BEYOND OWNERSHIP

THE GROWING ALLURE OF OPERATIONAL REAL ESTATE (OPRE)

OPRE ON THE COMPLEXITY SPECTRUM

No-to-low operational complexity

Operational real estate

High operational complexity

Real estate only

Asset-backed capacity business where growth is constrained by the real estate asset

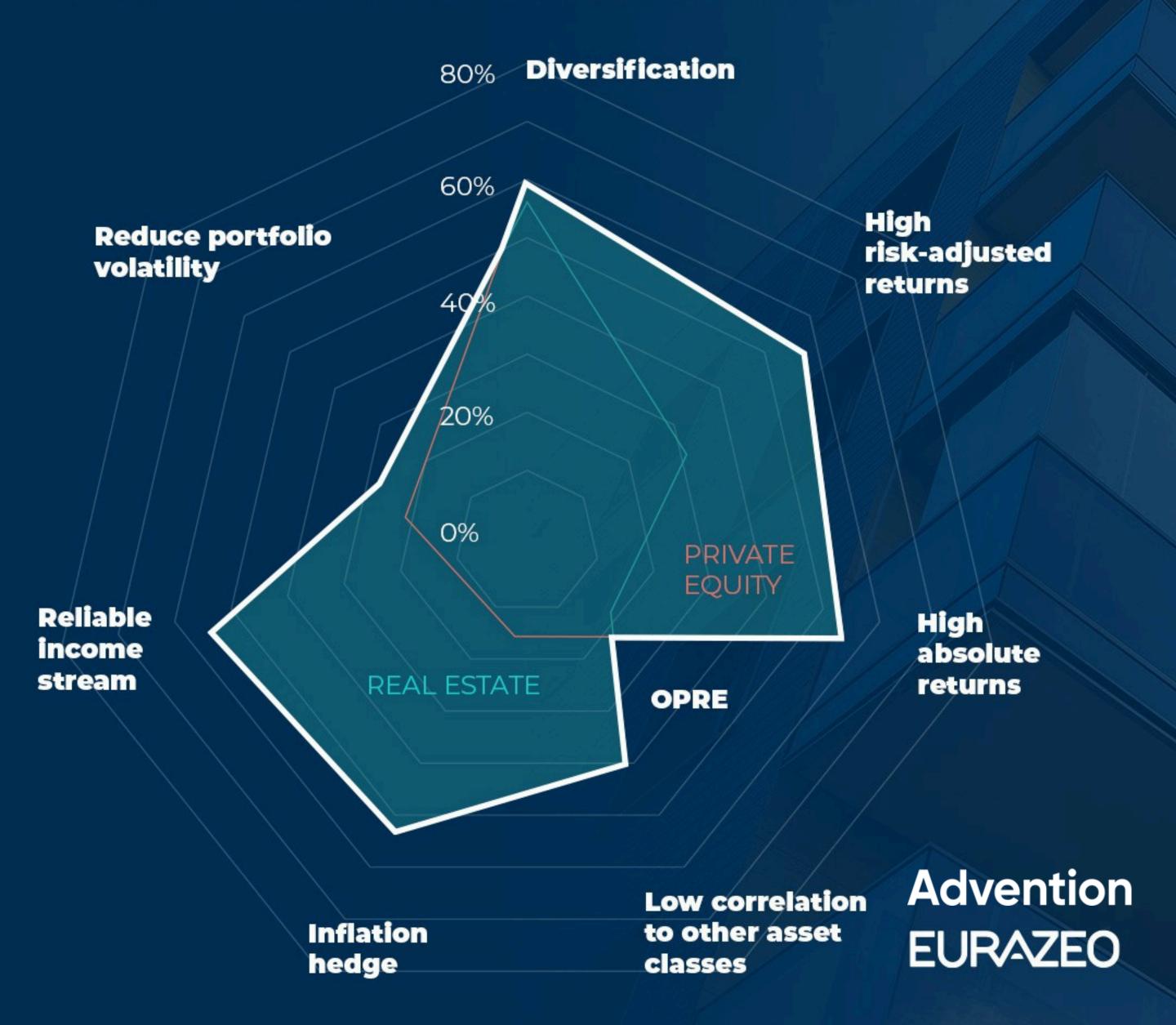
Non-asset backed

Traditional Build to Tend let Supported the Self-storage Cold storage and leisture thospitals private tropping to the Supported the Self-storage the Self-storage through the Strategy and leisture thospitals private to spital to the Support of the Self-storage through the

We have seen traditional real estate markets being disrupted by new habits. The investors thus pay attention to alternatives, and OPRE must be considered to diversify the exposure. Meanwhile, we have been driving returns almost instantly across our OPRE investments using the additional value creation levers in the operations, and this has allowed us to accelerate the implementation of our ESG agenda.

Riccardo Abello – Partner Co-head European Real Estate

INSTITUTIONAL INVESTORS' MAIN REASONS FOR INVESTING IN ALTERNATIVE ASSETS



expect significant opportunities coming along, with potentially repriced assets and strong fundamentals supporting the business case. OPRE has a good investment rationale for investors and it is expected to outperform.

Pierre Larivière – Partner Co-head European Real Estate