roadmap

- Creation of a Portfolio Management Department (AM/PM)
- Creation of a dedicated CSR and Innovation Department
- Strengthening of the transaction/development teams
- Creation of a Data Management team
- Reactivity to seize opportunities

Social and environmental commitments

- 100% of employees trained in sustainable development issues (Carbon Footprint, Climate Fresk, Ma Petite Planète)
- Vendredi platform: 1 day offered to each employee who wishes to do so for skills sponsorship or volunteer work



POUSH (AUBERVILLIERS)

TEMPORARY OCCUPATION

Creation of an innovative and artistic third place in Greater Paris

1st

Poush

incubator
of artists
in France

2 years

Occupancy agreement

Charter for Temporary
Occupancy



Artists

Provision of
workshops

Artistic and
administrative
support programs



Société de la Tour Eiffel

Increased visibility
with promoters
Optimising proximity
with local authorities

Paris, Europe's Former Art
Capital, Is Back on Top

The
New
York
Times
Style
Magazine

Art

Libération

Le joli coup de Poush à Aubervilliers

La Société de la Tour Eiffel accueille
« Poush », à Aubervilliers

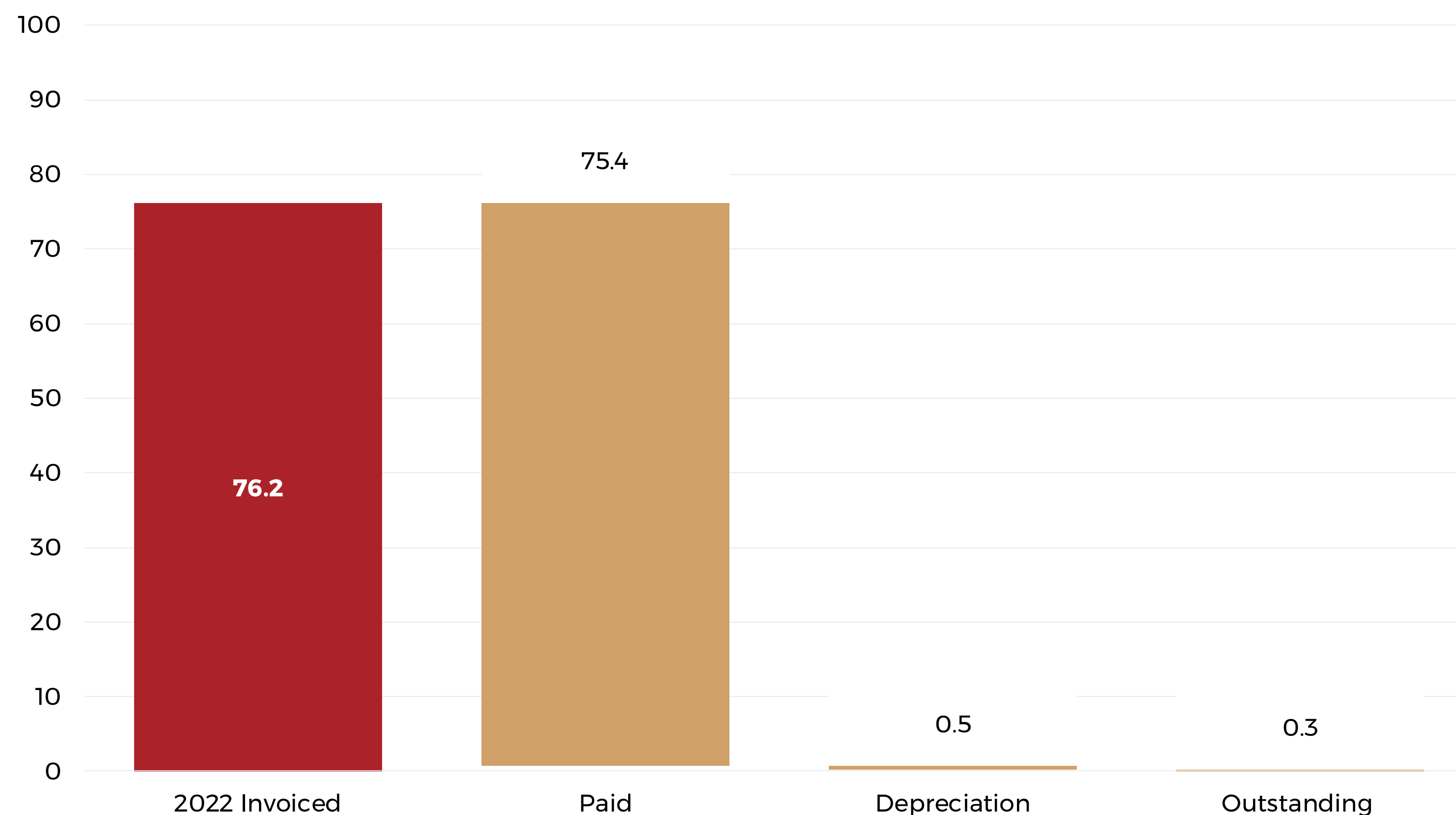
ACTUALITÉS GREEN & INNOVATIONS le 03 Juin 2022

IMMO WEEK
NEWS & CONNEXIONS IMMOBILIÈRES

By Noor Brara
Published May 4, 2022 - Updated May 6, 2022

A QUALITY RENTAL BASE

INVOICED (€M)



99% of invoiced rents
collected over 510
leases

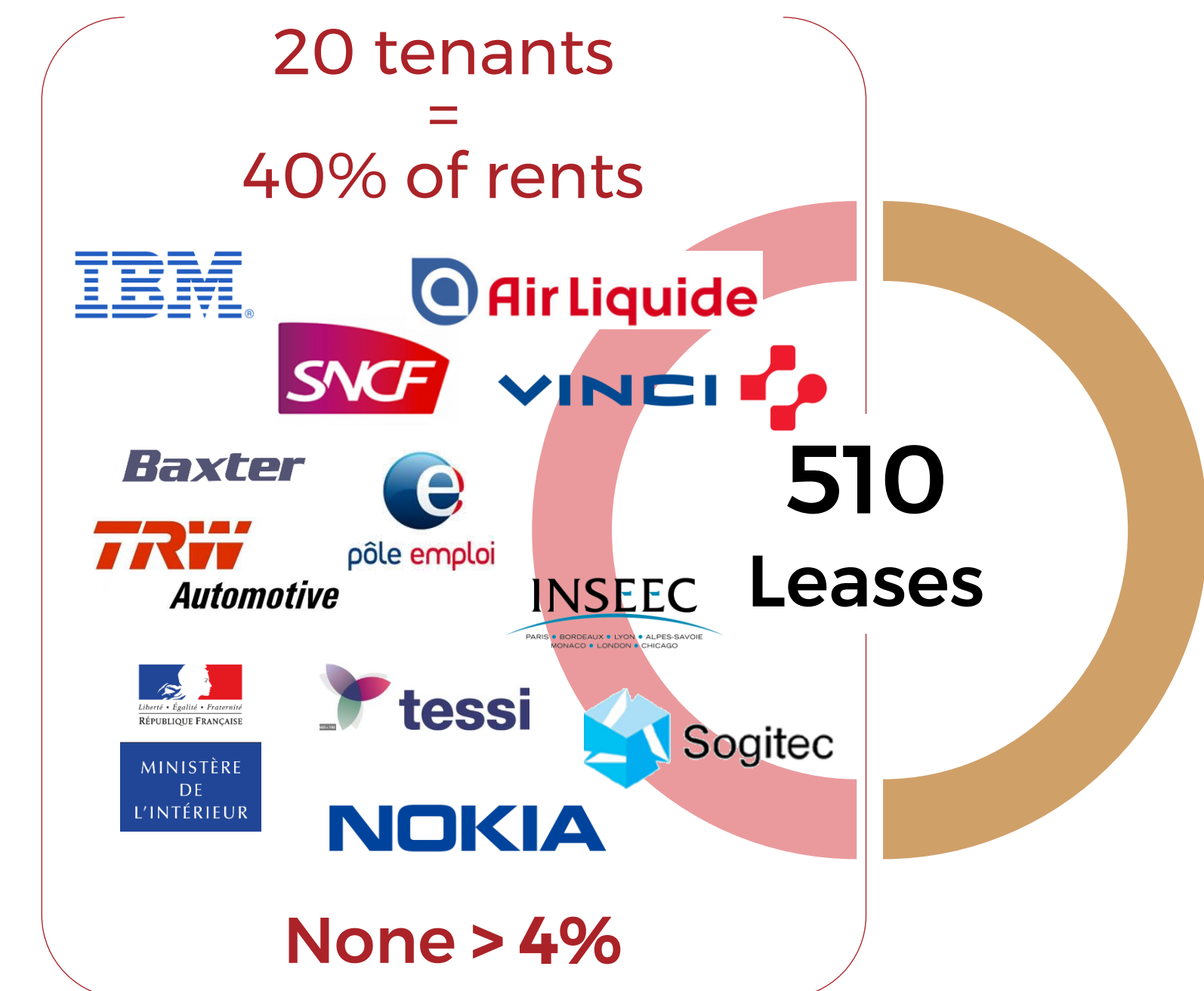
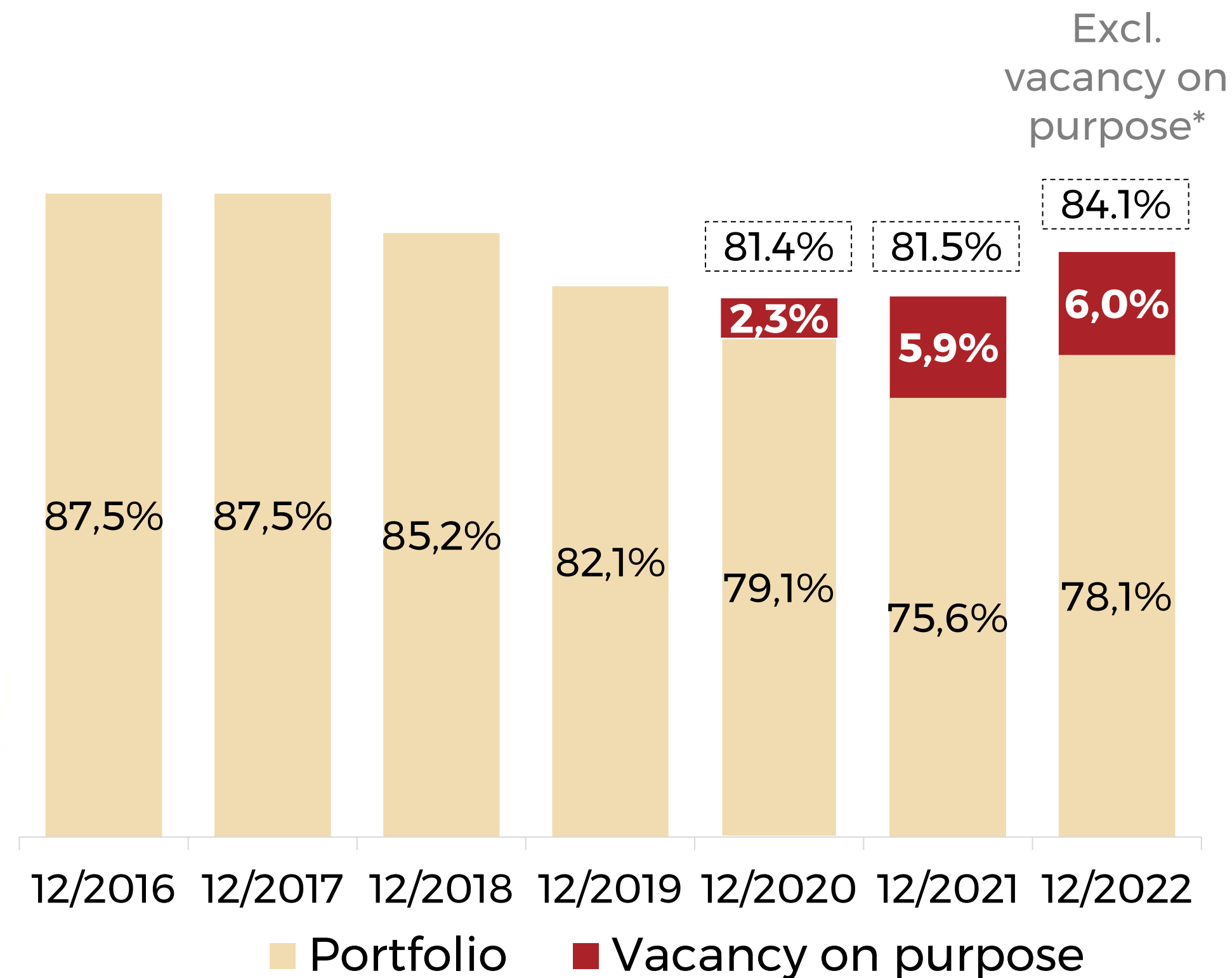


84% of tenants
classified in the top 2
risk categories
(Coface, Credit Safe)

THE OCCUPANCY RATE, A MAJOR CHALLENGE

OCCUPANCY RATE CHANGE (EPRA)

SOLID AND DIVERSIFIED CUSTOMER BASIS



WALT
5.6
YEARS

WALB
3.0
YEARS

* Of which Aubervilliers,
Bagneux, Puteaux and Orsay

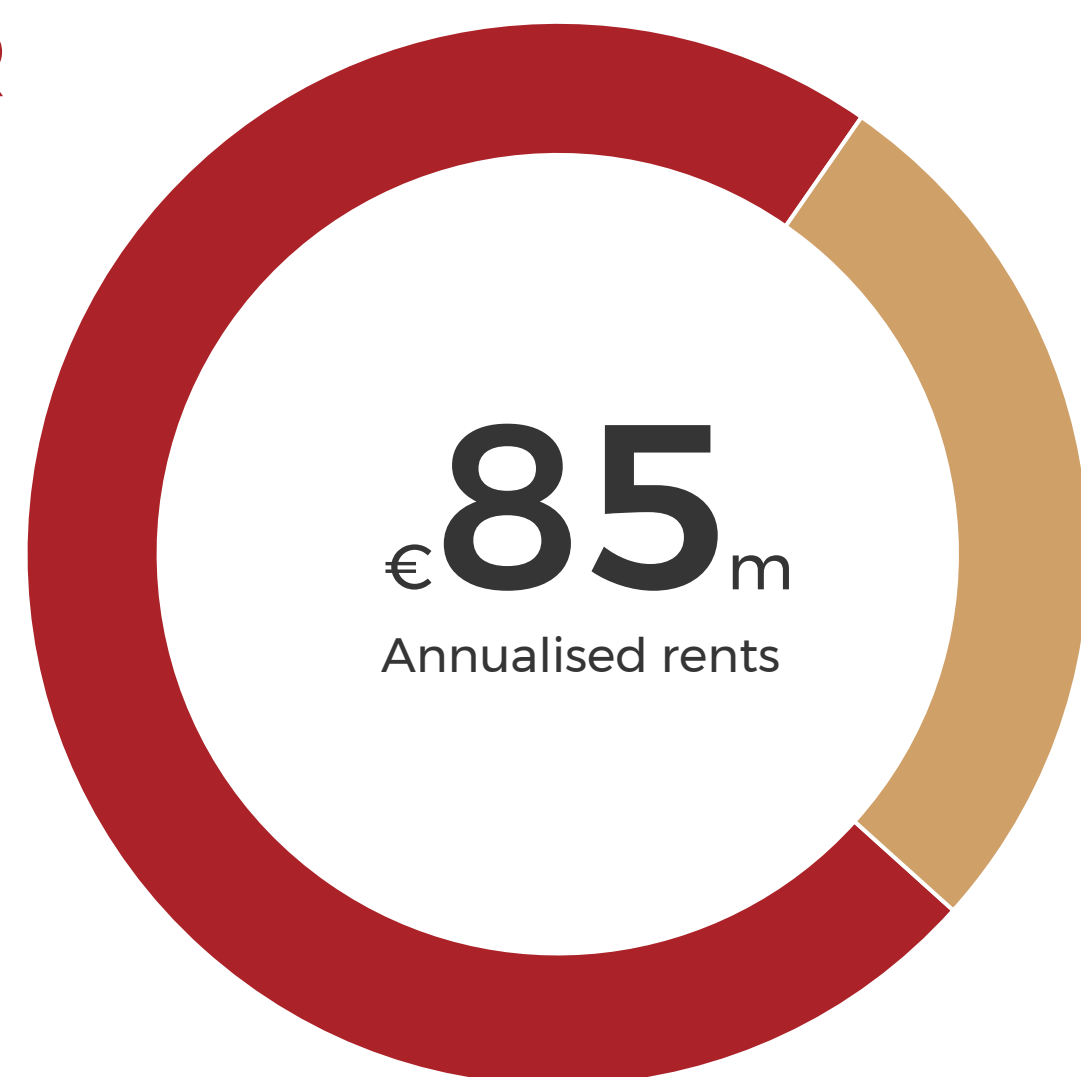
A multi-tenant model for
enhanced risk dilution

RENTAL AND EPRA TOPPED-UP YIELD

RENTAL BREAK-UP

GREATER
PARIS

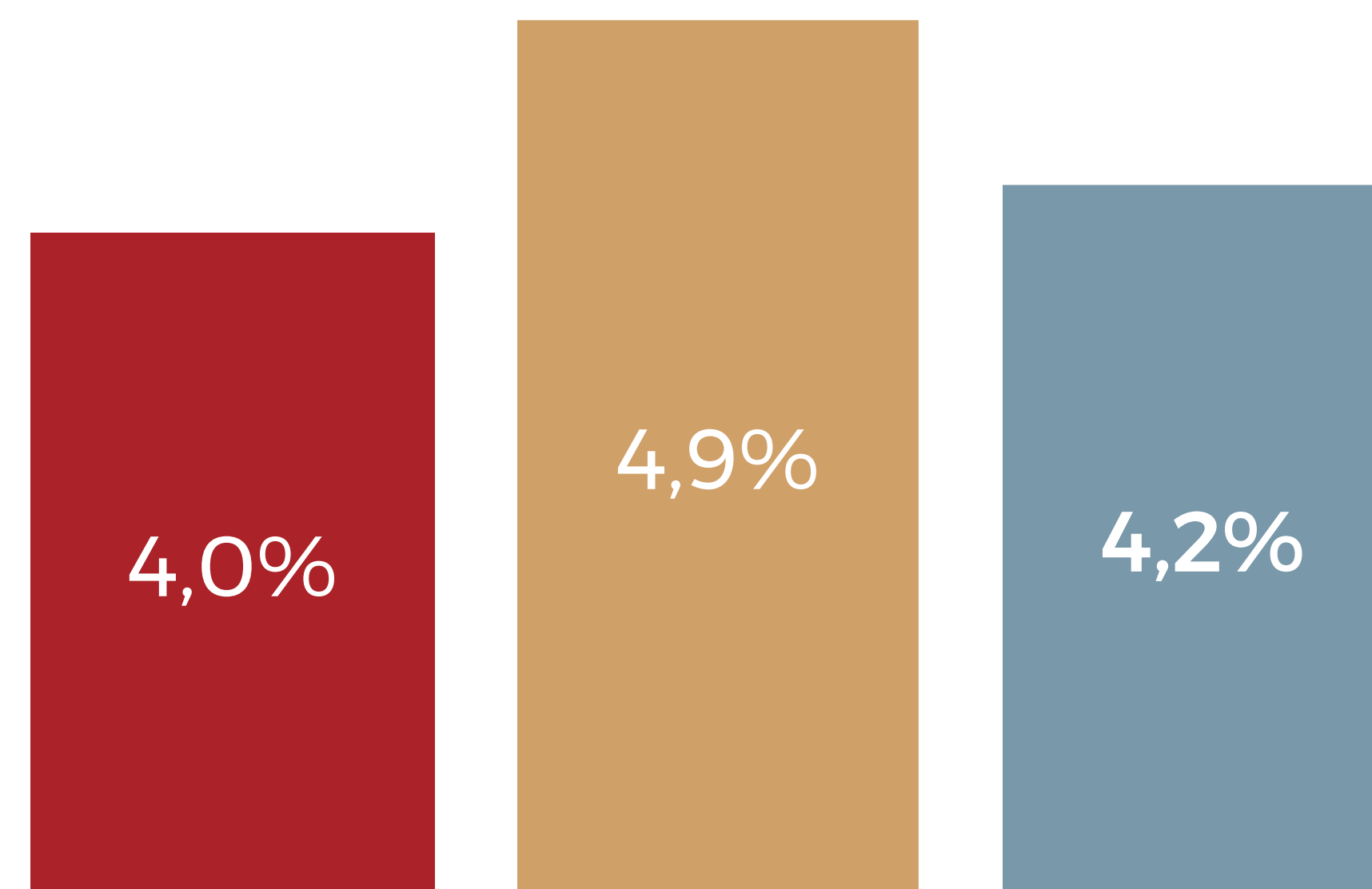
73%



REGIONS

27%

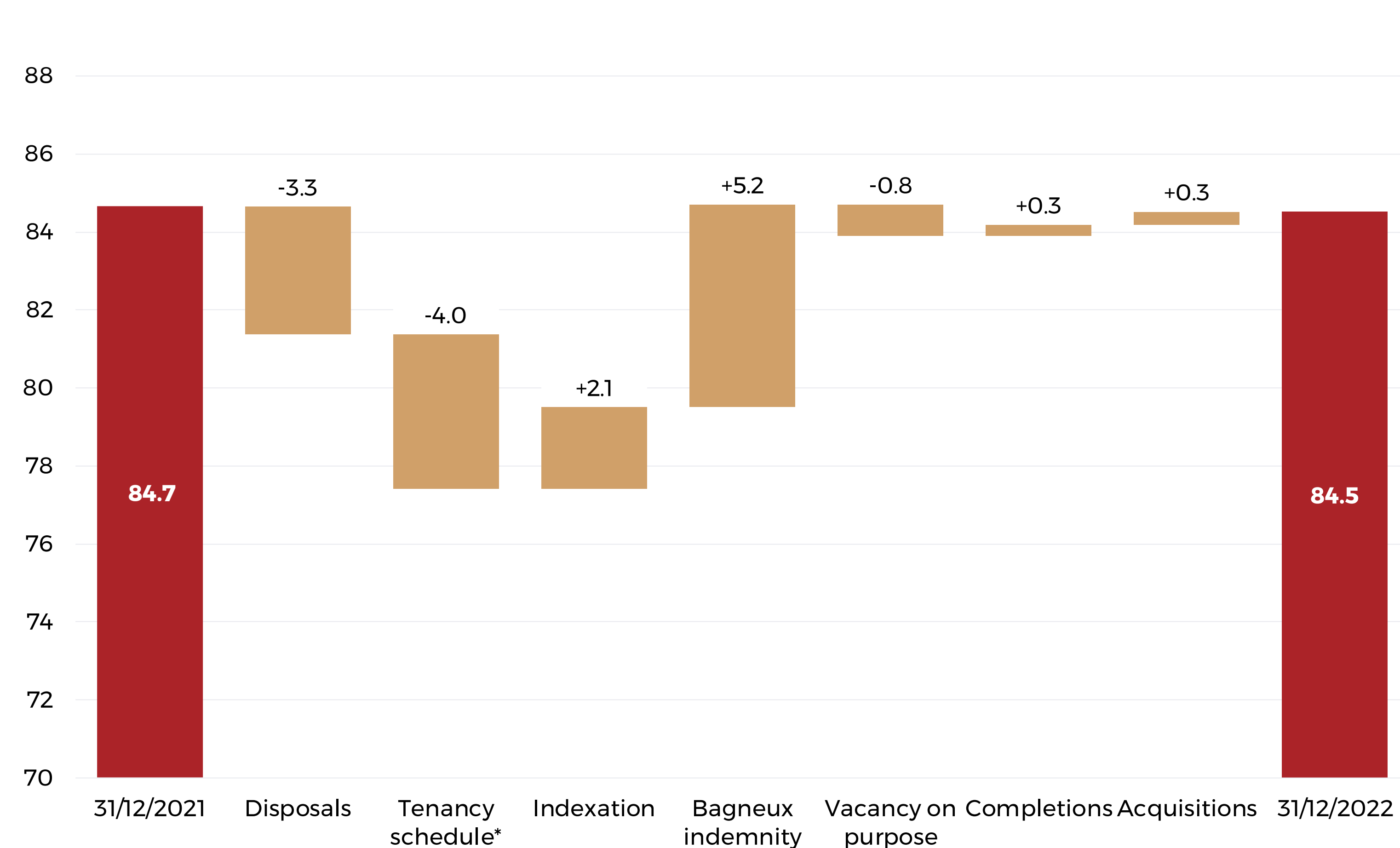
EPRA TOPPED-UP YIELD



■ Greater Paris ■ Regions ■ Portfolio

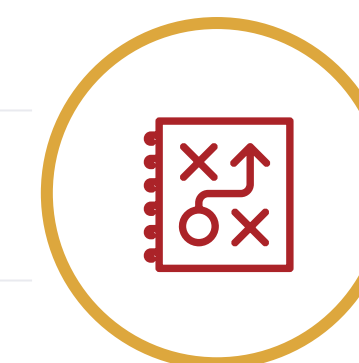
RENTAL INCOME

RENTAL INCOME CHANGE (€M)



Like-for-like

- +3.1% like-for-like
- -3,3 % excl. Bagneux
- Indexation: +€2.1m
- Net renewal: +€1.2m



Vacancy on purpose

- Plein'R, EvasYon, Aubervilliers



Scope

Acquisition

- Orvault, Paris Provence

Completion

- Bordeaux

Disposal

- Caen, Chaville, Courbevoie
- Bourg-Lès-Valence
- Paris Vaugirard, Nîmes

* Excluding early termination indemnity received on the Bagneux site

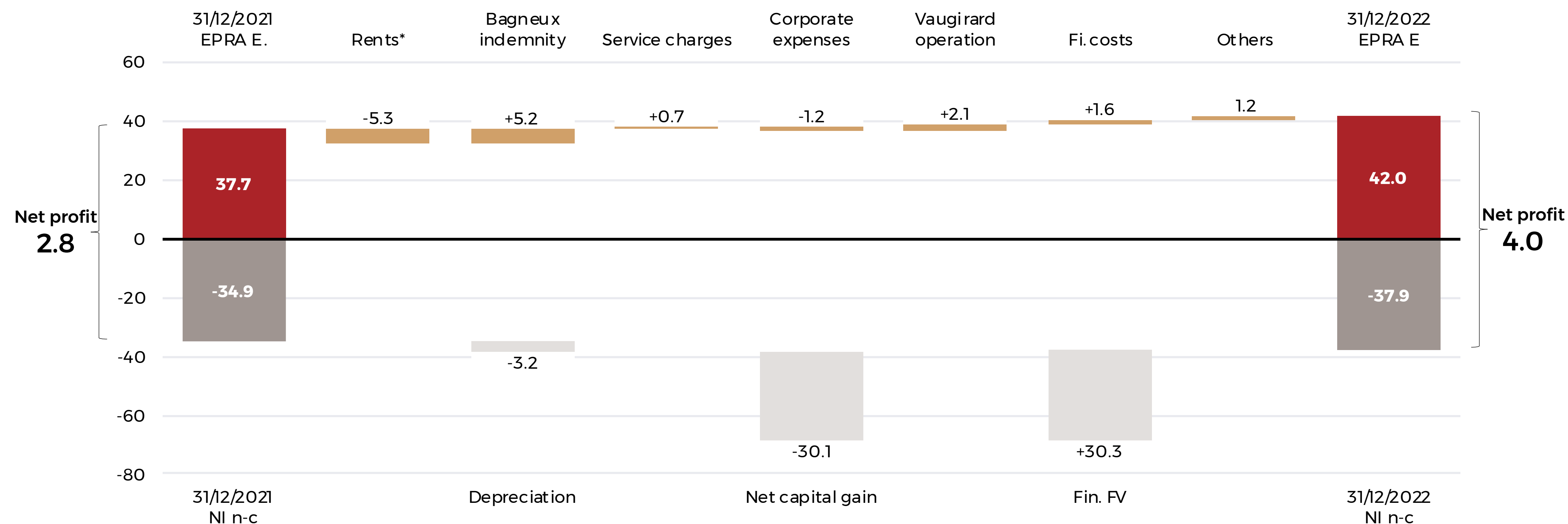
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FINANCIAL
COMPONENTS



IFRS CONSOLIDATED RESULTS

BREAKDOWN OF THE NET RESULT CHANGE (€M)



M€

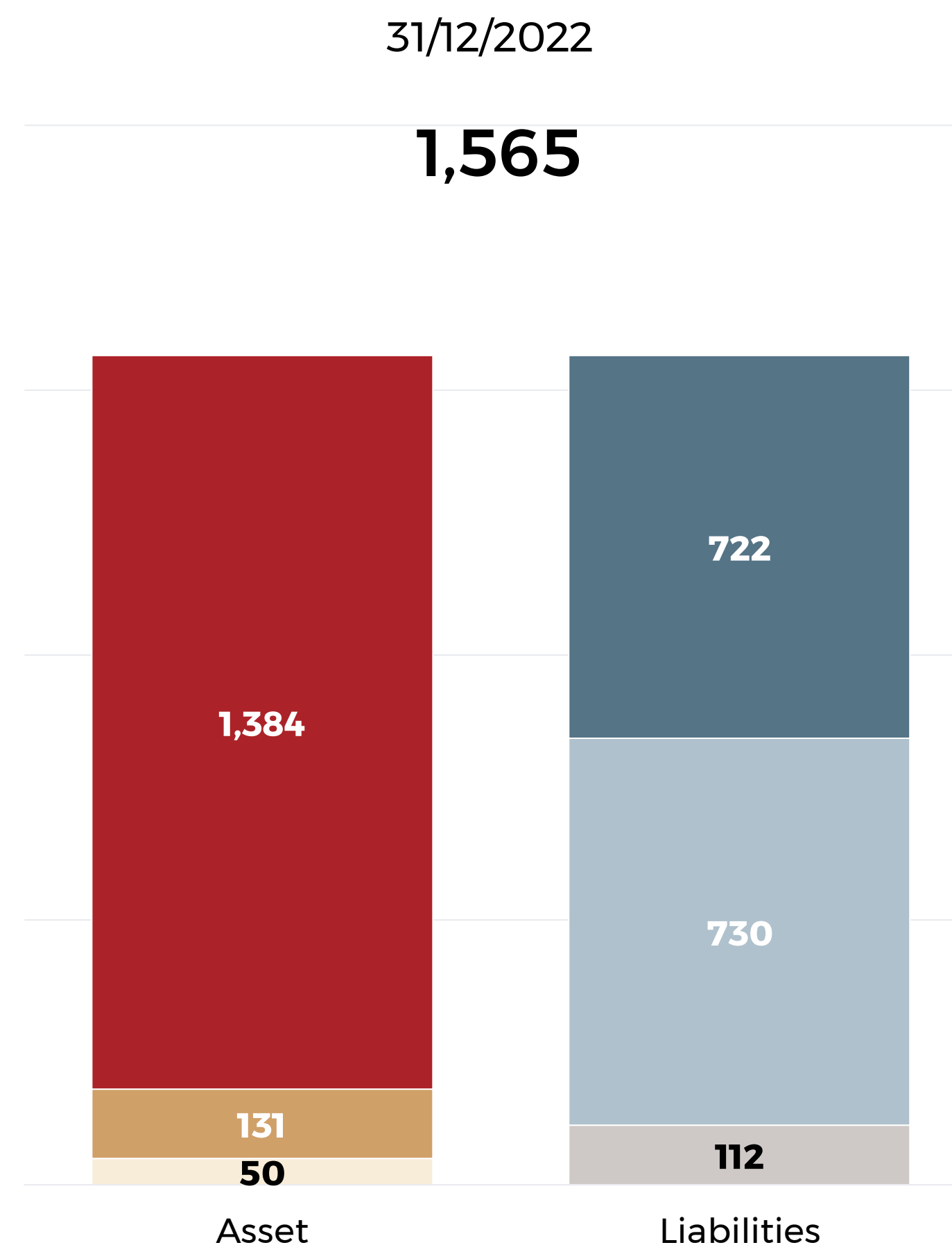
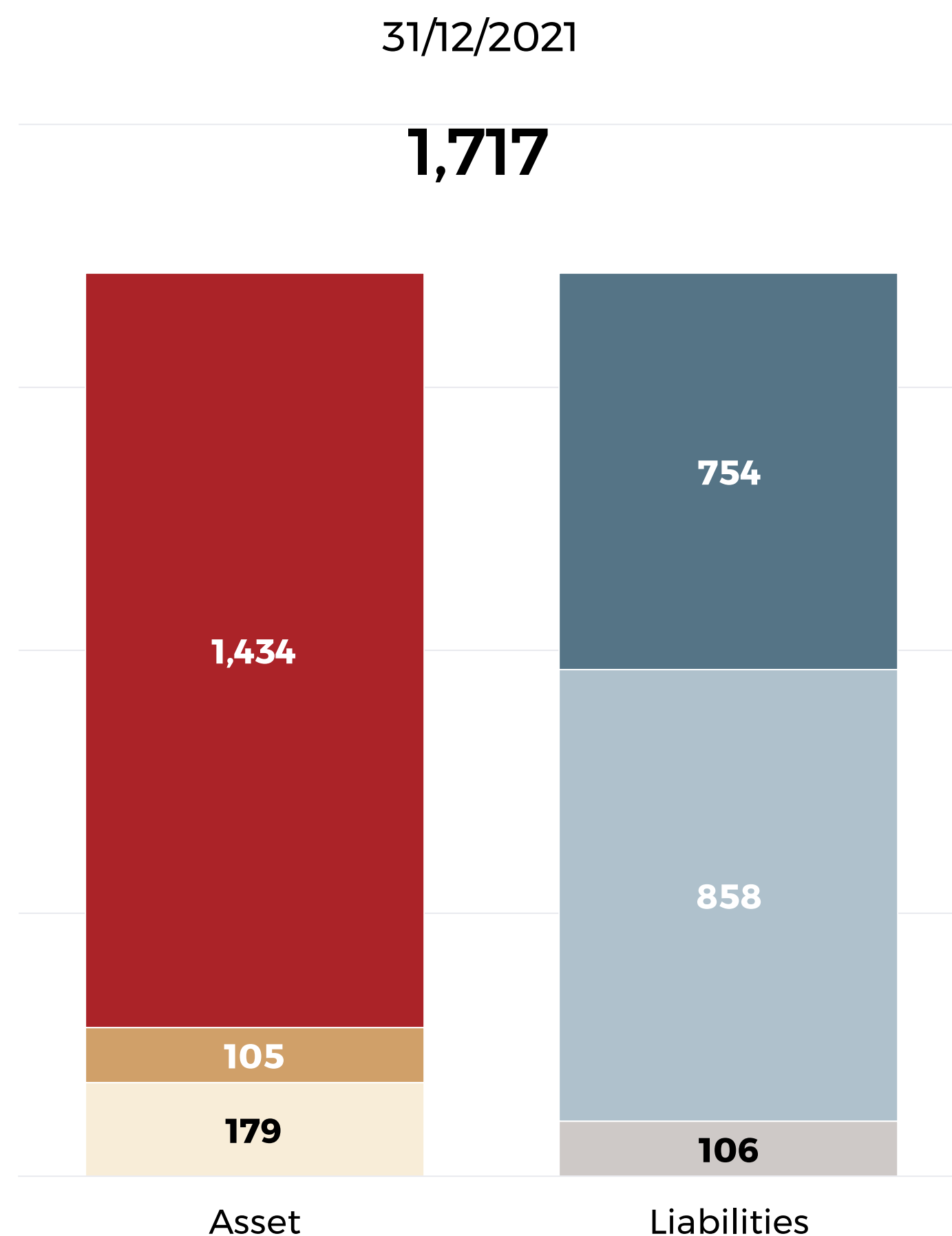
	31/12/2021	31/12/2022
Consolidated Net Income	2.8	4.0
Recurring Cash Flow	27.5	30.3
Recurring Cash Flow per share (€)	1.7	1.8

* Excluding early termination indemnity received on the Bagneux site

** €0.3 related to the indemnity of Bagneux

BALANCE SHEET

AT HISTORIC COST (€M)



Asset

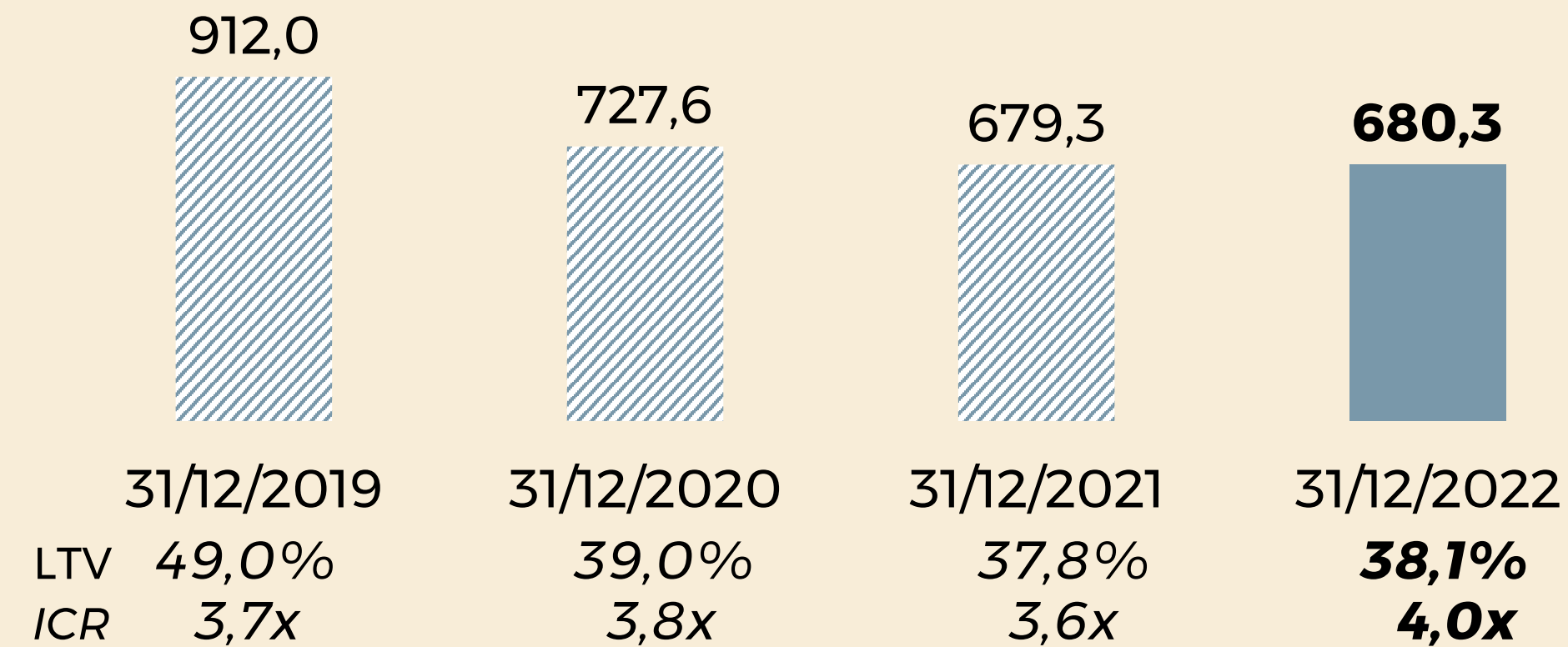
- Investment properties
- Other assets
- Cash and equivalent

Liability

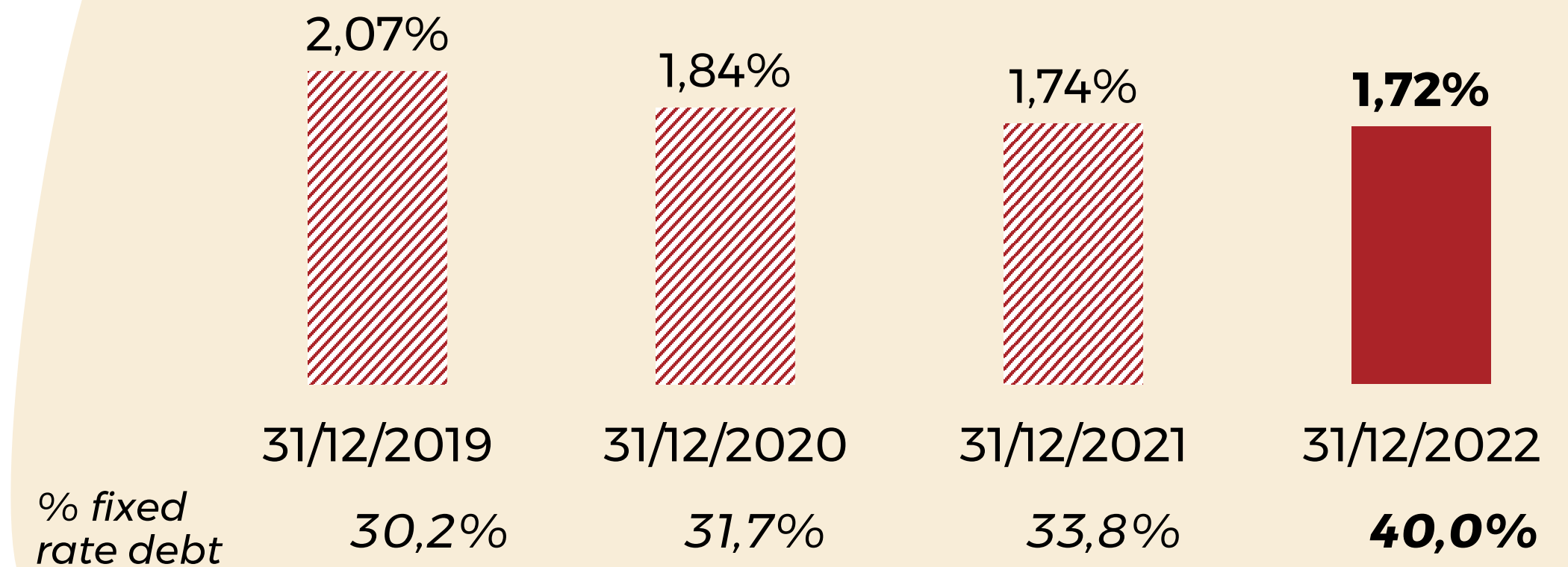
- Share capital and reserves
- Financial debt
- Other liabilities

FOCUS ON DEBT

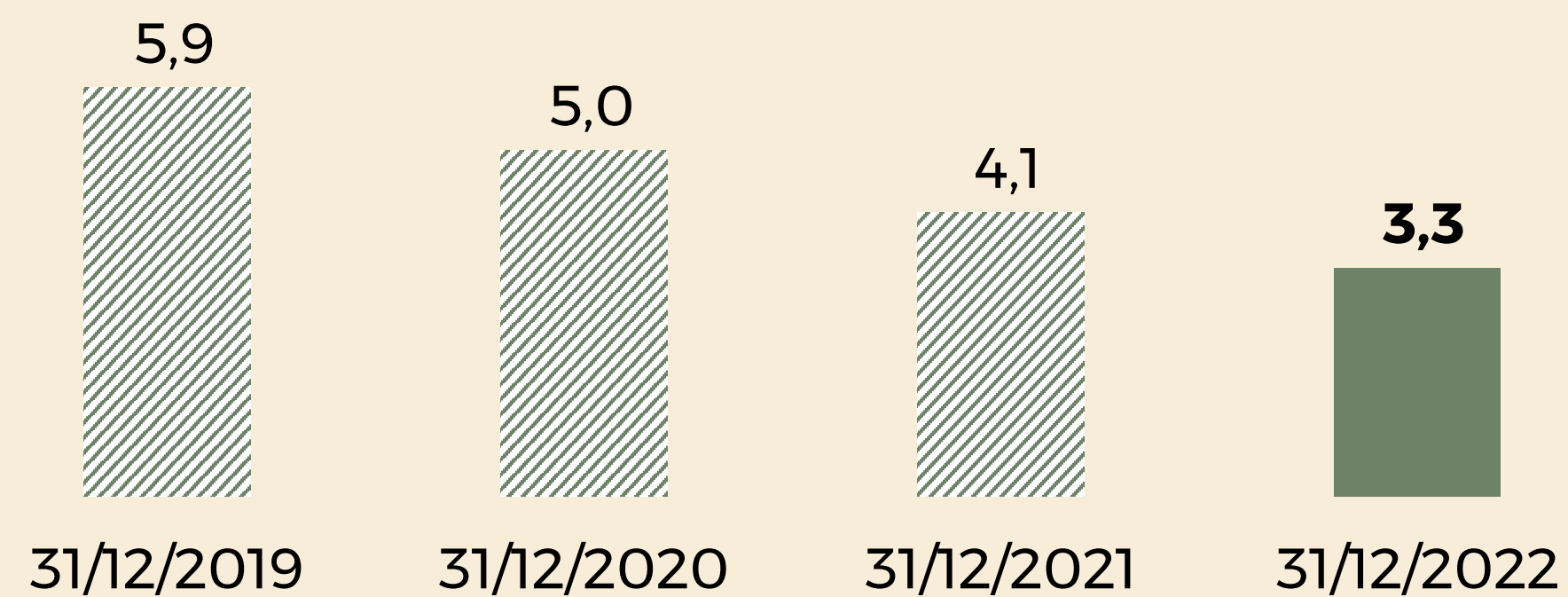
Net financial debt (€m)



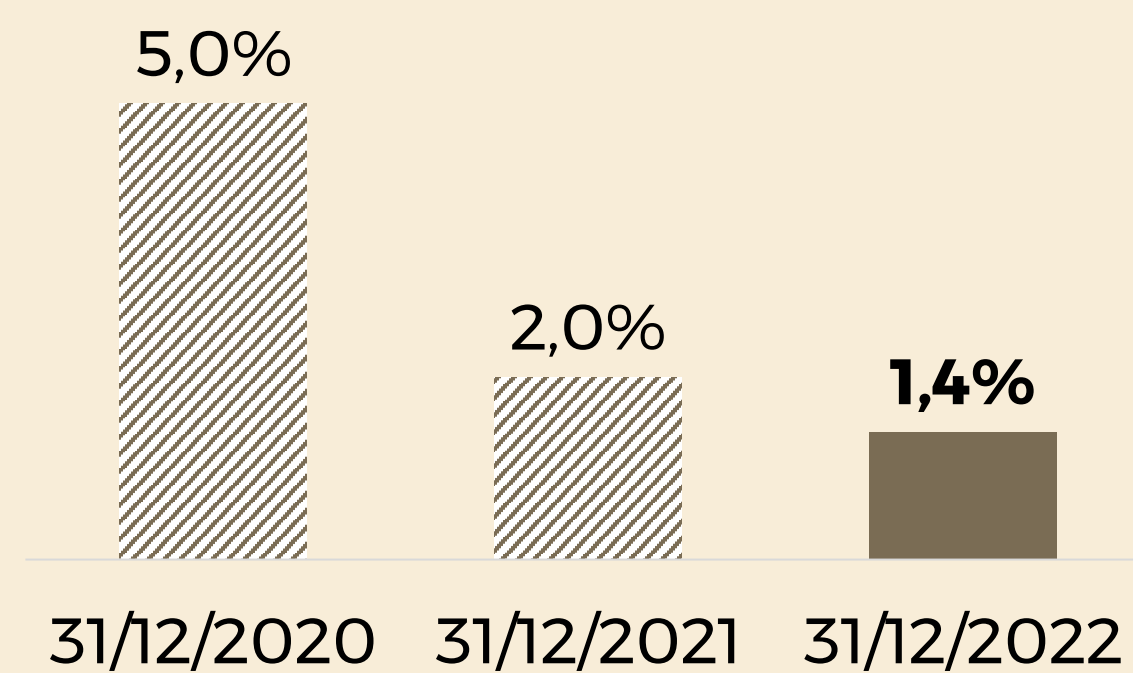
Average debt rate



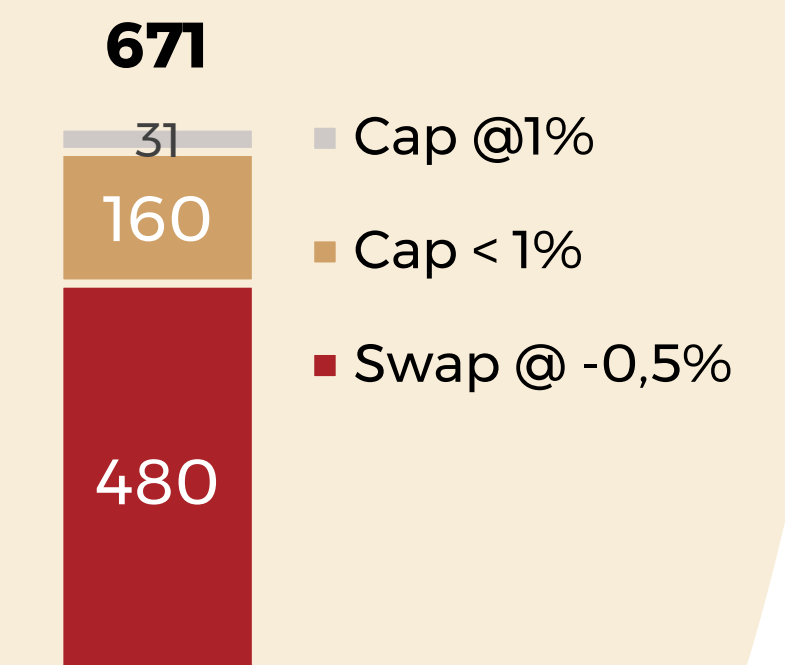
Maturity (years)



Mortgage

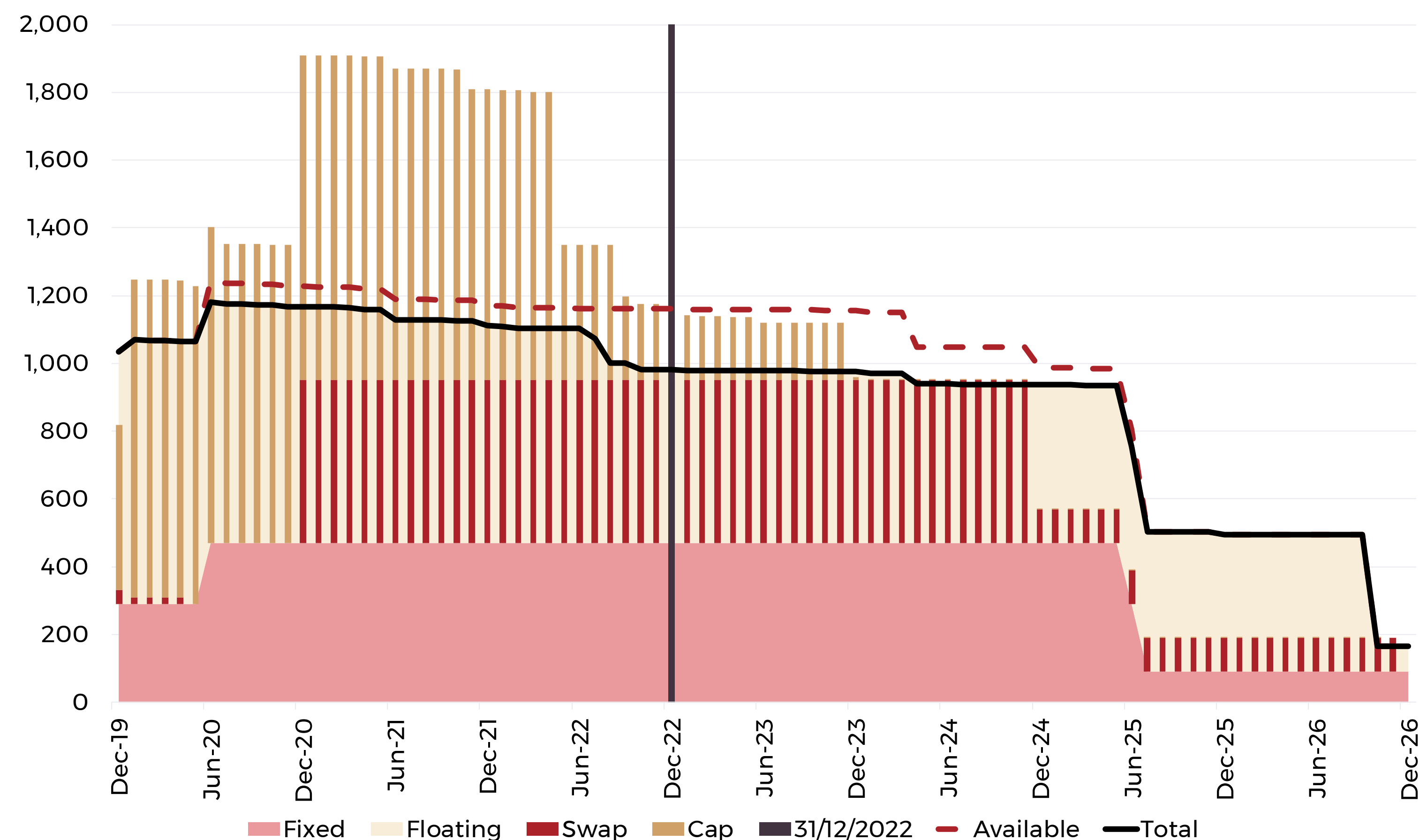


Hedging (€m)



FOCUS ON INTEREST RATE HEDGING

FINANCING HEDGING INCLUDING PSL (€M)



Hedging

- > 100% hedged
→ 29/12/2023
- > 90% hedged
→ 31/12/2024



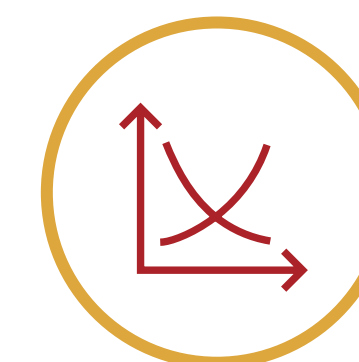
Streamlining

- Of hedging end 2021
- And early 2022



Rate

- Cap: 0.57%
- Swap: -0.50% (dec-24)



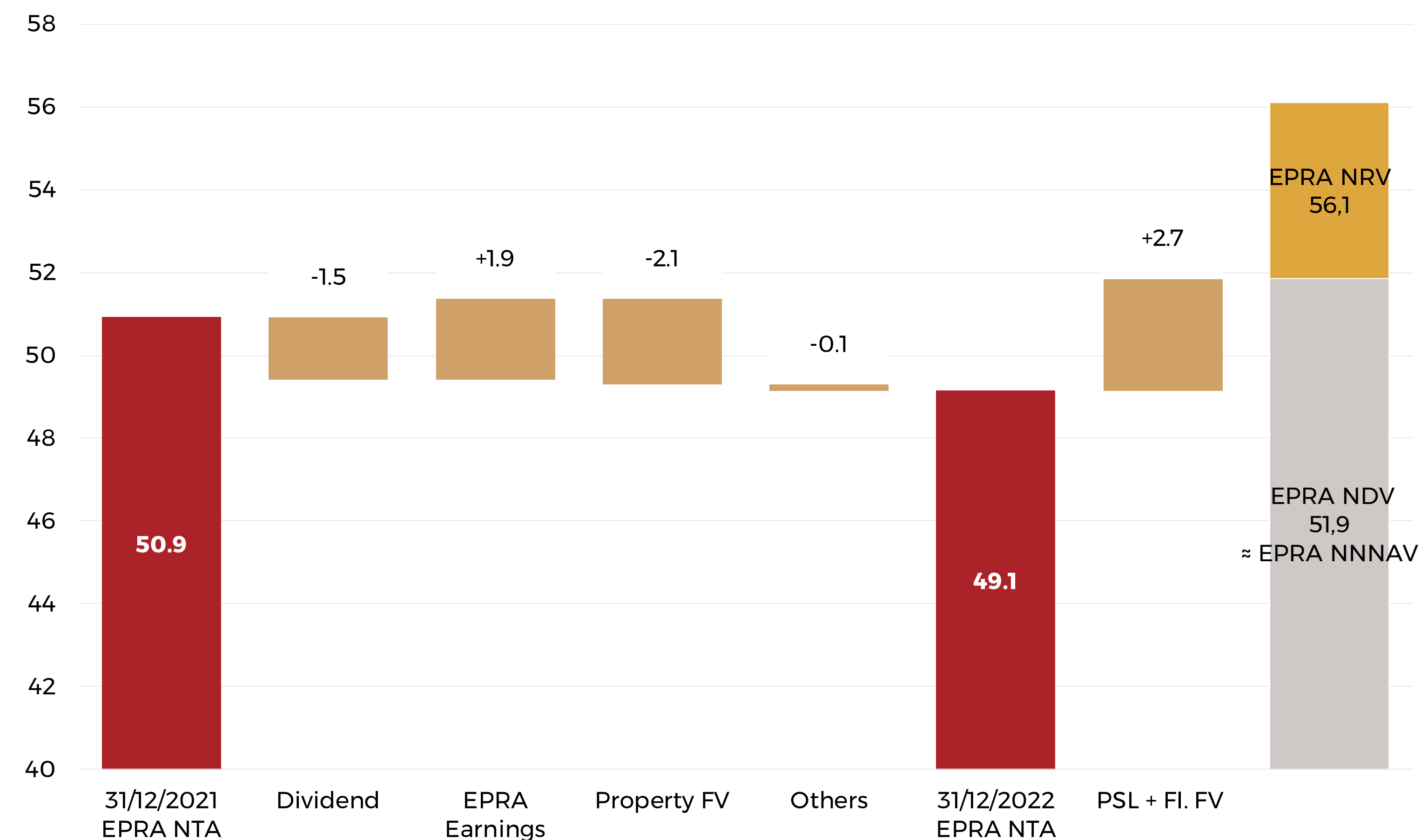
Sensitivity

- +100bp: +€1.0m*
- -100bp: -€1.1m*

*Estimated impact on 2023

EPRA NAV

EPRA NTA CHANGE (€/ACTION)



2021 Dividend

€1.5 per share
paid in June 2022

NAV

- EPRA NTA
(Going concern NAV)
- EPRA NRV
(Reconstitution NAV)
- EPRA NDV
(Liquidation NAV)

3

ROADMAP: 1ST MILESTONE



CHANGE IN THE PROPERTY COMPANY

TO ACCOMPANY URBAN TRANSFORMATIONS AND MEET THE CHALLENGES OF ITS CLIENTS AND TERRITORIES

Initiate an adaptation strategy of the portfolio by:

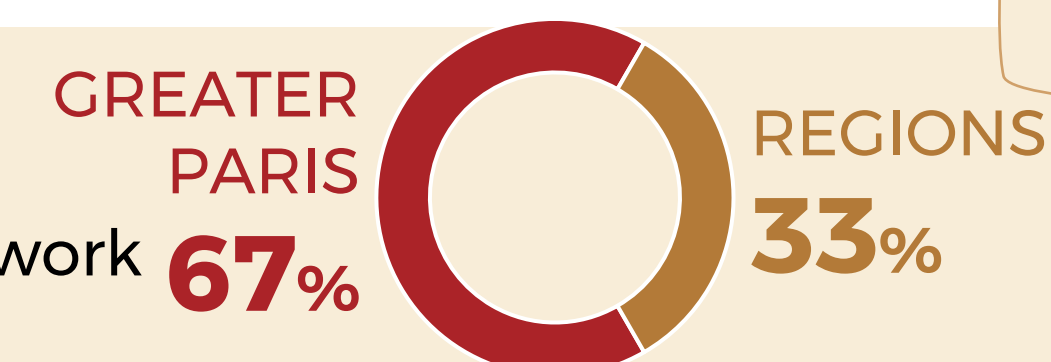
31 DECEMBER 2021

TARGET PORTFOLIO



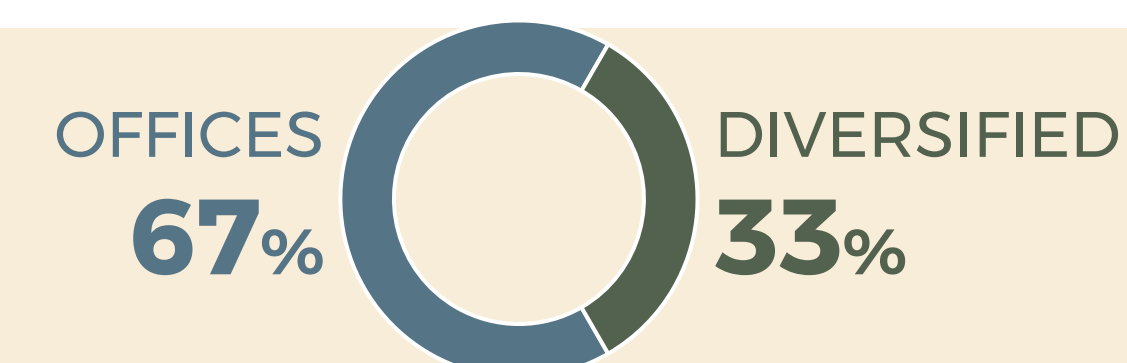
LOCATION

Strengthening of the regional network



ASSET TYPOLOGY

Diversity and mixed-used



HQE®



EcoJardin
la référence de gestion écologique



LABELLING & CERTIFICATION

Environmental performance as a backbone of the business

3 leverages:

- Disposals
- Acquisitions
- Developments



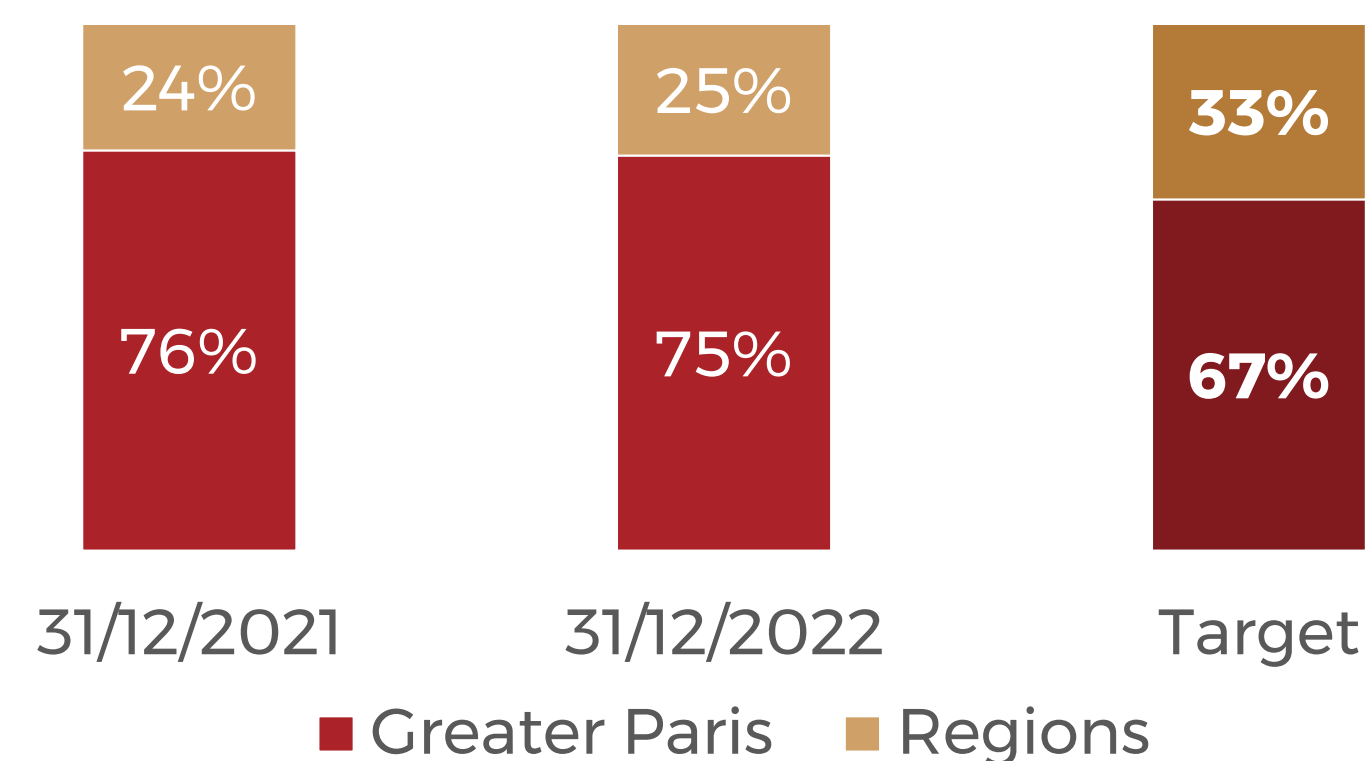
CLEAR AND AMBITIOUS ORIENTATIONS

ROADMAP: 1ST MILESTONE

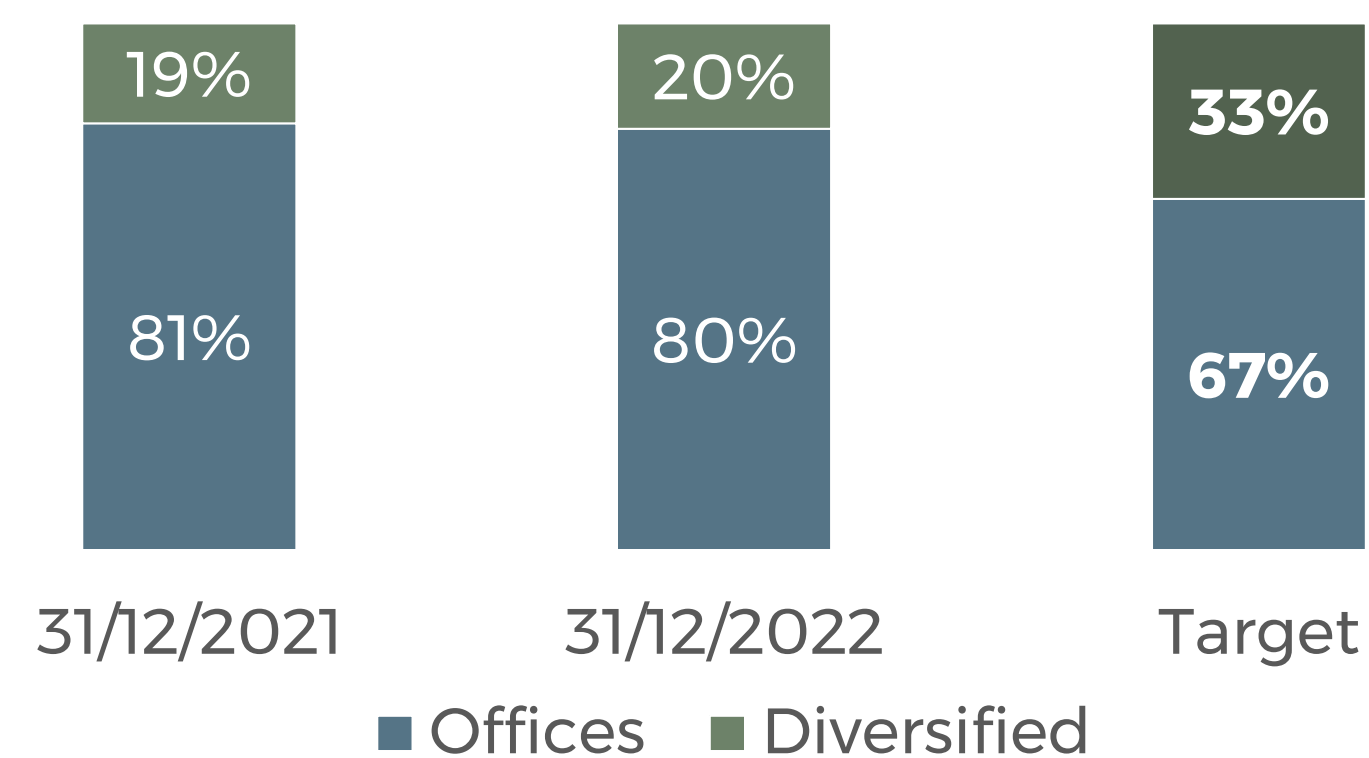
A STRATEGY FOR ADAPTING THE PORTFOLIO OVER THE NEXT 4-5 YEARS



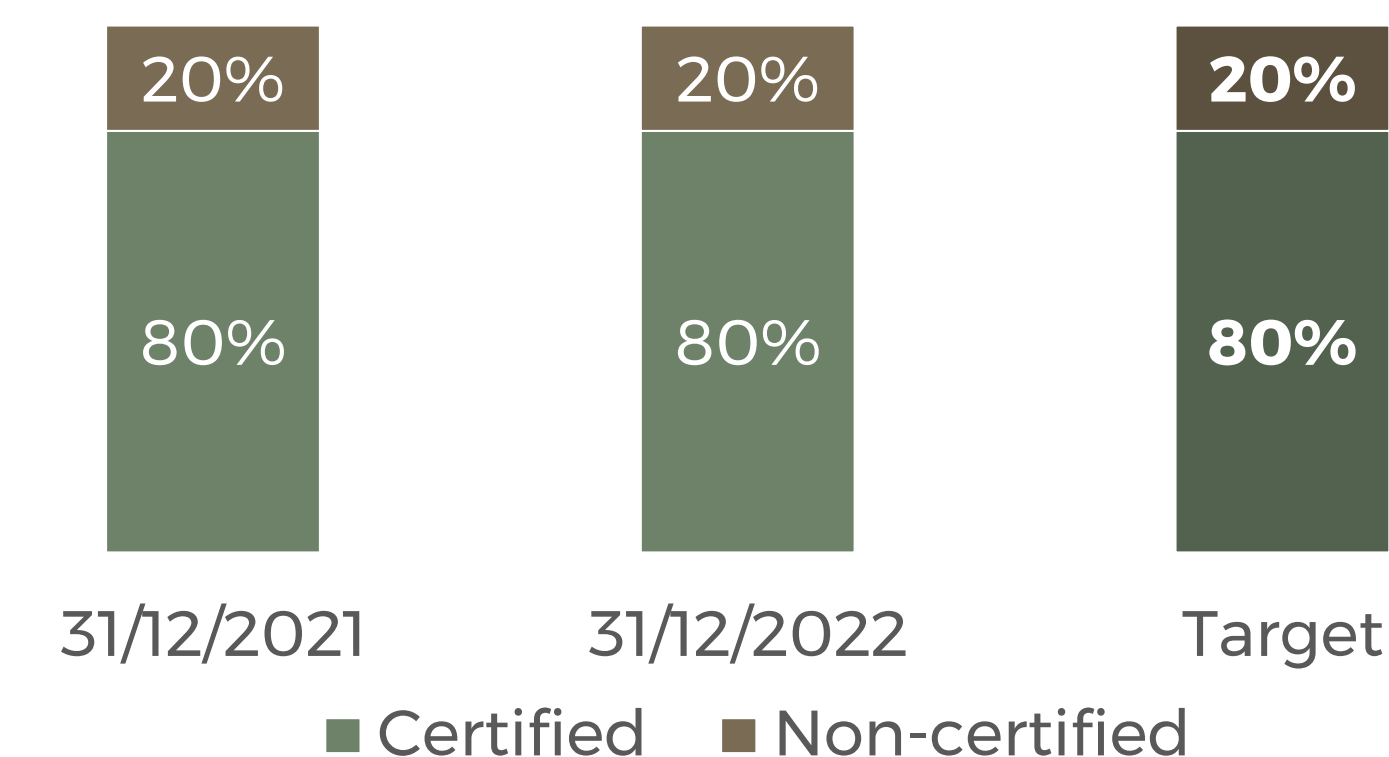
Location



Asset Typology



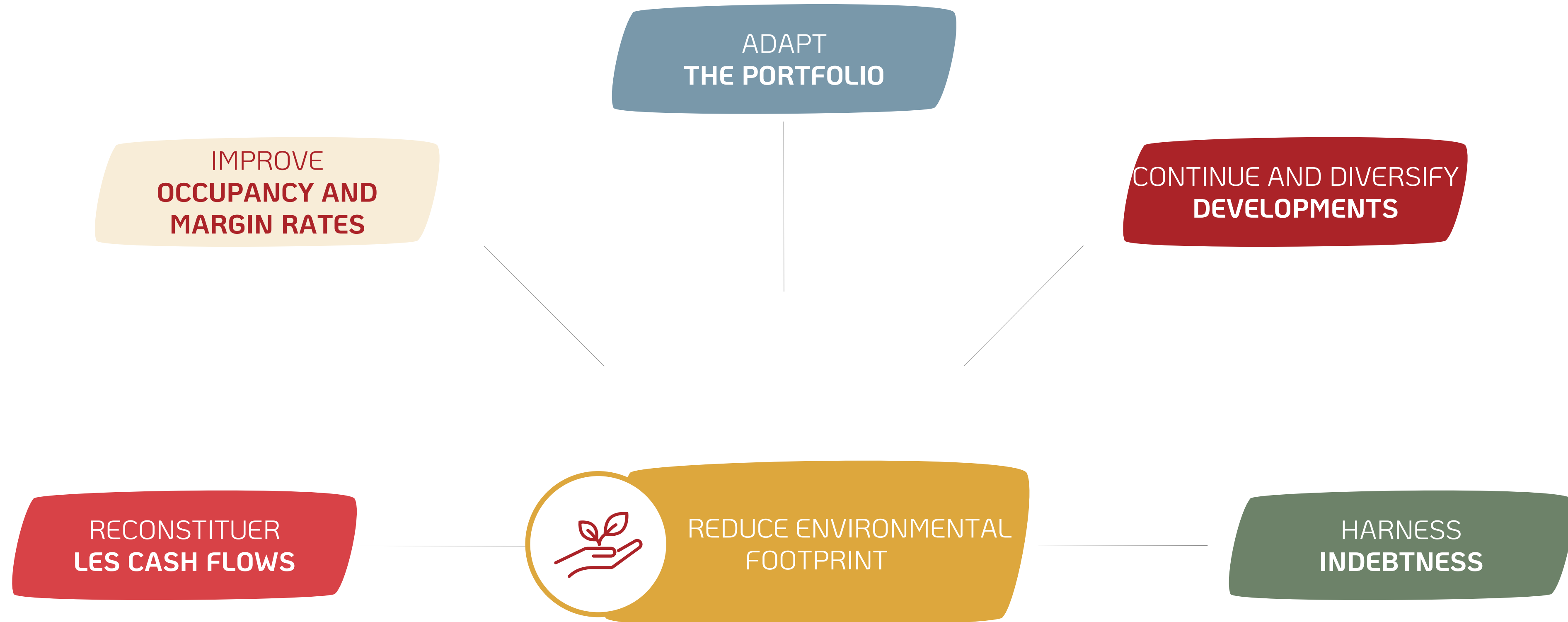
Environmental quality



* upholding despite an increase in the criteria for assessing the labels

AN AGILE PLAYER

AT THE SERVICE OF ITS TENANTS AND TERRITORIES





QUESTIONS & ANSWERS



Parc Eiffel Paris – Saclay
Orsay



Copernic
Massy



Navarque
Parc Eiffel Nanterre Seine



Tangram
Lyon



HQE® Seine E
Suresnes



Linéa
Puteaux



Azur
Aix en Provence



APPENDIX



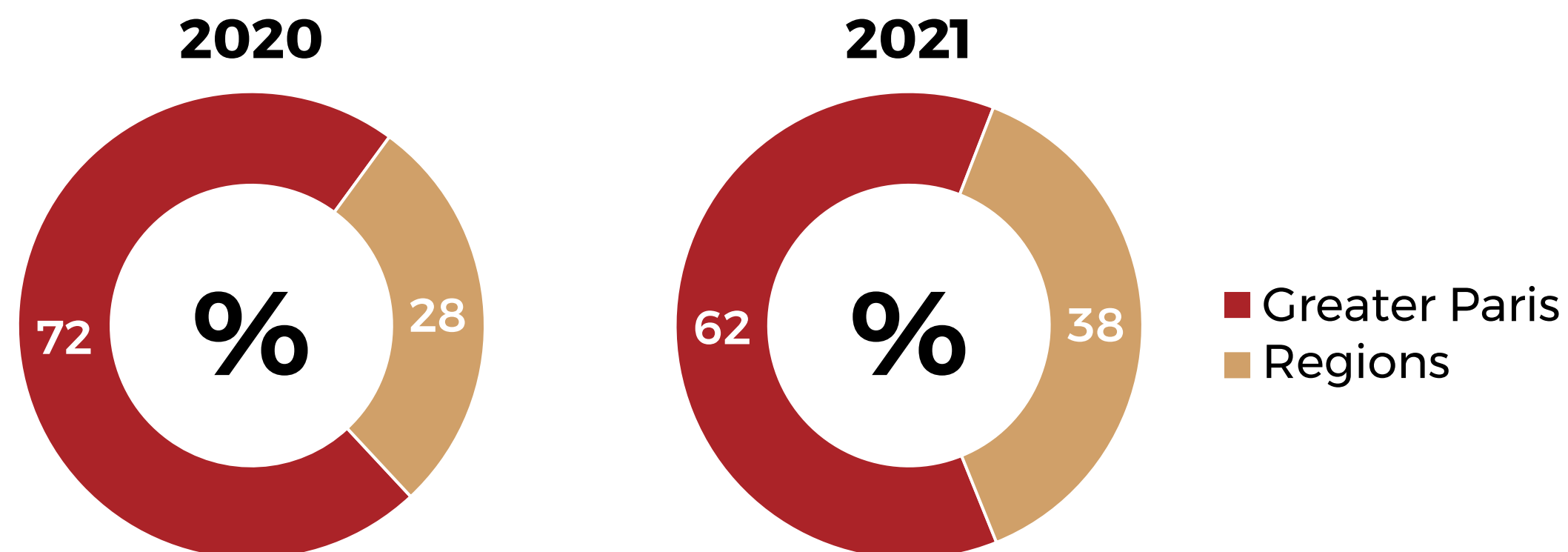
Linéa
Puteaux

FACING THE MAJOR SOCIETAL CHANGES...

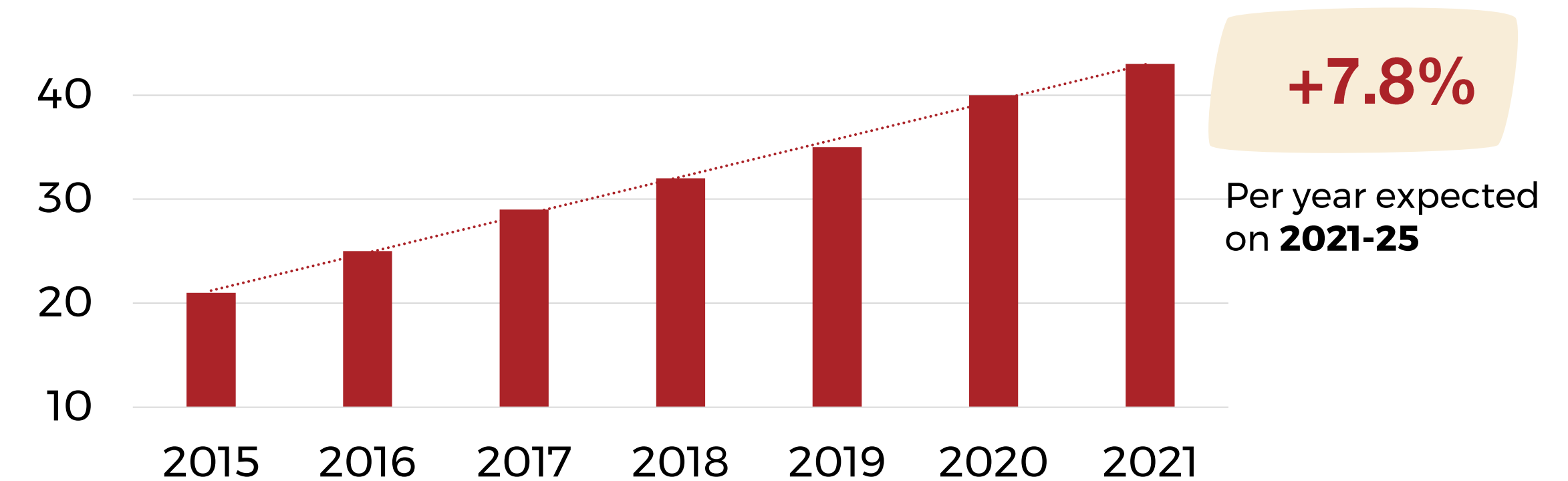
New trends

- Aspirations for a better quality of life
- Shift in consumption with digitalization
- New urban model: local ecosystem and soft mobility
- Changes in working methods

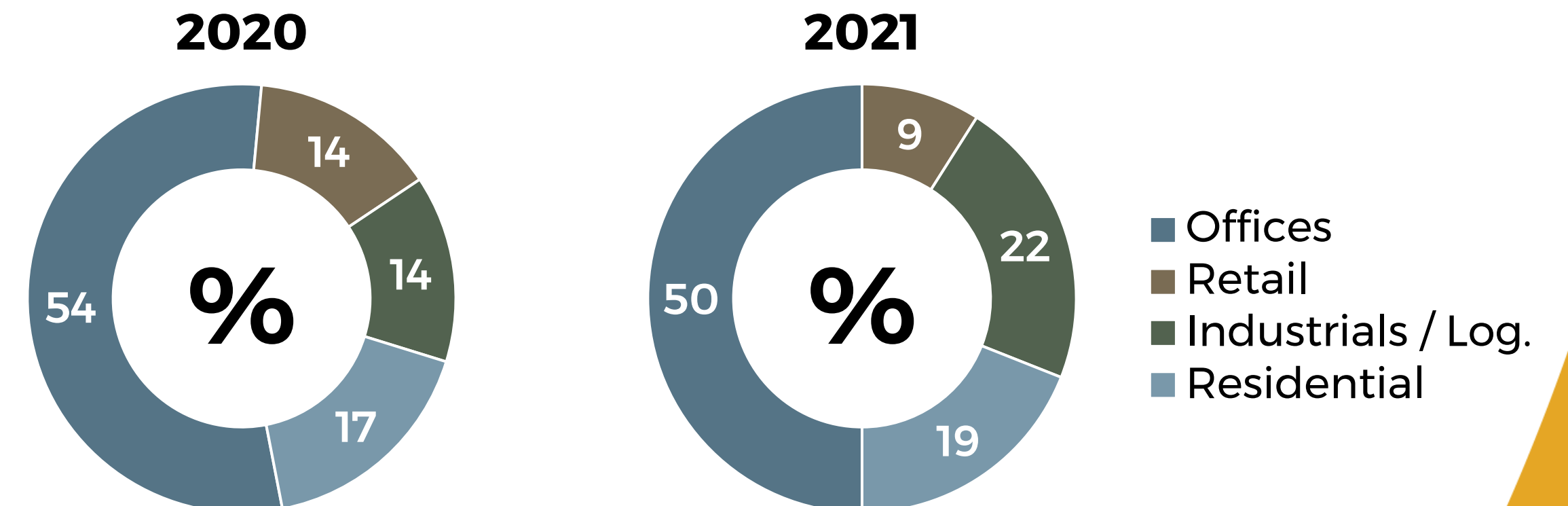
Evolution of investments in France by geographical area



Change in online sales in France (€bn)



Change in investments in France by type of asset



... ADAPTATION OF THE REAL ESTATE INDUSTRY...

Major trend towards mixed use

- New urban landscape in support of territories
- Development of new neighborhoods

Diversification of investment

- Boom in senior residential sector
- Change in student residential sector
- High demand for services and logistics/mixed-use buildings
- Return to local shops and development of the omnichannel approach to sales

Development of regional metropolitan centres

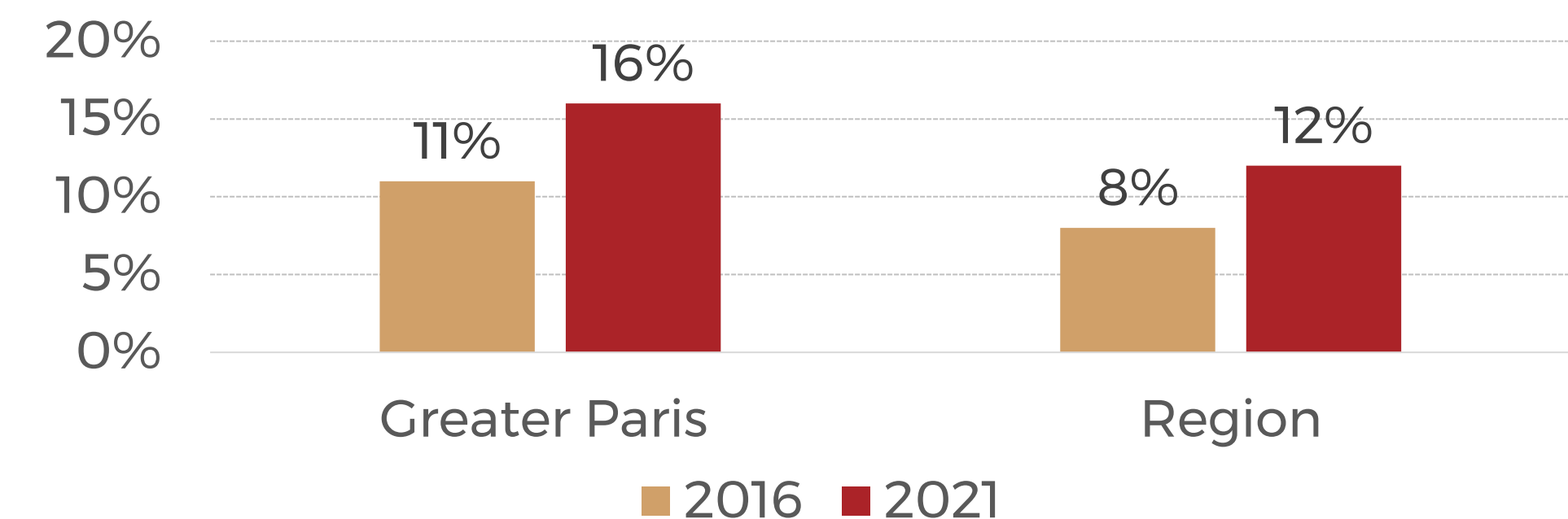
- New urban models

Environmental quality issue

- Decarbonization of real estate activity



Share of certified* offices in France



* Certification: BREEAM, LEED, DGNB, HQE, WELL

Source: CBRE Research

IFRS CONSOLIDATED STATEMENTS

(€m)	31/12/2020	31/12/2021	31/12/2022
Gross rental income	92.9	84.7	84.5
Net rental income	81.2	68.9	69.5
Corporate expenses	(14.0)	(13.1)	(14.4)
Current EBITDA	67.2	55.7	55.1
Current EBIT	61.2	51.4	53.6
Other income and expenses	3.8	2.6	2.4
Net financial costs	(17.5)	(15.5)	(13.9)
Miscellaneous (current)	(0.4)	(0.1)	0.0
Taxes (current)	(0.3)	(0.6)	(0.2)
Associates	(0.3)	(0.2)	(0.0)
Net current earnings	46.4	37.7	42.0
EPRA earnings (Net current profit - group share)	46.4	37.7	42.0
Depreciation and amortisation on IP	(49.6)	(67.1)	(72.1)
Net profit or loss on disposals	15.2	28.2	(1.9)
Fair value adjustments of hedging instr.	(1.3)	5.8	36.1
Taxes (non-current)	-	-	-
Miscellaneous (non-current)	-	(1.8)	-
Net non-current profit	(35.7)	(34.9)	(37.9)
Net non-current profit - Group share	(35.7)	(34.9)	(37.9)
Net profit/loss (Group share)	10.7	2.8	4.0
Earnings per share (€)	0.23	(0.47)	(0.42)
Diluted earnings per share (€)	0.23	(0.47)	(0.42)
EPRA Earnings per share (€)	2.38	1.64	1.87

BALANCE SHEET

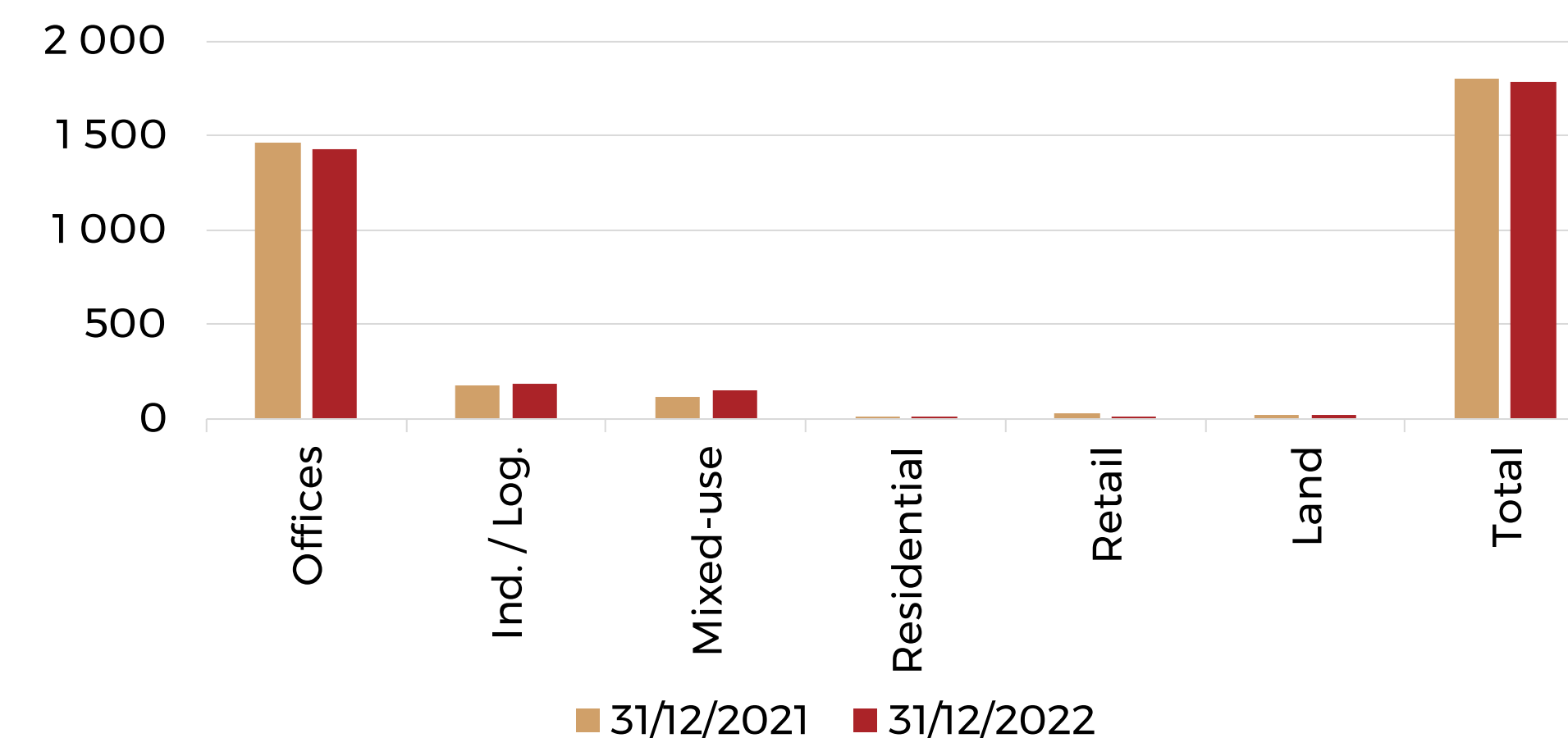
(€m)	31/12/2020	31/12/2021	31/12/2022
ASSETS	1,828.9	1,717.1	1,564.9
Goodwill	-	-	-
Investment properties	1,501.6	1,405.2	1,338.4
Assets earmarked for disposal	14.8	28.4	46.0
Tangible fixed assets	1.2	0.8	0.6
Intangible fixed assets	0.2	0.5	0.5
Right to use the leased asset	18.5	16.1	15.0
Receivables	105.3	87.5	114.4
Cash and equivalent	187.2	178.5	49.9
LIABILITIES	1,828.9	1,717.1	1,564.9
Share capital and reserves	794.3	753.6	722.5
- including result	10.7	2.8	4.0
Long term debt	914.9	857.9	730.2
Other liabilities	119.7	105.6	112.3

PORTFOLIO VALUE VARIATION

(FAIR VALUE)

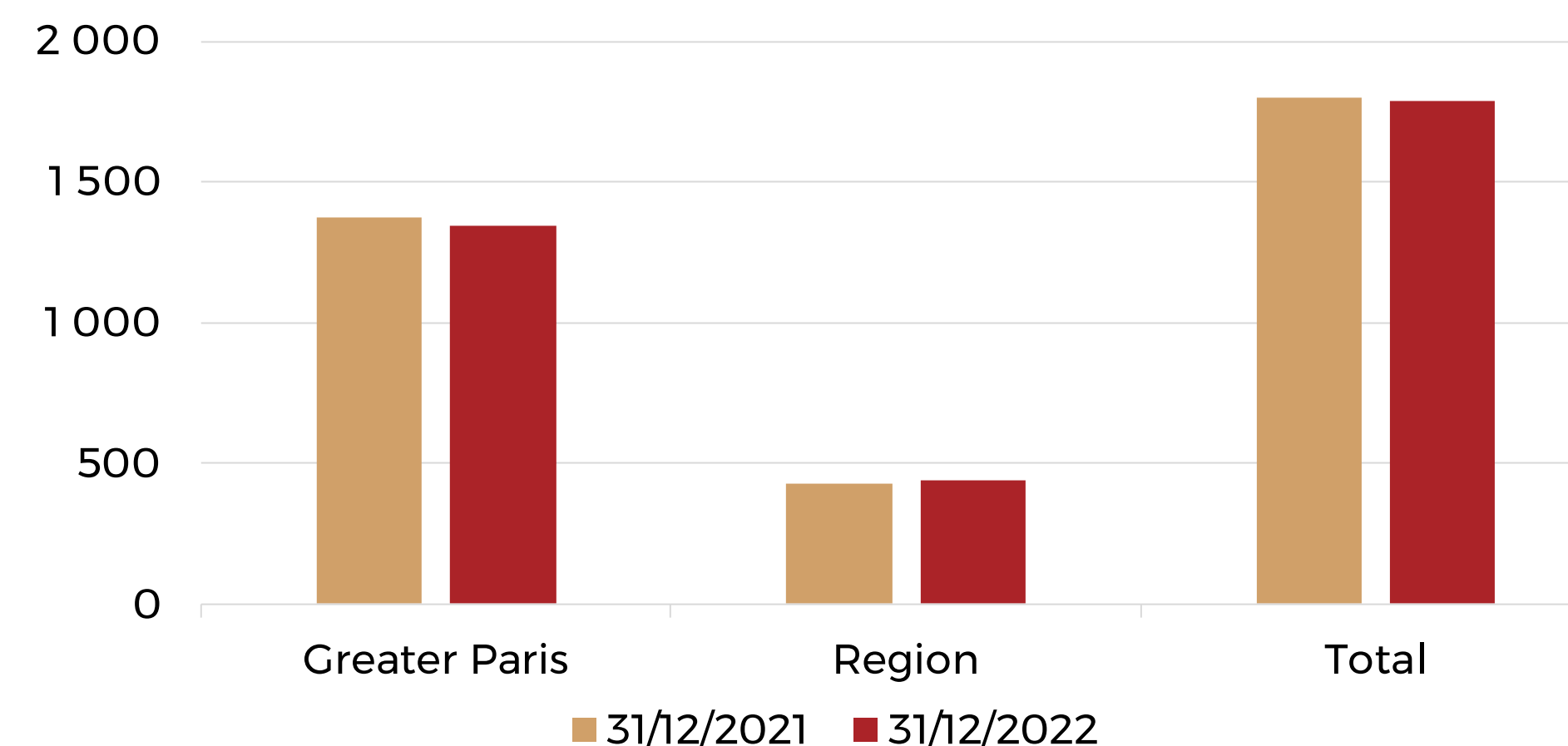
Valuation of the property portfolio (Fair Value) – per type of assets

(€m)	31/12/2021	31/12/2022	Var (%)
Offices	1,459.4	1,430.4	-2.0%
Ind. / Log.	172.8	182.8	5.7%
Mixed-use	113.2	147.5	30.3%
Residential	7.3	9.0	23.5%
Retail	29.9	3.1	-89.7%
Land	14.5	14.7	1.6%
Total portfolio	1,797.1	1,787.4	-0.5%



Valuation of the property portfolio (Fair Value) – by area

(€m)	31/12/2021	31/12/2022	Var (%)
Greater Paris	1,371.4	1,345.8	-1.9%
Region	425.6	441.6	3.7%
Total portfolio	1,797.1	1,787.4	-0.5%

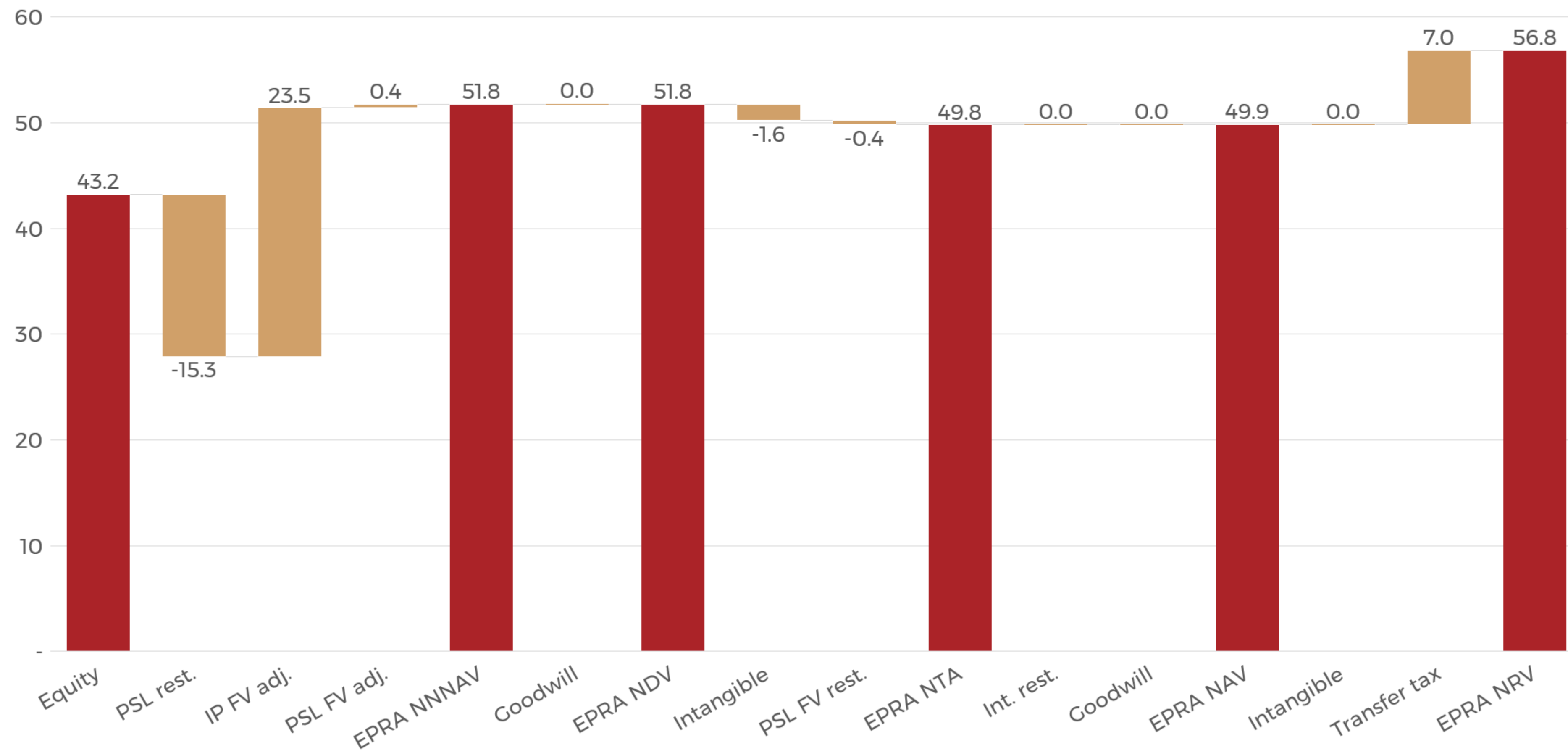


EPRA INDICATORS

€m	31/12/2020	31/12/2021	31/12/2022
EPRA Earnings	46.4	37.7	42.0
EPRA NNNAV	911.7	881.4	862.7
EPRA NDV	911.7	881.4	862.7
EPRA NTA	878.6	846.3	817.6
EPRA NAV	878.7	846.8	818.2
EPRA NRV	1,002.3	965.5	933.3
EPRA Initial Yield	4.1%	3.5%	3.6%
EPRA "Topped-up" Net Initial Yield	4.5%	4.0%	4.2%
EPRA Vacancy Rate	18.6%	24.4%	21.9%
EPRA Cost Ratio (including direct vacancy costs)	33.9%	39.0%	36.3%
EPRA Cost Ratio (excluding direct vacancy costs)	52.6%	52.5%	53.7%
EPRA Property Investments	61.8	34.3	54.8
In euros per share	31/12/2020	31/12/2021	31/12/2022
EPRA Earnings *	2.4	1.6	1.9
EPRA NNNAV ** (previous version)	55.0	53.0	51.9
EPRA NDV **	55.0	53.0	51.9
EPRA NTA **	53.0	50.9	49.1
EPRA NAV ** (previous version)	53.0	50.9	49.2
EPRA NRV **	60.4	58.1	56.1
Average number of diluted shares (excl. Tr. shares) *	16,594,263	16,602,564	16,607,922
Fully diluted number of shares **	16,583,368	16,620,401	16,636,800

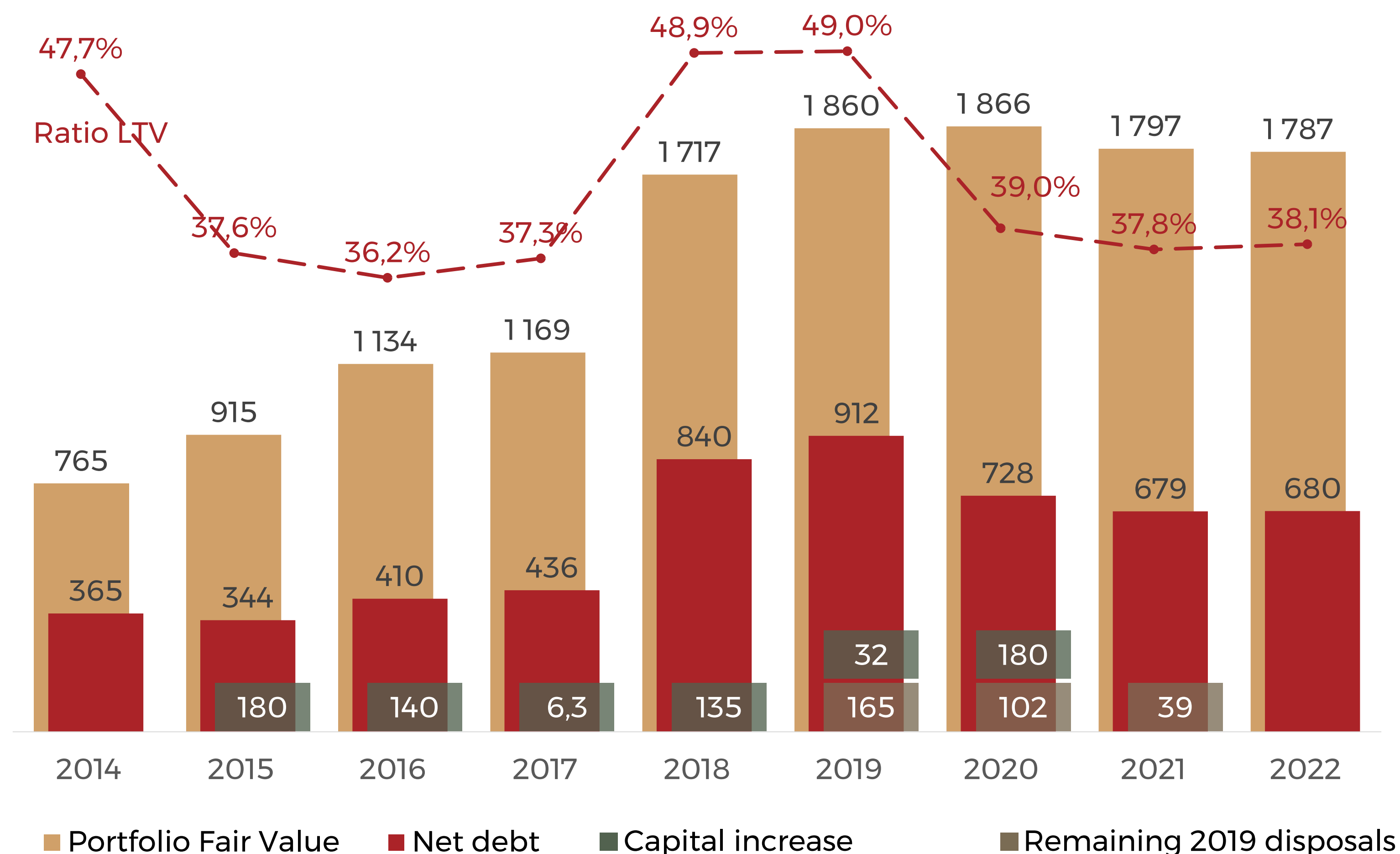
EPRA NAV

CALCULATION OF THE DIFFERENT NAV (EUROS PER SHARE)



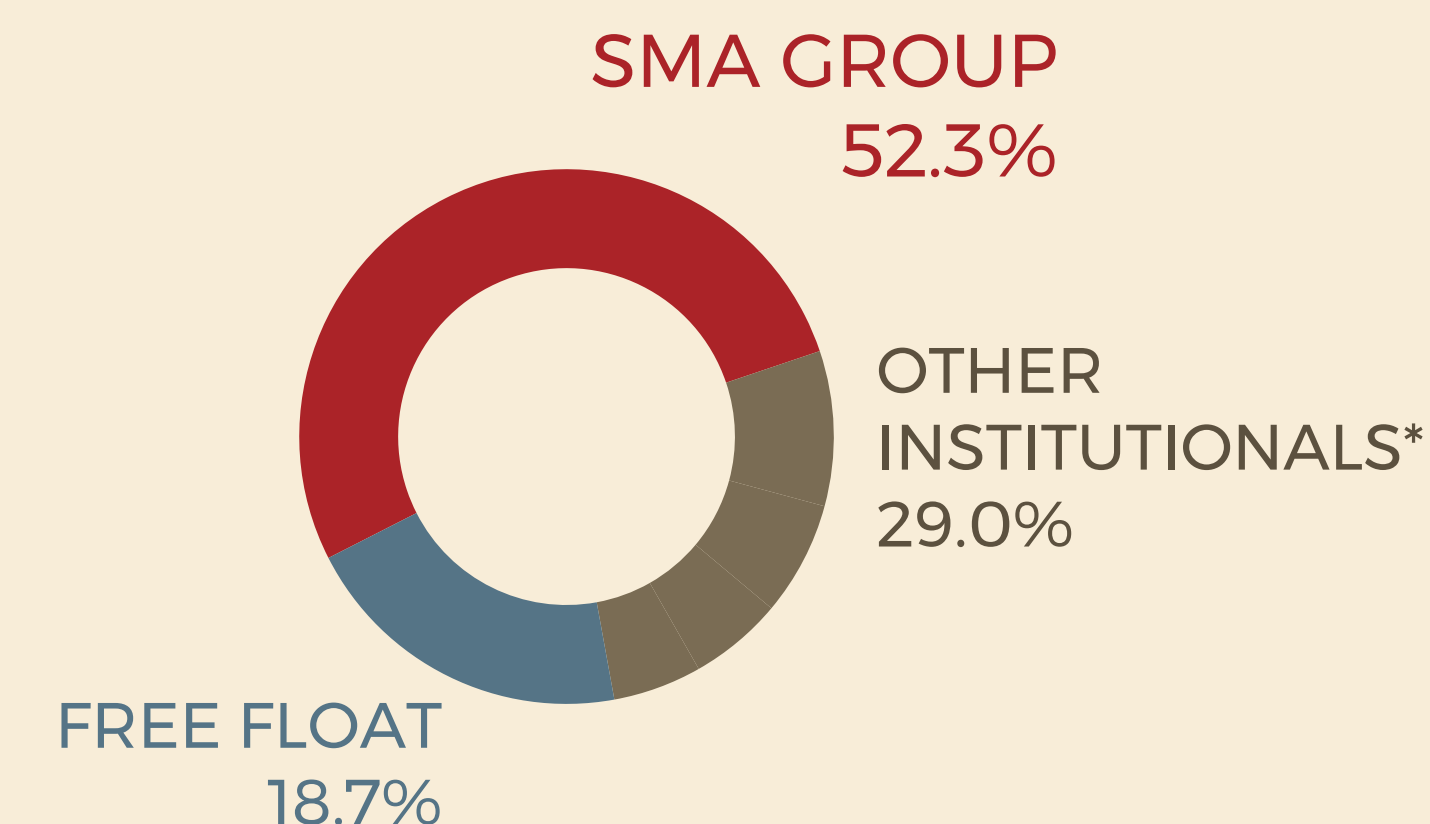
FINANCIAL STRUCTURE

FINANCIAL STRUCTURE CHANGE (€M)



Improved financial flexibility

A solid, stable and reliable shareholder base



* Malakoff Humanis 11.1%,
 Suravenir 6.9%,
 Mutuelle Générale 5.7%,
 AG Finance 5.4%

CONTACT

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Calendar

- 25 May 2023: General Shareholders' Meeting
- 15 June 2023: Dividend payment
- 26 July 2023: 2023 Half-Year results
- February-March 2024: 2023 Full-Year results

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