

# EURAZEEO

WHITE PAPER

## **OPERATIONAL REAL ESTATE IN EUROPE:**

Sectoral Insights &  
Market Focus

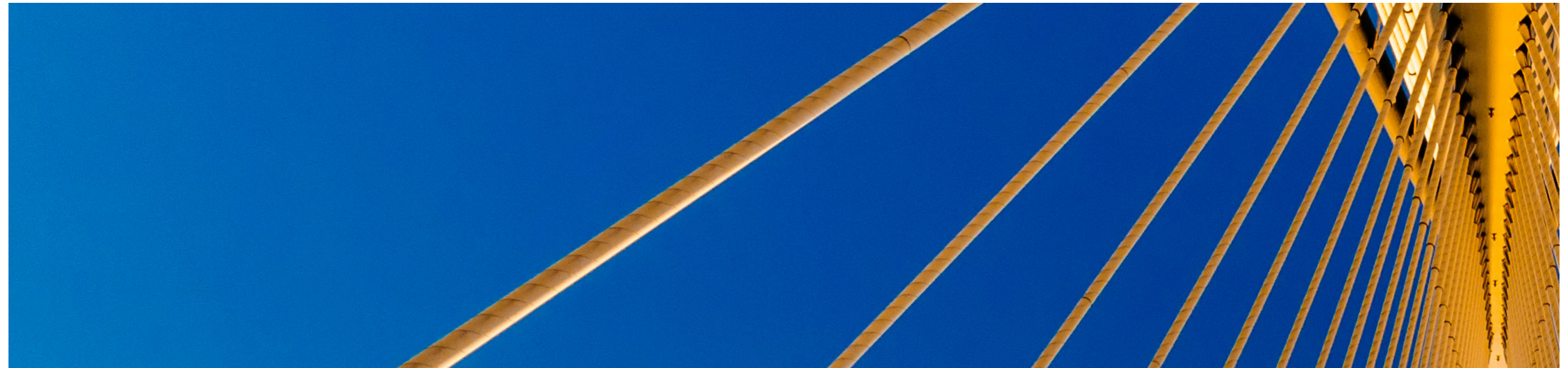
December 2025

Updated on December 5<sup>th</sup>, 2025



# S U M M A R Y

|  |   |  |    |   |    |  |    |
|--|---|--|----|---|----|--|----|
| <b>Executive summary</b> .....                   | 4 | <b>The case for European operational Real Estate</b> .....   | 8  | <b>Understanding the investible universe of European OPRE</b> ..... | 15 | <b>Where next for European Operational Real Estate ?</b> ..... | 24 |
| Eurazeo & OpRE .....                             | 4 | 1. Enhanced exit liquidity through a greater diversity of potential buyers: Traditional real estate investors, Private Equity, Infrastructure..... | 10 | 1. Private Healthcare.....  | 16 |  |    |
| Acknowledgements.....                            | 4 | 2. A realignment of Capital Flows into Europe.....   | 10 | 2. Flexible Offices .....   | 16 |  |    |
| <b>Introduction</b> .....                        | 5 | 3. Structural trends supporting OpRE in the Europe-5 .....   | 11 | 3. Specialist Residential .....                                     | 17 |  |    |
| 1. Defining OpRE: INREV and IPF definitions..... | 5 |  |    | 4. Senior Living .....  | 17 |  |    |
| 2. Eurazeo’s approach to OpRE.....               | 6 |  |    | 5. Hospitality and Leisure.....                                     | 20 |  |    |
| 3. Why the focus on the Europe-5 .....           | 7 |  |    | 6. Storage .....  | 21 |  |    |



## A. EXECUTIVE SUMMARY

### EURAZEO AND OPRE

In our first paper on Operational Real Estate (OpRE), we summarised the necessary skills that investors require in order to effectively manage OpRE investments. We concluded that a blend of real estate expertise and traditional private equity knowledge was required to select and acquire OpRE assets. During the operational phase, sectoral and commercial skills come to the fore in terms of ensuring both the underlying business and the attendant real estate are managed well, perform according to the regulatory curve, and that the relative interests of investor, manager and operator are accommodated.

In this paper, the second of our series, we turn our focus to the qualities of the markets and sectors we invest in, and how successful OpRE investments can be realised. Our research, drawing from pre-existing estimates where possible and our own projections where no data exists, puts the market size of our chosen OpRE sectors across Europe's five largest economies – the UK, France, Italy, Germany and Spain – to be in excess of €1.2 trillion, a figure we explore in detail in Sector 4.

This figure (a likely under-estimation given the exclusion of very nascent, niche or definitionally complex sectors and use of conservative yield assumptions and proxy net operating income figures in our calculations) represents a significant opportunity set for global investors wanting access to real estate-related businesses that generate additional income beyond rent and whose future growth is supported by long-term structural drivers.

As the manager behind Europe's only pure play operational real estate strategy focused on operating platforms (EZORE), Eurazeo is excited to be contributing to a growing body of literature on this fast-growing asset class. EZORE is designed to invest in real estate businesses that combine physical assets with active operations—such as real estate as a service, healthcare, and hospitality & leisure—where value creation comes not only from the properties themselves but also from the strength of the operating model. This approach enables Eurazeo to capture both stable real estate fundamentals and the upside of operational growth, positioning the strategy at the intersection of real estate and private equity.

### ACKNOWLEDGEMENTS

We would like to thank the following for giving their time and expertise toward understanding the current views of the opportunity in European OpRE.

- Anne **Koeman-Sharapova**, *Mercer*
- Jean-Luc **Seidenberg**, *UBS*
- Mathieu **Elshout**, *Aware Super*
- Cédric **Poittevin**, *Directeur Général - Soposa, the real estate investment branch of Téthys*
- *Senior Investment Professional of a North American public pension scheme*

We also extend our thanks to Eurazeo colleagues Riccardo Abello, Pierre Larivière, Valentin Faye and Tamari Svanidze, the architects of this series, and to Tom Roberts, Joshua Carson, and Patrick Brown of Montfort Communications, who co-authored this paper with us.

## B. INTRODUCTION

### 1. DEFINING OPRE: INREV AND IPF DEFINITIONS

Operational Real Estate (OpRE) has multiple definitions. **INREV describes OpRE as:**

*“investments in real estate assets where there is a strong correlation between returns to the asset owner and the underlying operational performance of the business occupying the property”*

while the **Investment Property Forum defines OpRE as a situation where:**

*“returns are directly and deliberately linked to the revenues and profits of the business conducted on or from the premises”.*

Our definition is similar. OpRE is, as we've experienced it, an investment category where returns are linked to both the physical asset, as well as the operating business that occupies it.

OpRE is an approach to augment the value harvested from an asset. What we are seeking to identify are property-rich businesses that are constrained by their real estate; where active management through more direct involvement in operations and the injection of growth equity can unlock additional value, on top of rental growth and asset appreciation.

Because OpRE requires a broader, more multidisciplinary

skillset, the barriers to accessing OpRE are high. Expertise in acquisition and underwriting, valuation, risk management and regulation are all mandatory as would be expected in traditional real estate investing. OpRE, however, layers on other competencies, ranging from revenue management and cost analysis to brand strategy, capex planning and data integration, to select and correctly align incentives with operational partners.

It is also what makes OpRE attractive. Provided this expertise is developed and can be exercised in a way that is repeatable, investors are well-positioned to derive enhanced, private equity-like returns from a scalable platform of assets diversified by sector, geography, and demand-drivers, while creating 'champions' within highly varied OpRE sectors – such as healthcare, leisure, living and hospitality.

## 2. EURAZEO'S APPROACH TO OPRE

Our target sectors are characterised by varying degrees of institutional penetration—some are well-established among institutional investors, while others remain more fragmented or privately owned. This diversity, combined with strong structural growth drivers and the need for both asset-level and operational modernisation, creates a dynamic landscape for OpRE investment.

At Eurazeo, our in-market presence to originate and source opportunities within these verticals, exploiting the information asymmetries that exist, especially within less liquid and transparent markets, to secure differentiated investment opportunities with outsized return potential unavailable to larger and non-specialist investment managers.

Eurazeo's approach to OpRE excludes sectors that other managers may consider operational, such as build-to-rent and life sciences. Our view is the traditional lease-based nature of these property types limits opportunities for active value creation through operational improvements.

### Private Healthcare

- Private Hospitals - Hospitals and clinics operated by for-profit enterprises
- Private Medical Practices - General Practitioner and small clinics operated by for-profit enterprises
- Specialised Supported Housing - Assisted and protected living for older people, people with learning disabilities, autism or mental health related needs and vulnerable young people
- Nursing Homes - Provide a higher level of medical and personal care, often for individuals with chronic conditions or significant health needs

### Specialist Residential

- Purpose-built student accommodation - Privately-owned university student accommodation
- Senior Living - Residences that focus on healthy seniors with minimal need of assistance
- Co-living - A residential model where individuals rent private rooms within a shared property that includes communal spaces (kitchen, lounge, coworking areas). It emphasizes community and convenience
- Flex-living - A broader concept focused on adaptability and short-term stays, often combining elements of co-living, serviced apartments, and smart living

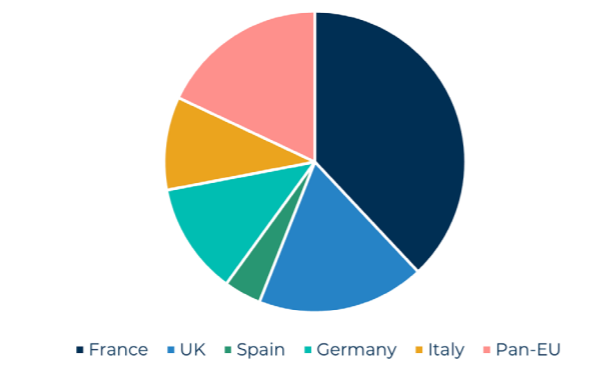
### Hospitality and Leisure

- Hotels - All types of hotels (low to high-end), apartment-hotels and hostels
- Outdoor Hospitality - Campsites, glamping sites, caravan parks
- Resorts & Holiday Clubs - Beach resorts, mountain resorts, family holiday clubs, all-inclusive complexes
- Leisure - Cinema, film studios, theatres, bars and restaurants
- Clubs, sports and fitness - Gyms, fitness centres, sports arenas
- Amusement & theme parks - Theme parks and leisure parks

### Storage

- Data centres - Facilities to provide storage for online data
- Self-storage - Facilities to provide for consumer and businesses
- Cold-storage - Facilities to store food and pharma products from controlled room temperature below zero

**Figure 1: Eurazeo OpRE Pipeline by Geography<sup>1</sup>**



Our identified pipeline is balanced across all the Europe-5 (France, Germany, Italy, Spain and the United Kingdom) economies and includes targets with diversified geographical exposure across multiple markets. Our local experience and understanding of hyperlocal in-country dynamics has enabled 70% of investments to be sourced off-market or through limited marketing processes.



Footnote references in numerals refer to the *Notes and References* on page 26.



## 3. WHY THE FOCUS ON THE EUROPE-5

Eurazeo's strategic focus on the Europe-5 economies – the largest in Europe (excluding Russia) by nominal GDP – for our OpRE strategy is designed to play to our unique strengths as a manager while also capturing the greatest opportunity set.

### Local knowledge

With offices in the prime markets of Berlin, London, Milan, Madrid and Paris, we have an established boots-on-the-ground presence that drives deal origination. Our team includes locals from all four continental European markets, with over a decade's experience investing across all five geographies.

### Maturity and liquidity

Each of the markets in the Europe-5 have mature and liquid commercial and residential real estate capital markets. They possess long-standing institutions and deeply entrenched norms that are supportive of institutional real estate investment and management.

Footnote references in numerals refer to the *Notes and References* on page 26.

### Structural support for growth

While markets across Europe have idiosyncrasies, the Europe-5 are affected to significant, if varying, degrees by the forces of demographic change, digitalisation, decarbonisation and deglobalisation.

### Fragmented ownership

Compared to the United States, where OpRE sectors are more mature and institutionalised, in the Europe-5, OpRE assets remain largely fragmented, hard-to-access, and in need of modernisation. This presents an opportunity for private equity and real estate expertise to add value through selection, investment, managerial excellence and platform assembly.

### Market density

The majority of properties in Europe, whether residential or commercial, by number are within the Europe-5. The populations of the Europe-5 account for 63 per cent of the combined EU<sup>2</sup> and UK<sup>3</sup> population. The Europe-5 therefore represent the critical weight of consumers across the EU and UK. This accompanied by their market maturity and liquidity offer favourable conditions for the development of existing asset classes, and sophisticated audiences that are alive to opportunities afforded by new asset classes.

# C. THE CASE FOR EUROPEAN OPERATIONAL REAL ESTATE

Exiting an era in which the cost of debt had been artificially low, traditional real estate is now looking less compelling given its high correlation with interest rates and the pressure debt servicing places on margins. OpRE affords the opportunity to respond to customer-expressed needs and structurally supported sectors.

All real estate investments carry a degree of operational risk exposure, with the more heavily involved nature of OpRE meaning proportionately more risk. This 'gap' between traditional and operational real estate has narrowed, however, with declining lease lengths and shortening business cycles underpinning the case to build out operational capability.

With the pressure to depart from traditional real estate models, we are seeing increased institutional investor interest in diversified access to operational property types. This is because OpRE combines several attractive investment features that support the expansion of a portfolio's efficient frontier, which is compounded by the economies of scale achieved through platform creation.

## Enhanced return potential

- Dual income streams through the extraction of operating profits and rent
- Upside from both asset appreciation and operational performance
- Proven PE-like returns profile if skilfully managed<sup>4</sup>

## Diversification

- Access into multiple sectors with idiosyncratic demand drivers
- Alternating behaviours depending on stage of the market cycle
- Low correlation to traditional real estate, improving portfolio resilience
- 'Completion' benefits with listed real estate, traditional and real assets strategies

## Inflation-hedging qualities

- More regular price and rent adjustments
- Diversification of income streams
- Further benefits in a diversified OpRE portfolio

## Added value creation

- Active influence on performance through applied operational knowledge
- Optimising for operational efficiencies

## ESG and Impact

- OpRE enables greater control to deliver positive environmental and social outcomes
- Enhanced measurability through operational data

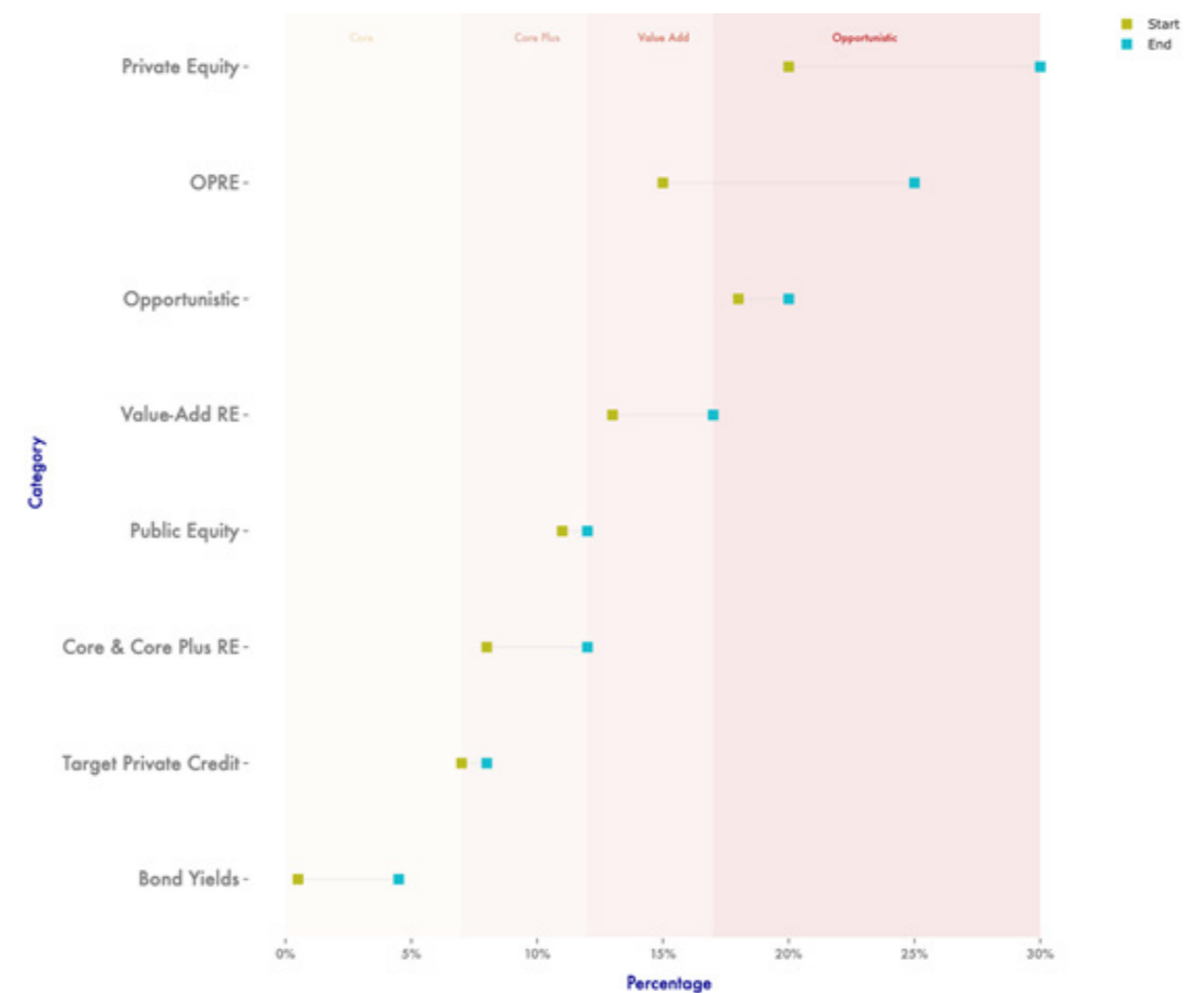
Importantly, the investible universe that OpRE investors can feasibly tap into is also expanding. Many of the sectors where OpRE is positioned to unlock additional investment opportunities that are structurally supported by 'mega-trends' persisting across conventional economic cycles, such as demographic change, digitalisation, decarbonisation and deglobalisation.

By its very nature, OpRE is challenging to access and manage, requiring an in-house capability to capture the potential upside it offers. However, that is not to say that the scale of the opportunity is similarly constrained.

Characterised by few competitors, fragmented asset ownership and limited institutional penetration, this is a relatively unsaturated investment category, where market dislocation creates frequent mispricings. This is especially true in Europe, where arbitrage-profits are more openly attainable due to persistent information asymmetries.

Eurazeo recognises OpRE's scalability and the intrinsic value deep operational expertise can bring to real estate allocations. But we also see this trend strengthening as customers, occupiers and tenants come to expect more from asset owners.

**Figure 2: Return Aspirations by Investment Category, Source: Eurazeo citing Own Research, Capital IQ, MSCI, INREV, Brookfield, Adventum<sup>5</sup>**



There are many ways we create direct partnerships to upgrade and optimise the real estate that should be serving as a backbone to these businesses. From 'future-proofing' buildings to achieve higher environmental or quality standards, to helping the underlying business create more operational leverage, we believe that a more certain path to alpha creation is to build greater synergies between the real estate and the business occupying it.

Footnote references in numerals refer to the *Notes and References* on page 26.

Footnote references in numerals refer to the *Notes and References* on page 26.

## 1. ENHANCED EXIT LIQUIDITY THROUGH A GREATER DIVERSITY OF POTENTIAL BUYERS: TRADITIONAL REAL ESTATE INVESTORS, PRIVATE EQUITY, INFRASTRUCTURE

The buyer base for stabilised operational real estate in Europe is broadening. This was formerly the preserve of specialist investors and operators, but the pool is beginning to include core and core+ institutional investors (pension funds, insurers, sovereign wealth funds) seeking long-term, inflation-linked income streams, as well as established listed and private property companies keen to expand into alternative or emerging sectors.

As Mathieu Elshout, Senior Portfolio Manager, Property – UK at Aware Super, explains:

*“The benefit of an OpRE investment is that value can be created within the operating platform as well as through the underlying physical real estate. This creates optionality on exit including recapitalisation, sale of the operating platform, an exit to the public market or sale of the underlying properties.”*

However, some stabilised platforms may be core from the perspective of risk appetite and target returns, they may still hold complex operational arrangements, or they may be subject to reputational risk.

Jean-Luc Seidenberg, Head of Europe at UBS Unified Global Alternatives – Real Estate says:

*“While there are opportunities open to sell stabilised OpRE assets to investors that seek core exposure, there are some caveats: first, that those investors may not wish to acquire the operational business and second, they may not seek direct exposure, preferring instead to partner with a general practitioner. The former avoids the process of absorption of the operational platform where an existing specialist team may already be in place and the latter delegates those responsibilities.”*

Platform consolidators and large operators are also active, acquiring portfolios to gain scale or defend market share. Family offices and UHNWIs typically have target trophy assets in prime locations (e.g., luxury hotels). In some cases, infrastructure funds have entered, particularly where assets align with social infrastructure themes such as student housing or healthcare, or assets sharing qualities of economic infrastructure, such as data centres.

For the vendors of assets and platforms, not all buyers view the operational and real estate components equally. Many core buyers value the property and income profile but prefer to install their own operating partners, brands or management structures, meaning they may discount the value attributed to the existing OpCo.



Conversely, strategic buyers or operators may pay a premium for a proven operating platform. This has a logical corollary for vendors that they should consider how best to package assets, informing platform design at an early stage. This also lends itself to a point uncovered in interviews – that there continues to be a degree of fuzziness around the term ‘platform’ covering a broad spectrum of arrangements. This may prove difficult to change but investors, operators and managers should probe how the operating company and property company interact because of how this affects the sharing of risk and reward and day-to-day operations.

## 2. A REALIGNMENT OF CAPITAL FLOWS INTO EUROPE

Geopolitical events have led to a reappraisal of Europe as an investment destination. This has been supported by policy developments within the region, as we note in our recent white paper ‘Investing in Europe: A fresh look at untapped strengths’.

*“Today, Europe is seeing new momentum. The ecosystem driving innovation and business has reached maturity and gained new visibility. International investors looking for opportunities to diversify their portfolios, build stability and focus on impact are recognising its advantages. High-level expert reports, including those by Mario Draghi, Enrico Letta and Christian Noyer, and European institutions have proposed ambitious reforms such as the relaunch of the Capital Markets Union as a savings and investments union. The shift in the international balance of power has brought about this*



*reawakening by requiring Europe to face up to the need to be able to count on itself much more than it does today.”* Private capital will need to be mobilised into real assets to achieve Europe's goals of strategic autonomy, decarbonisation and digitalisation. As we cover in the next section, these themes act as powerful tailwinds for our selected OpRE sectors.

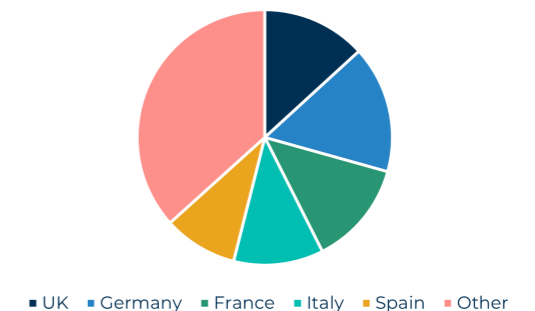
## 3. STRUCTURAL TRENDS SUPPORTING OPRE IN THE EUROPE-5

Widely identified mega-themes – decarbonisation, digitalisation, demographics and deglobalisation – combining with changes to consumer expectations are providing a structural underpinning to demand for OpRE from both an investor and occupier perspective.

Aware Super's Elshout explains how they relate to the Australian pension fund's European real estate plans:

*“[Our] investment strategy is centred on thematic trends and tailwinds including demographic shifts, consumer behaviour and technology which support the fundamentals of many OpRE sectors. For example, ageing populations and urbanisation are key demographic forces reshaping demand for OpRE sectors like healthcare, senior living, student accommodation, self-storage and life sciences. The rise of experience-led consumption and flexible living preferences is driving demand for serviced apartments. Technology is supporting the efficiency of operations and driving cost efficiencies for example electronic locks, app services and AI integrated websites / marketing across living sectors.”*

### Demography

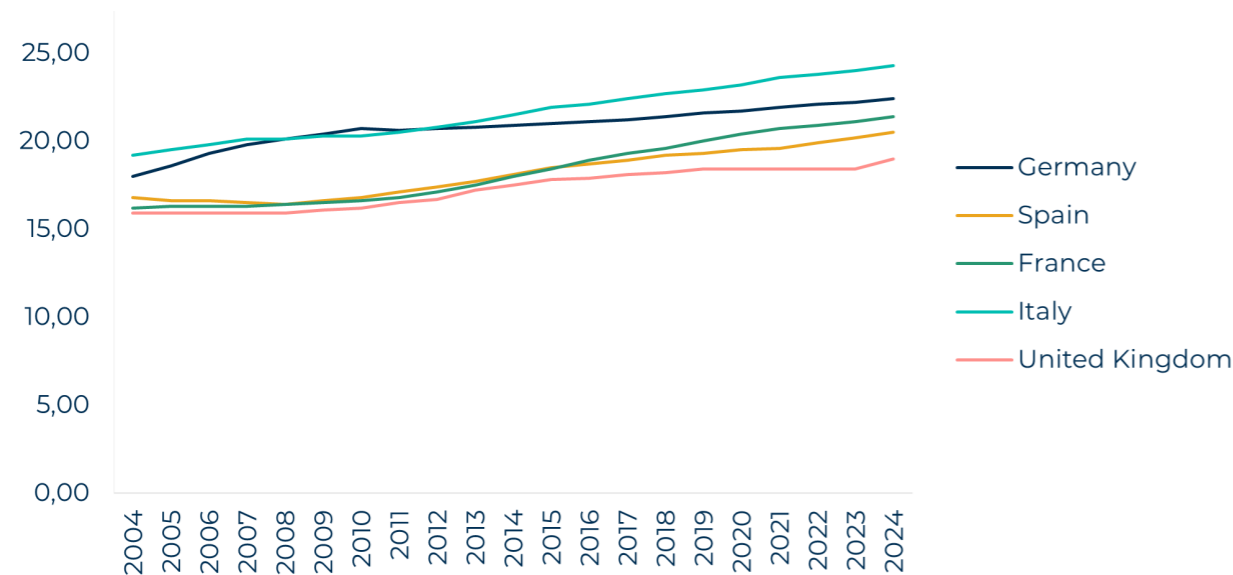


**Figure 3: Europe-5 Population as a Percentage of the Overall UK and EU population 2024, Source: Eurostat, Office for National Statistics**

The population of Europe is undergoing deep structural change. The population of over 65s across the Europe-5 is on an upward trajectory, although there are differences in the emergent imbalance in the population pyramid. The older population have differing requirements, with larger demand for access to healthcare, senior living facilities and in some cases assisted living facilities. Whereas at one time, the state might have provided some of these benefits to their citizenry, the very demographics that are leading to shifts in the population pyramid are also causing issues with the welfare state.

Footnote references in numerals refer to the Notes and References on page 26.

Footnote references in numerals refer to the Notes and References on page 26.



**Figure 4: Over 65s as a Percentage of National Populations in the Europe-5 2004 – 2025, Source: Eurostat, Centre for Aging Better<sup>6-7</sup> used to cover data gap between end of UK reporting to (Eurostat 2020 – 2024) and present day**

Compounding this issue are shifts in societal mores and norms. In the EU, more than one fifth of the adult population live alone or are single parents, with the proportion of single adults increasing by age group.

There is a narrowing of the population pyramid at its base, too. Almost two times fewer children were born in the EU in 2023 than 60 years ago. In 2023, 3.67m babies were born in the EU, 5.4 per cent fewer than the previous year in 2022. This represented the largest annual drop since 1961.

An aging population, albeit at uneven speeds across the Europe-5, is placing considerable demands upon the welfare state in terms of health and in terms of public pensions. Public versus private sector involvement in healthcare and long-term care for the elderly vary, with Italy and the UK's national health services supplemented by private care on the one hand, and Germany's compulsory health insurance on the other. What unites these features is a degree of underwriting and guarantees of long-term income.

Meanwhile, while there are variances in the degree to which the rights of the elderly are protected in law, with greater constitutional protections in France, versus legislation that is more brittle in the UK given the ability of Parliament to amend via simple statute. However, there is evidence of supportive structures that guarantee certain rights to the aged which, as electorate demographics shift, will be difficult to displace.

As the senior population grows, so too has the realisation that senior living is multi-phase, with periods during which many senior people can live relatively independently before requiring more support and care. Hence, there is a growing distinction being drawn between housing that provides an age-friendly environment without care and housing that gives more support.

#### CS2 CASE STUDY

- Eurazeo invested in C2S in 2018. At the time, C2S was the eighth-largest operator of private clinics in France and its growth was tied to long-term societal trends.
- Under Eurazeo's ownership, C2S accelerated its expansion by leveraging Eurazeo real estate team's experience in the origination and acquisition of further assets. In addition to expansion and renovation projects, C2S was able to create new out-patient wards, operating rooms and emergency departments as needed to modernise its clinics and accompany the rise in activity.
- The broader Eurazeo support for C2S also gave rise to major investments in the following areas:
  - Medical equipment, including the acquisition of surgical robots, such as the first European CMR robot in operation in France. This investment provided the firm with state-of-the-art tools.
  - Digital technology, including the digitisation of the patient experience and a strengthened partnership with Doctolib, of which Eurazeo is a main shareholder.
- This investment demonstrates Eurazeo's Real Assets strategy, which sits at the intersection of real estate and private equity.
- In early 2021, Eurazeo sold C2S to Elsan, a leading operator of private clinics in France, which has set its strategy on leading the sector. Most of the real estate assets were acquired by Primonial.

The result was a realised net IRR of 42.3 per cent with cash proceeds on disposal of €400m<sup>8</sup>.

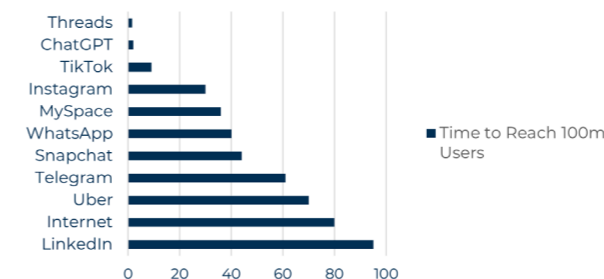
Footnote references in numerals refer to the *Notes and References* on page 26.

#### Digitalisation

Since 2023, the demand for cloud and AI data services have accelerated, driven by digital transformation, remote work, and the need for advanced data analytics, and as businesses have begun to harness advanced data analytics through large language models (LLMs). LLMs' sophistication and performance on tasks has been a function of the size of the data on which they are trained, resulting in substantial data centre demand, and their training is not a once and for all process. Meanwhile, since 2010, the number of internet users worldwide has more than doubled and global internet traffic has expanded by a factor of 20.

With consumption of cloud computing and storage continuing to rise, a pinch is coming as organisations in 2024 have begun meaningfully to adopt generative artificial intelligence, with 72 per cent of respondents to an annual McKinsey Survey saying they had adopted AI in at least 1 business function, whereas it had remained static at around 50% the previous six years<sup>9</sup>. The consequent demand for storage and processing (compute) is driving change in the design and technology underpinning data centre design<sup>10</sup> itself, but access to power continues to be a concern both from an access perspective and from a decarbonisation perspective, since data centres and transmission networks account for ~1 per cent of global emissions, and 2 per cent of global electricity demand in 2022. This is leading to a bifurcation in the location of data centres, with edge and co-location where latency is a problem and off-shoring others to centres with supplies of cheaper energy.

LLMs have also begun a substantial feature of many consumers' daily lives. This is reflected in the staggering speed taken by platforms like ChatGPT to reach the benchmark of 100m users in only two months, whereas other communications and media platforms have tended to take periods measured in years to reach that benchmark.



**Figure 6: Time Taken for Communications Platforms to Reach 100m Users in Months, Sources: Researchgate, Visual Capitalist<sup>11</sup>**

Amazon, Microsoft, Meta and Google 2010 – 2022 were the four largest purchasers of corporate renewable energy power performance agreements at 50GW, the generation capacity of Sweden<sup>12</sup>. The IEA forecasts that electricity consumption from data centres could rise from its 2022 level of 260 TWh of electricity to 1050 TWh, equivalent to adding the electricity demand of Germany, by 2026.

#### Decarbonisation

In 2022, the EU building stock's share of total final energy consumption was around 30 per cent (26.86 per cent in residential property, 13.45 per cent commercial buildings).

Footnote references in numerals refer to the *Notes and References* on page 26.

This equated to around a third of all indirect and direct greenhouse gas emissions (894 Mt CO<sub>2</sub>eq)<sup>13</sup>.

If the European building stock is a substantial contributor to carbon emissions, then the lion's share of the building stock by number is within the Europe-5. Of the 119m residential buildings across Europe, 68 per cent by number are within the Europe-5. Of the 12m non-residential buildings in the EU, 50 per cent are located in Spain, France, Germany and the UK. It is therefore fair to say that the Europe-5 represents the alliance of capital, investment appetite and scale as regards the opportunity for decarbonisation of the stock<sup>14</sup>.

According to the World Green Building Council, 75 per cent of the EU's building stock is energy inefficient, with renovation rates of around 1 per cent per annum. In the case of the UK post-Brexit, the UK Government had adopted regulations that make it unlawful to continue to let a property that fails to meet a minimum Energy Performance Certificate rating of E for both homes and commercial buildings. It is anticipated that this standard will be ratcheted upward in due course.

In the case of the EU, 2024's revised Energy Performance of Buildings Directive requires member states to set national renovation trajectories to reduce the primary energy demand of the building stock and to establish maximum energy performance thresholds. These targets and measures are expected to be transposed by May 2026, and member states expected to give effect to renovation pathways into the 2030s and beyond. Hence, there are very real imperatives for renovation of existing buildings and to ensure that even relatively new buildings conform to improved energy performance.

#### Deglobalisation

Global events have reasserted the need for European strategic autonomy in defence, technology and energy supply – a fact also recognised by non-EU actors such as the UK.

The reordering of supply chains to move from just-in-time to just-in-case, combined with recognition for the need of data sovereignty, will together have beneficial knock-on effects for the storage sectors, including data centres.

Anecdotally, we are seeing media reports of stricter border controls and enforcement in the US resulting in reduced inflows from tourists and international students. Europe stands to be a potential beneficiary of redirected study and tourism patterns, which would underpin demand for hotel and student accommodation provision.

#### Real Estate as a Service

There have also been notable shifts in consumer demands. Occupiers are increasingly demanding access to more than just 'lifts, lights and loos' when it comes to selecting premium space. Real estate has undergone a fundamental business model redesign, catalysed by the pandemic and by the real estate sector's comparatively late digitalisation. Demography has also played a role, with generational differences in notions of work.

This increased appetite for services has coined the term 'Real Estate as a Service' where a service layer accompanies the real estate, and where control of the operational business and the property business afford control over service delivery and profitability. Hence, many real estate

classes traditionally considered to be commercial, as well as alternative asset classes, have become operationalised as investors have sought to manage the real estate and an accompanying platform of services.

A shift to an Experience Economy

Consumers across Europe are becoming more focused in their spending on experiences over acquiring possessions. When asked to evaluate categories of spending where consumers intended to treat themselves over the next three months, Travel and Dining Out were among the top mentioned categories among over a third of respondents. The factors underpinning this shift pre-dated but were accelerated by the pandemic. As such this informs asset selection within hotels, hospitality and experience-driven asset classes such as theme parks.

Ann Koeman-Sharapova, Head of Real Estate Investments – Europe at Mercer explains how this is creating opportunities outside of traditional real estate:

*“Leisure is an interesting one as it sits somewhere between private equity and real estate. Leisure as it expands to consider the likes of theme parks, which may be within the appetite of private equity but tend not to be within the experience and expertise of real estate investors.”*

Cédric Poittevin, Directeur Général at Soposa, the real estate investment branch of Téthys, adds:

*“It is helpful to think about OpRE as two convergent forces: the operationalisation of core commercial real estate, and operations-heavy businesses that are enabled by their real estate. In the case of the former, we see offices and shopping centres forced into somewhat rapid adjustment to new commercial realities, including shifts in the balance of power between employers and employees on in the former case and generational shifts to more experience-driven spending in the case of the latter. Respectively, finding ways to attract rather than compel employees to come into the office and broadening and differentiating the experience consumers obtain from visiting physical stores have been the name of the game.”*

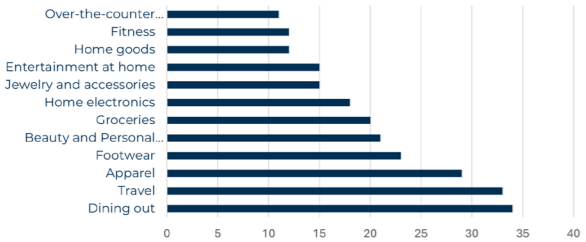


Figure 7: Categories where Europe-5 consumers intend to treat themselves (by percentage)<sup>15</sup>

Footnote references in numerals refer to the Notes and References on page 26.

D. UNDERSTANDING THE INVESTIBLE UNIVERSE OF EUROPEAN OPRE

Our analysis estimates the market value of our chosen operational real estate sectors within the Europe-5 to be in excess of €1.2 trillion. For comparison, the total value of all commercial real estate in Developed Europe as defined by the European Public Real Estate Association is USD\$9.6 trillion as of Q3 2025<sup>16</sup>.

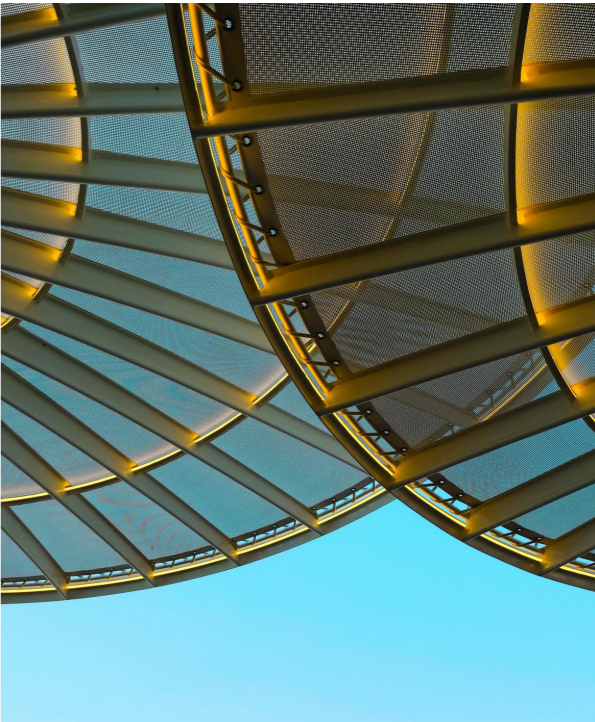
Our research draws from publicly available industry sources where possible. Where there is no existing analysis, we have used a combination of industry revenue figures, investment volumes, conservative yield assumptions and net operating income from market-leading businesses as a proxy to calculate an estimated market value for that sector and geography.

Our analysis covers the main sectors of Eurazeo’s OpRE investment focus, but very emergent, niche or definitionally complex categories have been excluded.

As identified by Mathieu Elshout of Aware Super:

*“The lack of comparable and historic data remains a persistent challenge across OpRE sectors, particularly in emerging sub sectors and geographies.”*

At Eurazeo, we see the data gap as opportunity for information arbitrage, capitalising on knowledge asymmetry to source and acquire property-rich operational businesses at attractive entry points.



| Europe-5 | Total                   |
|----------|-------------------------|
| France   | € 251,892,343,010.55+   |
| Germany  | € 361,367,866,316.22+   |
| Italy    | € 110,548,816,012.42+   |
| Spain    | € 155,143,748,776.96+   |
| UK       | € 339,817,048,709.65+   |
| TOTAL    | € 1,218,769,822,825.80+ |

Footnote references in numerals refer to the Notes and References on page 26.

## 1. PRIVATE HEALTHCARE

As far back as 2018, the European healthcare industry was assessed by McKinsey to be worth \$460bn<sup>17</sup> dollars and to be highly fragmented. Our analysis focuses on primary and secondary healthcare facilities and excludes residential healthcare formats as definitions for assisted living, nursing homes and supported housing vary from country to country.

### Private Hospitals<sup>18</sup>

| Country     | Revenue estimate (euros)             | Estimate of Private Revenue Percentage | Prime Yield        | Net Operating Margin | Market Value (euros) |
|-------------|--------------------------------------|--|--------------------|----------------------|----------------------|
| France      | 125.53 bn (Revenue) <sup>19-20</sup> | 34% <sup>21</sup>                      | 6.00 <sup>22</sup> | 10.0% <sup>23</sup>  | 71.13 bn             |
| Germany     | 142.00 bn (Revenue) <sup>24</sup>    | 32% <sup>25</sup>                      | 5.00 <sup>26</sup> | 11.0% <sup>27</sup>  | 99.97 bn             |
| Italy 28-29 | 89.64 bn (Revenue) <sup>30-31</sup>  | 30.2% <sup>32</sup>                    | 6.00 <sup>33</sup> | 6.4% <sup>34</sup>   | 28.88 bn             |
| Spain       | 63.84 bn (Revenue) <sup>35</sup>     | 17.5% <sup>36</sup>                    | 5.75 <sup>37</sup> | 12.4% <sup>38</sup>  | 24.1 bn              |
| UK          | 7.84 bn (Revenue) <sup>39</sup>      | 100% <sup>40</sup>                     | 5.0 <sup>41</sup>  | 18.0% <sup>42</sup>  | 28.22 bn             |
| Total       |                                      |  |                    |                      | 252.30 bn            |

### Private Medical Practices

| Country | Revenue Estimate (euros)         | Prime Yield        | Net Operating Margin | Market Value Estimate (euros) |
|---------|----------------------------------|--------------------|----------------------|-------------------------------|
| France  | 15-20 bn (Revenue) <sup>43</sup> | 5.0 <sup>44</sup>  | 10.0% <sup>45</sup>  | 40.0 bn                       |
| Germany | 17.1 bn (Revenue) <sup>46</sup>  | 4.75 <sup>47</sup> | 11.3% <sup>48</sup>  | 40.68 bn                      |
| Italy   | 10.6 bn (Revenue) <sup>49</sup>  | 5.75 <sup>50</sup> | 6.4% <sup>51</sup>   | 11.8 bn                       |
| Spain   | 13.0 bn (Revenue) <sup>52</sup>  | 5.75 <sup>53</sup> | 12.4% <sup>54</sup>  | 28.03 bn                      |
| UK      | 5.66bn (Revenue) <sup>55</sup>   | 4.5 <sup>56</sup>  | 8.5% <sup>57</sup>   | 10.7 bn                       |
| Total   |                                  |                    |                      | 131.20 bn                     |

## 2. FLEXIBLE OFFICES

The Flex Office industry can be segmented into co-working and corporate tenants. Co-working aggregates multiple SMEs or individuals into a common space, with shared amenities and facilities. Individual tenancies comprise enterprise tenants of varying size that, for reasons of hybrid working, corporate lifecycle or choice have selected more flexible lease terms. Individual tenancies operate much like a traditional office lease, but are typically shorter, charged on a ‘per desk’ rather than per square foot basis and enjoy additional benefits such as communal break-out areas and on-site cafes. The Flex office market can be further sub-divided into several subcategories

- **Co-Working:** shared environment whereby entrepreneurs and employees from different organizations

| Country | Market Value Estimate (euros) based on key coworking markets <sup>58</sup> |
|---------|--|
| France  | 3.70 bn  |
| Germany | 4.96 bn  |
| Italy   | 0.87 bn  |
| Spain   | 0.53 bn  |
| UK      | 5.57 bn <sup>59</sup>  |
| Total   | 15.64 bn   |

Footnote references in numerals refer to the *Notes and References* on page 26.

- share an office space typically paying a fixed-fee monthly membership on a per desk basis
- **Hybrid:** a combination of enterprise and co-working in the same building, memberships can vary between 1-12 months
- **Serviced Office:** fully equipped office with a standard fit-out by the operator, typically 3-24 months contract and priced on a per office basis
- **Managed Office:** office space with basic amenities which can be tailored to a tenant's specific needs (unfurnished or furnished). Leases typically last between 1-3 years and are priced on a per office/unit basis

Markets with the most substantial supply in absolute numbers are the Tier 1 European markets of London, Paris, Berlin and Madrid within the Europe-5. However, at present, our thesis is that the main markets that are worthwhile entering are London and Frankfurt since these offer the potential for acceptable returns. Other markets are underdeveloped, or in the case of Germany, largely distressed.

## 3. SPECIALIST RESIDENTIAL

Our analysis focuses on purpose-built student accommodation but excludes build-to-rent multi- and single-family housing, which are not within the focus of our OpRE strategy as we see the traditional residential lease structure limits potential for operational value creation. Co-living and flex living, while included within our investment strategy, have definitional overlap and are too emergent to have been included in our market size analysis.

### Purpose Built Student Accommodation

The market with the greatest maturity in respect of purpose built student accommodation is the UK, possessing a mature investment market and with interest from both listed and unlisted real estate firms and operators.

The picture elsewhere in Europe is more mixed, but the signal sent by the UK market primes the remainder of the Europe-5 with opportunities for growth. LaSalle finds that, while many continental markets adopt rent control regimes, PBSA finds itself seldom in the firing line from politicians due to its time constraints and fixed audience. Regular void periods tend to mean rents are updated to market levels during voids and respond more quickly to current market values. Paradoxically, 40 per cent of investors believe that regulations on affordability are a primary concern<sup>61</sup>.

While investors appear to be scaling, with Savills predicting a 70 per cent growth across Europe in the next 2-5 years, this is likely to only increase provision rates on average across Europe from 11 per cent to 17 per cent<sup>62</sup>. Hence, there is more room for growth in the European PBSA market.

In terms of headwinds, PBSA is confronted by the logical corollary of an aging population. Just as is the case with the growth in the 65+ demographic, countries within the Europe-5 are moving at different speeds. This is mitigated by the fact that Europe continues to be attractive as a destination for students outside of Europe, offering a selection of world leading universities and favourable costs of living.

| Country | 2024/2025 Operational PBSA Beds  | Working per-bed capital value (EU PBSA deal ranges) <sup>63</sup>   | Indicative Market Value (euros) |
|---------|--|---|---------------------------------|
| France  | ~200,000 private PBSA beds <sup>64</sup> (the largest private stock in continental Europe)     | euros 90k – euros 130k per bed (Paris at top end, secondary at lower end) <sup>65</sup>   | 18 bn - 26 bn                   |
| Germany | ~68.5k private PBSA <sup>66</sup> beds in 30 largest cities (best available data)              | euros 80k – euros 120k per bed <sup>67-68</sup>   | 5.5 bn – 8.2 bn                 |
| Italy   | ~17,760 <sup>69</sup> – 20,400+ private PBSA beds <sup>70</sup>                                | euros 70k – euros 110k per bed <sup>71</sup>  | 1.2bn - 2.24 bn                 |
| Spain   | ~107k private PBSA beds <sup>72</sup>  | euros 70k – euros 110k per bed <sup>73</sup>  | 7.5 bn – 11.8 bn                |
| UK      | ~500,000 operational beds across 20 largest student cities (best available data) <sup>74</sup> | euros 99k - euros 127k (priced at a premium compared to continental Europe given higher rents and liquidity). Some beds may be at lower capital values than this range but much investment stock is newer. <sup>75-76</sup> | 49.5 bn – 63.5 bn               |
| Total   |  |   | 81.73 – 111.73 bn               |

## 4. SENIOR LIVING

Senior Living has in the past been used to refer interchangeably to refer to a range of housing and care options for seniors including independent living, assisted living and care homes. In general, now it is more loosely associated with independent living, or housing for older people with little or minimal daily assistance while still providing a communal environment, shared amenities and on-site staff.

The distinguishing feature between Senior Living in our definition and specialised supported housing is the degree to which seniors need assistance. In general terms assisted living is for the less independent seniors and the senior living for the more independent ones.

Footnote references in numerals refer to the *Notes and References* on page 26.

SPOTLIGHT: SENIOR LIVING IN THE EUROPE-5

UK

The UK has perhaps the most mature senior living sector with a defined senior living sector that typically provides independent living. They are largely regulated as housing, and are considered separate to housing-with-care offerings such as Integrated Retirement Communities (IRCs).

Germany

In Germany, 'Betreutes Wohnen' refers to a defined class of housing for those who require support but support definitions vary and it is not a protected term, but the market is relatively well developed.

France

Résidences services seniors (RSS) are the nearest equivalent to senior living in France. They are considered outside the scope of the social/medico-social code and are regulated under the Construction and Housing Code (CCH L.631-13). Within this space, there are also innovative models being developed by the likes of EMERA, focusing on accommodation attached to EHPADs or medical facilities.

Italy

Senior housing ('allogi assistiti') and private 'silver housing' models are emergent, and typically consist of apartments with hospitality-style services. Care may be provided on an ad hoc basis via domiciliary providers but there remains no defined national product.

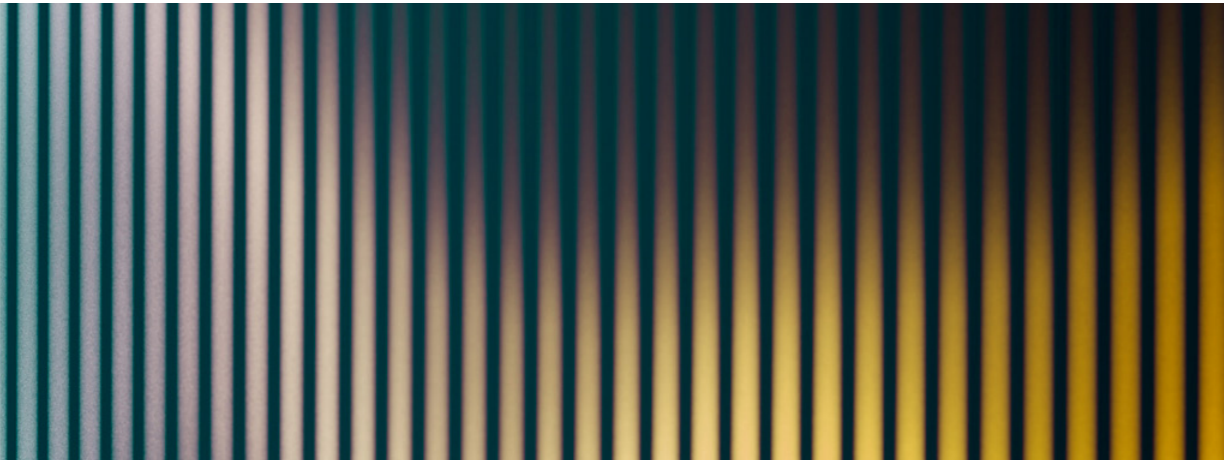
Spain

Viviendas/pisos tutelados/apartamentos con servicios are a popular category of senior living in Spain, which provide concierges with tele-assistance. They are often provided by the municipality. However, there are growing cohousing senior initiatives on a varying basis by Autonomous Community.

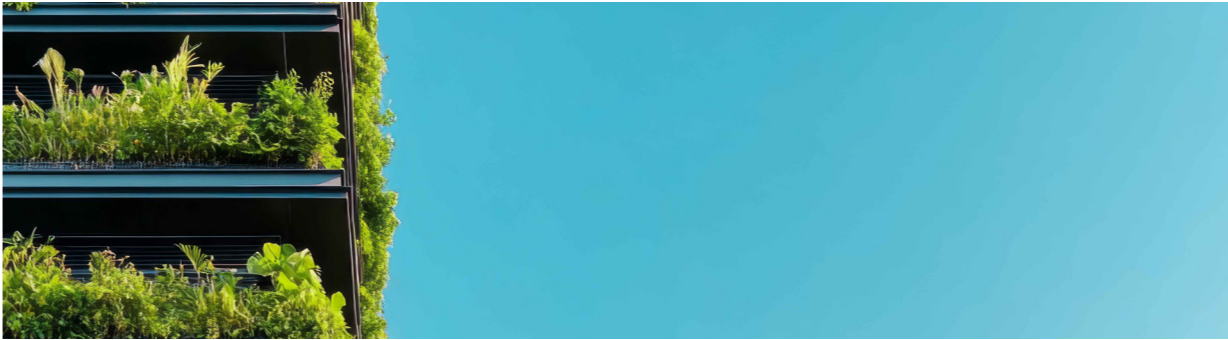
| Country              | Market Value for Senior Living (euros) | Market Value for Assisted Living (euros)   |
|----------------------|--|--|
| France <sup>77</sup> | Nascent                                | 9.46 bn <sup>78</sup>  |
| Germany              | See Assisted Living Note               | 73 bn <sup>79</sup> (lack of true distinction between Senior Living and Assisted Living) |
| Italy <sup>80</sup>  | Nascent                                | 7 bn <sup>81</sup>   |
| Spain                | 500m <sup>82</sup>                     | 500 m - 1 bn <sup>83</sup>   |
| UK                   | 50.6 bn <sup>84</sup>                  | 4.6 bn <sup>85</sup>   |
| Total                | 51.1 bn                                | 95.1 bn  |

Specialised Supported Housing<sup>86</sup>

There is a distinction between Senior Living and Specialised Supported Housing for the elderly. The term 'Senior Living' is sometimes used to cover one or other or both within and across markets. We define specialised supported housing as 'specialised homes for seniors needing support in daily tasks'. These facilities differentiate by providing supportive services while still allowing seniors to maintain as much independence as possible. Assisted living usually offers access to amenities such as access to medical professionals, special meals tailored to specific needs and activities. Usually there would be 24/7 availability of staff to provide care and/or supervision. This is distinct from Senior Living definitions which typically entail age-friendly housing but not a critical weight of support services. Yet, the definition of assisted living varies in subtle ways across countries, and in some countries is calibrated according to need, further muddying the waters. This means specialist teams are required to navigate this emerging space (please see 'Assisted Living in the Europe 5' below for more information).



Footnote references in numerals refer to the *Notes and References* on page 26.



Spotlight: Assisted Living in the Europe 5 Germany

Ambulant betreute Wohngemeinschaften (abWG) and other small group models provide an example of shared households which draw ambulant care into the home. These forms of homes typically are regulated by the Länder, with regulations varying by region. It is not solely confined to accommodation with assistance for seniors but can also refer to facilities for people with psychiatric conditions or the homeless. Within German assisted living facilities, residents often have some form of condition that requires care but to varying degrees and they are still physically able to live provided the environment is age-appropriate. Services are therefore structured around a base level of care with optional additional services<sup>87</sup> and frequently, assisted living and medical facilities are co-located<sup>88</sup>.

Currently, around 66% of the 551,300 senior living apartments in Germany that are within the bracket of assisted living<sup>89</sup>, whereas a predicted 896,000 senior living apartments and associated infrastructure will be needed in Germany by 2050 assuming the need for provision to 4 per cent of over 65s.

Italy

Most of Europe faces an aging population, but the issues facing Italy have been termed a 'demographic winter'<sup>90</sup>. In Italy, the Global Observatory of Long-Term Care estimated that 28.4 per cent of those aged 64+ in Italy are not self-sufficient. The Italian National Institute of Statistics estimates that over 65s will represent 34.9 per cent of the population by 2050. Italy's population represents one of the oldest in the world, but lacks the commensurate supply of accommodation in spite of investment by private equity and real estate firms since the 2000s. Whereas historically, the demographic shift might have been addressed by family care in multi-generational housing, changing social mores are leading to a need for intermediate care.

Reflecting the federal structure, Assisted Living is largely governed by frameworks that exist at regional level and which occupy a spot on the ladder between Residenze Sanitarie Assistenziali (medicalised long-term care) and emergent 'silver housing' models. In Italy, independent senior housing is typically considered to be housing, without the need for an RSA licence.

A final aspect of Italy's case is that the Piano Nazionale di Ripresa e Resilienza (the Recovery and Resilience Plan).

Footnote references in numerals refer to the *Notes and References* on page 26.

This seeks to establish Case di Comunità (local, multi-service primary care hubs) to shift care out of hospitals into community settings. These are somewhat similar to UK Primary Care Network Hubs or Maison de Santé Pluridisciplinaire in France but on a mandated scale.

The Recovery and Resilience Plan also seeks to establish Ospedale di Comunità as step down care for patients who are too unwell to stay at home, but who do not require hospital admission. The intention is for around 400 units by 2026, 307 of these specifically funded) each serving 80 – 100,000 residents. These are intended to be similar to 'soins de suite et de réadaptation' beds in France.

These developments in Italy are expected to interact with both senior housing and assisted living schemes, which can form ecosystems when integrated with such hubs. Meanwhile, the Italian state is helping to reify intermediate care, which we see as market making for lighter assisted living formats. The corollary is that the siting of such care matters and developers and investors are well-advised to take note of where new hubs will be located as they will alter healthcare access patterns and referral flows.

France

In France there is a distinction between Résidences services seniors (RSS) and Résidences autonomie. The former are independent dwellings for seniors with communal services such as receptions and common areas. However, these are not part of the social/medico-social code in France. Résidences autonomie are non-medicalised housing with collective services for older people, remaining relatively autonomous; they are regulated under the social/medico-social code<sup>91</sup>.

Spain

In Spain, assisted living lacks a single national category, but typically onsite support is organized within central apartments. Centros de día also often complement housing for day support.

UK

In the UK, the terminology 'extra-care housing' or 'retirement living' tend to refer to retirement housing with self-contained accommodation and staff on-hand to help residents with domestic duties and on-site care. Assisted living communities also comprise a scheme manager and communal areas for socialising.

## 5. HOSPITALITY AND LEISURE

The evolution from a consumption-driven economy to an experience-driven one has fundamentally reshaped the hospitality and leisure landscape. Today, travellers and consumers seek immersive, personalised experiences rather than standardized offerings, creating strong demand for specialist properties that combine real estate with operational excellence.

This shift positions hospitality as a core pillar of Operational Real Estate, where the physical asset is inseparable from the services and experiences it enables. Emerging hospitality formats that are of interest to Eurazeo but are hard to disaggregate as part of our wider market size analysis include:

### Outdoor Hospitality

Outdoor hospitality is emerging as a high-growth segment, driven by sustainability and the desire for authentic, nature-based experiences. This category includes:

- Camping and Glamping: Traditional campsites upgraded with luxury tents and eco-friendly amenities.
- Eco-Lodges and Caravan Parks: Low-impact accom-

modations designed for environmentally conscious travelers.

### Resorts & Holidays Clubs

Resorts and holiday villages represent some of the most operationally complex OpRE assets. They combine accommodation with food and beverage, entertainment, wellness, childcare, and event spaces under one roof.

- Regional Variations: Mediterranean beach resorts and Alpine ski resorts illustrate how seasonality and cultural preferences shape design and service models.
- Operational Complexity: Multi-service operations require skilled staffing, advanced booking systems, and brand partnerships to deliver seamless experiences.
- Investment Outlook: All-inclusive resorts and holiday clubs are attracting institutional capital due to their diversified revenue streams and resilience against market volatility.

### Hotels

Hotels remain the most recognized OpRE asset class, encompassing everything from budget accommodations to luxury resorts, apartment-hotels, and hostels. Beyond providing lodging, hotels increasingly integrate wellness facilities, co-working spaces, and curated dining experiences to meet evolving consumer expectations.

| Country | Average Annual Investment Volumes (5-10 years) | Assumed Turnover Rate  | Market Value approximate estimates (euros) |
|---------|--|--|--|
| France  | 2.32 bn <sup>92</sup>                          | 5%   | 46.33 bn                                   |
| Germany | N/A – market value is cited in research        | N/A – market value is cited  | 64.3 bn <sup>93</sup>                      |
| Italy   | 1.76 bn <sup>94</sup>                          | 5%   | 35.14 bn                                   |
| Spain   | 3.13 <sup>95</sup>                             | 5%   | 62.6 bn                                    |
| UK      | 5.36 bn <sup>96</sup>                          | 7% (assumed higher turnover rate owing to longer investment volume period) | 76.54 bn                                   |
| Total   |  |  | 285 bn                                     |

### Clubs, Sports and Fitness

Health and wellbeing have become enduring trends, driving demand for gyms, boutique fitness studios, and sports arenas. Profitability depends on subscription revenues, premium service standards, and integration of wellness offerings such as spas and recovery zones.

| Country | Revenue <sup>97</sup> (euros) | Revenue Multiple <sup>98</sup> | Market Value Estimate (euros) <sup>99</sup> |
|---------|-------------------------------|--------------------------------|---|
| France  | 4 bn <sup>100</sup>           | 3.6                            | 14.4bn                                      |
| Germany | 4.9 bn                        | 3.6                            | 17.6bn                                      |
| Italy   | 2.1 bn                        | 3.6                            | 7.56 bn                                     |
| Spain   | 2.1 bn                        | 3.6                            | 7.56 bn                                     |
| UK      | 5 – 7.41 bn <sup>101</sup>    | 3.6                            | 21 – 26.7 bn                                |
| Total   | 18.1bn                        |                                | 65.16 bn – 73.84 bn                         |

Footnote references in numerals refer to the *Notes and References* on page 26.

## Amusement and Theme Parks

Theme parks are among the most operationally intensive OpRE assets, requiring infrastructure for hygiene, food and beverage, transport, and accommodation (hotels, campsites, self-catering units).

| Country | Revenue (euros)         | EBITDA Margin Estimate <sup>102</sup> | EBITDA    | EV/EBITDA | Market Value Estimate (euros) |
|---------|-------------------------|---------------------------------------|-----------|-----------|-------------------------------|
| France  | 3.2 bn <sup>103</sup>   | 30%                                   | 960 m     | 10x       | 9.6 bn                        |
| Germany | 3.3 bn <sup>104</sup>   | 30%                                   | 990 m     | 10x       | 9.9 bn                        |
| Italy   | 1.28 bn <sup>105</sup>  | 30%                                   | 384 m     | 10x       | 3.84 bn                       |
| Spain   | 998.64 m <sup>106</sup> | 30%                                   | 299.582 m | 10x       | 3 bn                          |
| UK      | 1.6 bn <sup>107</sup>   | 30%                                   | 480 m     | 10x       | 4.8 bn                        |
| Total   |                         |                                       |           |           | 31.14 bn                      |

## 6. STORAGE

### Data Centres

Data centres are vital for the cloud services on which we have come to rely as consumers and as members of the workforce, underpinning e-commerce, clerical work, entertainment and connectivity. However, the appetite for data centres is likely to rise further as generative artificial intelligence uptake by consumers and businesses continues to rise. The specialist training and inference data centres required for generative AI are not identical to existing cloud data centres, entailing a requirement for additional capacity.

Cushman and Wakefield EMEA Data Centre Update H2 2024 gives Madrid as having 990MW in live and pipeline capacity. Overall the FLAPD have between them 4.26GW operational, 1.09GW under construction and 4GW planned<sup>108</sup>. There is a suggestion of an undersupply overall within FLAPD, in the CBRE Europe Data Centres publication<sup>109</sup>, implying a benefit to secondary and tertiary centres that can build out pipeline quickly. Our market estimate is based on the fact that they represent around 80 per cent of the market as things stand, but this could shift in the future as planning and land use constraints take hold.

| Country <sup>110</sup> | Operational Capacity | Under Construction/Planned | Primary Market | Market Estimate | Current Market Value Estimate (euros) (excludes pipeline) |
|------------------------|----------------------|----------------------------|----------------|-----------------|---|
| France                 | 526MW                | 1040MW                     | Paris          | \$15.78 bn      | 13.57 bn  |
| Germany                | 713MW                | 1326MW                     | Frankfurt      | \$21.39 bn      | 18.39 bn  |
| Italy                  | 170MW                | 821MW                      | Milan          | \$5.1 bn        | 4.39 bn   |
| Spain                  | 177MW                | 362MW                      | Madrid         | \$5.31 bn       | 4.57 bn   |
| UK                     | 1141MW               | 1525MW                     | London         | \$34.23 bn      | 29.44 bn  |
| Total                  |                      |                            |                |                 | 70.36 bn <sup>111</sup>                                   |

### Self Storage

A self-storage unit is defined as a securable static space less than 500 sq ft in size that is to be used by a person or a business for the storage of goods. The customer will have exclusive and ready access to the space. Ready access means the ability to access the unit at will during normal office hours without intervention. It is not intended that the unit be used as a workspace, trade counter or place where business activities other than storage or storage related activities take place. This unit would be rented under a self-storage contract that is not part of or tied to an additional agreement such as residential tenancy, office space, workspace or similar.

Europe's Self Storage market has 9575 stores in operation, totalling 16.5m sq m in gross area. The leading four markets of UK, France, Germany and Spain account for 68% of Europe's total number of stores<sup>112</sup>.

CBRE and FEDESSA's latest research gives total floorspace and average occupancy and average annual net rental rate for each country. Our analysis of market estimates are based on these values as inputs<sup>113</sup> as set out in the table below, with revenue to EBITDA calculations<sup>114</sup> and a capitalisation figure for EBITDA<sup>115</sup>.

Footnote references in numerals refer to the *Notes and References* on page 26.

| Country | Total Floor space (Sq m) | Average Store Occu-pancy (%) | Average annual net rental rates per sq m/ annum wi-thout VAT (euros) | EV/EBITDA | EBITDA Margin | EBITDA Estimate (€) | Market Value Estimates (€) <sup>116</sup> |
|---------|--------------------------|------------------------------|--|-----------|---------------|---------------------|---|
| France  | 2,690,000                | 80.20%                       | 294  | 20.5      | 0.60          | 380,561,832.00      | 7.80 bn                                   |
| Germany | 2,394,734                | 75.00%                       | 292  | 20.5      | 0.60          | 419,557,396.80      | 8.6 bn                                    |
| Italy   | 190,000                  | 81.40%                       | 265  | 20.5      | 0.60          | 30,210,000.00       | 619.31 m                                  |
| Spain   | 2,000,000                | 77.30%                       | 304  | 20.5      | 0.60          | 364,800,000.00      | 7.48 bn                                   |
| UK      | 6,093,139                | 75.10%                       | 375  | 20.5      | 0.60          | 1,370,956,275.00    | 28.10 bn                                  |
| Total   |                          |                              |  |           |               |                     | 52.60 bn                                  |

Cold Storage

The cold chain logistics market in Europe is projected to reach USD 113.8bn in 2025, up from 97.79bn in 2023, according to Maersk citing Statista<sup>117</sup>. However, Europe lags behind US, China and India in warehouse space<sup>118</sup>. According to CBRE, many facilities in Europe are over 20

years old, and have higher running costs. Replacement, automation and other technologies have a role to play in making such centres more efficient or in redevelopment, which will require CAPEX (and likely operational excel-lence<sup>87</sup>) to make profitable<sup>88</sup>.

| Country | Market Value Estimate (euros, conversion rate as at 22/07/25) |
|---------|---|
| UK      | 11.07bn <sup>121</sup>  |
| France  | 9.89bn <sup>122</sup>   |
| Spain   | 4.02bn <sup>123</sup>   |
| Italy   | 8.21bn <sup>124</sup>   |
| Germany | 15.70bn <sup>125</sup>  |
| Total   | 48.89bn   |

Footnote references in numerals refer to the *Notes and References* on page 26.

E. WHERE NEXT FOR EUROPEAN OPERATIONAL REAL ESTATE?<sup>126</sup>

Signs point to a maturing OpRE sector. Savills has been tracking investor sentiment toward OpRE across Europe for the last three years. It has found that 60% of investors have been tilting toward core and core-plus OpRE investment strategies, compared to 59% seeking access to value-add and opportunistic strategies in 2024<sup>127</sup>.

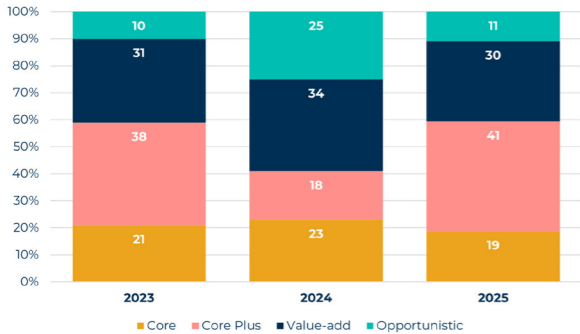


Figure 8: Change in Investment Strategies for the OpRE Sectors, 2023 - 2025 (percentage by respondent, n = 61), Source: Savills European OpRE Investor Survey Report

The same survey also signalled that in 2025, a record 66 per cent of respondents intended to maintain their exposure to OpRE, while 23 per cent intended to increase their exposure.

Ann Koeman-Sharapova, Hea of Real Estate Investment – Europe at Mercer explains:

*“Regardless of their risk appetite, there is a sense that investors are concerned that their sector allocations need to be ‘the right ones’. This translates to concern about insufficient exposure to newer, growth sectors like student housing. So, there’s pressure on core investors to crack the nut. Nevertheless, for risk-off investors, investment in the operational business needs to be justified and necessary; there has to be no other option.”*

Investor Exposure

While investors have sought exposure to OpRE in the past, there have been mixed successes. There can be a steep learning curve to OpRE given the inextricable ties between the underlying business and the real estate itself. Funds will often bring specialist managers that have operational contacts, brand positioning and value-add strategies to leverage opportunities as they arise, increasing the likelihood of hitting the reward criteria investors seek while mitigating key risks.

Private equity real estate funds also obtain access to deal flow in the form of forthcoming developments and assets off-market that are often traded between closed institutional circles. These may be opportunities that private equity funds have access to that investors may not see directly.

An advantage open to limited partners in investing via specialist PE funds is that they need not obtain direct exposure

| Factor           | Direct Investment  | Specialist PE Fund   |
|------------------|--|--|
| Control          | Full control over asset, operator, capex, exit                                   | GP decides within LP parameters, with some blind pool risk |
| Diversification  | Concentrated (single asset/few assets)   | Diversified across assets/markets                          |
| Expertise        | Requires in-house team / steep learning  | Outsourced to sector specialists                           |
| Fees             | Lower ongoing fees (but higher operating costs)                                  | High fund-level fees & carry                               |
| Access to Deals  | Limited, highly competitive  | Institutional deal flow via GP                             |
| Return Potential | Stable (core/core+) or opportunistic depending on strategy                       | Typically value-add / opportunistic (higher targeted IRR)  |
| Liquidity        | Can sell the asset (though not instantly and buyer pool will depend on maturity) | Locked in for fund life (7–12 years)                       |
| Risk Profile     | Depends on investor’s strategy   | Tied to GP’s strategy & market cycle                       |

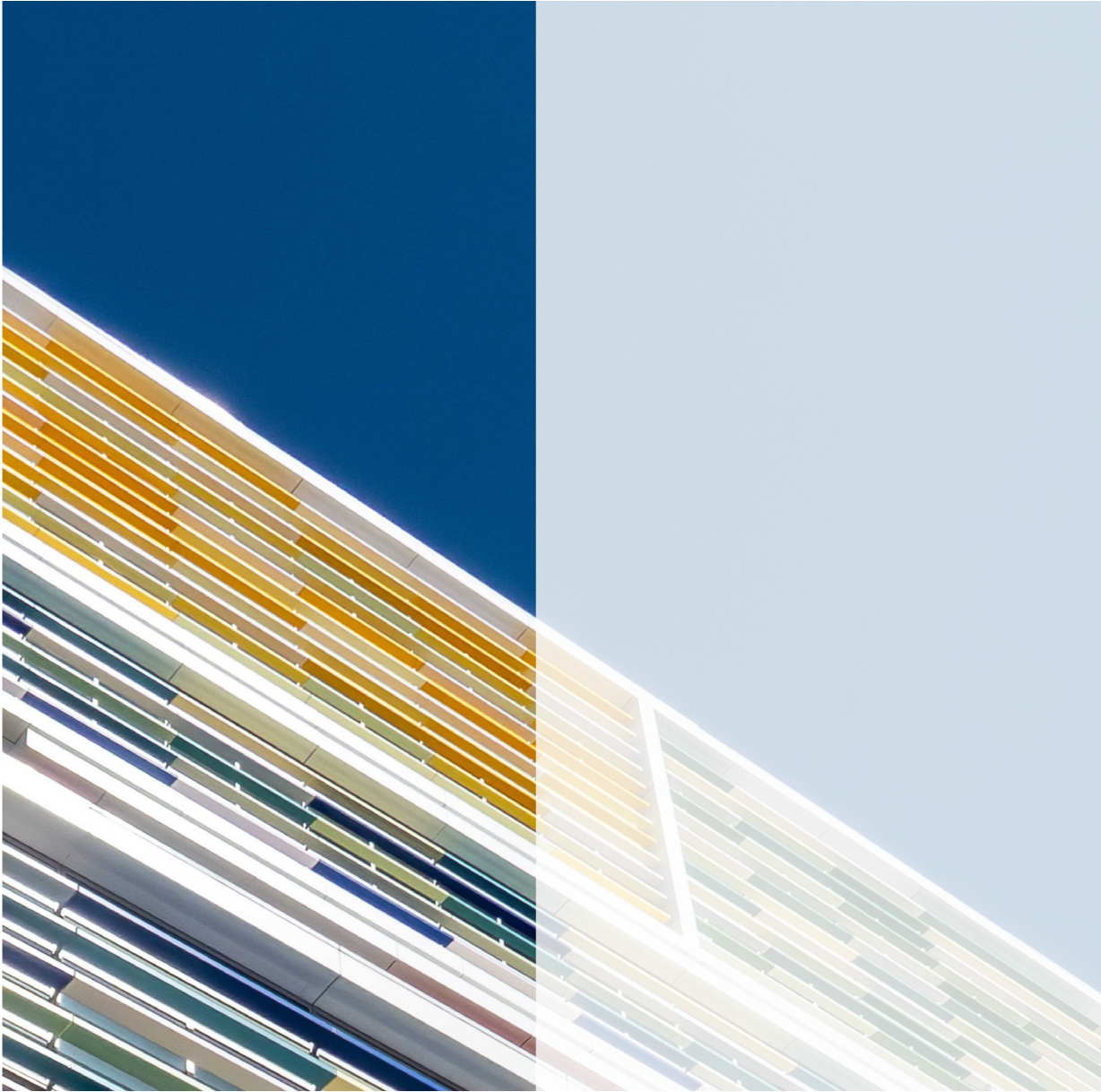
Footnote references in numerals refer to the Notes and References on page 26.

to OpRE themselves. General Partners can offer exposure at various points in the risk curve, depending on the investor’s appetite. Choosing this approach means that the investor may sacrifice some control over the operational risks inherent in exposure to OpRE. Investors gain, however, avoidance of the infrastructural, coordination and learning costs that accompany setting up operational platforms and can specify their chosen level of risk tolerance and return expectations. This does, however, mean that investors need to evaluate the skills, experience and networks of the underlying team when selecting a Specialist PE Fund.

**The involvement of specialist GPs such as Eurazeo affords a win/win for investors: access to OpRE via a team with deep domain knowledge and access to deal making with the flexibility of exit. We see this as a mode of investment in OpRE that is becoming more widespread.**

As a senior professional at a North American pension scheme explained to us: “We are seeing some institutional investors looking to internalise their real estate investment management capability, however, we won’t be doing that. Unlike infrastructure, real estate remains highly granular as an asset class, and we have seen the best results partnering with investment managers.”

Looking ahead, public markets may prove a viable exit route for OpRE investments. According to Cédric Poittevin, Directeur Général at Soposa, the real estate investment branch of Téthys: “OpRE will become more important as a concept. We anticipate that we will see listed vehicles in due course with specialisms in certain classes of OpRE.”



NOTES AND REFERENCES

<sup>1</sup> Eurazeo figures 2024

<sup>2</sup> Eurostat (2025), Demography of Europe 2025 Edition, European Commission, Available at: <https://ec.europa.eu/eurostat/web/interactive-publications/demography-2025#ageing-population> (Accessed: 26 August 2025)

<sup>3</sup> Office for National Statistics (2024), Population estimates for the UK, England, Wales, Scotland and Northern Ireland: mid-2023, London, Available at: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2023> (Accessed: 26 August 2025)

<sup>4</sup> Past performance is not a reliable indicator of future results

<sup>5</sup> Eurazeo (2024), Beyond Ownership: The Growing Allure of Operational Real Estate

<sup>6</sup> Centre for Ageing Better (2024), Our Ageing Population | The State of Ageing 2023-2024, Available at: <https://ageing-better.org.uk/our-ageing-population-state-ageing-2023-4> (Accessed: 27 August 2025)

<sup>7</sup> Centre for Ageing Better (2025), Our Ageing Population | The State of Ageing 2025, Available at: <https://ageing-better.org.uk/our-ageing-population-state-ageing-2025> (Accessed: 27 August 2025)

<sup>8</sup> Past performance is not a reliable indicator of future results

<sup>9</sup> The state of AI in early 2024 | McKinsey (no date). Available at: <https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai> (Accessed: 27 September 2024).

<sup>10</sup> Global Data Center Trends 2024 (no date). Available at: <https://www.cbre.com/insights/reports/global-data-center-trends-2024> (Accessed: 27 September 2024).

<sup>11</sup> Rao (2023), How long it took for popular apps to reach 100 million users, Visual Capitalist, Available at: <https://www.visualcapitalist.com/threads-100-million-users/> (Accessed: 27 August 2025)

<sup>12</sup> Data centres & networks (no date) IEA. Available at: <https://www.iea.org/energy-system/buildings/data-centres-and-data-transmission-networks> (Accessed: 27 August 2025).

<sup>13</sup> EU Building Stock Observatory, Factsheet: Energy Consumption and GHG Emission, Available at: <https://building-stock-observatory.energy.ec.europa.eu/factsheets/> (Accessed: 27 August 2025)

<sup>14</sup> RICS (2020), Energy Efficiency of the Building Stock in the EU, available at: <https://www.rics.org/news-insights/energy-efficiency-of-the-building-stock-in-the-eu> (Accessed: 26 August 2025)

<sup>15</sup> McKinsey (2025), An update on European consumer sentiment: Outlook holds, despite dismay abroad, Available at: <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/an-update-on-european-consumer-sentiment> (Accessed: 1 August 2025)

<sup>16</sup> [https://prodapp.epra.com/media/EPRA\\_Total\\_Markets\\_Table\\_-\\_Q3-2025\\_1760356804415.pdf](https://prodapp.epra.com/media/EPRA_Total_Markets_Table_-_Q3-2025_1760356804415.pdf) Accessed 31st October

<sup>17</sup> McKinsey (2018), Finding untapped potential in European healthcare service providers, Available at: <https://www.mckinsey.com/~media/McKinsey/Industries/Private%20Equity%20and%20Principal%20Investors/Our%20Insights/Finding%20untapped%20potential%20in%20European%20healthcare%20service%20providers/Finding-untapped-potential-in-European-healthcare-service-providers-vF.pdf> (Accessed, 21 September 2025)

<sup>18</sup> Healthcare Business International (2022), Comparison of EU5 Hospital Market plus 10 largest European Operations, Available at: <https://www.healthcarebusinessinternational.com/comparison-of-eu5-hospital-market-plus-10-largest-european-operations/> (Accessed: 1 August 2025) supports the relative values for private hospitals

<sup>19</sup> Healthcare Business International (2024), France's Top 10 for-profit healthcare providers and their sectors, Available at: <https://www.healthcarebusinessinternational.com/frances-top-10-for-profit-healthcare-sectors-and-their-providers/> (Accessed: 21 September 2025) suggests the top three hospital groups have a revenue of around euros 7 bn

<sup>20</sup> Statista (2025), Hospitals – France, Available at: <https://www.statista.com/outlook/hmo/healthcare-providers/hospitals/france?currency=EUR> (Accessed: 1 September 2025) based on the whole market

<sup>21</sup> Cours des Comptes (2023), Public and Private Hospitals, Between Competition and Cooperation, Available at:

<sup>22</sup> Praemia (2025), Real Estate Convictions 2025 – Q1, Available at: [https://www.praemiareim.com/documents/d/preim-com/eng\\_convictions\\_t12025](https://www.praemiareim.com/documents/d/preim-com/eng_convictions_t12025) (Accessed: 21 September 2025) suggests prime yields for clinics varied between 5.0 and 6.0 per cent across France, Germany, Italy and the UK. We use a high prime yield to maintain conservative estimates

<sup>23</sup> FT (2025), Ramsay Sante Half Year Results at end of December 2024, Available at: <https://markets.ft.com/data/announce/detail?dockey=1330-1001050621en-5INVISGDGFDIS7BP9DS6D2DCKK> (Accessed: 23 October 2025) suggest EBIDTA margin is around 11.4 per cent. We choose a margin of 10 per cent as a more conservative estimate

<sup>24</sup> Statista (2025), Hospitals – Germany, Available at: <https://www.statista.com/outlook/hmo/healthcare-providers/hospitals/germany?currency=EUR> (Accessed: 1 August 2025)

<sup>25</sup> Statista (2025), Private (for Profit) Owned Hospital Beds in the European Union in 2022, by Selected Country, Available at: [https://www.statista.com/statistics/1296932/eu-european-union-for-profit-hospital-ownership-of-hospital-beds/#:~:text=Health%20Professionals%20&%20Hospitals-,Private%20\(for%20profit\)%20owned%20hospital%20beds%20in,the%20EU%202022%2C%20by%20country&text=In%202022%2C%20Germany%20ranked%20first,to%2091%2C646%20and%2064%2C051%2C%20respectively](https://www.statista.com/statistics/1296932/eu-european-union-for-profit-hospital-ownership-of-hospital-beds/#:~:text=Health%20Professionals%20&%20Hospitals-,Private%20(for%20profit)%20owned%20hospital%20beds%20in,the%20EU%202022%2C%20by%20country&text=In%202022%2C%20Germany%20ranked%20first,to%2091%2C646%20and%2064%2C051%2C%20respectively) (Accessed: 31 October 2025) suggests 204,979 private hospital beds in Germany, with the European Commission (2023), Healthcare Resource Statistics – beds, Available at: <https://ec.europa.eu/eurostat/statistics-explained/index.php?oldid=678456> (Accessed: 31 October 2025) suggests a total number of beds in Germany of 638,354

<sup>26</sup> Cushman and Wakefield (2025), healthcare properties an important component of portfolio diversification for institutional investors – international capital seeks attractive entry opportunities, Available at: <https://www.cushmanwakefield.com/en/germany/news/2025/04/healthcare-investment> (Accessed: 21 September 2025) details an average yield of 5.00 per cent for inpatient and outpatient facilities

<sup>27</sup> Fresenius has an EBITDA margin for Fresenius Helios at 9 – 12 per cent – see Fresenius (2025), Annual Report Corporate Performance Criteria, Available at: <https://report.fresenius.com/2024/annual-report/group-management-report/fundamental-information-about-the-group/corporate-performance-criteria.html> (Accessed: 23 October 2025). We use 11 per cent

<sup>28</sup> JLL (2024), Italian Healthcare Snapshot, Available at: <https://www.jll.com/en-us/insights/market-dynamics/italy-healthcare> (Accessed: 1 September 2025)

<sup>29</sup> McKinsey (2024), Investing in the Italian Private Healthcare Services Market in 2025, Available at: <https://www.mckinsey.com/industries/healthcare/our-insights/investing-in-the-italian-private-healthcare-services-market-in-2025>, (Accessed: 15 September 2025), Only around 10 per cent of private equity funds are devoted to Italian Private Healthcare despite private investors accounting for almost a third of all healthcare acquisitions over the past 5 years in Europe

<sup>30</sup> Statista (2025), Hospitals – Italy, Available at: <https://www.statista.com/outlook/hmo/healthcare-providers/hospitals/italy?currency=EUR> (Accessed: 15 September 2025)

<sup>31</sup> Area Studi Mediobanca (2024), The Leading Private Healthcare Providers in Italy, Available at: [https://www.areastudimediobanca.com/sites/default/files/2024-06/Press\\_Release\\_Healthcare\\_2024\\_0.pdf](https://www.areastudimediobanca.com/sites/default/files/2024-06/Press_Release_Healthcare_2024_0.pdf) (Accessed: 20 September 2025) suggests healthcare paid for directly is around euros 40 bn

<sup>32</sup> FrancoAngeli (2022), Health & Hospitals in Italy: 20th Annual Report, Available at: <https://www.francoangeli.it/Libro/Health&Hospitals-in-Italy?Id=28722> (Accessed: 31 October 2025) suggests 56,000 out of 185,000 beds are in the private sector, so we use 30.2 per cent here

<sup>33</sup> JLL (2024), Market Snapshot Healthcare Italy, Available at: <https://www.jll.com/content/dam/legacy/jll-com/documents/pdf/research/emea/italy/it/jll-italian-healthcare-snapshot-2024.pdf> (Accessed: 20 September 2025)

<sup>34</sup> Area Studi Mediobanca (2025), The Leading Private Healthcare Providers in Italy (2025 ed), Available at: <https://www.areastudimediobanca.com/en/product/leading-private-healthcare-operators-italy-2025-ed> (Accessed: 31 October 2025) lists an EBIT margin of 6.4% for hospitals which we use here as a proxy for primary care. We have used this rather than NOI in this case as the best available data. We have not adjusted for a presumed NOI to maintain a conservative valuation.

<sup>35</sup> Statista (2025), Hospitals Spain, Available at: <https://www.statista.com/outlook/hmo/healthcare-providers/hospitals/spain?currency=EUR> (Accessed: 31 October 2025)

<sup>36</sup> TediselMedical (2025), The Weight of Private Healthcare in the Surgical Activity of the National Health System, Available at: <https://tediselmedical.com/en/the-weight-of-private-healthcare-in-the-surgical-activity-of-the-national-health-system/> (Accessed: 31 October 2025) suggests that 17.5 per cent of beds are within the private sector

<sup>37</sup> Cushman and Wakefield (2025), Healthcare Spain, Available at: <https://www.colliers.com/download-article?itemld=fdfad655-f0d0-4c4e-9392-2d85a656d11f> (Accessed: 21 September 2025) details a prime yield of 5.75 for private hospitals, which we use here

<sup>38</sup> Fresenius Helios (2024), Annual Report, Available at: [https://report.fresenius.com/2024/annual-report/\\_assets/downloads/entire-fresenius-ar24.pdf?h=vyDD34m-](https://report.fresenius.com/2024/annual-report/_assets/downloads/entire-fresenius-ar24.pdf?h=vyDD34m-) (Accessed: 31 October 2025) which owns Quironsalud and runs Fresenius Helios Spain highlights an EBIT Margin of 12.4 per cent for Spain in its 2024 report which we use as a proxy for NOI here

<sup>39</sup> LaingBuisson (2024), Private healthcare market valued at record £12.4bn as long NHS waiting lists continue to fuel demand, Available at: <https://www.laingbuisson.com/press-releases/private-healthcare-market-valued-at-record-12-4bn-as-long-nhs-waiting-lists-continue-to-fuel-demand/> (Accessed: 1 September 2025)

<sup>40</sup> The figure given by LaingBuisson in footnote 22 is for the total private hospital market, hence we use the full revenue figure as an input

<sup>41</sup> JLL (2025), European Healthcare Real Estate Interface, Available at: <https://www.jll.com/en-uk/insights/market-dynamics/european-healthcare-real-estate-interface> (Accessed: 22 October 2025)

<sup>42</sup> Spire Healthcare (2025), Spire Healthcare Reports Results for Year Ended 31 December 2024, Available at: <https://investors.spirehealthcare.com/media/awgkz0yq/full-year-results.pdf> (Accessed 23 October 2025) gives an EBITDA margin of 18 per cent in the hospitals segment.

<sup>43</sup> A reasonable estimate based on the proportions of the size of the sectors in the other European 5 and revenues spent on private healthcare

<sup>44</sup> Gutshall Real Estate (2025), Clinics and Medical Centres: a safe real estate investment by 2025, Available at: <https://www.gutshallrealestate.com/2025/08/02/clinics-and-medical-centers-a-safe-real-estate-investment-by-2025/> (Accessed: 31 October 2025) suggests a yield of 4.5 – 6.0 per cent specifically for medical centres from which we select a mid-point

<sup>45</sup> FT (2025), Ramsay Sante Half Year Results at end of December 2024, Available at: <https://markets.ft.com/data/announce/detail?dockey=1330-1001050621en-5INVISGDGFDIS7BP9DS6D2DCKK> (Accessed: 23 October 2025) suggest EBIDTA margin is around 11.4 per cent. We choose a margin of 10 per cent as a more conservative estimate for a company that runs both clinics and hospitals

<sup>46</sup> IbisWorld (2025), General Medical Practices in Germany – Market Research Report 2015 – 2030, Available at: <https://www.ibisworld.com/germany/industry/general-medical-practices/982/> (Accessed: 1 September 2025)

<sup>47</sup> Cushman and Wakefield (2025), Healthcare Properties an Important Component for Portfolio Diversification of Institutional Investors – International Capital Seeks Attractive Entry Opportunities, Available at: <https://www.cushmanwakefield.com/en/germany/news/2025/01/healthcare-investment> (Accessed: 22 October 2025) details a prime yield for Germany of 4.75 per cent for outpatient medical facilities which we use as a proxy here. Prime healthcare yields range between 4.5 and 5.75 per cent

<sup>48</sup> Fitch Ratings (2024), Fitch Affirms Schoen Klinik at B+; Outlook Stable, Available at: <https://www.fitchratings.com/research/corporate-finance/fitch-affirms-schoen-klinik-at-b-outlook-stable-25-11-2024> (Accessed: 21 September 2025) 2024 Fitch Ratings results for Schön Klinik suggest an EBIDTA margin of 11.3 per cent which has a substantial balance of clinics in its portfolio

<sup>49</sup> Area Studi Mediobanca (2024), The Leading Private Healthcare Operators in Italy, Available at: [https://www.areastudimediobanca.com/sites/default/files/2024-06/Press\\_Release\\_Healthcare\\_2024\\_0.pdf](https://www.areastudimediobanca.com/sites/default/files/2024-06/Press_Release_Healthcare_2024_0.pdf) (Accessed: 23 October 2025)

<sup>50</sup> JLL (2025), Italy Capital Markets Dynamics Q2 2025, Available at: <https://www.jll.com/en-us/insights/market-dynamics/italy-capital-markets> (Accessed: 22 October 2025) cites a yield of 5.75 per cent overall for healthcare in Italy

<sup>51</sup> Area Studi Mediobanca (2025), The Leading Private Healthcare Providers in Italy (2025 ed), Available at: <https://www.areastudimediobanca.com/en/product/leading-private-healthcare-operators-italy-2025-ed> (Accessed: 31 October 2025) lists an EBIT margin of 6.4% for hospitals which we use here as a proxy for primary care. We have used this rather than NOI in this case as the best available data. We have not adjusted for a presumed NOI to maintain a conservative valuation.

<sup>52</sup> Union of Spanish Insurance and Reinsurance Companies cited in InSpain (July 2024), Private health insurers in Spain benefit from deteriorating public healthcare, Available at: <https://inspain.news/private-health-insurers-in-spain-benefit-from-deteriorating-public-healthcare/> (Accessed: 14 October 2025) which states that in Q1, 2024, the private healthcare sector generated €3.18 bn in revenue, marking a 7.16 per cent increase compared to 2023. If we assume

steadily revenue over 2024, and average over the year, we obtain an approximate revenue of €13 bn.

<sup>53</sup> Colliers, Healthcare in Spain Report March 2025 (2025), Available at: <https://www.colliers.com/en-es/research/informe-healthcare-spain-2025> (Accessed: 22 October 2025) details a general prime yield of 5.75 per cent for healthcare, which we have used as a proxy here

<sup>54</sup> Fresenius Helios (2024), Annual Report, Available at: [https://report.fresenius.com/2024/annual-report/\\_assets/downloads/entire-fresenius-ar24.pdf?h=vyDD34m-](https://report.fresenius.com/2024/annual-report/_assets/downloads/entire-fresenius-ar24.pdf?h=vyDD34m-) (Accessed: 31 October 2025) which owns Quironsalud and runs Fresenius Helios Spain highlights an EBIT Margin of 12.4 per cent for Spain in its 2024 report which we use as a proxy for NOI here. Fresenius Spain operates a mix of hospitals and outpatient centres and hence we consider the use of their EBIT margin here as a useful proxy

<sup>55</sup> LaingBuisson (2024), Private healthcare market valued at record £12.4bn as long NHS waiting lists continue to fuel demand, Available at: <https://www.laingbuisson.com/press-releases/private-healthcare-market-valued-at-record-12-4bn-as-long-nhs-waiting-lists-continue-to-fuel-demand/> (Accessed: 1 September 2025)

<sup>56</sup> Savills (2025, UK Primary Healthcare Real Estate, Available at: [https://www.savills.co.uk/research\\_articles/229130/379355-0](https://www.savills.co.uk/research_articles/229130/379355-0) (Accessed: 22 October 2025) cites a prime yield for primary healthcare of 4.5

<sup>57</sup> Halifax (2025), Spire Healthcare posts full-year growth, warns of looming labour cost rises, Available at: <https://www.investments.halifax.co.uk/research-centre/news-centre/article/?id=19105654&type=bsm> (Accessed: 31 October 2025) suggests an 8.5 per cent EBITDA margin in the primary care segment

<sup>58</sup> Spire Healthcare (2025), Spire Healthcare Reports Results for Year Ended 31 December 2024, Available at: <https://investors.spirehealthcare.com/media/awgkz0yq/full-year-results.pdf> (Accessed 23 October 2025) suggests that Vita healthcare has revenues of £107m and EBITDA of £11m suggesting an EBITDA margin of 10.2 per cent

<sup>59</sup> Colliers (2024), Flexpansion The Architecture of Agility, Available at: <https://www.colliers.com/en-xe/research/20241003-flexpansion> (Accessed: 1 September) contains a table of leading coworking markets from which this analysis is adapted using rough assumptions of yields and number of units per centre, adopting a conservative approach. In some cases, cities in country are fewer in number and attempts have been made to arrive at national level estimates by taking more optimistic assumptions of number of desks.

<sup>60</sup> Property Research Trust (2022), Valuing Flexible Offices in the UK, Available at: [https://www.propertyresearchtrust.org/uploads/1/3/4/8/134819607/valuing\\_flexible\\_offices\\_in\\_the\\_uk.pdf](https://www.propertyresearchtrust.org/uploads/1/3/4/8/134819607/valuing_flexible_offices_in_the_uk.pdf) (Accessed: 18 September 2025) values UK flexible offices at euros 21.85 bn but we have chosen a more conservative estimate

<sup>61</sup> LaSalle (2024), ISA Briefing: Head of the class? Sizing up of the student accommodation opportunity, Available at: <https://www.lasalle.com/research-and-insights/sizing-up-student-accommodation-opportunity/> (Accessed: 4 August 2025)

<sup>62</sup> Savills (2024), European Purpose Built Student Accommodation Investment Barometer Report, Available at: [https://www.savills.co.uk/research\\_articles/229130/369231-0](https://www.savills.co.uk/research_articles/229130/369231-0) (Accessed: 19 September 2025)

<sup>63</sup> Savills (2024), European Purpose Built Student Accommodation Investment Barometer Report, Available at: [https://www.savills.co.uk/research\\_articles/229130/369231-0](https://www.savills.co.uk/research_articles/229130/369231-0) (Accessed: 19 September 2025)

<sup>64</sup> Based on Eurazeo research of multiple comparable deals, but these are indicative ranges

<sup>65</sup> Class Foundation (ND), Student Living France 2025, Available at: <https://www.theclassfoundation.com/regional-events/student-living-forum-france-2025> (Accessed: 18 September 2025)

<sup>66</sup> Gecina (2025), Completion of the Disposal of the Student Housing Assets, Available at: <https://press.gecina.fr/news/completion-of-the-disposal-of-the-student-housing-assets-73090-343e9.html> and Gecina (2025), Residential Portfolio: signature by Nuveen Real Estate and Global Student Accommodation of a firm acquisition commitment on student housing assets, Available at: <https://press.gecina.fr/news/residential-portfolio-signature-by-nuveen-real-estate-and-global-student-accommodation-gsa-of-a-firm-acquisition-commitment-on-student-housing-assets-67ba6-343e9-1.html> (Accessed: 30 October 2025) detail a broad comparable transaction of Gecina to Nuveen/GSA at euros 539m for 18 assets comprising 3700 operational and pipeline beds. We have downweighted the value per bed to arrive at a conservative estimate

<sup>67</sup> JLL (2025), Student Housing in Germany, Available at: <https://pdf.euro.savills.co.uk/germany-research/2025/student-housing-in-germany.pdf> (Accessed: 19 September 2025) highlights that there are 237,000 public sector dorm beds and 68,500 private sector PBSA. Hence we have chosen the private component only

<sup>68</sup> According to CBRE (2025), Market for modern living 2024: Transaction volume determined by lack of supply – rental prices rose dynamically, Available at: <https://news.cbre.de/markt-fuer-modernes-wohnen-2024-transaktionsvolumen-bestimmt-durch-angebotsmangel--mietpreise-stiegen-dynamisch/> (Accessed: 30 October 2025) only 5 transactions worth a total of euros 110m were transacted in 2024. Therefore we have used Review of rental pricing of key providers suggests prices per month in excess of euros 900 – 1,100 per month, varying by room type. We have therefore assumed an annualized gross rent of euros 10,800 – 13,200. If we assume an NOI of approximately 60 per cent, we arrive at a range of euros 120,000 – 170,000.

<sup>69</sup> JLL (2025), Germany PBSA 2025, Available at: <https://www.jll.com/en-de/insights/german-pbsa-2025> (Accessed: 30 October 2025) includes an average PBSA yield in Germany of 4.3 per cent for prime German PBSA in the German Big 7 cities. We have used a range of 4.75 – 5.25 per cent to keep yields sharp and permit a ranged estimate

<sup>70</sup> Savills (2024), Italian Student Housing Market, Available at: <https://pdf.euro.savills.co.uk/italy/student-housing-spotlight-2024.pdf> (Accessed: 19 September 2025) asserts a figure for overall beds of 74,000 but around 24 per cent of these are public beds. Hence we have opted for a more conservative estimate of market size

<sup>71</sup> The market is forecast to increase by 28,000 beds over the next three years according to a report by Scenari Immobiliari and Re.Uni cited in Reuters (2024), Proprium Capital Partners to invest \$100 mln in Italy's growing student housing sector, Available at: <https://www.reuters.com/business/proprium-capital-partners-invest-100-mln-italys-growing-student-housing-sector-2024-07-22/> (Accessed: 19 September 2025)

<sup>72</sup> Assoimmobiliare and JLL (2023), PBSA Snapshot, Available at: <https://www.assoimmobiliare.it/wp-content/uploads/2023/12/jll-italian-pbsa-snapshot-q3-2023.pdf> (Accessed: 30 October 2025) contains city average rents per month of euros 850 per bed per month for Milan and Florence and euros 700 per bed per month for Rome with numbers for Turin and Bologna slightly lower. Country specific yields are thin on the ground for Italy so we use European PBSA average prime yields of 4.75 – 5.25 as a proxy and assume an NOI of approximately 60 per cent

<sup>73</sup> Savills (2024), Student Housing in Spain, Available at: <https://pdf.euro.savills.co.uk/spain/nat-eng-2024/spotligh-pbsa-2024--eng.pdf>

(Accessed: 19 September 2025) asserts the PBSA market is largely in private hands and is fragmented. Some commentators show larger

<sup>74</sup> CRE Media (2025), Nido Living acquires Iberian PBSA Portfolio for euros 1.2 bn, Available at: <https://www.cremediaeurope.com/news/nido-living-acquires-iberian-pbsa-portfolio-for-1-2b-S7kqj6DW/> (Accessed: 30 October 2025) represents a portfolio of 9000 beds across Spain and Portugal and Iberian Property (2024), Azora buys EQT's student residence portfolio for euros 450m, Available at: <https://www.iberian.property/news/residential/azora-buys-eqt-s-student-residence-portfolio-for-eur450m/> (Accessed: 30 October 2025) details the sale of a 4100 bed portfolio for euros 450m

<sup>75</sup> Savills (2024), UCAS Application numbers and the impact on Purpose Built Student Accommodation, Available at: <https://www.savills.co.uk/blog/article/365003/commercial-property/ucas-application-numbers-and-the-impact-on-purpose-built-student-accommodation.aspx> (Accessed: 17 September 2025)

<sup>76</sup> RealAsset Insight (2025), QuadReal Acquires UK PBSA Portfolio for Over £500m, Available at: <https://realassetinsight.com/2025/07/31/quadreal-acquires-uk-pbsa-portfolio-for-over-500-mln/> (Accessed: 30 October 2025) details a transaction for a 3460 bed PBSA portfolio from Apollo-managed funds for £500m in July 2025. If we assume an NOI of 60 per cent, we arrive at a price per bed of euros ~99k on applying a conversion rate of 1.14

<sup>77</sup> Europe Real Estate (2025), Blackstone completes euros 5.22 bn iQ Student Accommodation deal (GB), Available at: <https://europe-re.com/blackstone-completes-5-22bn-iq-student-accommodation-deal-gb/67834> (Accessed: 30 October 2025) gives a value per bed of ~186.4k. If we apply an NOI of 60 per cent, and a euro value of 1.14 we arrive at 127k per bed which provides an upper anchor for our more grounded estimates given that the portfolio was weighted toward Russell Group university cities

<sup>78</sup> Savills (2021), Market in Minutes: European Senior Living and Care Home Investment, Available at: [https://en.savills.fr/research\\_articles/256178/318131-0](https://en.savills.fr/research_articles/256178/318131-0), (Accessed: 21 September 2025) covers some of the fundamentals of France senior living covered here

<sup>79</sup> The average rent for assisted living is an estimated euros 2171 per month, although there are different grades of dependence upon care which can adjust pricing as well as market concerns. Bonard and MoZaiC in 2021 identified 21,700 assisted living units in France, and forecast an additional 14,600 units would be built over the next 2-5 years. Assuming these forecasts hold true, and assuming a cap rate of around 7 per cent for EHPAD and an NOI margin of around 70 per cent. More at: Bonard & MoZaiC (2021), France and Germany Senior Living Market Overview, Available at: <https://www.bonard.com/media/france-and-germany-senior-living-market-overview> (Accessed: 18 September 2025)

<sup>80</sup> Savills Research (2022), The Market for Care Home Properties, Available at: <https://pdf.euro.savills.co.uk/germany-research/2022/spotlight-care-property-germany.pdf> (Accessed: 14 September 2025). To note that this is the whole market. The private sector penetration of this whole is less clear, with the most recent publicly available research suggesting it would be around a third. See research by MoZaiC Asset Management and BONARD cited in: Europa Property (2020), First-of-its-kind study into German Senior Living market confirms significant shortage of accommodation for elderly people, Available at: <https://europaproperty.com/first-of-its-kind-study-into-german-senior-living-market-confirms-significant-shortage-of-accommodation-for-elderly-people/> (Accessed: 18 September 2025)

<sup>81</sup> <https://ww3.rics.org/uk/en/journals/property-journal/later-living-senior-housing-italy.html> article on structural support for the senior living sector in Italy here

<sup>82</sup> Prices can vary significantly in Italy for average rents for an assisted living development. We have made the assumption of a mid-range price per unit of 2500 per month (conservative given

that the linked article cites pricing at euros 80 – 120 per day), at a NOI of 35 per cent and with a yield of 4.5 per cent. This is based on 30,000 units in Italy defined as Assisted Living, cited in: Roberti (2025), Italy's senior living sector begins growth in earnest, Available at: <https://ww3.rics.org/uk/en/journals/property-journal/later-living-senior-housing-italy.html> (Accessed: 17 September 2025)

<sup>83</sup> <https://www.iberian.property/news/residential/senior-living-continues-to-rise-in-spain-with-a-pipeline-of-eur500m/> investment pipeline as of 2023. Atlas Real Estate Analytics suggests an annual investment rate of euros 1.45bn will be required to 2030 to sustain demand

<sup>84</sup> Atlas Real Estate Analytics (2023), Senior Living in Spain 2024, Available at: <https://atlas-reanalytics.com/informes/senior-living-in-spain-2024/> (Accessed: 18 September 2025) suggests 50 operational assets as of 2023 with around 3785 units, and a further pipeline of 3229 units. We have estimated a market value of euros 500m based on the investment pipeline, which should be a conservative estimate. See also: Iberian Property (2023), Senior Living continues to rise in Spain, with an investment pipeline of euros 500m, Available at: <https://www.iberian.property/news/residential/senior-living-continues-to-rise-in-spain-with-a-pipeline-of-eur500m/> (Accessed: 15 September 2025). Spain's market remains nascent but with all the opportunities we have set out in the main report text.

<sup>85</sup> Knight Frank cited in Property Reporter, UK Senior Living Rental Market Set for Significant Growth Over the Next Five Years, Available at: <https://www.propertyreporter.co.uk/uk-senior-living-rental-market-set-for-significant-growth-over-the-next-five-years.html> (Accessed: 21 September 2025). GBP figure of 44bn converted to euros for comparison purposes

<sup>86</sup> Knight Frank (2025), UK Senior Living: A Maturing Market Poised for Growth, Available at: <https://www.knightfrank.co.uk/research/article/2024/12/uk-senior-living-a-maturing-market-poised-for-growth> (Accessed: 30 October 2025) based on an assessment of integrated retirement communities. GBP figure converted to euros for comparison purposes

<sup>87</sup> As we note, there is some variation in the definition of Specialised Supported Housing, and whether that is included within broader definitions of Senior Living in estimates of sector size.

<sup>88</sup> DLA Piper (2023), Senior housing in Germany – a demographic necessity and solid investment, Available at: <https://www.dlapiper.com/en-gb/insights/publications/real-estate-gazette/real-estate-gazette-living-capital/6-germany-senior-housing-in-germany> (Accessed: 12 August 2025)

<sup>89</sup> Savills (2022), The Market for Care Properties, Available at: <https://pdf.euro.savills.co.uk/germany-research/2022/spotlight-care-property-germany.pdf> (Accessed: 19 September 2025)

<sup>90</sup> IMMOTISS (2023), Senior Living in Germany, Available at: <https://immotiss.de/wp-content/uploads/2025-SEWO-IMMOTISS-Report-ENG.pdf> (Accessed: 1 September 2025)

<sup>91</sup> Blangiardo, G. C. (2024). The 'demographic winter' in Italy: Crisis factors, problematic issues and policy actions. European View, 23(1), 14-21. Available at: <https://doi.org/10.1177/17816858241240559> (Original work published 2024, Accessed: 24 August 2025)

<sup>92</sup> Republique Française (2025), Les residences autonomie, pour qui?, Available at: <https://www.pour-les-personnes-agees.gouv.fr/changer-de-logement/vivre-dans-une-residence-avec-services-pour-seniors/les-residences-autonomie-pour-qui> (Accessed: 28 August 2025)

<sup>93</sup> CBRE (2025), Hotels France Q1 2025, Available at: [https://mktgdocs.cbre.com/2299/57c27a72-c9e7-4ed6-a088-ed6127c1ff0a-692316190/CBRE\\_Figures\\_Hotels\\_France\\_Q1\\_.pdf](https://mktgdocs.cbre.com/2299/57c27a72-c9e7-4ed6-a088-ed6127c1ff0a-692316190/CBRE_Figures_Hotels_France_Q1_.pdf) (Accessed: 21 September 2025)

<sup>94</sup> Union Investment (2024), Hotel Valuation Report: German Hotel Industry on the Rise – Property Values Exceed pre-Coronavirus, Available at: [https://realestate.union-investment.com/en\\_GB/media-center/press-releases/hotel-market-value-model-2024](https://realestate.union-investment.com/en_GB/media-center/press-releases/hotel-market-value-model-2024) (Accessed: 21 September 2025). The value for Germany triangulates with the order of magnitude for values in the remainder of the Euro-5

<sup>95</sup> PwC (2024), Hotel Investments in the Italian Market, Available at: <https://www.pwc.com/it/en/publications/assets/docs/hospitality-market-snapshot-italy-2024.pdf> (Accessed: 21 September 2025)

<sup>96</sup> Christies (2024), Hotel Investment Overview Spain 2024, Available at: <https://www.christie.com/news-resources/publications/spain-hotel-investment-report/> (Accessed: 21 September 2025) has multiyear investment volumes, from which we have taken an average value

<sup>97</sup> We have used the ten year average of investment volumes from Savills (2025), UK Hotel Investment, Available at: [https://www.savills.co.uk/research\\_articles/229130/373790-0](https://www.savills.co.uk/research_articles/229130/373790-0) Opus Business Advisory Group (2024), Hotels and accommodation sector report – vulnerable finances but an optimistic outlook, Available at: <https://opusllp.com/report/hotels-and-accommodation-sector-report-vulnerable-finances-but-an-optimistic-outlook/> (Accessed: 1 August 2025) notes a market size of GBP 24.7bn

<sup>98</sup> Lázaro (2024), La industria del deporte y el fitness, OBS Business School, Available at: <https://marketing.onlinebschool.es/Prensa/Informes/Informe%20OBS%20Industria%20del%20deporte%20y%20el%20fitness.pdf> (Accessed: 1 September 2025)

<sup>99</sup> Estimated from precedent transactions.

<sup>100</sup> Urban Group/Cie des Alpes traded at 3.6 revenue and 12.5x EBITDA, hence we have used this as a proxy for market value.

<sup>101</sup> Lázaro (2024), Spain in Europe's top 5 in physical activity, OBS Business School, Available at: <https://www.obsbusiness.school/en/faculty-and-research/reports/obs-report-the-sport-and-fitness-industry> (Accessed: 21 September 2025)

<sup>102</sup> Leisure DB (2025), State of the UK Fitness Industry Report 2025, Available at: <https://www.leisuredb.com/publications> (Accessed: 21 September 2025) cites £6.5bn revenue, which we have converted to euros here for comparison purposes as an upper bound to the revenue estimate

<sup>103</sup> EBITDA and EV to Revenue margins calculated from precedent transactions

<sup>104</sup> Grand View Horizon (2024), France Amusement Parks Market Size & Outlook, 2024 – 2030, Available at: <https://www.grandviewresearch.com/horizon/outlook/amusement-parks-market/france> (Accessed: 22 September 2025)

<sup>105</sup> IbisWorld (2025), Amusement & Theme Parks in Germany – Market Research Report (2015 – 2030), Available at: <https://www.ibisworld.com/germany/industry/amusement-theme-parks/989/> (Accessed: 1 September 2025)

<sup>106</sup> Statista (2025), Amusement Parks – Italy, Available at: <https://www.statista.com/outlook/amo/entertainment/amusement-parks/italy> (Accessed: 22 September 2025)

<sup>107</sup> Statista (2025), Amusement Parks – Spain, Available at: <https://www.statista.com/outlook/amo/entertainment/amusement-parks/spain?currency=EUR> (Accessed: 22 September 2025)

<sup>108</sup> IbisWorld, Amusement and Theme Parks in the UK – Market Research Report (2015 – 2030), Available at: <https://www.ibisworld.com/united-kingdom/industry/amusement-theme-parks/14570/> (Accessed: 1 September 2025)

<sup>109</sup> Cushman & Wakefield (2024), EMEA Data Centre Update – H2 2024, Available at: <https://cushwake.cld.bz/emeadatacentresupdate-02-2025-emea-regional-en-content-datacentres/4/> (Accessed: 1 August 2025)

<sup>110</sup> CBRE (2024), Europe Data Centres, Available at: <https://www.assoimmobiliare.it/wp-content/uploads/2025/02/Europe-Data-Centres-Figures-Q4-2024.pdf> (Accessed: 1 August 2025)

<sup>111</sup> Cushman & Wakefield (2024), EMEA Data Centre Update – H2 2024, Available at: <https://cushwake.cld.bz/emeadatacentresupdate-02-2025-emea-regional-en-content-datacentres/4/> (Accessed: 1 August 2025) gives the values for data centre capacity in operation, under construction and in planning across relevant FLAPD markets plus Milan and Madrid

<sup>112</sup> To arrive at a market estimate, we use the Morgan Stanley estimate of the investment costs of building a data centre, which assumes that each data centre is being built to current leading specifications: Morgan Stanley (2024), Powering the Growth of Generative AI, Available at: <https://www.morganstanley.com.au/events-programs/australia-summit/powering-the-growth-of-genai> (Accessed: 1 August 2025)

<sup>113</sup> FEDESSA and CBRE (2024), FEDESSA European Self Storage Industry Report 2024 summary, Available at: <https://www.cbre.co.uk/insights/reports/european-self-storage-industry-report-2024> (Accessed: 12 September 2025)

<sup>114</sup> FEDESSA and CBRE (2025), FEDESSA European Self Storage Industry Report 2025, Available at: [https://mktgdocs.cbre.com/2299/9b35a5e1-be2f-4caa-ac5e-4ace55420cdd-2045811689/European\\_Self\\_Storage\\_Industry.pdf](https://mktgdocs.cbre.com/2299/9b35a5e1-be2f-4caa-ac5e-4ace55420cdd-2045811689/European_Self_Storage_Industry.pdf) page 7, (Accessed: 30 October 2025)

<sup>115</sup> Shurgard and Safestore have ~57 – 71 per cent EBITDA margin according to financial reporting. We choose a mid-point of 60 per cent.

<sup>116</sup> The CBRE and Fedessa 2024 report (see footnote 95) notes EV/ EBITDA multiples of ~20-21 on in-place EBITDA for quality European self-storage platforms. We opt for 20.5x. However, there may be in reality be more significant variance at country level especially among unmodernised facilities.

<sup>117</sup> Rotterdam: the gateway for growth in European cold chain logistics, Available at: <https://www.maersk.com/news/articles/2024/02/05/rotterdam-cold-chain-logistics> (Accessed: 1 August 2025)

<sup>118</sup> Statista, Size of the cold chain logistics market in Europe from 2019 to 2025, Available at: <https://www.statista.com/statistics/1108444/cold-chain-logistics-market-size-europe/> (Accessed: 1 August 2025)

<sup>119</sup> Macfarlanes (2024), Fully Operational: the future of real assets, Available at: <https://www.macfarlanes.com/media/ueoj3qyy/fully-operational-the-future-of-real-assets-macfarlanes.pdf> (Accessed: 1 August 2025)

<sup>120</sup> CBRE (2021), Cold Storage Market Update, Available at: <https://www.cbre.co.uk/insights/articles/cold-storage-market-update> (Accessed: 1 August 2025)

<sup>121</sup> Savills (2020), UK Cold Storage Sector, Available at: <https://pdf.euro.savills.co.uk/uk/commercial---other/uk-cold-storage-sector-2020.pdf> (Accessed: 1 August 2025)

<sup>122</sup> France Cold Chain Logistics – Market Share Analysis, Industry Trends and Statistics, Growth Forecasts 2019 – 2029, Available at: <https://www.researchandmarkets.com/report/france-cold-chain-market> (Accessed: 1 August 2025)

<sup>123</sup> Imarc (2024), Spain Cold Chain Logistics Market Report, Available

at: <https://www.imarcgroup.com/spain-cold-chain-logistics-market> (Accessed: 1 August 2025)

<sup>124</sup> Research and Markets (2025), Italy Cold Chain Logistics – Market Share Analysis, Industry Trends and Statistics, Growth Forecasts (2025 – 2030), Available at: <https://www.researchandmarkets.com/report/italy-cold-chain-market> (Accessed: 1 August 2025)

<sup>125</sup> Research and Markets (2025), Germany Cold Chain Logistics – Market Share Analysis, Industry Trends and Statistics, Growth Forecasts 2025 – 2030, Available at: <https://www.researchandmarkets.com/report/germany-cold-chain-market> (Accessed: 1 August 2025)

<sup>126</sup> This section reflects market observations and does not constitute investment advice.

<sup>127</sup> Savills (2025), European OpRE Investor Survey Report, London, available at: [https://www.savills.co.uk/research\\_articles/229130/377562-0](https://www.savills.co.uk/research_articles/229130/377562-0) (accessed: 27 August 2025)

*This document has been prepared by Eurazeo Funds Management Luxembourg for the exclusive use of its recipient. It is provided for information purposes only and shall not be construed as a solicitation, an offer to buy or sell any financial product, or as legal, tax, financial or other advice.*

*Recipients are invited to seek advice from their own professional advisers with respect to any assessment of the information contained herein. The information provided does not purport to be comprehensive and should not, by itself, form the basis of any investment decision. Any investment decision should be made solely on the basis of the legal and regulatory documentation of a fund.*

*Past performance is not necessarily indicative of, nor a guarantee of, future results. Information on prior investments is provided solely to illustrate the nature of such investments, the strategy and the investment process associated with them. There can be no assurance that the prospective investments will yield comparable results and be able to undertake similar transactions in the future, or that any targeted returns will be achieved. Past or targeted returns, asset allocation, diversification or other portfolio characteristics are not necessarily indicative of future performance or characteristics of prospective fund's portfolio.*

*The examples presented in this document are provided for illustrative purposes only and aim to demonstrate the investment approach employed by Eurazeo. They do not purport to represent an exhaustive list of Eurazeo's investments. The description of each investment reflects circumstances as they existed at the time Eurazeo considered or completed the transaction and may have changed subsequently. References to investments included herein shall not be interpreted as a recommendation for any particular investment or security.*

*Eurazeo Funds Management Luxembourg endeavours to ensure the accuracy and quality of the information provided. However, such information may be subject to change at any time and does not constitute a promise, commitment or representation, whether past or future.*

*Any reproduction, distribution or disclosure of this document, in whole or in part, without the prior written consent of Eurazeo Funds Management Luxembourg is strictly prohibited. Eurazeo Funds Management Luxembourg shall not be held liable for any use of this document or any part thereof by any unauthorised third party.*

© 2025 Eurazeo Funds Management Luxembourg S.A. – All rights reserved

**EURAZEO**

66 rue Pierre Charron  
75008 Paris - France

eurazeo.com  