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# 2018

## ANNUAL REPORT



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# From the CEO



**Benoît Quignon,**  
CEO, SNCF Immobilier

SNCF Immobilier, the real estate division of SNCF Group, is now three years old, and it's a good time to take stock. In 2015, our roadmap was clear: harness our expertise to improve the business, industrial and social performance of the Group and of regional economies across France.

In 2019 we're meeting the goals set by Chairmen Guillaume Pepy and Patrick Jeantet. We've become a true business partner to SNCF Group activities as they work toward transformation. And the same is true of our own subsidiaries Espaces Ferroviaires and ICF Habitat Group. Thanks to their excellent input,

we're working with local authorities to build the city of the future—mobile, inclusive, connected and sustainable.

This report describes our operations and our many projects, across the various areas of our business. For SNCF Group, our subsidiary S2FIT develops master plans for industrial, rail and tertiary operations to deliver performance, efficiency and better quality of life at the workplace. For local authorities and our partners, we are pace-setters in building cities and regions, developing bold projects based on new concepts for urban planning, with a special focus on temporary use. Which means fostering close ties with regions to anticipate planners' renovation of reclaimable assets. In housing, we must adapt to conditions arising from new French legislation (Loi Elan)—developments where the sound finances, expertise and efficiency of ICF Habitat, as part of SNCF Group, are decisive assets.

I am deeply committed to the success of SNCF Group, of mobility, and of the transformation of our cities and regions. We see the freedom of mobility and a greener planet as basic rights for everyone: all of our programmes include care for renewable energy and sustainability, and we have made major commitments under the French government's Place au Soleil solar energy programme.

In conclusion, I want to share with you the engagement of all the men and women who work at SNCF Immobilier. We are fulfilling our mission with the expertise and determination we need to make SNCF Group and its urban activities a success.





# MANAGING, OPTIMIZING, DEVELOPING AND PROMOTING A UNIQUE REAL ESTATE PORTFOLIO

SNCF Immobilier is in charge of France's second-largest property portfolio—assets we know inside out, consisting of properties owned by the entities making up SNCF Group, with the exception of stations and transport infrastructures proper. Together these holdings give us unique insights into future needs, along with a responsibility to help shape the city of tomorrow.

# SNCF IMMOBILIER— WORKING TO TRANSFORM SNCF GROUP, CITIES AND REGIONS

SNCF Immobilier was created in 2015 as part of France's rail reform initiative. Today we play a unique role in managing, maintaining and optimizing a portfolio of exceptional properties, ensuring that these assets serve the transformations under way at SNCF Group—and the Group's performance.

As one of SNCF Group's **six core businesses**, SNCF Immobilier operates alongside:

- SNCF Réseau (management and operation of the French rail network);
- SNCF Mobilités (mass transit in the Paris region, regional and interregional passenger transport, high-speed rail in France and Europe);
- SNCF Gares & Connexions (station management and development);
- SNCF Logistics (freight transport and logistics);
- Keolis (mass transit and public transport in Europe and around the world).

At SNCF Immobilier, our work centres on **three missions**: we manage and optimize SNCF's property portfolio, we develop or dispose of assets that are no longer of use to the rail system, and we operate residential properties in our role as a social leasing agent.

Together our three businesses reflect the rich store of expertise that SNCF Immobilier brings to the table, and are a major driver of SNCF Group's development.

**Beyond the sheer diversity of our assets**, we can draw on our experience of the interplay of mobilities and real estate to work effectively across the entire property value chain. Which makes us an active participant in the transformation of both SNCF Group and France's towns and cities.



Our unique portfolio positions us to work with all stakeholders in imagining the city of tomorrow."

# A REGIONAL PRESENCE SERVING COMMUNITIES ACROSS FRANCE: 7 REGIONAL PROPERTY MANAGEMENT OFFICES

- DIT/RPM office
- Other main offices



## 3 SUBSIDIARIES

### Espaces Ferroviaires

is SNCF's urban planning and property development subsidiary, charged with bringing disused railway sites back to life as exceptional components of the city of tomorrow. It works in partnership with local communities, promoters, social landlords, investors and users.

Espaces Ferroviaires is an ISO 14001-certified business that masters all aspects of urban planning and real-estate development. As project owner or manager, it leads and executes land-use planning initiatives to design new city districts.

**S2FIT** was set up in 2009 to manage and optimize tertiary holdings on behalf of SNCF Group. Today it operates 25 buildings on 23 sites across France, representing nearly 120,000 sq m in all. 2015 figures.

**ICF Habitat** is in charge of SNCF's housing portfolio, serving the railway employees who account for 36% of total tenants. It manages nearly 100,000 housing units in all, with some 90,000 let as social housing and the rest at intermediate or market rate. ICF Habitat is one of France's top five housing operators.

# KEY FIGURES

## SNCF IMMOBILIER FAST FACTS

8.5

MILLION SQ M  
of floor space

INCLUDING

6.5

MILLION SQ M  
of industrial and rail  
facilities



20,000 HA of land  
—twice the surface area  
of Paris—including 3,000 ha  
primed for immediate  
development

74 YEARS

Average age  
of buildings in SNCF  
Immobilier's portfolio

33

STRATEGIC URBAN  
DEVELOPMENTS  
ALREADY COMPLETED



400

TRANSACTIONS  
to optimize  
portfolio value

OVER

2,000

SITES



25,000  
buildings



15

TEMPORARY-USE  
URBAN SITES  
ALREADY  
DEVELOPED



2 MILLION

VISITORS TO OUR  
TEMPORARY-USE  
URBAN PROJECTS





# 100,000

HOUSING UNITS ALTOGETHER,

INCLUDING

# 90%

SOCIAL HOUSING



BUT ALSO

# 2,000

HOUSING UNITS BUILT  
OR ACQUIRED  
each year on average

# 1,200



REHABILITATED HOUSING UNITS  
—equal to **9** new or rehabilitated units  
completed each day



## OUR EXPERT TEAM

Over

# 2,300

EMPLOYEES  
INCLUDING 1,700 AT ICF HABITAT

Around

**40** at Espaces Ferroviaires,

**10** at S2FIT

**550** at SNCF Immobilier



# 44.5%

of team members are women  
(ICF: 58.6%)

SNCF is a global leader in passenger and freight transport services, with revenue of €33.3 billion in 2018, of which one-third on international markets. With 270,000 employees in 120 countries, SNCF draws on its foundations in French rail and its extensive experience as an architect of transport services. It aims to become the benchmark for mobility and logistics solutions in France and worldwide. SNCF has six core businesses: SNCF Réseau (management and operation of the French rail network); commuter transport (mass transit in the Paris region, TER regional rail, and Keolis in France and worldwide); long-distance rail (TGV inOui, Ouigo, Intercités, Eurostar, Thalys and more, and ticket sales through Oui.sncf); SNCF Gares & Connexions (station management and development), SNCF Logistics (freight transport and logistics worldwide with Geodis, Fret SNCF and Ermewa) and SNCF Immobilier (management and optimization of SNCF property and land assets). [www.sncf.com](http://www.sncf.com)

# SNCF—MEETING THE CHALLENGES OF 2019

SNCF Mobilités Chairman Guillaume Pepy and SNCF Réseau Chairman Patrick Jeantet look back on SNCF Immobilier’s first three years and ahead to SNCF’s biggest tasks in 2019—a pivotal year for the Group.

## 2018—THE VISIONARY ROLE OF SNCF IMMOBILIER

Since it was created to manage the Group’s real estate portfolio, SNCF Immobilier has played a major role in transforming SNCF and improving its performance. In its work with local authorities, it has shown active engagement and innovation, helping to create the new neighbourhoods now emerging on former railway sites, and taking a visionary approach to temporary-use projects in urban planning. Within SNCF Group, the Division has delivered the performance and innovation we needed to create new workspaces at our site in Saint Denis—now home to an additional 3,000 staff members—and high-tech rail facilities in Vénissieux and Hellemmes in northern France. Achievements like these have won praise and recognition for SNCF Immobilier inside the Group and out.

For both the French rail industry and for SNCF Group, 2018 was a milestone in many ways. We raised the bar in service, putting our operations on a sounder footing and improving on-time performance. We improved rail safety and passenger information. We completed all scheduled upgrades of our network. And French lawmakers enacted rail reforms that will change the way we do business.

## 2019—A DUAL CHALLENGE

For SNCF, 2019 will be a crucial year in becoming a more competitive company. In addition to delivering seamless service, continuing to improve passenger information, and offering new services to our customers, we must also ensure that the new SNCF is up and running on January 1, 2020. This enormous task will challenge every area of our business—legal, finance, real estate, assets, information systems and more.



For SNCF, 2019 will be a crucial year: in addition to delivering seamless service, continuing to improve passenger information, and offering new services to our customers, we must also ensure that the new SNCF is up and running on January 1, 2020”

When the transformation is complete, we will be a unified, state-owned Group. Our subsidiaries will be independent companies with their own boards of directors. And we will no longer operate under state supervision: though the French State will own all the new shares, SNCF will be a real company, with full responsibility for all of our activities.

## KEYS TO SUCCESS

We have three powerful tools to make this transformation a success. First, quality of service, and that is the No. 1 factor. Second, the competitive edge we need to improve our performance—including our real estate performance—so we can cut our costs. Third, innovation to set SNCF apart from the competition.

Our expertise, our engagement and our ability to adapt to change are just as important. In businesses like ours, the human factor makes all the difference.

On 1 January 2020, we will be a new Group, ready to hit the ground running. And this rebirth—like the 1937 decree that first created SNCF—is



**Guillaume Pepy**  
Chairman, SNCF Executive Board  
Chairman, SNCF Mobilités



**Patrick Jeantet**  
Deputy Chairman, SNCF Executive Board  
Chairman, SNCF Réseau

part and parcel of the tightly woven history that inspires us and our co-workers. It gives us a narrative, a drive, a reason for being that engages all of us in our mission to bringing the freedom of effortless mobility and a greener planet to all.

### TOP PROJECTS FOR 2019

The freedom that comes with mobility is made possible by ever greater investment in our network. But it also results from our focus on volume, the new RER commuter line now being built, and our expanding role in regional economies, urban communities and city centres.

For SNCF, effortless mobility is another priority, and we're continuing to deliver more passenger information with a new SNCF app offering the full range of mobility solutions. And we're working



We're deeply committed to doing more to protect our planet: we're continuing to reduce our greenhouse gas emissions by accelerating the shift away from diesel-powered engines, and by developing new low-carbon districts, like the future Ordener neighbourhood in Paris."

more closely with local authorities, improving our rolling stock and upgrading our workspaces by launching the technical facilities of the future and expanding our Campus 3.0 sites.

At SNCF Group, we take the social and community impact of our projects very seriously. And we invest time, energy, effort and engagement in these important issues—whether in exchanges during negotiations with the transport industry trade union UTP, or in interactions with employees as we gear up for the transformations ahead. The same applies to our real estate developments: with SNCF Immobilier, maintaining social diversity in the districts where we operate and the housing units we manage is a priority, just as we take care to ensure that our projects are a natural fit with local urban planning.

Lastly, we're deeply committed to doing more to protect our planet. That means continuing to reduce our greenhouse gas emissions by accelerating the shift away from diesel-powered engines. But our real estate portfolio is also playing a powerful role: SNCF Immobilier is already developing new low-carbon districts, like the future Ordener neighbourhood in Paris, and investing in future generations by building solar farms and energy-efficient buildings.

We're convinced that these projects will sharpen our competitive edge. And that our passion for rail, our agility, and the engagement of each and every employee remain our best weapons. That's been true of SNCF Immobilier from the start, and it will continue to be a vital part of the new SNCF.

# 2018 IN PICTURES

Work gets under way at **three new maintenance depots** in France—Vénissieux, Hellemes and Romilly.



© Unanime Architectes



© Sébastien Godbillon

Making a move: **3,000 more Transilien and SNCF Réseau staff** settle into new quarters at SNCF's Saint Denis campus north of Paris.



© DR SNCF Réseau

New 4,300 sq m **switchgear workshop** at the Moulin Neuf site.



Foncière Vesta founded



Operating at scale: 33 public land-holdings—25 hectares in all—sold to host a potential **2,960 housing units, including 1,000 low-rent homes.**



Pilot project: **12 single-family homes** transformed into **energy self-sufficient units**—the ultimate green dwellings.



© IEL Group

Three commitments to promote sustainability—and a new **solar farm in Normandy at Surdon.**

**Urban pop-ups** continue with the new Cité Fertile at Pantin, north of Paris, and a partnership with the French pavilion at the 2018 Venice Architecture Biennial.



© Georges Sallard

**Inventons la Métropole du Grand Paris**



Thinking outside the box: SNCF Immobilier played an **active role** in the Inventons la Métropole du Grand Paris and Réinventer Paris 2 competitions.



© Unicity, Ignacio Progo, Architecture

Three **urban renewal projects** in northeastern Paris: Chapelle International, Hébert and Ordener.



© Sugar\_Visuals

Railway properties featured in the Cœur de Ville urban renewal programme, with agreements signed in five French towns—**Cannes, Bordeaux, Rennes, Annemasse and Rheims.**



Jacques Leroy, DU, Ville de Paris

Full steam ahead: progress made at **33 strategic sites.**



# EXPERTISE IN A CLASS OF ITS OWN

In its role as asset manager, developer, promoter and leasing agent, SNCF Immobilier helps modernize SNCF Group while driving urban innovation and transforming regions across France. Creating value for everyone.



# 1

## EXPERTISE ACROSS THE ENTIRE REAL ESTATE VALUE CHAIN



SNCF Immobilier, one of SNCF Group's six business units, has three activities.

- **Managing and optimizing** SNCF Group's portfolio of industrial and tertiary properties.

**Developing and/or disposing of assets** that are no longer useful to the rail system. This includes heading up urban planning and real-estate development projects, most often through our subsidiary Espaces Ferroviaires.

**Managing housing assets, as builder, manager, renovator/rehabilitator, service provider (including social services) and leasing agent** for rental units at low-income, intermediate and market rates, through ICF Habitat.



CHAPELLE INTERNATIONAL - PARIS 18<sup>e</sup>

© SNCF, Jacques Moussari Architectes, Nicole Pigois Architectures

SNCF Immobilier is thus an asset manager, land-use and city planner, property developer and landlord, all rolled into one.

We bring our expertise to bear on all types of SNCF properties, with the exception of the rail network proper and railway stations. Which means focusing on undeveloped spaces, former industrial and railway sites, tertiary facilities, and residential developments, renting units at social, intermediate and market rates.



# 2

## SNCF IMMOBILIER—A TRUE BUSINESS PARTNER FOR SNCF GROUP

By embracing **proactive management**, SNCF Immobilier creates value for its portfolio—leveraging transformation, performance, and appeal for activities and business lines.

Our primary remit is to reduce SNCF Group's own spending on the real estate it needs and uses. This means trimming €130 million in 2016 energy outlays by 15%, and reducing €224 million in rent paid to third parties in 2016 by 22% over 10 years. We achieve gains like these by renegotiating leases, reducing surface areas, bringing buildings up to standard, and grouping operations for greater efficiency.

Today, SNCF Group spends around €1 billion a year for the real estate it uses, a figure we must reduce by cutting our energy costs, rents and more.

For SNCF, addressing real estate issues means improving and upgrading industrial, railway and tertiary spaces. We do this to keep pace with changes that are transforming the railway system, and to ensure that premises meet our needs and expectations, but also to enhance the

quality of life at the workplace for staff in all of our business lines.

Our work on spaces in the industrial or tertiary sector contributes to, and in some cases fast-tracks, new work methods, which in turn plays a critical role in transforming businesses and skills.



400 projects under way across France to generate maximum value in conjunction with SNCF Group's industrial and railway operations."



© Unanime Architectes



© P. Freysson

ROMILLY-SUR-SEINE MAINTENANCE DEPOT

# 3

## TRANSFORMING SNCF GROUP AND CREATING VALUE

In the service sector, SNCF Group's Campus projects embody the transformations now under way in its corporate culture. These developments feature modern open-plan workspaces designed to encourage **collaborative work**, sharing and transparency, leading quite naturally to new cross-functional interactions.

**Connected, modular spaces** like these are also in sync with younger hires' expectations and approach to the workplace, as they foster a less hierarchical management style.

In their new, restructured form, such working environments help focus and drive performance, while **showcasing SNCF Group's operational excellence**. This makes them a clear draw for the new talent and profiles that SNCF is eager to attract.

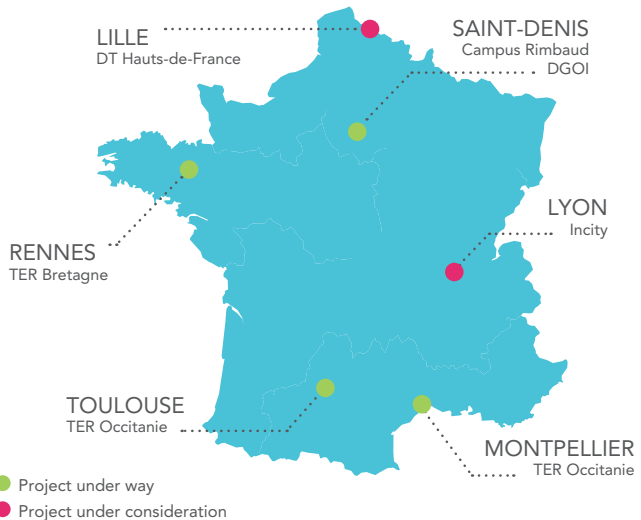
In addition to fostering transformation and boosting SNCF's industrial and railway performance, SNCF Immobilier also helps cut costs. By deriving maximum value from each square metre of usable area, at the lowest possible price, we're making our contribution to SNCF Group's mission-critical drive to reduce its property costs. And on top of these savings, our focused management and physical upgrades have led to a marked reduction in buildings' environmental footprint.

Finally, we're expanding our Campus 3.0 project, aimed at introducing more dynamic workspaces designed to meet changing employee needs as part of a shift to shared offices. Built around flex-time, this targets a ratio of 0.8 workstations per employee. Several sites are now piloting this new approach to workplace and workspace design, on a test-and-learn basis.

WORK SPACE ON CAMPUS 3.0



HUSHPHONE ARMCHAIR



CAMPUS 3.0 SITES

At SNCF Immobilier, we help **upgrade SNCF Group's entire industrial footprint**, renovating and streamlining maintenance and other technical buildings. We do this at facilities operated by SNCF Réseau—some 1.7 million sq m in all, at 74 sites—as well as properties used by SNCF Mobilités for railway operations.

This involves working hand in hand with business lines identified in master plans to design spaces adapted to new industrial processes.

One example is **SNCF's Factory of the Future** programme, where we have proposed **all-new maintenance depots**. Designed with state-of-the-art BIM (building information modelling) technology, these take a comprehensive approach to new digital applications and are modular for maximum flexibility.



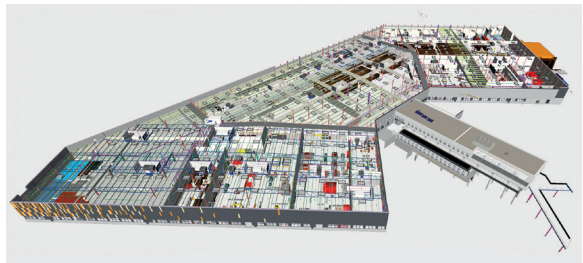
VÉNISSIEUX INDUSTRIAL MAINTENANCE DEPOT

© P. Froyesek



HELLEMES INDUSTRIAL MAINTENANCE DEPOT

© Aerp



BIM VIEW OF VÉNISSIEUX INDUSTRIAL MAINTENANCE DEPOT

© GSE - Unanime Architects



VIEW OF VÉNISSIEUX MAINTENANCE DEPOT

© Unanime Architects

### 3 TRANSFORMING SNCF GROUP AND CREATING VALUE



#### ROMILLY-SUR-SEINE MAINTENANCE DEPOT

This 23,700-sq m facility will specialize in repairing and reconditioning rolling stock components, with all the latest advances in flow optimization, environmental standards and quality of life at the workplace. Designed with productivity in mind, the new site will be big enough to handle over 65,000 parts annually.

Key figures:

- €22.5m investment
- 6 ha of land
- 20,700 sq m of workshop space
- 3,000 sq m of tertiary space
- 1 engineering centre
- 1 centre of excellence in parts maintenance and repair
- 300 employees
- First stone laid in September 2018
- Move-in set for September 2019

Key figures:

- €70m total investment
- 8.5 ha of land
- 33,000 sq m of workshop space
- 7,000 sq m of tertiary space
- 500 workstations
- First stone laid in June 2018
- Building slated for completion in July 2019

#### WORKSHOP 57, HELLEMES MAINTENANCE DEPOT (NEAR LILLE)

The Hellemmes Maintenance Depot specializes in reconditioning, mid-life maintenance and modernization of high-speed TGV and TransManche trains, but it also handles maintenance and repair of spare parts and interior renovation projects. Hellemmes is the largest SNCF Maintenance Depot in France, repairing 27,000 parts a year.

#### VÉNISSIEUX MAINTENANCE DEPOT

Vénissieux is part of Excellence 2020, a strategic plan that aims to make SNCF's rolling stock more efficient—both on the rails and in the maintenance depot. This site will be home to two centres of excellence: a maintenance facility for electric engines used to power locomotives, and a maintenance facility for power converters.

Key figures:

- €58m total investment
- 3 ha of land
- 24,000 sq m of workshop space
- 2,300 sq m of tertiary space
- 1,000 employees
- First stone laid in November 2018
- Start-up set for year-end 2019

## BISCHHEIM MAINTENANCE DEPOT

This project, currently in the research phase, aims to optimize performance by redesigning and rebuilding the workshops at Bischheim, which will continue to operate during the overhaul.

Timeline:

- Research phase 2019-2020
- Works begin in 2021
- Works completed in 2023



## TERGNIER MAINTENANCE DEPOT

Under this project, currently in the research phase, SNCF aims to build a new axle maintenance workshop to improve the site's performance and expand its capacity.

- Research phase 2019-2020
- Works begin in 2021
- Works completed in 2023

## SAINT-PIERRE-DES-CORPS MAINTENANCE DEPOT

SNCF Immobilier is at work on a new building for Saint-Pierre-des-Corps. When complete, it will boost the facility's train renovation capacity by around 90,000 hours and enable it to handle next-generation trains with specialized bogies.

## A NEW MASTER PLAN FOR SNCF RÉSEAU TRAINING SITES

SNCF Réseau currently plans to close 21 sites that no longer meet its needs, and target three others—Nanterre, Bordeaux and Lyon—with on-site lodging. Under this project, SNCF Immobilier would expand the Nanterre campus and create two new training sites for SNCF Réseau employees at Bordeaux Hourcade and Lyon Saint-Priest. For SNCF Réseau, the goal is to improve the quality of both introductory training and continuing education, and to prepare for and support new technologies and organizational changes at SNCF.

## LYON SAINT-PRIEST CAMPUS

Key figures:

- 61 instructors
- 273 rooms
- 288 interns per day
- 13,000 sq m of buildings, including:
  - 6,700 sq m of accommodation
  - 740 sq m of dining space
  - 5,560 sq m of classrooms and offices
- 6,135 sq m outdoor training facility including three 250-m tracks

## BORDEAUX CAMPUS

Key figures:

- 44 instructors
- 204 rooms
- 215 interns per day
- 12,000 sq m of buildings, including:
  - 5,000 sq m of accommodation
  - 666 sq m of dining space
  - 6,300 sq m of classrooms and offices
- 6,595 sq m outdoor training facility including three 250-m tracks

Timeline: delivery of facilities set for 2021.

## DAY-TO-DAY MANAGEMENT

SNCF's key role in regional development in France through the years account for its large holdings of land and buildings, giving SNCF Immobilier a unique responsibility.

We handle day-to-day management of these assets, in particular through a drive to renovate sanitation networks. We also ensure optimum site management for collective units and are working relentlessly to improve fluid management with a view to generating several million euros in savings.

# 4

## VITAL PARTNERS FOR THE CITY OF TOMORROW

Some of our properties are in city centres, with excellent links to surrounding regions. Given SNCF's historical role as a mobility operator, we have a unique responsibility **to promote and maintain a lively regional vibe, which we do by combining intermodal mobility with urban initiatives.**

Our partners in these ventures are regional authorities, urban communities and city governments. In each case, we share a commitment to transformation, keeping partnership and eco-friendly development front and centre as we draw on our experience of successful urban communities and the smart, mobile and inclusive dynamics that drive them.

In 2018, SNCF Immobilier signed five new agreements with Cannes, Rennes, Bordeaux, Annemasse, and the Rheims Tri Postal unit, representing some 65 ha of land suitable for development. We signed a sixth agreement in the French capital with Paris Batignolles Aménagement for development of the five-hectare Chapelle Charbon site, where work will get under way on an initial three-ha parcel. Housing and a 4.5-ha public park are planned as part of a new mixed-development zone.

We also signed an agreement with the City of Paris for a major development project in the Bercy-Charenton district.

**In 2019, SNCF Immobilier plans at least six new land development agreements around France: Bordeaux Euratlantique, Marseille, Toulouse, Nantes, Le Mans and Quimper.**

Naturally we're committed to working with the French government--and especially with the Ministry of Territorial Cohesion--**to support the Cœur de Ville urban renewal programme**, a nationwide campaign to revitalize city centres in mid-sized metropolitan areas by tapping the full range of stakeholder resources and helping local urban development projects succeed.

In partnership with ICF Habitat, we're working to create deals and projects that could advance the Cœur de Ville programme within the limits of our own requirements for reclaiming SNCF properties.

**Of the 60 targeted cities** where we own land or industrial buildings, some 20 could be fertile ground for real estate partnerships between SNCF Immobilier and local governments between now and the end of 2019.



© Sugar\_Visuals

# 5

## TEMPORARY-USE URBAN PROJECTS— CONTINUED SUPPORT FROM SNCF IMMOBILIER

To regenerate disused sites, we encourage and promote serious projects that **add value** while **supporting local housing policies and promoting sustainable cities**. These generate clear benefits for surrounding regions and their inhabitants. But they are long-term endeavours, and it can take years to get rehabilitation initiatives under way. In the meantime, we've opted to develop unused brownfield assets marked by our industrial past by transforming heritage spaces into **temporary urbanism pop-ups**.

It's an approach that generates innovative thinking while optimizing value along the way. At SNCF Immobilier, we've seen how spaces that were originally closed off by their railway functions can inspire innovative urban creation and development when returned to active use as part of city life. Benefits appear across the board: the security and maintenance costs arising from unoccupied status start to pay off, and deterioration ceases. Just as important, transitional projects bring our unique legacy into the spotlight: by inviting stakeholders from across a range of disciplines to join in, they are an opportunity to invent new uses that benefit everyone.

**Temporary activities give the spaces a new lease of life**, transforming them into social venues for the districts where they are installed. They create a new image, helping spaces—and entire regions—forge an upbeat, positive identity, even before rehabilitation gets under way.

At SNCF Immobilier, we are aware of this ripple effect for cities and urban stakeholders, and are thus maintaining our support for temporary urbanism projects developed in tandem with our partners.



LA CITÉ FERTILE IN PANTIN EXPLORES THE CITY OF THE FUTURE

© S. Goodfrey

### TEMPORARY URBANISM:

**20 POP-UP PROJECTS**  
ON 15 SITES



**VISITED  
BY  
2 MILLION  
PEOPLE**

SNCF Immobilier partnered with the French Pavilion at the 2018 Venice Architecture Biennale in a presentation on Infinite Places produced by Encore Heureux.



THE MORNING COWORKING IN MARCADET

© DR Morning Coworking

# 6

## TRANSFORMING THE CITY AND CREATING VALUE

SNCF Immobilier optimizes assets that are no longer useful to the company's operations, including **33 strategic sites** identified in 2015. Once used by rail or industry, these properties are often located in the centre of major cities and urban areas, with which we sign partnership agreements.

In all cases, they offer unique scope—potential that major urban development projects now under way in close cooperation with local authorities can harness to serve both their region and the city of the future.

### 33 URBAN DEVELOPMENT SITES

Nearly 2.1 million sq m built in fifteen large towns and cities across France



#### POTENTIAL

**25** urban projects on **78 ha**

Development potential of  
**> 1 million sq m**



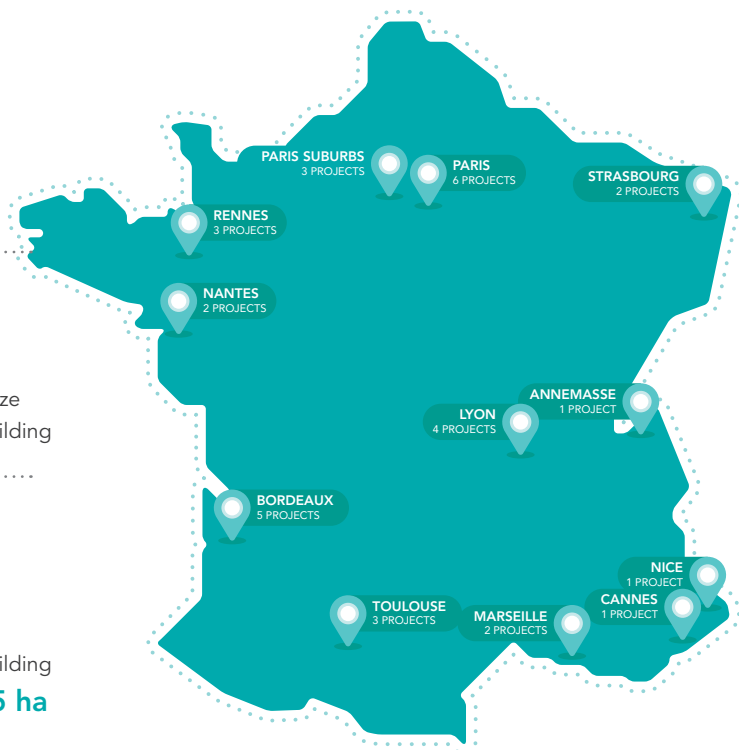
#### PLANNING UNDER WAY

**5** urban projects on **18 ha** in size  
**495,000 sq m** zoned for building



#### COMPLETED

**1** urban project on **7 ha**  
**150,000 sq m** zoned for building  
**2** urban projects completed on **5 ha**  
**90,000 sq m** developed





# ESPACES FERROVIAIRES



Espaces Ferroviaires gives French railway sites with no further operational use a new lease of life by converting them into sustainable districts that are fully integrated into the regions and communities around them. The company is SNCF Group's urban planning and real-estate development subsidiary, and a part of SNCF Immobilier.

In 2018, Espaces Ferroviaires delivered on its commitment to local authorities to create a regional dynamic by converting and developing roughly 100 ha of reclaimable railway land.

**In Paris**, it is currently preparing the transformation of 25 ha of reclaimable land, acting as the urban and property developer together with its partners.

These projects are based on open collaboration across disciplines and involve the City of Paris, elected officials and local residents. Working together, stakeholders aim to create customized real estate developments that help fuel regional growth, and to align the new neighbourhoods that result with broader political goals.

There are four new Paris districts in all. For each one, Espaces Ferroviaires is working actively

to promote eco-friendly innovation that meets community goals through:

- multiple uses and new services, from temporary urbanism to district projects
- low-carbon footprints, with over 50% renewable energy and promising a 30% reduction in CO<sub>2</sub> emissions in each district
- bringing nature into the city, through the ecosystem and biodiversity
- using the circular economy as a lever for simplicity and responsible development through on-site reuse and recycling of materials.

**As part of the redevelopment of north-eastern Paris, Espaces Ferroviaires is involved in three projects (Chapelle International, Hébert and Ordener) in the 18th arrondissement. These are components of a drive for broader transformation that heralds the city of the future.**

By year-end 2018, Espaces Ferroviaires had launched:

**85% of the development and sale of Chapelle International**, a 7 ha site with 1,100 housing units and 43,000 sq m of businesses and services, a 45,000 sq m logistics facility, and one hectare of public parkland.

**3 new development projects in Paris** on a total of 18 ha, about 300,000 sq m, with 1,900 housing units, 140,000 sq m of businesses and services, and 2.5 ha of public parkland.

**3 regional building projects**, on 2.5 ha, 130,000 sq m, mixed use.

**13 building projects currently being drawn up** with local authorities, on around 65 ha.



© Linectiv, Ate Charpentier Architects

CHAPELLE INTERNATIONAL - PARIS 18<sup>TH</sup> ARRONDISSEMENT

## 6 TRANSFORMING THE CITY AND CREATING VALUE

### CHAPELLE INTERNATIONALE – PARIS 18TH ARRONDISSEMENT

Chapelle Internationale is an excellent example of urban transformation. Here seven hectares of railway land has been converted into a district with some 150,000 sq m of mixed-function and mixed-use properties. The project began after planning permission was granted in 2014; four years on, work is under way on 85% of the programme.

**This new district will host nearly 3,000 employees and 3,000 residents by 2023.**

**2018 milestones** included:

The development includes:

- **35,000 sq m of offices**
  - **56,000 sq m of housing**
  - **8,000 sq m of SOHOs** (small offices/home offices)
  - **22,000 sq m of public parkland**
  - **a school** with 12 classes and a **day-care centre** equipped for 99 infants
  - **a gymnasium and a cultural facility**
  - **a 45,000 sq m multimodal logistics facility**—33,000 sq m of connected logistics within the city limits
  - **7,000 sq m of urban rooftop agriculture**
  - **3,000 sq m of playing fields**
- 
- **Completion of a logistics hub** developed by Sogaris—a 45,000 sq m connected urban logistics facility with premises for small and mid-size businesses, a data centre for the City of Paris, and a biogas plant supplying the district.
  - **Completion of the first phase of works** and the district's heat exchanger loop, with 50% of power from renewable energy.
  - **Commercialization** of the macro-lot of offices and housing developed by Linkcity Paris Region with Bouygues Construction, a 45,000 sq m project divided into:
    - > Two tertiary buildings—21,000 sq m and 14,000 sq m—purchased off plan by funds advised by Blackstone. One will include a retail outlet, the other a gymnasium commissioned by the City of Paris.
    - > One 314-unit residential building on 17 floors, with 73 family units for rental as social housing through ICF Habitat La Sablière and 241-unit residence for students and young researchers for RIVP.



© Linkcity, Ignace Pigo-Architecture

- **Construction** of this 45,000 sq m development began in January and will be completed in the first half of 2020.
  - **Completion** of a bridge over the city's Petite Ceinture rail line, built by Espaces Ferroviaires. This will open up the Chapelle Internationale district by creating pedestrian and green-zone access to Boulevard Ney, thanks to a large public space developed by Linkcity Île-de-France at the foot of a 14,000 sq m office building.
  - **Signing of an initial sales agreement** with Vinci Immobilier for lot H, consisting of 145 residential units for first-time buyers and SOHOs. The transaction will be completed in 2019, with premises delivered in 2021.
- Early 2019** looks just as promising, with tenders launched for development of the site's last lot, located at the entrance to the district. It consists of 6,390 sq m of housing and public amenities including 2,200 sq m of social housing, 2,740 sq m of market-rate housing, 1,000 sq m of innovative options, and 450 sq m of cultural facilities for non-professionals.



© François Marcaz

## HÉBERT PROJECT – PARIS 18<sup>TH</sup> ARRONDISSEMENT

The Hébert project is located at the Paris city limits in the **18th arrondissement**, between Porte de la Chapelle and Porte d'Aubervilliers. The conversion of a 5.2-hectare railway landholding, it will complete the transformation of north-eastern Paris. When finished, Hébert will be a new mixed-use, low-carbon district, with a floor area of 103,000 sq m, surrounded by a 4,000 sq m garden and a landscaped walk along the marshalling yard.

The development includes:

- 49,000 sq m of housing
- 39,500 sq m of tertiary premises
- 4,800 sq m of public amenities
- 1,000 sq m of urban logistics
- 8,700 sq m of retail outlets and businesses

The first consultation and cooperation phase closed in August 2018. Espaces Ferroviaires wants to continue bringing local residents and commuters on board to have their say in project design and construction. A new phase of community outreach was initiated in September, including workshops and meetings.

In late 2018, the property agreement and Urban Partnership Project were signed with the City of Paris. The planning permission application for phase 1, totaling around 70,000 sq m in floor area, was filed in early February 2019.

Commercialization of phase 1 will get under way in the first half of 2019. The development tender will involve around 30,000 sq m of offices and some 12,000 sq m of housing. Completion of this phase is scheduled for 2022.



© Jean-Claude N'Diaye

## THE FUTURE ORDENER-POISSONNIERS DISTRICT – PARIS 18<sup>TH</sup> ARRONDISSEMENT

The future Ordener-Poissonniers district in the 18th arrondissement is another key site for urban development in Paris. Built on 3.7 hectares of former rail land, the Ordener project represents a floor area of about 83,000 sq m, combining urban functions around a 1-hectare public park.

The programme includes:

- **36,500 sq m of housing**, including 50% social housing and other profiles agreed: 20% intermediate and 30% market-rate
- **Public or community facilities:** school complex, community day-care centre
- **Offices, shops and businesses, hotel(s), and neighbourhood services**

In planning and co-developing the Ordener project site, Espaces Ferroviaires aims to develop a **low-carbon district in Paris**. With the roll-out of new digital design, tender and urban management tools, we will be able to test BIM (Building Information Model) digital modelling for the district and for future buildings, ensuring better technical control. To make life easier for future residents and users, we also plan to equip local facilities—services, shops, shared mobility and more—with digital management platforms.

**2018 milestones** included:

- **call for developer** projects launched in May
- **bids submitted** in September
- **discussion phase** now in progress with three development groups, which submitted bids last September.
  - > BNP PARIBAS RE/WOODEUM
  - > EMERGE/OGIC
  - > ICADE

The winner will be chosen in the first quarter of 2019. Espaces Ferroviaires will apply for planning permission in 2020, and the first building permits will be applied for in 2020.

## 6 TRANSFORMING THE CITY AND CREATING VALUE



© Michel Desvigne

### GARE DE LYON-DAUMESNIL – PARIS 12<sup>TH</sup> ARRONDISSEMENT

The Gare de Lyon-Daumesnil project in Paris's 12<sup>th</sup> arrondissement is taking shape on a 6-hectare land-take near the Paris-Lyon station's marshalling yard, between Rue de Rambouillet and Rue du Charolais. Working with the City of Paris, the project developer Espaces Ferroviaires has created a new **sustainable mixed-use district** with a floor area of about 110,000 sq m. Some 90,000 sq m of this involves new developments.

The programme includes:

- 3 hectares of landscaped public spaces, including a 1-hectare garden that creates a green corridor at the heart of the project
- 44,000 sq m of housing
- 44,000 sq m of offices
- 3,500 sq m of public amenities
- 11,000 sq m retail outlets and businesses
- 600 sq m of urban logistics
- 9,000 sq m of rail infrastructure

Gare de Lyon-Daumesnil will be an opportunity to promote new construction methods that make use of low greenhouse-gas emission materials, such as wood and high-performance concrete, and an energy-efficient approach that is broadly based on renewable energies.

Following the approval of the development by the Paris Council in November 2017 and agreements signed with the City of Paris in April 2018 (Urban Project Partnership, property agreement, submission of works agreement), an application for planning permission for the first phase of the programme was filed in May 2018.

Development of phase 1 concerns a floor area of about 42,000 sq m and includes:

- 9,600 sq m of offices
- 26,000 sq m of housing
- 600 sq m urban logistics
- 1,500 sq m of shops
- 3,500 sq m for a school and a day-care centre

Consultations with developers and contractors for phase 1 will be launched in the first quarter of 2019. Completion of this phase is scheduled for 2022.

At sites in the rest of France, Espaces Ferroviaires began working with local authorities in 2018, in partnership with regional developers.



© Vinkvisuals

### ÎLOT BEAUMONT IN RENNES

In Rennes, Espaces Ferroviaires is working with Territoires, developer of the EuroRennes ZAC (mixed development zone) as the urban designer of Îlot Beaumont, restructuring and developing this 5,000-sq m property located a short distance from the new Rennes railway station. The project is in keeping with the ZAC's urban and content strategy. A development contract for the Îlot Beaumont site was awarded to Legendre Immobilier, in agreement with Territoires, for a 24,900 sq m mixed-use development to be completed in 2022, offering:

- 11,200 sq m of housing divided into 185 managed-residence units, 40 social housing units and 40 multi-family homes
- 1,500 sq m of shops
- 12,200 sq m of offices

Four teams of architects were selected in February 2018:

- Gaëtan Le Penhuel & Associés Architectes: Kraft Architectes
- Atelier Kempe Thill / Atelier 56s
- M. Chartier & Mme Dalix / Anthracite
- Sauerbruch Hutton / Bourdet-Rivasseau

In June, the consultation panel met with the 4 teams of architects and selected the Atelier Kempe Thill (Rotterdam) project in partnership with Atelier 56S (Rennes) and landscape architects Dots Paysagistes (Paris).

In 2018 the sale agreement for Îlot Beaumont was signed with Legendre Immobilier, which filed an application for a building permit January 2019. Projections call for work to get under way on the entire development in the first quarter of 2020, with completion forecast in 2022.



© La Compagnie de Phalsbourg, Daniel Libeskind

### TRI POSTAL SITE IN TOULOUSE

Espaces Ferroviaires has two major projects in **Toulouse**, one involving the transformation of the Matabiau railway station district, more specifically the former Tri Postal (sorting centre), and the other the former Sernam warehouse. Both are linked to the operational launch of TESO (Toulouse EuroSudOuest), the transport and urban development project led by Europolia, which aims to transform the district around the Toulouse-Matabiau railway station into a vibrant hub of urban life.

As the urban designer of the Tri Postal development block, Espaces Ferroviaires is working with Europolia, the developer of the TESO mixed development zone, to convert this 2,000 sq m property.

Development of this site includes the **new Occitanie high-rise building**, featuring a mixed-use programme of around 35,000 sq m developed by La Compagnie de Phalsbourg. In July 2018, Espaces Ferroviaires signed the sale agreement with La Compagnie de Phalsbourg, which applied for a building permit within a month; the land transfer is scheduled for mid-2019.



© europoliamobilier.com

### HALLE SERNAM IN TOULOUSE

Espaces Ferroviaires has also begun restructuring the former Halle Sernam warehouse, a landholding of some 1.7 ha, and plans to develop a primarily tertiary district with a floor area of about 65,000 sq m. Local authorities are assisting by adapting the original urban planning documents. Tenders will be sent out in the first quarter of 2019 to development partners for phase 1, which could represent up to 20,000 sq m.

# 7

## SNCF IMMOBILIER AND GRAND PARIS

We are active participants in the dynamic set in motion by the City of Paris and the Greater Paris Metropolitan Area (MGP). This includes proposing several sites for two city-wide competitions: Inventons la Métropole du Grand Paris (parts 1 and 2), and Reinventons Paris (2: Les dessous de Paris, or Subterranean Secrets of Paris):

### Inventons la Métropole du Grand Paris



#### Inventing the Greater Paris Metropolitan Area

First call for projects, 2016 (3 sites outside Paris city limits)

- Saint-Denis - Pleyel
- Vitry-sur-Seine - Les Ardoines
- Argenteuil - Railway station

Winners' projects valid through January 2019

#### Inventing the Greater Paris Metropolitan Area

Second call for projects

2 sites (outside Paris city limits) selected by MGP in May 2018:

- Asnières - Lisch railway station
- Chelles - ZAC Castermant

#### Reinventing Paris 2

- Les Gobelins - Railway station
- Les Invalides
- La petite ceinture (inner circle line)

SNCF Immobilier was awarded "Reinventing Paris" contracts for **two sites** through its social housing subsidiary ICF Habitat La Sablière:

#### ÉVANGILE SITE

ICF HABITAT  
LA SABLIERÈ



This project is in the "Éole/Évangile triangle" in the city's 19th arrondissement; working with a team managed by Linkcity, it consists of 358 apartments backed by ICF Habitat La Sablière. A student residence hall (150 rooms) will be operated by ARPEJ. The Parme residential building will have 160 studios and 100 family, social, intermediate and market-rate apartments. Completion: March 2022.

© V. Sailler Architecture

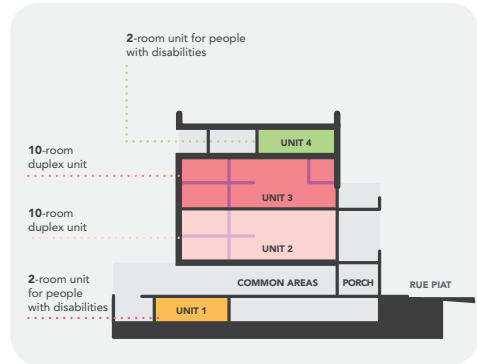
## LA SERRE HABITÉE

La Serre Habitée is a state-of-the-art alternative residential project incorporating social housing in Rue Piat, in Paris's 20th arrondissement. The development calls for resident participation and social solidarity.

Architectural features:

- emphasize **quality of life**, in a project that reaches out to the district as a whole
- design integrates **residential use and community use**
- project is designed **by students for students** with:

> 2 duplex units, each with 10 rooms, following discussions at a workshop for students from schools of architecture.



## LE GRAND PARIS PROJECT

Although SNCF Immobilier does not engage in political debates, CEO Benoit Quignon set out his views of Grand Paris in an opinion column published last June. For Mr Quignon, Le Grand Paris requires a shared vision, meaningful engagement, and the proper scale. Mobility is also essential to its success.

# 8

## IMAGINING THE CITY OF THE FUTURE: MOBILE, CONNECTED, INCLUSIVE AND SUSTAINABLE

**An efficient transport network is vital for regional development.** Commuter flows define the contours of a region, while interconnecting transport infrastructure is critical to its appeal.

With the emergence of “smart cities”, urban planning and vision should also contribute to social cohesion. To promote inclusion and leave no one behind, we must be aware of how city dwellers live and how they move about.

As a city planner and housing developer, we focus on creating an open, **easily accessible city**.



# 9

## BRINGING SUSTAINABLE DEVELOPMENT TO LIFE

At SNCF Immobilier, we're involved at every level of the real estate market, which makes us intensely aware of environmental issues and sustainable development.

Our portfolio includes some 25,000 buildings totalling 8.5 million sq m, of which 6.5 million represent industrial and rail facilities. Spread across 2,000 sites, these buildings are 74 years old on average, and are particularly energy-hungry, generating annual power bills of around €1 billion.



SOLAR FARM OPERATING AT SURDON IN NORMANDY

© E.I. Groupe

### OUR COMMITMENT: CUT ENERGY CONSUMPTION BY 20%—28 GWH/YEAR—BY 2025.

In working to reduce energy consumption, we are buying into the energy transition policy embraced by French regions. Concretely, it means replacing fuel-oil-powered heaters with alternative energies—natural gas, heat pumps and wood—wherever possible.

We are also adjusting our pricing, renovating our water supply and sanitation networks, and doing everything we can to recycle materials from our construction sites.

As part of this drive, and under an agreement signed with the City of Paris in 2016, our subsidiary Espaces Ferroviaires is working to create new low-carbon footprint districts in the French capital at Hébert, Ordener-Poissonniers, Gare de Lyon-Daumesnil and Dubois—over 20 hectares in all.

Last but not least, we are leading SNCF Group's renewable energy projects, in particular solar energy, as these apply to assets under our management, and have committed to promoting large-scale solar projects:



From development to operation, SNCF Immobilier and its partners are exploring how best to promote reduction in greenhouse gas emissions.”



### COMMITMENT #1 FEASIBILITY STUDY FOR SOLAR

- Launch a study to determine the technical and operational feasibility of solar projects covering at least two hectares, including a review of potential sites. This will give us an overview of our solar capability in the medium term.

### COMMITMENT #2 CUT RED TAPE

- Facilitate roll out of solar projects on plots that are technically, administratively and financially suitable. A hundred hectares could be made available within five years for sites that meet this model.

### COMMITMENT #3 TARGET ENERGY SELF-SUFFICIENCY

- Develop self-sufficiency projects for SNCF buildings.
- Continue work on projects under way at the Hellemmes and Romilly maintenance depots, which will ultimately host 11,400 sq m of solar panels.
- Pursue technical and operational feasibility studies of potential projects representing some 25,000 sq m of solar panels.
- Make feasibility studies the rule for including solar panels in all new large-scale building, rehabilitation or extension projects.
- Look into installing rooftop solar panels by stages on all major buildings used by SNCF on a long-term basis—a potential 16 hectares in all over time.



HELLEMMES MAINTENANCE DEPOT IN NORTHERN FRANCE

### SURDON (NORMANDY)

#### Solar farm

Working with engineering consultants IEL Exploitation 10, we have developed a solar farm near the train station in Surdon. This is built over 17.5 hectares; it features 18,180 solar panels and four electric terminals, including a delivery point, and generates 6.18 MW. It exemplifies SNCF's efforts to reduce pollution. Energy generated will be sold to French power utility EDF over the next 30 years.

### HELLEMMES MAINTENANCE DEPOT

#### Energy-positive building

Based in northern France at Hellemmes, near Lille, this new 27,000 sq m repair facility will replace several 47,000 sq m of existing buildings that are old and poorly adapted to current needs. The new depot will be BEPOS certified thanks to a vast 8,000 sq m array of solar panels on its roof (1.6 MWc). Power produced will be used on site, including hot-water heating.

### LANDY MAINTENANCE DEPOT

#### Bio-mass heating

In October 2018, the 27,000 sq m Landy maintenance depot in Saint-Denis, north of Paris, was connected to a heating network operated by Plaine Commune Energie, a subsidiary of Engie Réseaux. And since November, the entire site and the 1,200 people who work there have been served by local, renewable heat from two biomass exchangers.

# 10

## A HOUSING POLICY THAT MEETS STAKEHOLDERS' NEEDS

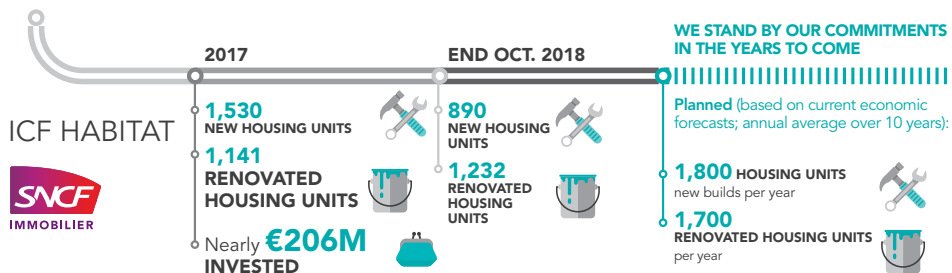
This year, legislation introduced under France's Loi Élan triggered serious disruptions for the ICF Habitat group, which manages our housing operations. This led SNCF Immobilier to focus on change, innovation and all-new solutions. SNCF Group as a whole is committed to transferring public land to develop housing in France, a trend that has gathered pace since 2015.

- In 2015, SNCF Immobilier sold **36 hectares of SNCF land** with a build potential of **4,000 housing units**.
- In 2016, **22 landholdings** were sold, representing 245,667 sq m with a build potential of **2,438 units**, including 1,018 for use as social housing.
- In 2017, SNCF sold **26 plots of rail land** representing 26.3 hectares with a build potential of **3,642 units**, including 1,872 for use as social housing.
- In 2018, there were **33 transfers** totalling an area of 25 hectares. **These have a build potential of 2,960 housing units**, including 1,054 in social housing.

The ICF Habitat group built 711 new housing units in 2018 and renovated 806 (figures at end October).

Regulatory changes in France's social housing sector (Loi Élan, Finance Act) have made it harder to finance complex building projects. Against this backdrop, fewer new houses were built in 2018 than in 2017 (890 units in all), but ICF Habitat still has ambitious plans and is backed by sound financial management. In 2018 it was granted 1,516 permits and it plans to build 18,000 housing units over the next decade. Renovation is also upbeat, with 1,232 units rehabilitated during the year; the company hopes to raise this to 17,000 over the next ten years. The company focuses on regions where demand is strong—Paris, Lyon, and south-eastern France in particular—which allows it to meet the challenges set by national housing policy as well as the needs of SNCF Group. With suitable land becoming more scarce, ICF Habitat focuses on urban redevelopment and optimizing existing buildings in its portfolio.

Lastly, ICF Habitat created Foncière Vesta, a landholding entity with 4,000 housing units, with its subsidiary Novedis. Foncière Vesta's purpose is to develop good quality market-rate housing in sensitive areas, reserved primarily for SNCF employees. The capital of this landholding was opened to investment partners on 1 January 2019, with a view to boosting the output of new programmes alongside ICF Habitat group, which will continue in its role as manager.



## MIXED OFFERING MEETS ALL PROFILES

Through its subsidiaries, ICF Habitat continues to develop housing programmes for all tenant profiles in France. That includes housing that qualifies as social, market-rate and in between, but also residential buildings specially designed for seniors, students, young workers, inter-generational mixes and more. The sheer variety of its offering promotes mixed housing and social diversity, assisted by the SNCF employees and retirees who also take up residence in these buildings, accounting for over 35% of all tenants.

## ACTIVE CONTRIBUTION TO URBAN RENEWAL IN FRANCE

ICF Habitat continues to contribute to the national urban renewal drive under way in France:

The group led **14 projects** (with 3,068 housing units) in the Paris region as part of phase one of this drive, with most of these now complete. Another project is under way in Vénissieux, with 197 existing units scheduled for demolition in the near future.

But ICF Habitat is also actively involved in phase two of the programme – PNRU 2 – where it is helping to redevelop and rejuvenate many districts in the Paris region. These include neighbourhood development projects, housing demolition/reconstruction projects, rehousing residents, and rehabilitation.

### URBAN RENEWAL PROGRAMME 2

ICF HABITAT 

is involved in  
**8,000**  
**HOUSING UNITS**  
with 30 QPV  
(priority areas)

**27** MUNICIPALITIES

**25** CITY  
CONTRACTS

Since 2017, ICF Habitat has led studies for several projects, focusing on content, programme financing and schedules in coordination with local authorities and other leasing agents.

In 2019, it will sign various **multi-year agreements**.

## USING SYNERGIES WITH SNCF IMMOBILIER TO BUILD TOMORROW'S CITY

In big regional metropolitan areas, ICF Habitat and SNCF Immobilier are working together on a new proposal for over fifty rail sites. This includes large-scale mixed-use projects that combine housing, mobility and planning to achieve balanced, sustainable growth for their home regions.

ICF Habitat is also working to build more and better housing to maintain an attractive rental offer: new developments are small-scale, eco-friendly and innovative, putting people first. It is also experimenting with new processes to minimize costs, time-frames and disruption caused by worksites, while – naturally – boosting energy performance.

Examples like these demonstrate ICF Habitat's constant focus on eco-friendly growth that combines high environmental standards with architectural quality, social responsibility, sustainable buildings, budget-friendly service fees, and quality of life for all tenants.



**54**  
**RAIL**  
**PROPERTIES**  
on which ICF Habitat plans to develop new housing.



Planned development of  
**4,600**  
**HOUSING UNITS**  
WITHIN 10 YEARS  
on this land

## SUPPORTING TENANTS AND CARING FOR THE MOST VULNERABLE

At ICF Habitat, we believe in good corporate citizenship. To support local communities and care for their most vulnerable members, 40 ICF Habitat employees work with our tenants to help them find and keep jobs, avoid economic insecurity and stay connected with others. Our commitment to social responsibility also includes:

- **emergency housing:** in partnership with associations such as Aurore, SOS Solidarités

## 10 A HOUSING POLICY THAT MEETS STAKEHOLDERS' NEEDS

and France terre d'asile, we offer more than 500 vacant units a year to those most in need;

- **independent living:** senior housing includes amenities for the elderly, and we help them stay connected to their community through programmes such as Kiss Kiss Voisins and Smile in Bassens near Bordeaux;
- **jobs:** the contracts for our real estate projects include clauses on hiring the jobless, and we also help the unemployed through partnerships with associations such as Rev'Elles, which helps

young women in working-class areas move into the job market;

- **Abbé Pierre Foundation:** in 2018, ICF Habitat employees contributed €12,000 to an in-house fundraiser for the Foundation.

Lastly, we're developing digital tools to optimize management of our rental properties and communicate more effectively with tenants, so that ICF Habitat staff can stay connected and work more efficiently in the field.

### IN THE SPOTLIGHT: A FEW MAJOR HOUSING PROJECTS BY ICF HABITAT

#### RÉSIDENCE FULTON – PARIS 13<sup>TH</sup> ARRONDISSEMENT

##### AWARD-WINNING ARCHITECTURAL INNOVATION

The Résidence Fulton urban densification and **redevelopment project**, begun in 2009, marries **architectural audacity and eco-performance**. In 2018, 87 social apartments and two shops were completed, in a scheme that will include **268 social housing units**, 55 intermediate units, a day-care centre and shops, replacing the 133 units in the original 1950s building.

Fulton won Trophées HLM 2018's award for architectural innovation.

ICF HABITAT  
LA SABLIERÈ



© Sergio Graza

#### RÉSIDENCE ALLUR – PARIS 17<sup>TH</sup> ARRONDISSEMENT

##### PREMIUM HOUSING WITH SHARED SERVICES

ICF Habitat Novedis delivered **56 multi-family housing units** sold off plan, including five townhouses, in the Clichy-Batignolles ZAC (mixed development zone), under a programme based on subsidized rental subject to an income ceiling. In a tip of the hat to New York architecture, the building features green roofs and a range of innovative shared services: shared guest rooms, a kitchen club, a laundry room and a concierge.

ICF HABITAT  
NOVEDIS



© Fabrice Singrewin

## LYON CONFLUENCE

### MODERN FLAIR AND GREEN ROOFTOP IN THE CENTRE OF LYON

In May 2018, ICF Habitat completed two residential buildings in Lyon's sought-after Confluence district:

- Les Loges de Saône (42 units)
- Reflets de vie (62units).

Both programmes were used to rehouse a large share of tenants from the Suchet building, which is slated for demolition.

The Loges de Saône building features a shared rooftop garden.

ICF HABITAT  
SUD-EST MÉDITERRANÉE



© Jérémie Morel

## CHASSE-SUR-RHÔNE

### INNOVATION APPROACH MINIMIZES COSTS AND TIME-FRAME

This is ICF Habitat's first "ALIS" project, which uses industrial production methods in housing as a way to cut costs and accelerate construction.

This **36-unit residential building** in Chasse-sur-Rhône features pragmatic design and carefully negotiated construction costs, incorporating innovative construction processes delivering high quality output.

ICF HABITAT  
SUD-EST MÉDITERRANÉE



© ALIS

## CHELLES / BROU-SUR-CHANTEREINE (77)

### AMBITIOUS RENOVATION OF RAILWAY WORKER HOUSING

Built in 1958, the Chelles / Brou-sur-Chantereine development currently consists of Arcades, a 320-apartment complex in Chelles, and a cluster of 552 houses straddling Chelles and Brou-sur-Chantereine. In the first phase of the project, we'll demolish the 320 apartments in Arcades and rebuild to create a new complex of 387 multi-family housing units, 105 houses and a senior community with 34 apartments. The work will span ten years and require a total investment of €62 million. In the second phase, we'll renovate the 552 houses, investing €35 million over a four-year period.



© Jérémie Morel

## 10 A HOUSING POLICY THAT MEETS STAKEHOLDERS' NEEDS

### LONGUEAU (HAUTS-DE-FRANCE)

#### EXPERIMENTAL RENOVATION PROCESS PLUS EXCELLENT ENERGY PERFORMANCE

ICF Habitat Nord-Est is testing an innovative Énergie Sprong rehabilitation process on this **12-house estate** with a view to making the homes energy self-sufficient.

The approach was first used in 2011 in the Netherlands, and was co-financed by the European Union. It aims to coordinate the process by which leasing agents award tender contracts over several years as a means of cutting costs, while setting ambitious goals: these include very short construction time-frames on occupied sites, a 30-year energy performance guarantee, and more.

ICF HABITAT  
NORD-EST



© Fabrice Singevin



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### LA CITÉ DU MIDI IN FLOIRAC

#### FACTORY PREFAB MAKES CONSTRUCTION EASIER

This **453-unit residential renovation** aims to solve water ingress, damp and heating issues by upgrading the building's service networks and rebuilding its envelope.

Wooden cladding comprising 900 prefabricated modules delivered directly on site is used to create a second skin on the existing building; this shortens the construction time and limits site disturbance for tenants. Completion is scheduled for 2020.

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### SNCF IMMO WEBSITE

SNCF Immobilier multimedia newsroom: [www.presse-sncf-immobilier.fr](http://www.presse-sncf-immobilier.fr)

SNCF Group newsroom: <http://www.sncf.com/fr/presse/a-la-une>

Twitter feed: [@sncfimmobilier](https://twitter.com/sncfimmobilier)

SNCF YouTube channel: <https://www.youtube.com/user/sncf/playlists>

Temporary cultural sites on Facebook: <https://www.facebook.com/>

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### OUR SUBSIDIARIES

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