



29 July 2021

2021 Half-Year Results



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Carmila, the platform helping transform the retail sector



• Nice Lingostière – Nice (France)

CARMILA - 2021 HALF-YEAR RESULTS



• The health crisis has accelerated retail transformation



Purchasing power

73%

of French people say an ideal retail environment offers attractive prices⁽¹⁾



Omnichannel model

88%

of DNVBs say that having a physical store would boost their online traffic⁽²⁾



Convenience

61%

of French people have altered their purchasing habits, in favour of convenience⁽³⁾



Responsibility and local roots

63%

of customers would like to have closer links to our centres⁽⁴⁾



Carmila – the bespoke platform

Defending purchasing power

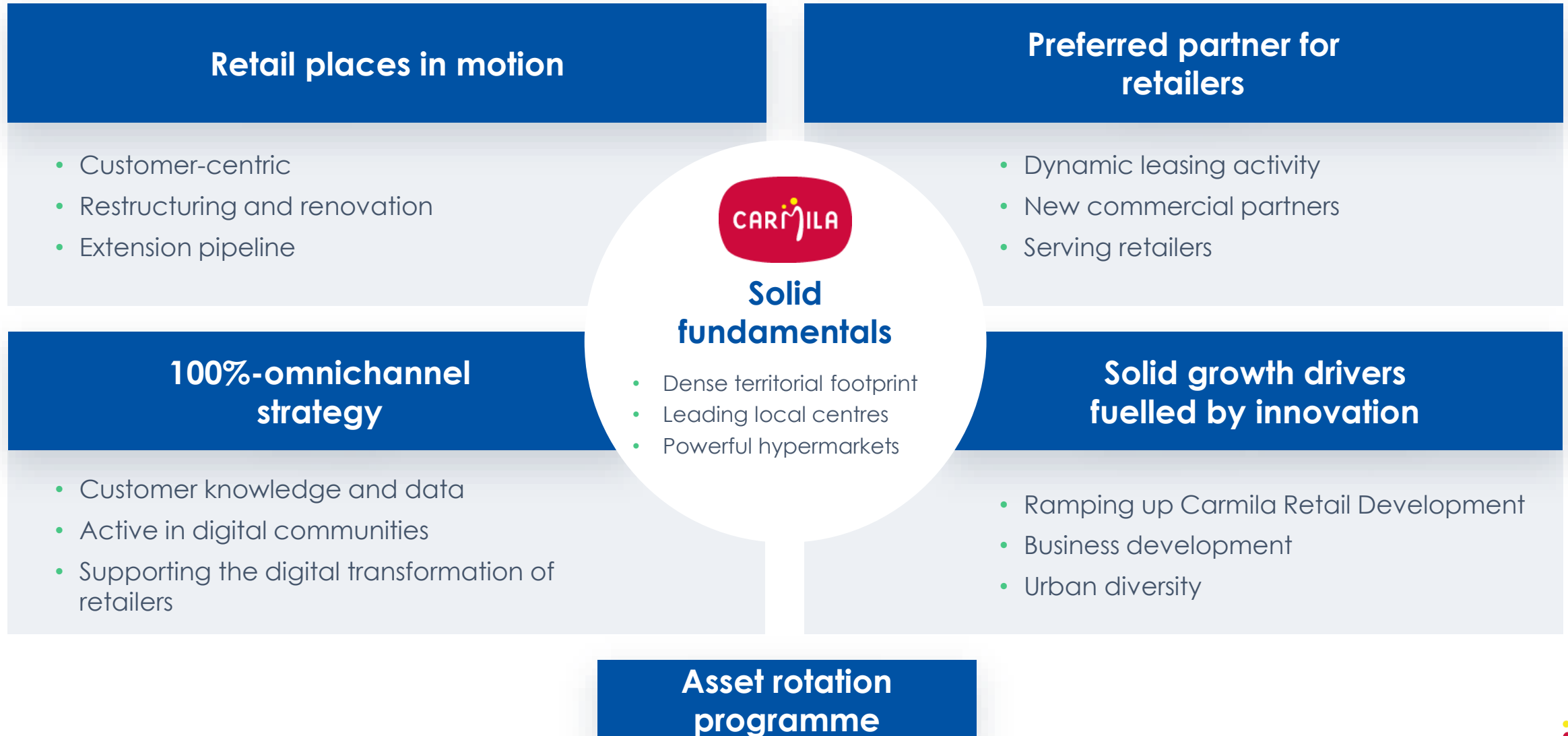
Combining the benefits of physical and online retail

Accessible, convenient, reassuring stores

Hubs that respect the environment, and play an active role in the local economy and community



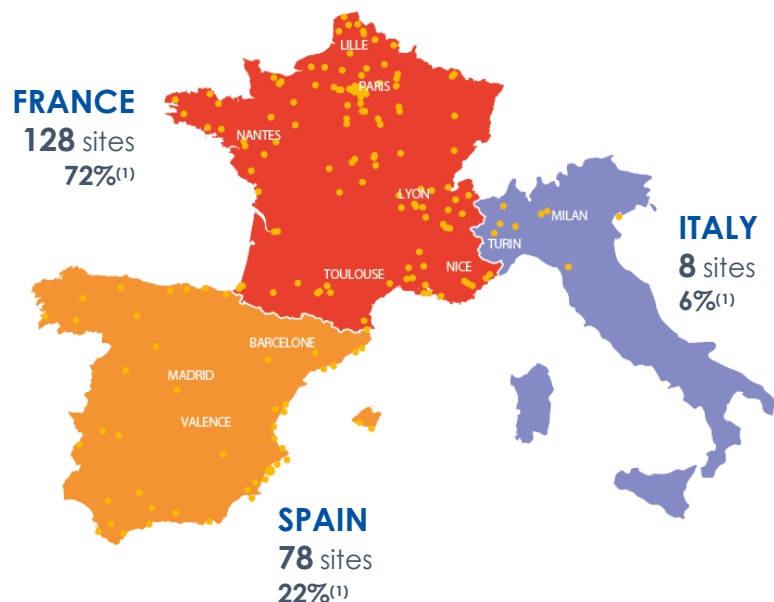
• Carmila, the platform helping transform the retail sector



■ Carmila's solid fundamentals

Unique regional coverage

- More than one-third of French and Spanish consumers are located less than 20 minutes from a Carmila centre
- Vitality of medium-sized urban centres



Leading local centres

- 650 million visits per year



Powerful Carrefour hypermarkets



The No.1
food format



At the heart of grocery
e-commerce



Carrefour's
performance

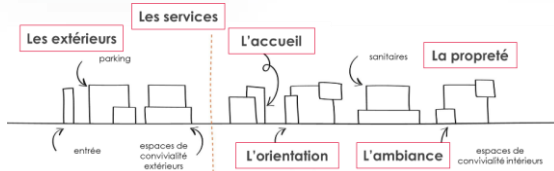


• A dynamic platform: innovative and omnichannel

Customer satisfaction



- **Customer-centric** culture, with satisfaction tracked throughout the journey



- Customers expect investments in **new segments**

Preferred partner for retailers



- Business partner supporting **transformation of retail brands and retailers**
- Working with the best **start-ups** to improve the performance of retailers
- Introduction of a **Net Promoter Score for tenants**

At the heart of omnichannel retail



- Synergies between **online and physical stores**, especially for independent retailers who account for 40% of our leases
- A **digital presence**, notably to attract GenZ'ers and DNVBs
- **Omnichannel synergies with Carrefour**



• A dynamic platform: powerful growth drivers

Ongoing efforts to enhance the value of the portfolio



- Ongoing **asset renovation** programme
- Developing **the food offering**
- Securing our **pipeline** of **5 major projects**: Montesson, Terrassa, Antibes, Toulouse Labège and Vénissieux

Deploying Carmila Retail Development



- Driving development of **4 partner retail brands**
- Establishing **new partnerships**
- Stepping up **Healthcare projects**



Stepping up new real estate activities



- **Urban mixed-use:**
 - 20 projects under consideration and 3 under way with Carrefour/Altares: Flins, Nantes Beaujoire and Sartrouville
- Developing our Lou5G **TowerCo**



• A dynamic platform: optimising capital allocation

Initiating an asset rotation programme



- **An initial divestment:** sale of the Nanteuil-lès-Meaux retail park
- **Sold at appraisal value**



Launching a share buyback programme



- Initial volume of €8 million
- Redeployment of Nanteuil-lès-Meaux proceeds
- **Optimising capital allocation**



- A dynamic platform: pursuing an ambitious CSR strategy



planète

Fight against climate change,
green value

- **BREEAM In-Use certification** under way at 40 new sites => Objective: **100% of our sites certified by 2025**
- Objective approved by the **Sciences Based Target** initiative

territoires

Local jobs, local economy,
community outreach

- Cooperation with local partners in **managing the health crisis**: 20 centres hosting vaccination hubs

collaborateurs

Diversity, change,
commitment

- Involvement of employees in the Carmila platform: **open innovation** competition in the 3 countries



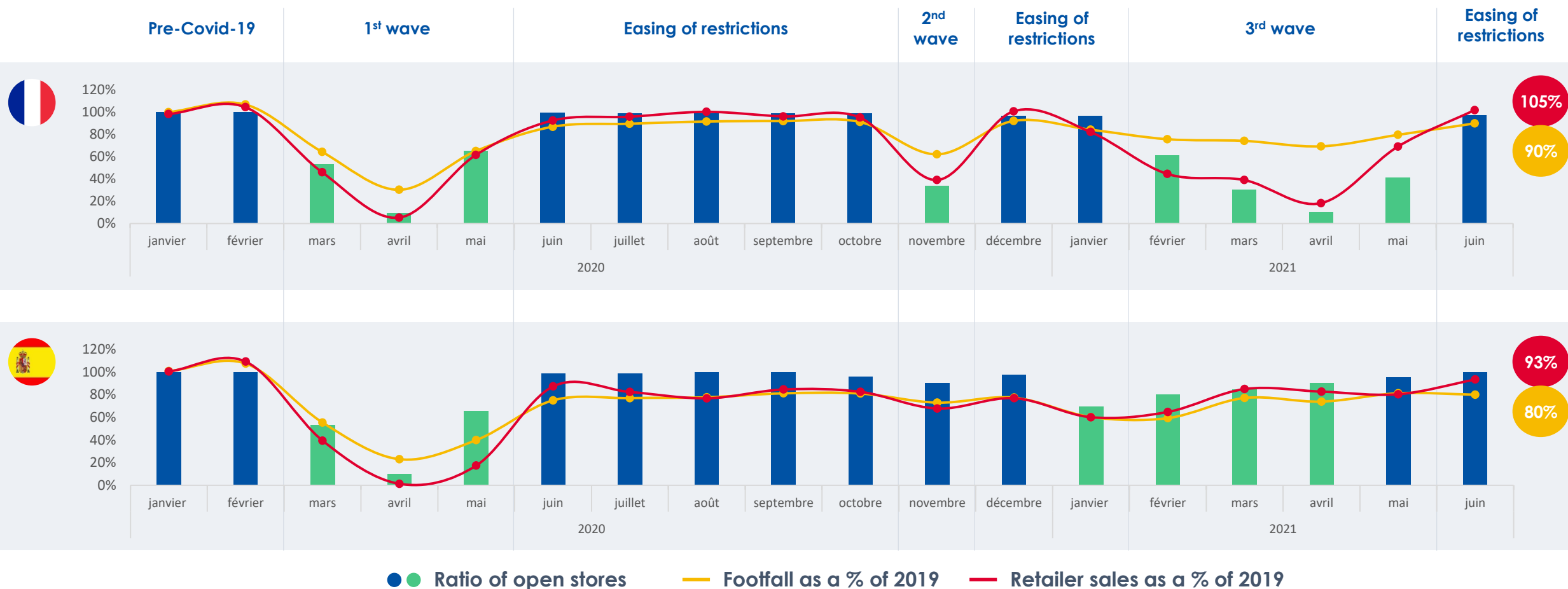
2021 Half-Year Business Review



Alcobendas – Madrid (Spain)



Dynamic reopening periods, with June-2021 footfall close to June-2019 levels



In first-half 2021, Carmila shops were closed for an average of 2.2 months in France, Spain and Italy

• Successful omnichannel initiatives

Customer engagement boosted by visibility and digital presence



Optimising centres' online presence to inform and reassure

- **41m** Google searches in centres: **+12%** vs H1 2020
- **130m** visits to centres' Facebook pages: **+29%** vs H1 2020



Expanding our digital communities
=> **1.9m** subscribers to centre influencers

+300% vs H1 2020



Enriching customer data
3.6m opt-in contact points **+14%**

Actions to support retailers in their omnichannel transformation

LIVE
SHOPPING

SHOPPING
PAY

Deploying **omnichannel solutions** to raise visibility and drive sales



Partnerships with the best digital players to help retailers – especially independents – make the most of **reopening periods**



Consolidating **synergies with Carrefour**: marketplace in Spain



- Strong leasing momentum since the beginning of this year



541 leases signed in first-half 2021
9.0% of rental base (+40% vs H1 2019/+140% vs H1 2020)

Reversion
vs ERV

+3.9%

Reversion
on renewals

+3.0%

Upturn in Specialty
Leasing and Pop-up
stores in June 2021

+38%



- Innovative leasing approach, aligned with customers expectations

RETAIL BRANDS LEADERS IN THEIR SEGMENTS



NEW, UP-AND-COMING LEADERS



NEW CONCEPTS



LOCAL RETAILERS



■ A solid rental base

Stable rental base



-0.6%

(on a like-for-like basis vs 31 Dec. 2020)

Robust financial occupancy



95.7%

(stable vs 31 Dec. 2020 and vs 30 June 2020)

Limited impact of insolvency proceedings



-0.5%

(impact on rental base at 30 June 2021)

Limited lease terminations



-1.3%

(impact on rental base at 30 June 2021)

Reduced exposure to fashion



32.4%

(vs 36.6% at 31 Dec. 2017)



- Successful opening of Cité Europe project and Nice Lingostière extension, showcasing Carmila's know-how

Nice Lingostière extension fully let



- **+50** units
- **+12,000 sq.m.** gross leasable area
- **€90m** investment
- Footfall **+30%** from 19 May to 30 June 2021 vs 2020



Transformation of Cité Europe (Calais-Coquelles)

- New opening **PRIMARK®**
- **Modernised** Cité Gourmande leisure and restaurant complex
- Footfall **+65%** from 19 May to 30 June 2021 vs 2020



- Active pipeline of largely retail extension projects

Pipeline comprising five major projects



Commercial development clearance for Montesson



Carrefour's leading French hypermarket



Accelerating expansion of Carmila Retail Development

A very buoyant first half

- **Equity stakes** in early-stage retail brands
- **4** major partners



- **37** openings in H1 2021 and **44** planned for H2 2021
- New partners in H1 2021



Successful first Healthcare centre openings



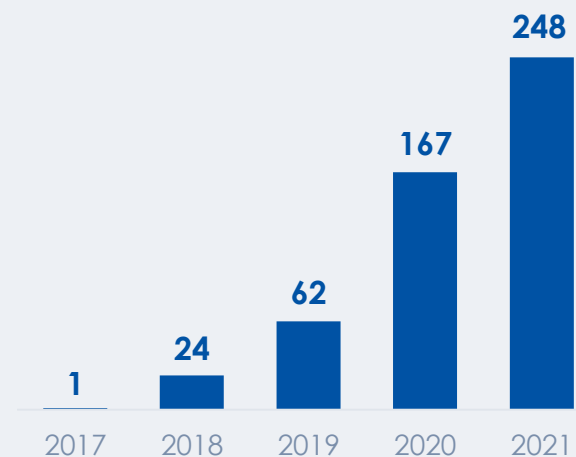
- **4** Vertuo dental practices opened in H1 2021
 - Athis Mons
 - Sartrouville
 - Nantes Beaujoire
 - Perpignan Clairia
- **5** openings scheduled for H2 2021

DENTALSTAR

- **2** DentalStar practices opened in Spain in H1 2021
 - Montigalá
 - Cabrera de Mar

Projection to end 2021

- **248** stores and dental practices at end 2021
- of which **118** in the Carmila portfolio, generating **€5m** in rental income



Capitalisation rates have stabilised

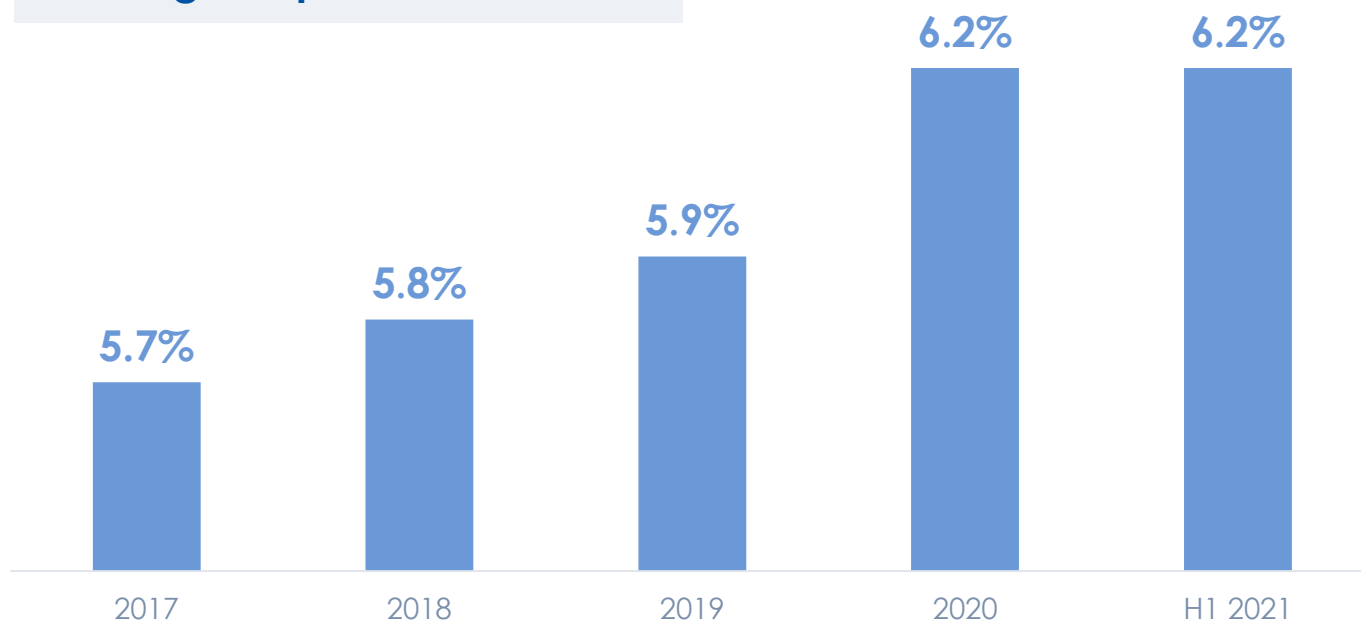
First half-year of stable capitalisation rate since 2017

6.20%

Average capitalisation rate⁽¹⁾

Change
vs 31 Dec. 2020

+0
bps



Carmila's core strengths

- **Attractively-priced rents** (€255/sqm)
- A **fully-renovated** portfolio of assets
- Stable occupancy
- **Dynamic** leasing activity
- **Positive reversions**



- Stable appraisal values underscoring solidity of the portfolio

€6,135m

Market value

incl. transfer taxes

30 June 2021
(vs 31 Dec. 2020)

-0.2%

Total (reported)

Like-for-like
change
(vs 31 Dec. 2020)

-0.2%

Total (like-for-like)



€4,415m

-0.4%

-0.4%



€1,368m

+0.5%

+0.5%



€352m

+0.1%

+0.1%



2021 Half-Year Results



FAN - Mallorca (Spain)

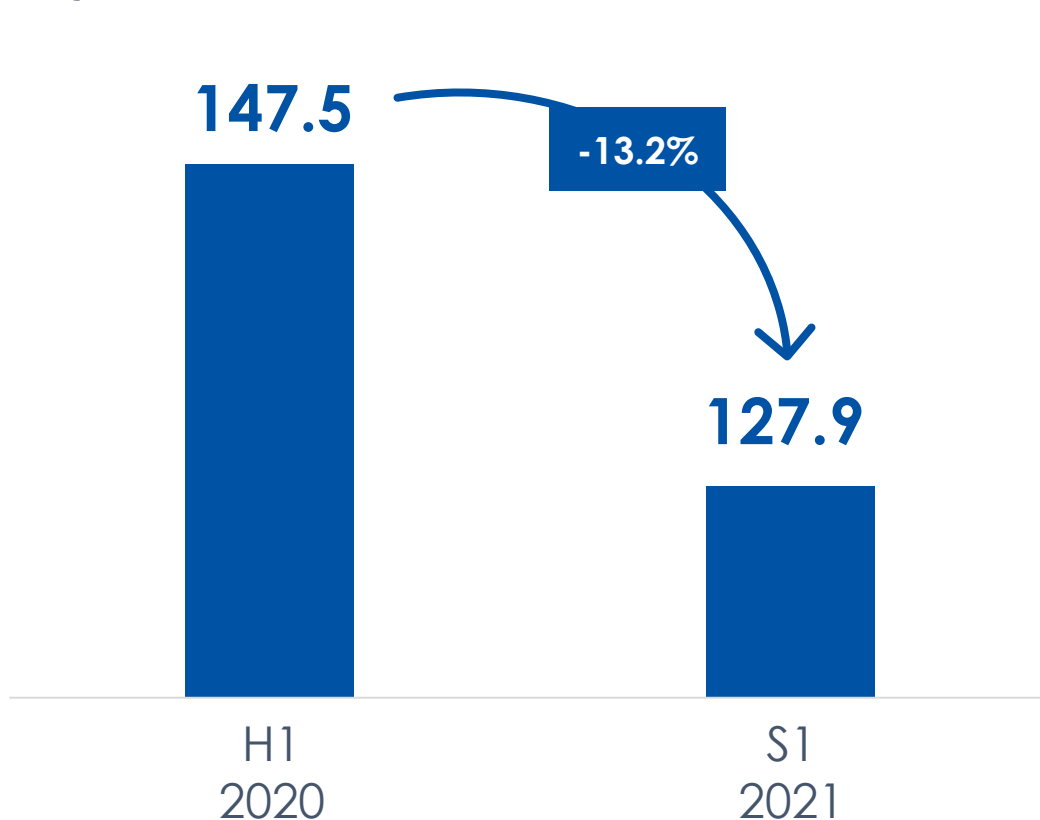
CARMILA - 2021 HALF-YEAR RESULTS



- Decrease in net rental income (NRI), hit by the business environment

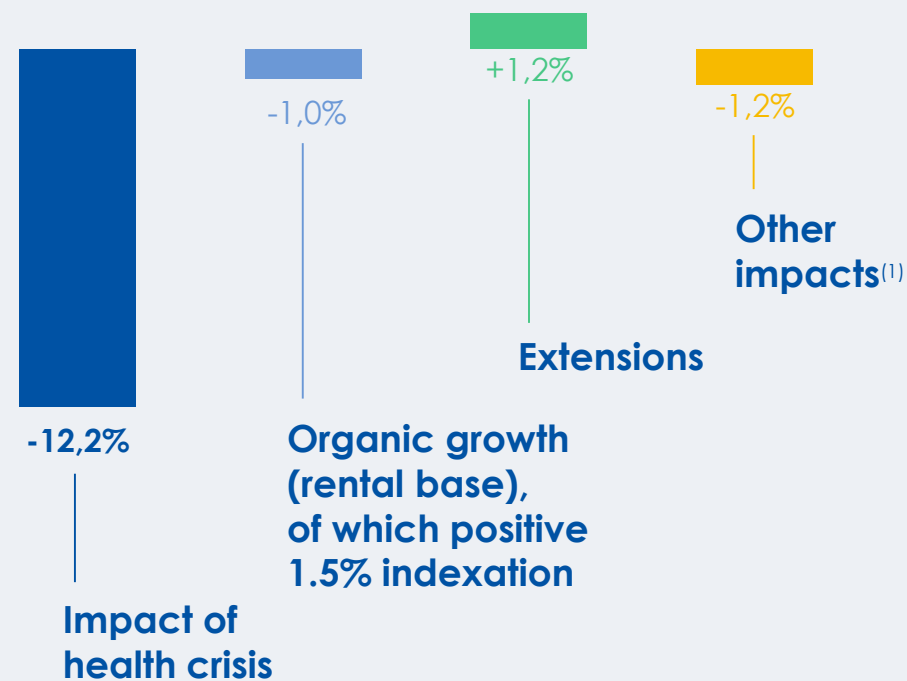
Net rental income in €m

€m

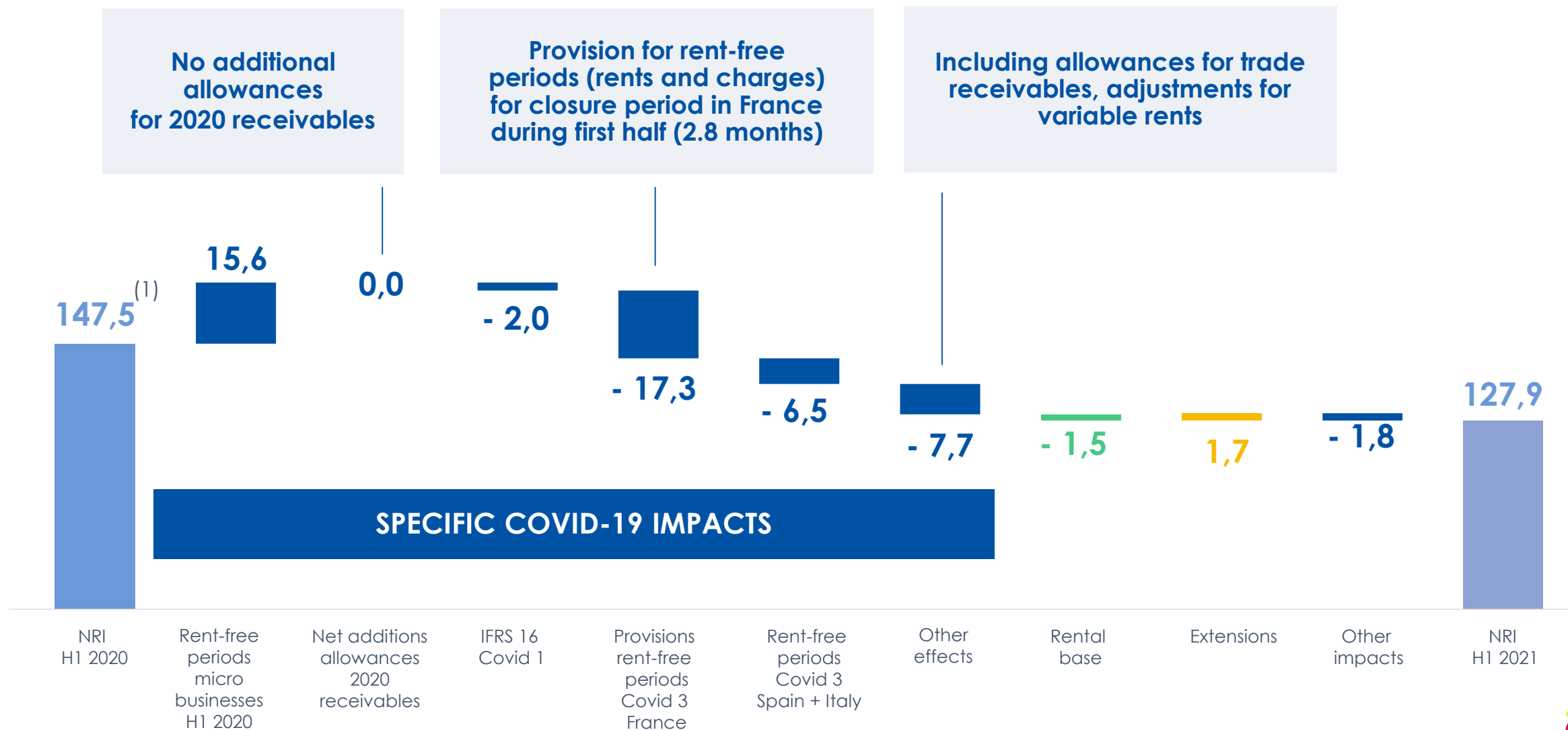


Net rental income trends




H1 2021 vs H1 2020

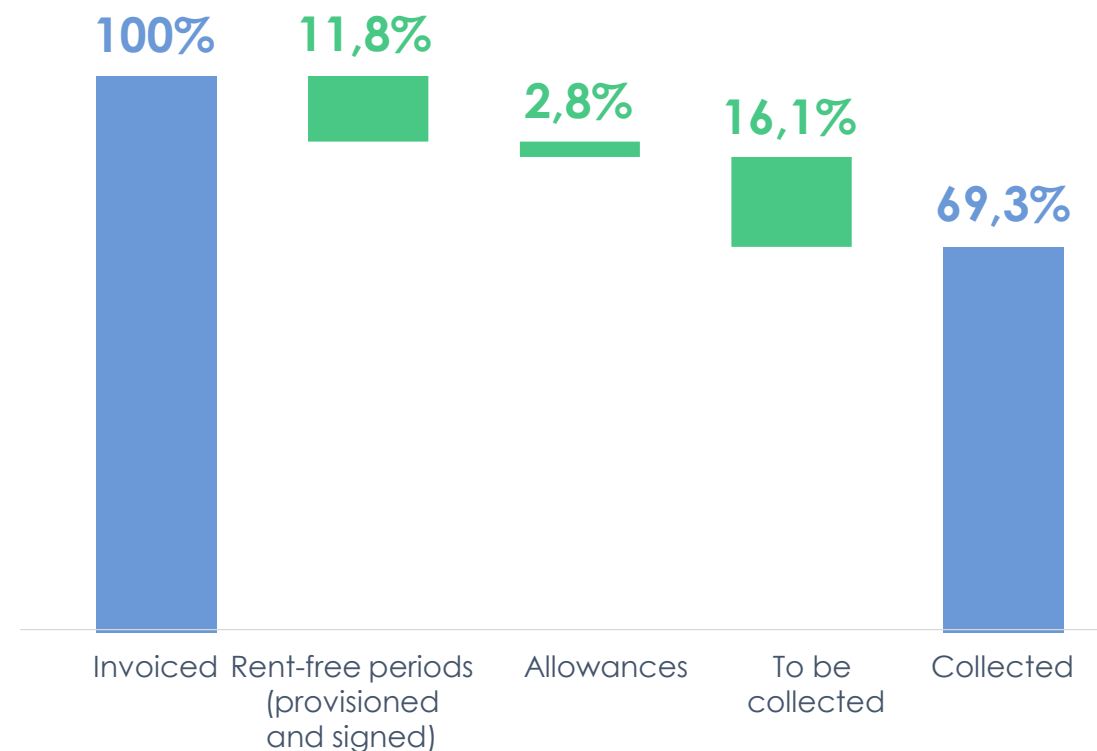


- All estimated impacts of closures in the first half recognised in H1 2021



- H1 2021 collection rate at 69.3%, delay due to tenants anticipating financial support package in France**

			
19 July 2021			
Q1	71.3%	66.7%	84.6%
Q2	67.2%	60.3%	87.1%
o/w June	77.8%	73.1%	95.7%
H1	69.3%	+5 pts %	Change vs 30 June 2021
30 June 2021			
H1	63.6%		



- EBITDA down 16.1% to €104.7m

Reconciliation between rental income and recurring earnings

€m	H1 2020	H1 2021
Net rental income	147.5	127.9
Overhead costs	-25.3	-24.4
Other oper. inc. and exp.	-1.5	
Equity-accounted companies	0.9	1.1
EBITDA	121.5	104.7
Net financial expense (cash items)	-27.2	-29.5
Income taxes	-0.3	-0.5
Other	-0.1	-0.6
Recurring earnings ⁽¹⁾	93.9	74.1
IFRS 16 Covid impacts	0	+2
Recurring earnings (excl. IFRS 16 Covid impacts)	93.9	76.2

Comments on the half-year results

Overhead costs

- €0.9m of savings in the first half

Financial results

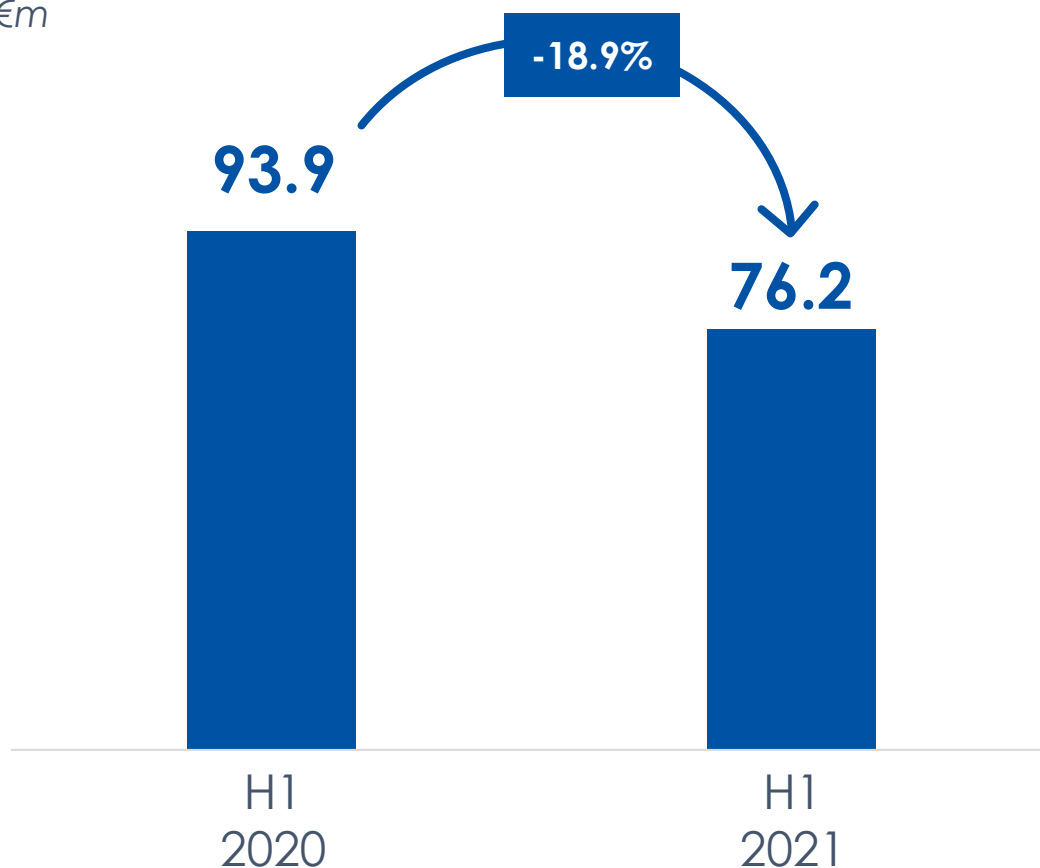
- Increase in interest expense on bonds (+€3.8m)
- Decrease in interest expense on bank loans (-€1.6m)



- Recurring earnings squeezed by health restrictions from February to May

Recurring earnings⁽¹⁾ (excl. IFRS 16 Covid impacts)

€m



Recurring earnings
per share at
30 June 2021

→
€0.52/share

including IFRS 16 impacts

€0.53/share

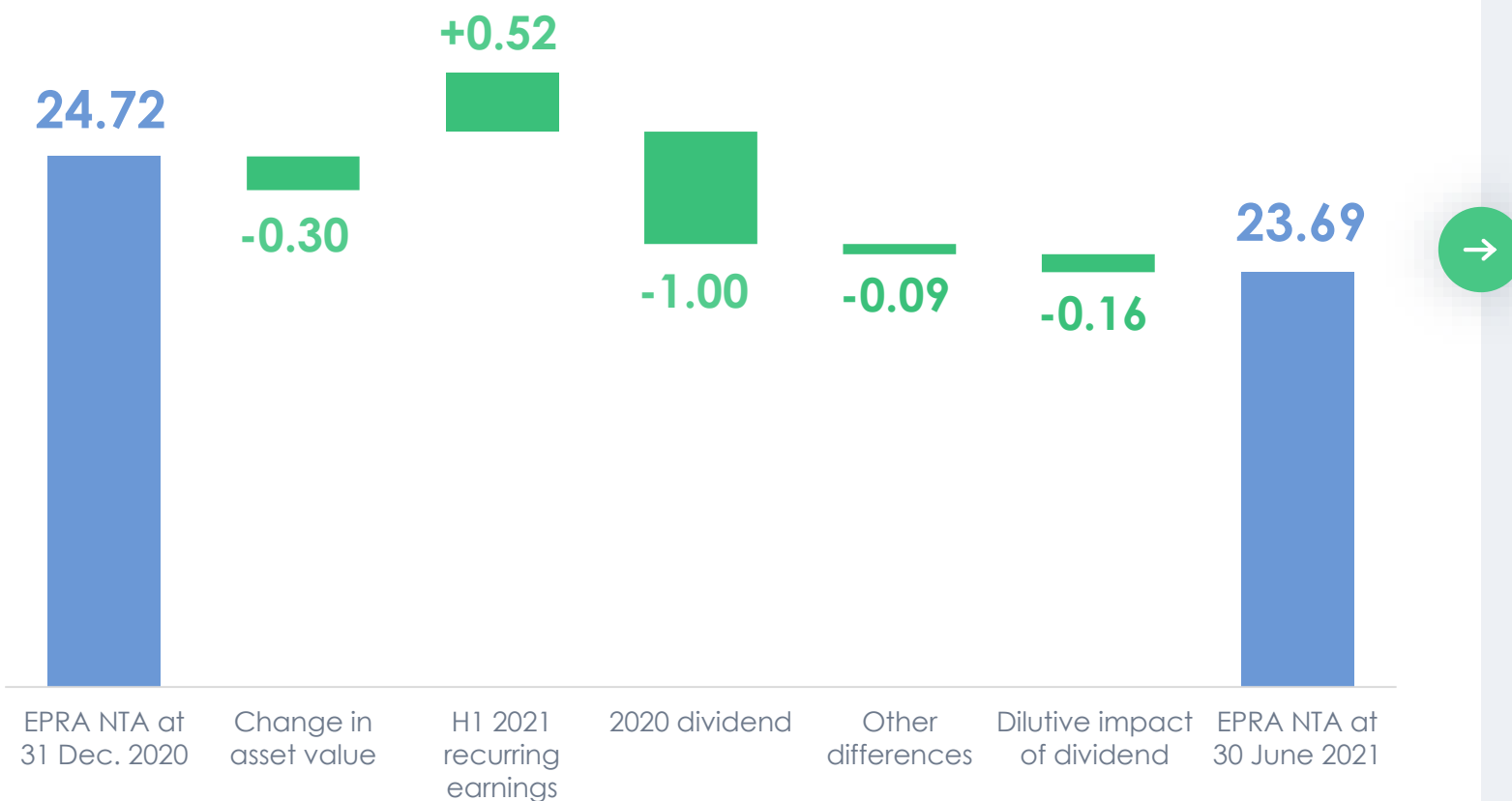
excluding IFRS 16 Covid impacts



Change in NAV: EPRA Net Tangible Assets⁽¹⁾

Analysis of change in EPRA Net Tangible Assets

In € per share



EPRA NTA

at 30 June 2021 – fully diluted

€23.69/share

-4.2%

(1) NTA is the new EPRA indicator corresponding to EPRA NAV: it provides a view of Net Asset Value excluding transfer taxes, fair value adjustments to financial instruments and the deferred tax impact



- Net debt and LTV ratio took a temporary hit from the collection situation

€m



GAV (€m)

6,150

6,135

6,135

LTV⁽¹⁾
(incl. tt)

37.0%

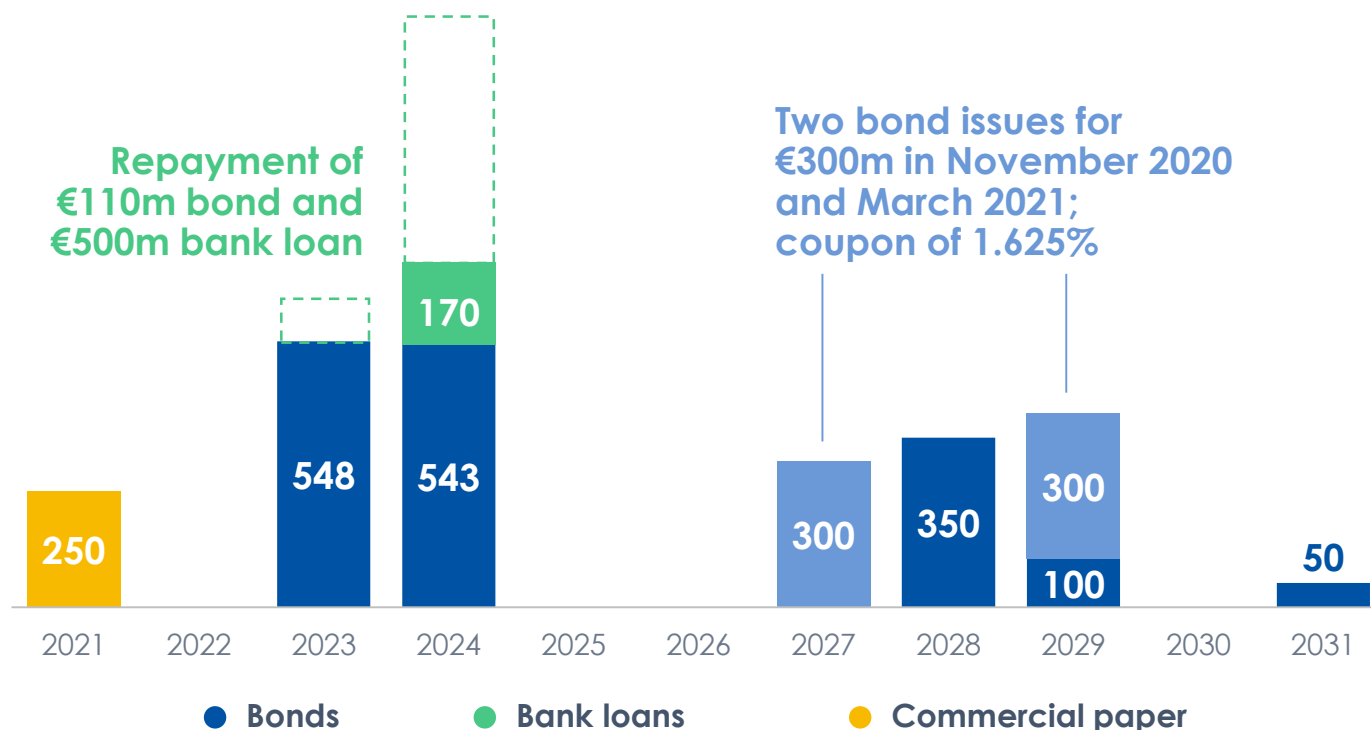
39.4%

38.9%



Financial position consolidated since end 2020

Debt repayment schedule



Average cost of debt
2.0%

Average remaining maturity
4.6 years

- No major borrowings falling due **before 2023**
- **BBB rating with a negative outlook confirmed** by S&P in May 2021
- **Significant €951m liquidity** (including €192m in net cash)
- **No risk** of breaching banking covenants (ICR = 3.4x)

Conclusion



Cité Europe, Calais-Coquelles (France)



■ Carmila, the platform helping transform the retail sector

- The health crisis has accelerated the transformation of retail. Carmila has learned to adapt, **deploying changes to its platform in record time** and keeping pace with a changing retail landscape.
- In **Growth drivers** will help boost business in the coming months and years.
- Carmila will be staging an **Investor Day** in the autumn to present in detail its growth drivers and strategy.
- In view of the uncertainty linked to the health situation, the impact of a fourth wave of the pandemic, particularly in Spain, the prolonged state of emergency in France and arrangements for the health pass, Carmila is **proceeding cautiously with its full-year financial projections**, and accordingly, will not be providing guidance for its full-year 2021 earnings.
- Carmila is highly resilient and the Group has solid growth prospects. While the current context remains concerning, in view of Carmila's capacity to rebound and the sustainability of its development, management is **confident in the Group's model**.





29 July 2021

