



# HY 2021 RESULTS

September 2021



# AGENDA

- ☐ Highlights HY 2021
- ☐ Activity Report
- ☐ International Growth plan 2017-2026 : roll out
- ☐ Market insights
- ☐ Strategy
- ☐ Portfolio
- ☐ Financial Report
- ☐ Statement Covid-19 – Outlook 2021



# HIGHLIGHTS HY 2021

**OBTENTION OF PERMIT** AT 30/06/2021  
25.350 M<sup>2</sup>

**FORECAST 2021**  
**300.250 M<sup>2</sup>**

**HY 2021 RESULTS :**  
**€ 29,6 M**  
(vs. 2020 : € 19,62 M)

**MAJOR CONTRIBUTION:**  
**VACI GREENS F**  
€ 30,65 M



## MAJOR ACQUISITIONS

BUDAPEST : BAKERSTREET & LAKE 11  
PARIS : RUE VICTOR HUGO  
LUXEMBOURG : CLOCHE D'OR



**ACTIVE IN 10 COUNTRIES**

**ISSUE OF TWO « GREEN RETAIL BOND » TRANCHES**  
**AT 4 AND 6 YEARS : € 100 M**

March 2021



# HY 2021 ACTIVITY REPORT



*HBC – Bucharest*



## Value creation cycle



# ACTIVITY REPORT

## ACQUISITIONS BASED ON PAYMENTS

<u>PARTICIPATION</u>	<u>LOCATION</u>	<u>NAME OF PROJÉT</u>	<u>FUNCTION OF PROJÉT</u>	<u>POTENTIAL SURFACE</u>	<u>NET IMPACT TREASURY</u>	<u>BUILDING PERMIT FORECAST</u>
33%	Brussels	CCN	Mixed	43.300 m <sup>2</sup>	X	Q1/2023
100%	Luxembourg	Renault	Office	34.000 m <sup>2</sup>	X	Q4/2022
100%	Warsaw	Fort 7	Mixed	250.000 m <sup>2</sup>	X	Q2/2022
100%	Paris	Victor Hugo	Office	6.500 m <sup>2</sup>		Q3/2022
100%	Budapest	Bakerstreet II	Office	24.500 m <sup>2</sup>	X	Q4/2021
100%	Budapest	Lake 11	Residential	92.000 m <sup>2</sup>	X	Q3/2021
100%	London	Fleet House	Office	7.000 m <sup>2</sup>		2022
TOTAL :				157.500 m <sup>2</sup>	TOTAL INVESTMENT : € 209,75 M	

# ACTIVITY REPORT

## APPLICATION FOR BUILDING PERMITS

<u>INTRODUCTIONS</u>	<u>LOCATION</u>	<u>NAME OF PROJÉT</u>	<u>FUNCTION OF PROJÉT</u>	<u>POTENTIAL SURFACE</u>	<u>BUILDING PERMIT FORECAST</u>
APRIL 2021/JUNE 2021	Brussels	City Dox lot 5 & 7	Residential + retail (5.100 m²)	38.000 m²	2022
JUNE 2021	La Hulpe	Les Berges de l'Argentine	Residential	21.600 m²	2023
MAI 2021	Düsseldorf	Heinrichstrasse	Office	14.000 m²	Q1/2022
			TOTAL	73.600 m²	
<u>FORECAST</u>	<u>LOCATION</u>	<u>NAME OF PROJÉT</u>	<u>FUNCTION OF PROJÉT</u>	<u>POTENTIAL SURFACE</u>	<u>BUILDING PERMIT FORECAST</u>
Q4/2021	Brussels	CCN	Mixed	43.300 m²	Q1/2023
Q4/2021	Deinze	De Molens Phase 2	Residential	9.500 m²	Q4/2022
Q3/2021	Mons	Au fil des grands prés	Residential	10.000 m²	2022
Q3/2021	Luxembourg	Perspectiv' [50%]	Mixed	33.500 m²	Q2/2022
Q3/2021	Luxembourg	Square42	Office	21.600 m²	Q1/2022
Q4/2021	Warsaw	FORT7	Office/Retail	50.000 m²	Q2/2022
Q4/2021	Budapest	Bakerstreet II	Office	24.500 m²	Q4/2021
Q3/2021	Budapest	Lake 11	Residential	92.000 m²	Q3/2021
Q4/2021 ?	London	Fleet House	Office	7.000 m²	2022
			TOTAL	291.400 m²	

# ACTIVITY REPORT

## GETTING OF BUILDING PERMIT

<u>DELIVERANCE</u>	<u>LOCATION</u>	<u>NAME OF PROJET</u>	<u>FUNCTION OF PROJET</u>	<u>POTENTIAL SURFACE</u>
June 2021	Deinze	De Molens phase 1 (50%)	Residential	6.600 m <sup>2</sup>
April 2021	Budapest	Bakerstreet I	Office	18.750 m <sup>2</sup>
			TOTAL	25.350 m <sup>2</sup>

<u>BUILDING PERMIT FORECAST</u>	<u>LOCATION</u>	<u>NAME OF PROJET</u>	<u>FUNCTION OF PROJET</u>	<u>POTENTIAL SURFACE</u>
Q4/2021	Brussels	Realex	Office	52.560 m <sup>2</sup>
2022	Brussels	City Dox Lot 4 & 7	Residential/retail	40.000 m <sup>2</sup>
2022	Mons	Au fil des grands prés	Residential	10.000 m <sup>2</sup>
Q3/2021	Lisbon	WellBe	Office	29.100 m <sup>2</sup>
Q4/2021	Warsaw	Lakeside	Office	26.490 m <sup>2</sup>
Q4/2021	Budapest	Bakerstreet II	Office	24.500 m <sup>2</sup>
Q3/2021	Budapest	Lake 11	Residential	92.000 m <sup>2</sup>
			TOTAL	274.650 m <sup>2</sup>



# ACTIVITY REPORT

## PROJECTS UNDER CONSTRUCTION

PROJECT NAME	LOCATION	FUNCTION	SURFACE UNDER CONSTRUCTION	DELIVERY FORECAST	<u>TYPE OF RISK</u>
City Dox lot 3	Brussels	Residential	29.200 m <sup>2</sup>	Q4 2021	Low risk
City Dox lot 3	Brussels	Office	7.800 m <sup>2</sup>	Q4 2021	At risk
De Molens	Deinze	Residential	6.600 m <sup>2</sup>	Q4 2023	Partial risk
Au Fil des Grands Prés	Mons	Office	14.500 m <sup>2</sup>	Q3 2023	Low risk
Twist	Luxembourg	Office/Residential	15.000 m <sup>2</sup>	Q4 2023	Low risk
Com'Unity	Bezons	Office	37.000 m <sup>2</sup>	Q4 2021	At risk
Am Wehrhahn	Düsseldorf	Residential/retail	4.250 m <sup>2</sup>	Q1 2023	Partial risk
Lakeside	Warsaw	Office	26.500 m <sup>2</sup>	Q2 2023	At risk
ABC B	Budapest	Office	17.000 m <sup>2</sup>	Q4 2021	Partial risk
Roseville	Budapest	Office	16.000m <sup>2</sup>	Q2 2022	At risk
Bakerstreet I	Budapest	Office	18.750 m <sup>2</sup>	Q1 2023	At risk
Dacia	Bucharest	Office	16.000 m <sup>2</sup>	Q3 2021	Low risk
@Expo B	Bucharest	Office	22.000 m <sup>2</sup>	Q3 2021	At risk
@Expo A	Bucharest	Office	32.000 m <sup>2</sup>	Q3 2022	Partial risk
Up-site Bucharest	Bucharest	Residential	31.150 m <sup>2</sup>	Q4 2023	Low risk
<u>TOTAL :</u>			293.750 m <sup>2</sup>		

# ACTIVITY REPORT

## LETTING AND SALES

LETTING	<u>LOCATION</u>	<u>PROJECT NAME</u>	<u>SURFACE</u>	<u>TENANTS</u>
	La Hulpe	Les Berges de l'Argentine	250 M <sup>2</sup>	Statec Emerson Chemaxon
	Luxembourg	Twist	10.600 M <sup>2</sup>	
	Warsaw	UBC 2	3.550 M <sup>2</sup>	
	Budapest	Vaci Greens E	3.990 M <sup>2</sup>	
	Budapest	Vaci Greens F	110 M <sup>2</sup>	
		HBC	2.250 M <sup>2</sup>	
		TOTAL	20.750 M <sup>2</sup>	
SALES OFFICES	<u>LOCATION</u>	<u>PROJECT NAME</u>	<u>SURFACE</u>	<u>BUYERS</u>
	Brussels	Realex	26.000 M <sup>2</sup>	Commission Caracal Adventum
	Budapest	Vaci Greens F	27.500 M <sup>2</sup>	
	Bucharest	Hermes Business C.	75.500 M <sup>2</sup>	
		TOTAL	129.000 M <sup>2</sup>	
SALES RESIDENTIAL	<u>LOCATION</u>	<u>PROJECT NAME</u>	<u># UNITS</u>	
	Brussels	City Dox	198	
	Bucharest	Up-Site Bucharest	140	
		TOTAL	338	

# INTERNATIONAL GROWTH PLAN



*Perspectiv' - Belval*



*The Stage – The Hague*

# INTERNATIONAL GROWTH PLAN

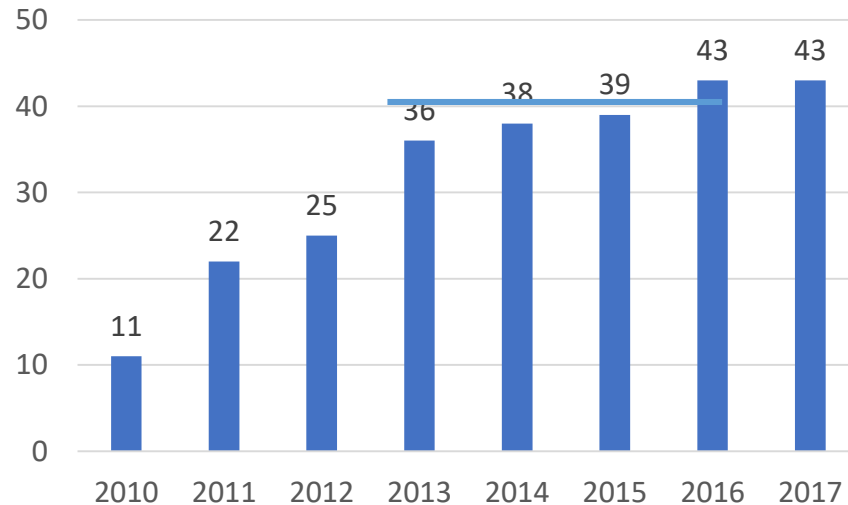
**10** Countries in Europe  
**16** Cities  
**33** Projects  
**1 300 000 m<sup>2</sup>** in portfolio



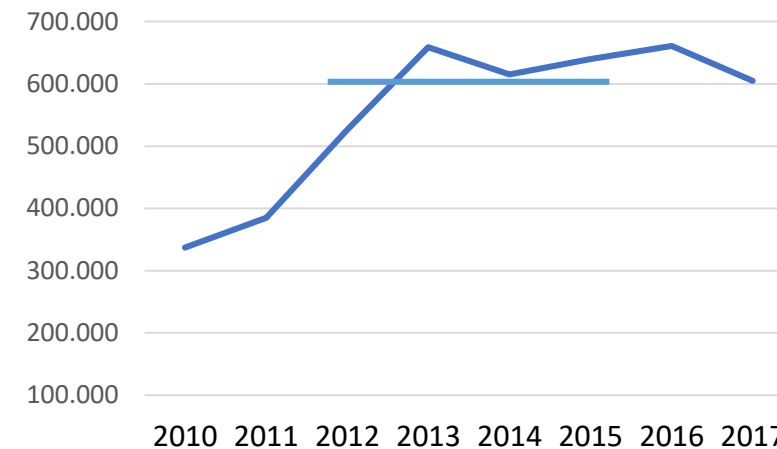
# INTERNATIONAL GROWTH PLAN

Initial situation : 2013 - 2016

Graphic « Project gross margin »/ year in € M



Graphic « Portfolio size » in m<sup>2</sup>

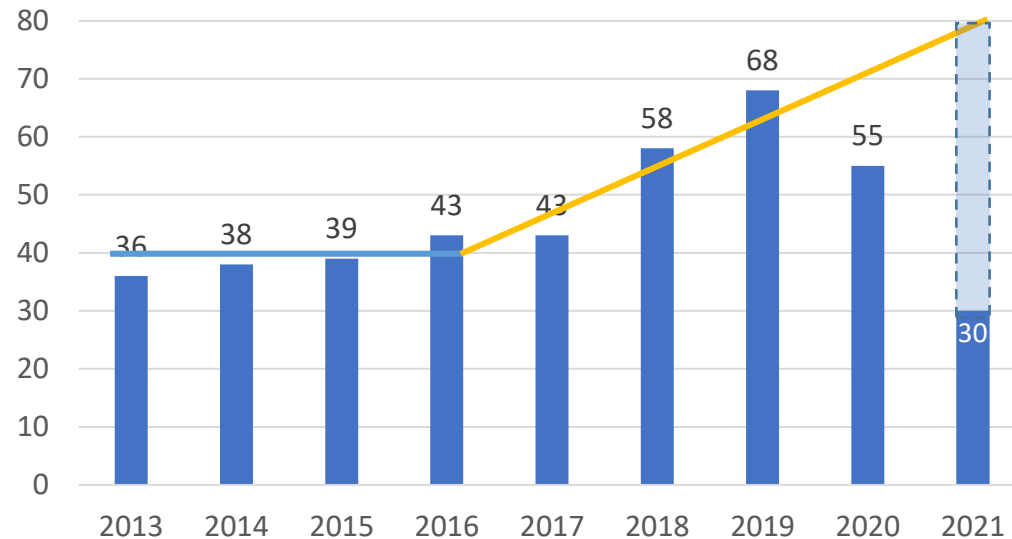


- « Plateau period » : Gross margin :  $\pm$  € 40 M and Portfolio :  $\pm$  600,000 m<sup>2</sup>
- Development parameters : Minimum average Gross margin € 400/m<sup>2</sup> ; Average duration of a project : 6 years

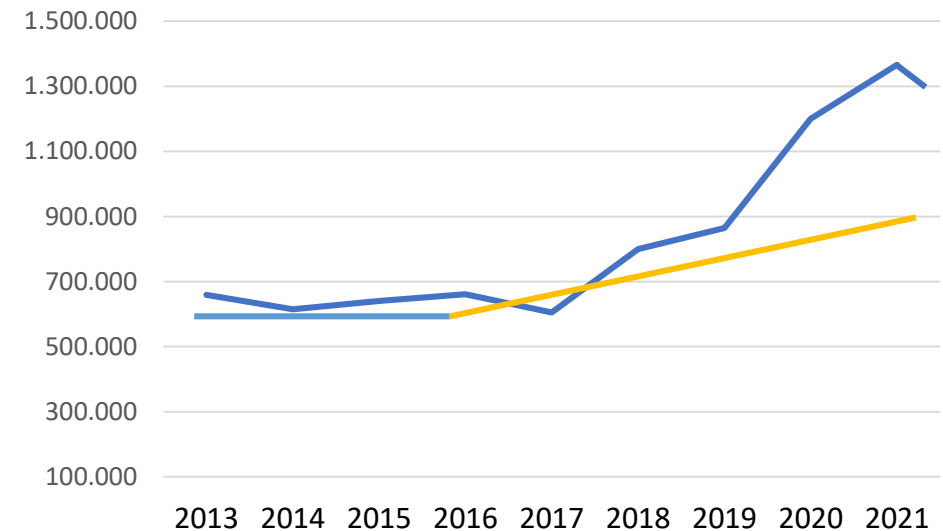
# INTERNATIONAL GROWTH PLAN

## Phase 1 : 2017 – 2021 (expansion of territories)

Graphic « Projects gross margin »/ year in € M



Graphic « Portfolio size » in m<sup>2</sup>



Phase 1 : Towards a doubled gross margin thanks to :

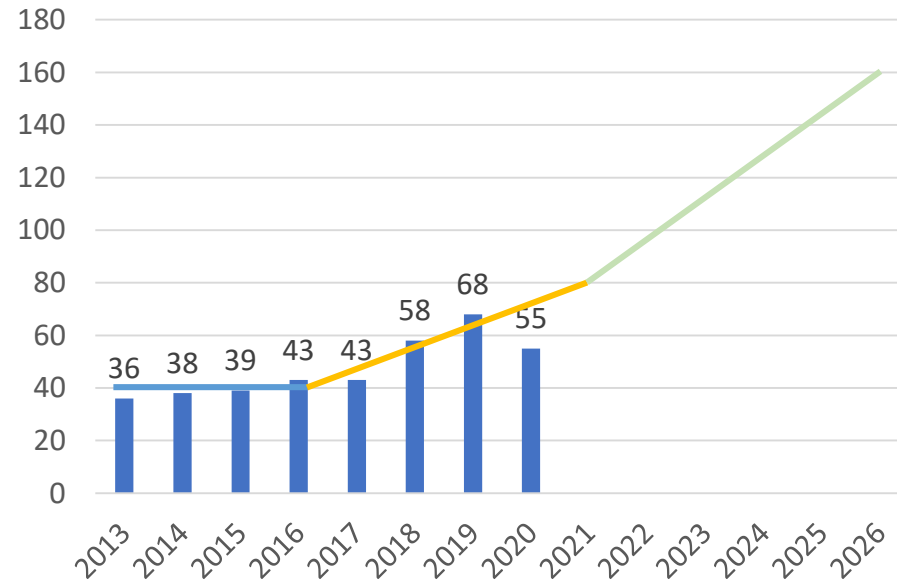
- To increase the portfolio by expanding the territories (**portfolio effect**) → **Objective : 900,000 m<sup>2</sup>**
- To reduce duration of projects development (**duration effect**) → **Objective : 4.5 years**
- To maintain the development parameters : Minimum average Gross margin € 400/m<sup>2</sup>



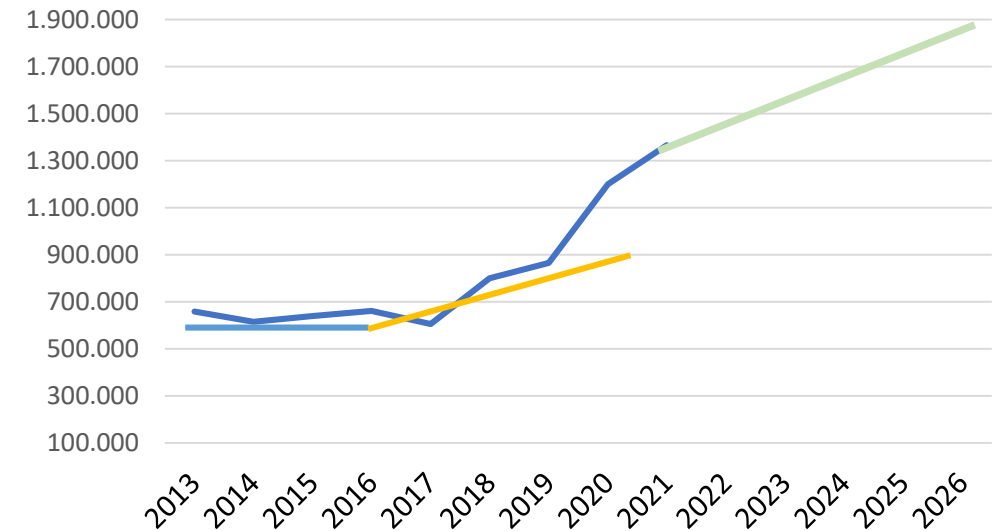
# INTERNATIONAL GROWTH PLAN

## Phase 2 2022 – 2026 (increase in activities in the Territories)

Graphic « Project gross margin »/ year in € M



Graphic « Portfolio size » in m<sup>2</sup>



Phase 2 : Towards a doubled gross margin thanks to :

- To increase the level of activities in existing territories (**portfolio effect**) → Objective : 1,800,000 m<sup>2</sup>
- To emphasize our sustainable approach in each territory (**sustainability effect**) → Objective : to be a reference player
- To maintain the development parameters (**selectivity effect**) : Minimum average Gross margin : € 400/m<sup>2</sup>; duration : 4.5 years

# MARKET INSIGHTS

HY 2021



*Bakerstreet – Budapest*

## Fundamentals of Office Market

Country/market	Stock (m²)	Take up (m²)	% 2020/2021	Vacancy	Prime Rent/year	Prime Yield	Investment Volume- M€
Belgium (Brussels)	13,000,000	188,000	+7 %	7.8 %	315 €/M²	3.75 %	1,066
Luxembourg	4,500,000	270,308	+131 %	3.7 %	624 €/M²	3.4 %	651
France /Paris (PDF)	581,000	51,000	+13 %	18.3 %	430 €/M²	3.2 %	1,300
Germany (Düsseldorf)	9,270,000	116,100	-36 %	7.6 %	342 €/M²	2.9 %	620
Portugal (Lisbon)	4,309,060	55,330	-34 %	5.6 %	282 €/M²	3.75 %	348
Poland (Warsaw)	6,100,000	250,000	-26 %	12.5 %	288 €/M²	4.5 %	423
Hungary (Budapest)	3,955,565	172,890	+3 %	9.8 %	294 €/M²	5.2 %	550
Romania (Bucharest)	3,000,000	48,400	+37 %	12.8 %	216 €/M²	6.75 %	500
Central London	22,421,400	2,900,000	+51 %	8.7 %	£870 /M²	3.25%	£4.38 bn

- 60% of the portfolio of ATENOR
- ATENOR is active on office market in 14 cities
- Take up is recovering everywhere

# MARKET INSIGHTS

Fundamentals of Residential Market

40 % of the portfolio of Atenor

Country / Market	Stock ATENOR (m²)	Estimated number of dwellings
Belgium	180,995	2,413
The Netherlands	78,000	2,735
Luxembourg	23,650	214
Germany (Düsseldorf)	2,900	33
Poland (Warsaw)	125,000	1,785
Hungary (Budapest)	92,180	1,300
Romania (Bucharest)	29,300	270
<b>TOTAL</b>		<b>8750</b>

→ ATENOR is active on residential market in 7 European countries

→ ATENOR is active on diversified subsector : student, multifamily, affordable housing, healthcare

→ Prices are increasing everywhere

## Covid-proof international sustainable urban real estate developer

### Macro economy

- The underlying trends before the health crisis :
  - Climate shift
  - Energetic transition
  - Digital transition

→ *Acceleration of building obsolescence*
- A macro economy favorable to real estate
  - *Low interest rates*
  - *Real estate as a safe haven, institutional and private investors*
- Stimulus measures on an unprecedented scale



Com'Unity – Bezons (Paris region)

### Real Estate market

- Full tele-working >< productivity and wellness
- Offices as a part of cities of the future
- New way of working = more office space ?  
Trend analysis : recurring expertise
  - *Pioneering projects, ArchiLab*
- Sanitary crisis : « decision on hold » situation
- Residential prices are increasing

- Real estate development is an essential activity in structural transitions and economic recovery.
- Atenor is a major player in urban development.
- The European presence gives Atenor an appreciable growth leverage.



# STRATEGY OF ATENOR



*Vaci Greens – Hongrie*



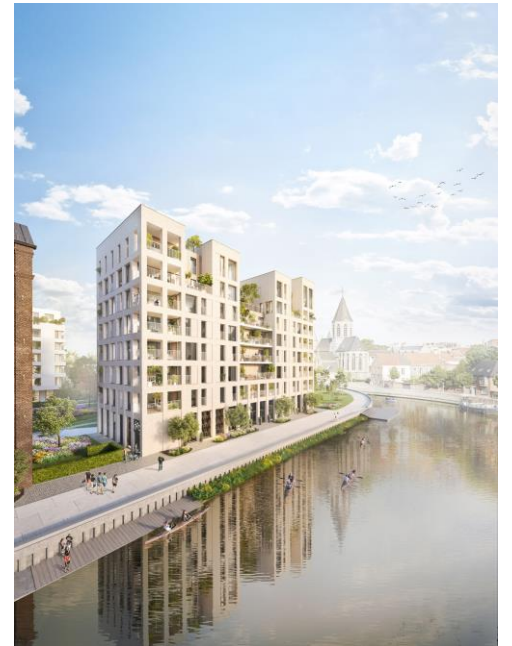
## A listed international sustainable urban real estate developer

- a. A **real estate** developer
- b. An **urban** real estate developer
- c. A **sustainable** urban real estate developer
- d. An **international** sustainable urban real estate developer
- e. A **listed** international sustainable urban real estate developer

## Value creation cycle



« Obsolete »



« Meets demand »



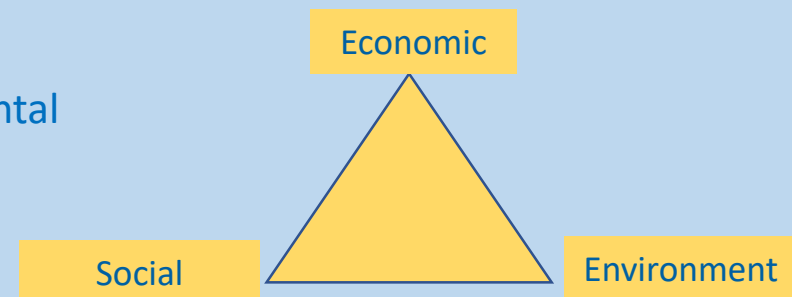
→ Cities, where we are facing the biggest challenges

→ Life, people, needs are changing : Atenor is acting for cities to meet new needs

→ New balance : social, economy, environmental

(+ technology and democracy)

= Smart Cities



## ARCHILAB.

thinking for cities



13 personnes + Country Directors

### Subjects :

Architectural evolution  
Technical, technological evolution  
    \* energy  
    \* materials  
    \* proptech  
  
Societal evolution  
  
(offices and residential)

### Sources of obsolescence :

Architectural  
  
Conceptual  
Technical  
Technological  
  
Obsolescence of the use : way of working, living  
Obsolescence of location : way of living

→ Think Tank & Do Tank  
Crisis are accelerations in trends

## ➤ ATENOR, First « Sustainable Report »

### ATENOR's Strategy aligned with **SDG Framework**

→ SDG 11 "Sustainable Cities and Communities"  
= our core business

→ 3 impact levels

SDG's are Projects or Corporate related

### ESG

- Financial market responds to one world, one challenge
- Green Financial Framework
- 1st Green Retail Bond
- All projects electable



→ A strong long term strategic positioning



# STRATEGY OF ATENOR

d. An **international** sustainable urban  
real estate developer

**10** Countries/ 10 Local Teams

**16** Cities

**33** Projects

**± 1 300 000 m<sup>2</sup>**





# STRATEGY OF ATENOR

d. An international **sustainable** urban real estate developer



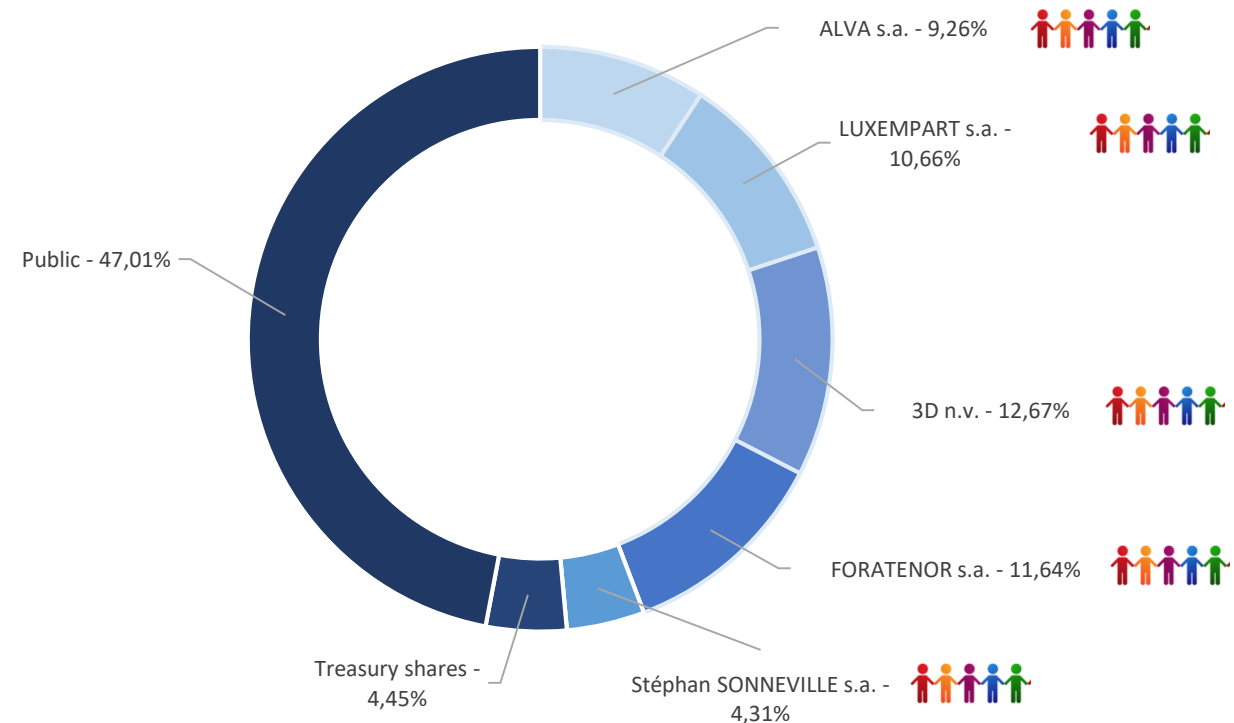
# STRATEGY OF ATENOR

e. A **listed** international urban real estate developer

## Long Term Shareholding structure At 31th December 2020

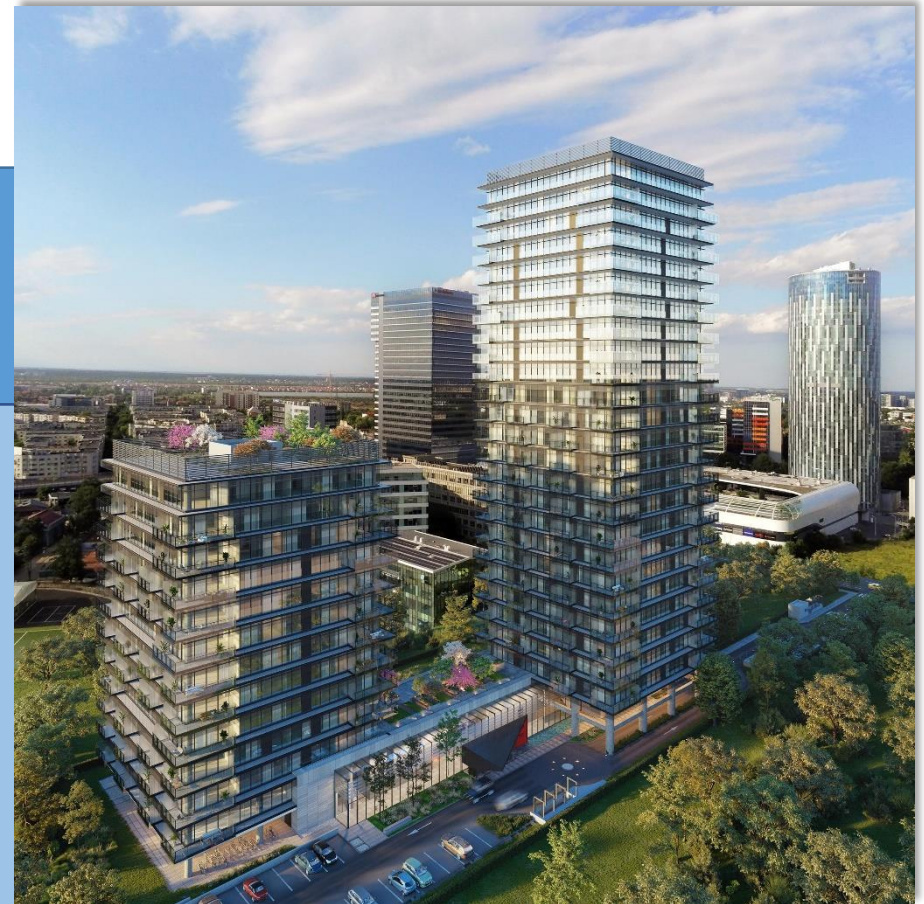
 Reference shareholding

- Reference Shareholders :
  - Stable
  - Diversified
  - Long-term vision
- Shareholders and Management :  
Alignment of interests
- Shareholding and Market :  
Liquidity as a priority
- Investors Relation Manager : Stéphanie Geeraerts



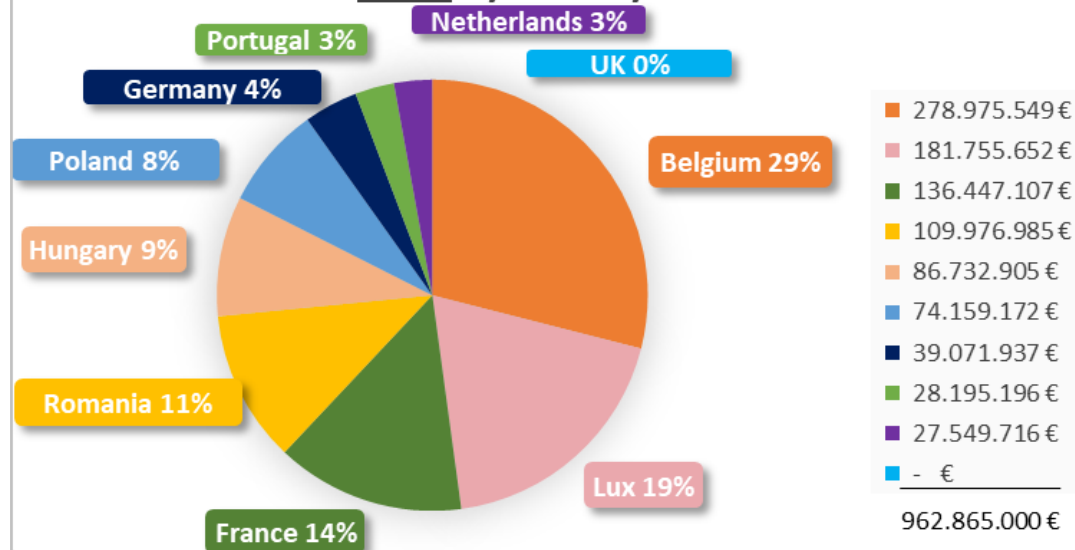
→ ESG structures for optimal security valuation

# PORTFOLIO

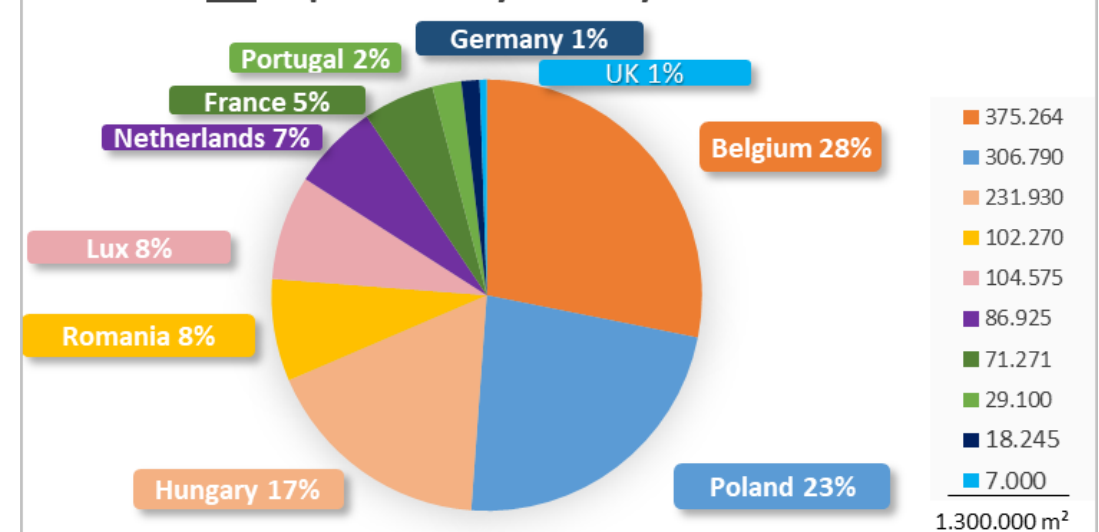


*UP-site Bucharest – Bucurest*

**Portfolio value by country as of 06-09-21**



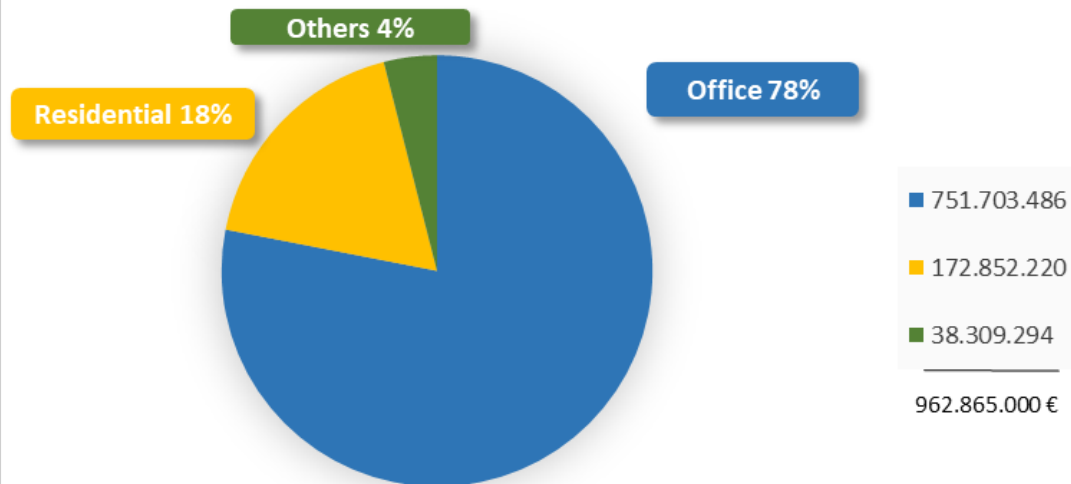
**M² in portfolio by country as of 06-09-21**



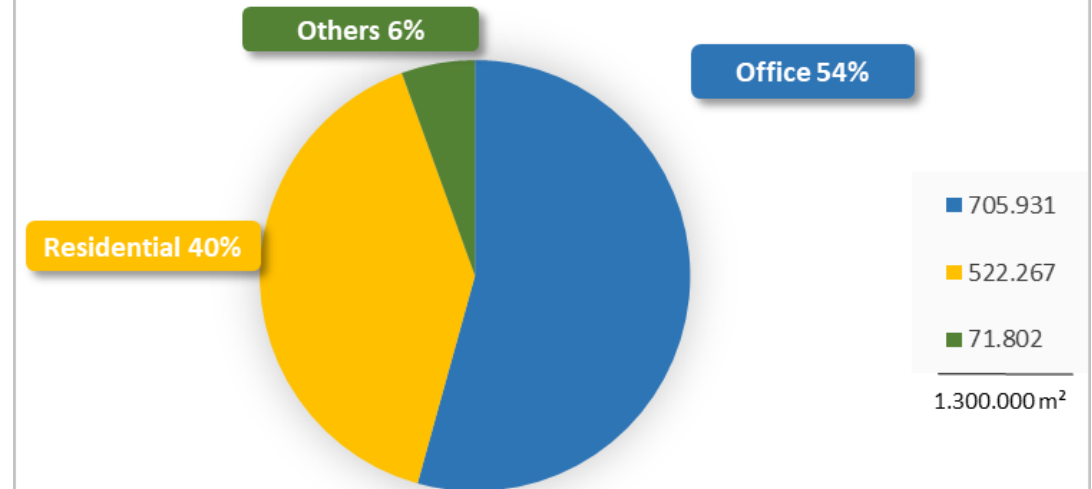
- Given that the building permit applications, diversification will increase in the future
  - Diversification as a source of resilience in crisis
  - Diversification as a drive for growth in recovery
  - Diversification as a unique advantage for investors



**Portfolio value by function as of 06-09-21**



**M² in portfolio by function as of 06-09-21**



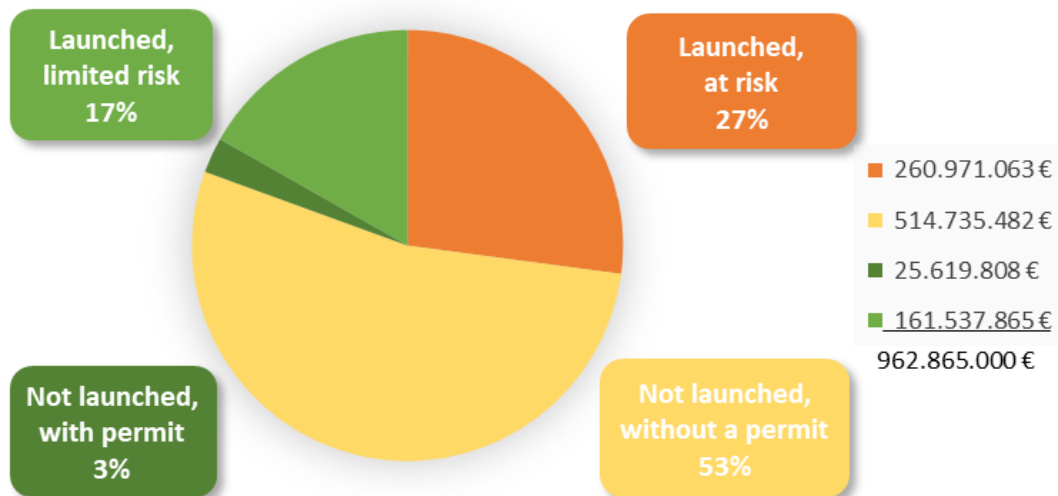
2020 : A market focused on Residential : resilience  
 2021 : Recovery on the office market : opportunities



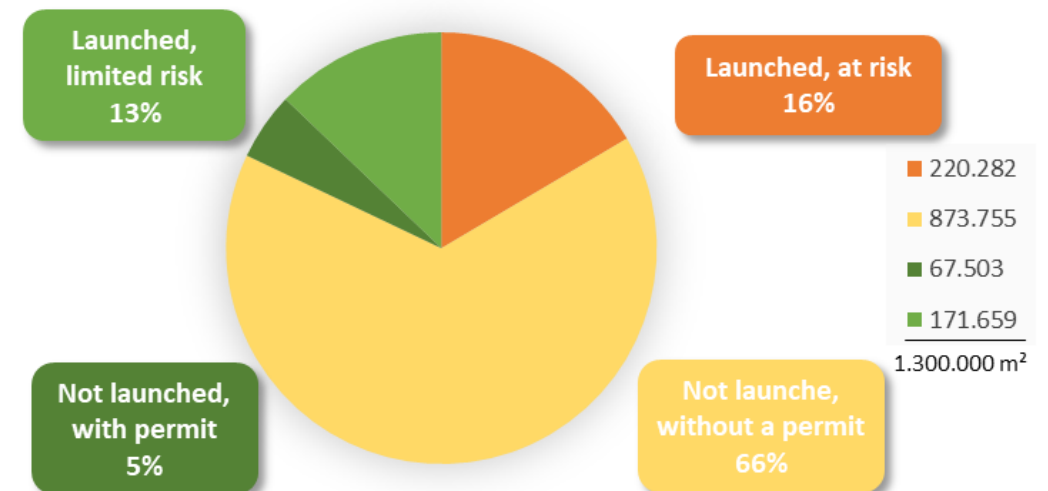
# PORTFOLIO

## DIVERSIFICATION BY STAGE OF DEVELOPMENT AS OF 06-09-21

Portfolio value by risk as of 06-09-21



M<sup>2</sup> in portfolio by risk as of 06-09-21



“Building permit” risk : Focus on invested capital rotation

“Commercial risk” : Forward sale or letting as an ATENOR competence

# FINANCIAL REPORT



*Arena Business Campus – Budapest*

HALF-YEAR RESULTS	JUNE 2021	JUNE 2020
DEVELOPMENTS		
BELGIUM	5.582.294	17.953.302
LUXEMBOURG	1.633.251	2.892.590
POLAND	1.365.412	1.541.109
HUNGARY	38.299.796	5.191.578
ROMANIA	146.393	4.749.710
DEVELOPMENTS (others)	-233.125	-12.413
TOTAL DEVELOPMENTS	46.794.020	32.315.876
CORPORATE CHARGES	-4.116.430	-4.501.929
EBIT	42.677.590	27.741.428
FINANCIAL RESULTS	-5.268.418	-5.099.383
TAXES	-7.889.017	-3.193.685
<i>Non-controlling share result</i>	<i>-84.243</i>	<i>-103.395</i>
NET CONSOLIDATED RESULT (share of group)	29.604.397	19.624.275

# FINANCIAL REPORT

## CONSOLIDATED BALANCE SHEET

ASSETS		
	JUNE 2021	DECEMBER 2020
<b>ACQUISITIONS VALUES (land - projects)</b>	<b>657</b>	<b>534</b>
<b>DEVELOPMENT VALUES (land excluded)</b>	<b>353</b>	<b>394</b>
Cash and cash equivalent	36	68
Other assets	126	62
<b>TOTAL ASSETS</b>	<b>1.171</b>	<b>1.058</b>

LIABILITIES		
	JUNE 2021	DECEMBER 2020
Total equity	299	261
Retail Bonds	190	210
Green Bonds	100	0
EMTN 2022 – 2025	73.6	66.1
MTN > 1 an	48.2	19.7
Corporate bank loans	9	9.7
Projects bank loans	50	127.4
<b>PERMANENT CAPITAL</b>	<b>769</b>	<b>694</b>
Retail Bonds	20	-
EMTN < 1 an	30	34
MTN < 1 an	3	18
Corporate bank loans	38	8
Projects bank loans	85	63
<b>SHORT-TERM LIABILITIES</b>	<b>176</b>	<b>123</b>
Commercial Paper	130	101
Other debts	96	140
<b>TOTAL PASSIFS</b>	<b>1.171</b>	<b>1.058</b>

For information	JUNE 2021	DECEMBER 2020
gearing (net debts/equity)	2,48	2,26

DECEMBER 2019	DECEMBER 2018
2,64	1,96

Total net indebtedness

HY 2021  
€ 741.51 M

FY 2020  
€ 589.28 M

# FINANCIAL REPORT

## FINANCIAL MANAGEMENT AS OF 30.06.2021

<b>ASSETS</b>		<b>€ 1.171 M</b>
Land	€ 657 M	<u>€ 1.010 M</u>
Constructions	€ 353 M	
Other assets		€ 161 M

<b>STOCK</b>		<b><u>€ 1.010 M</u></b>
(Land + construction)		
Pre-leased/leased projects	}	€ 208 M
Pre-sold/sold projects		
Projects under development		€ 802 M

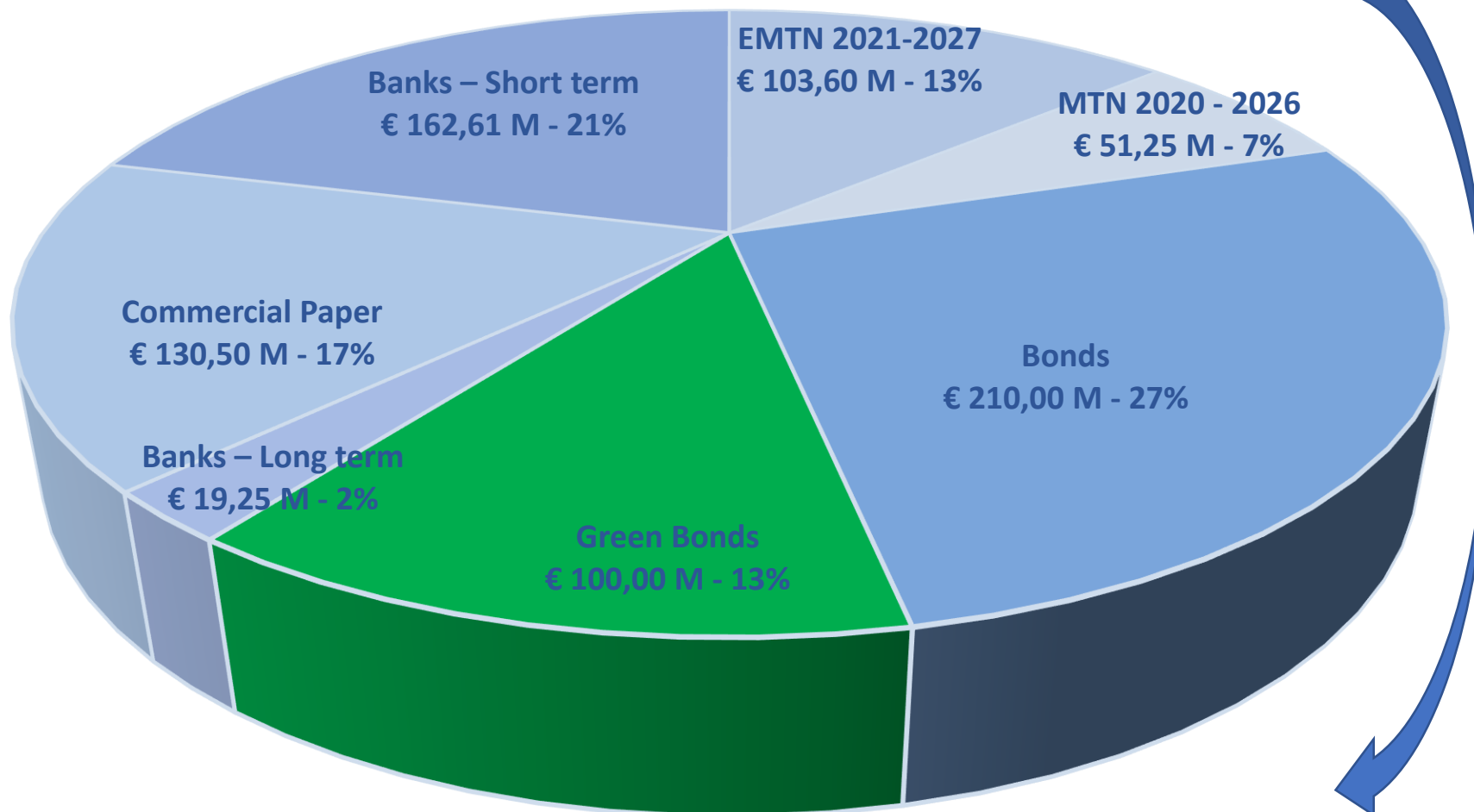
<b>LIABILITIES</b>		<b>€ 1.171 M</b>
Equity	€ 299 M	Capital : € 770 M
Long term debts	€ 471 M	
Short term debts	€ 306 M	Total debts : <u>€ 777 M</u>
Other liabilities	€ 96 M	

<b>TOTAL INDEBTNESS</b>		<b><u>€ 777 M</u></b>
Indebtedness low risk		€ 208 M
Operational risk		<b>€ 569 M</b>

Gearing ratio 30.06.2021 **1.22 vs 1.14** (31.12.2020)  
based on operational risk



Consolidated indebtedness position  
on 30.06.2021

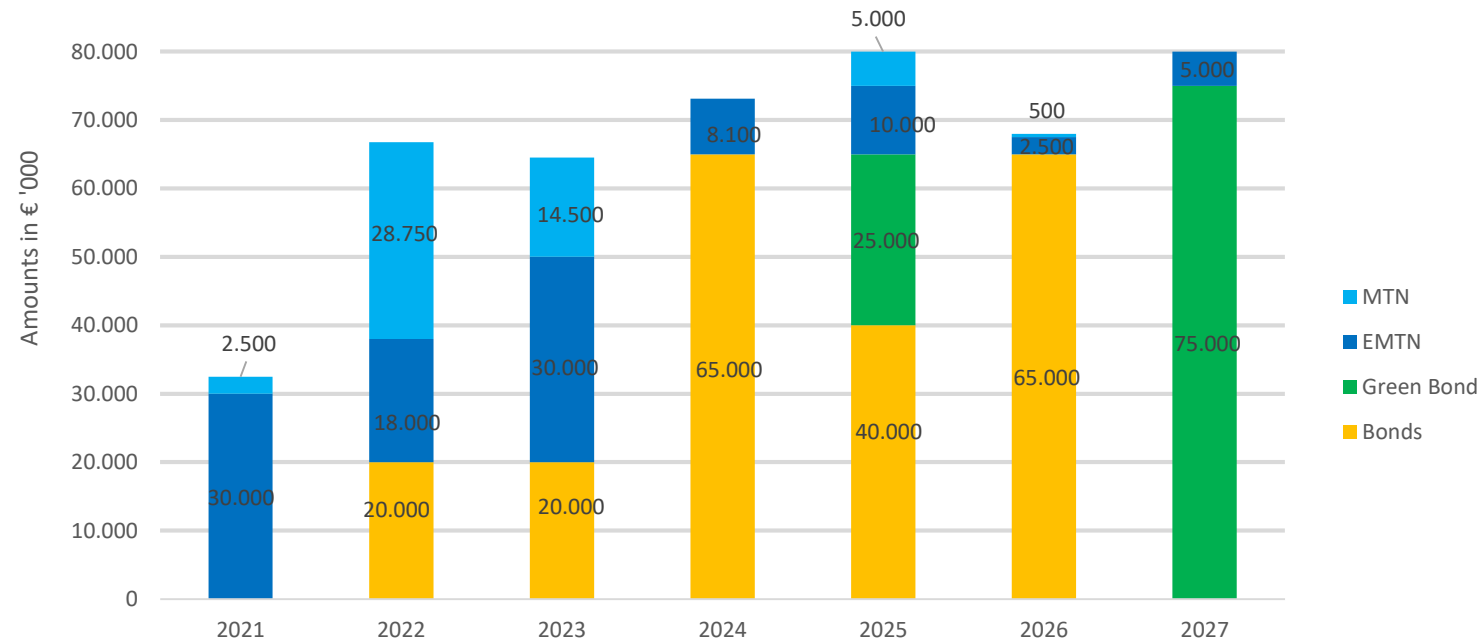


### Well-spread debt maturities

➔ **HY 2021** group's weighted average interest rate : **2.47 %**

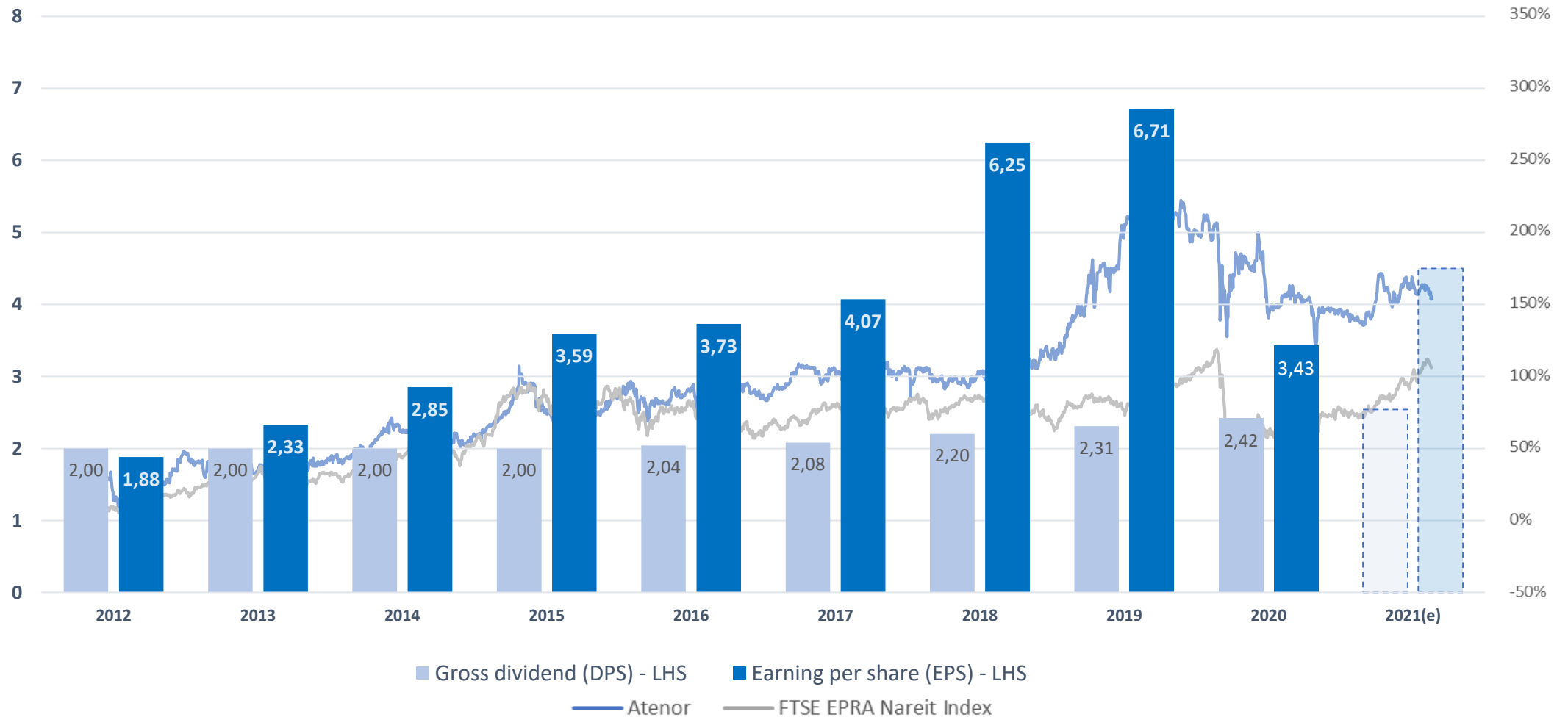
➔ **FY 2020** group's weighted average interest rate : **2.30 %**

Bonds - Green Bonds - EMTN - MTN situation on 30.06.2021



Maturities

HY 2021 RESULTS



## Value creation cycle



# OUTLOOK 2021

## HEALTH CRISIS, TELEWORKING, ...

- A world and troubled minds...
- A wait-and-see real estate market
- Sharp drop in office rental

However, strong stimulus measures are being considered at European level

## SOLID BALANCE SHEET

- Optimized return on equity
- Decrease in debt ratio
- Diversified long-term funding sources
- Diversified terms of funding

## 2021 OBJECTIVES

- € 80 M gross margin as a target in the international plan
- Forecast : near €80 M gross margin

## THE WORLD OF TOMORROW: SUSTAINABILITY

- Climate shift, energy and digital transitions: the basic evolution
- Qualitative impact on the way of working, living, consuming: opportunity for Atenor
- Quantitative impact on the desktop: limited for Atenor

## RESILIENCE AND OPPORTUNITY

- 2021 forecasts based on presales and sales
- Offices & residential
- Diversified international portfolio

## MAINTENANCE OF THE DIVIDEND POLICY

## INTERNATIONAL GROWTH PLAN :

2nd phase :

- Increase activities in the territories where we are present
- Maintaining the average duration of a project and profitability per m<sup>2</sup>
- Increase gross margin → € 160 M

## STRATEGY: UNCHANGED, COVID-PROOF

- Atenor is: Acting for the Cities.
- Cities are changing ...
- Buildings must be adapted to demand
- Implementation of Atenor's know-how

## SUSTAINABILITY REPORT

- First sustainability report: corporate & projects
- Green Finance Framework : Certifications (Breeam, Well, HQE) and EPC
- More than a commitment! A reality

## ATENOR : UNIQUE DIVERSIFIED EUROPEAN PROFILE

- 1.300.000 m<sup>2</sup>, 33 projects, 16 cities, 10 countries,
- 3 European regions with different behavior
- Recurrence of opportunities



Thank you  
for your attention !

