

2019 HALF-YEAR RESULTS

July 25, 2019

MERCIALYS



Preliminary remarks

The 2019 first-half consolidated financial statements were approved by the Board of Directors on July 24, 2019.

A limited scope review of these financial statements has been performed by the statutory auditors.



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balanced growth
in a constantly
evolving market**

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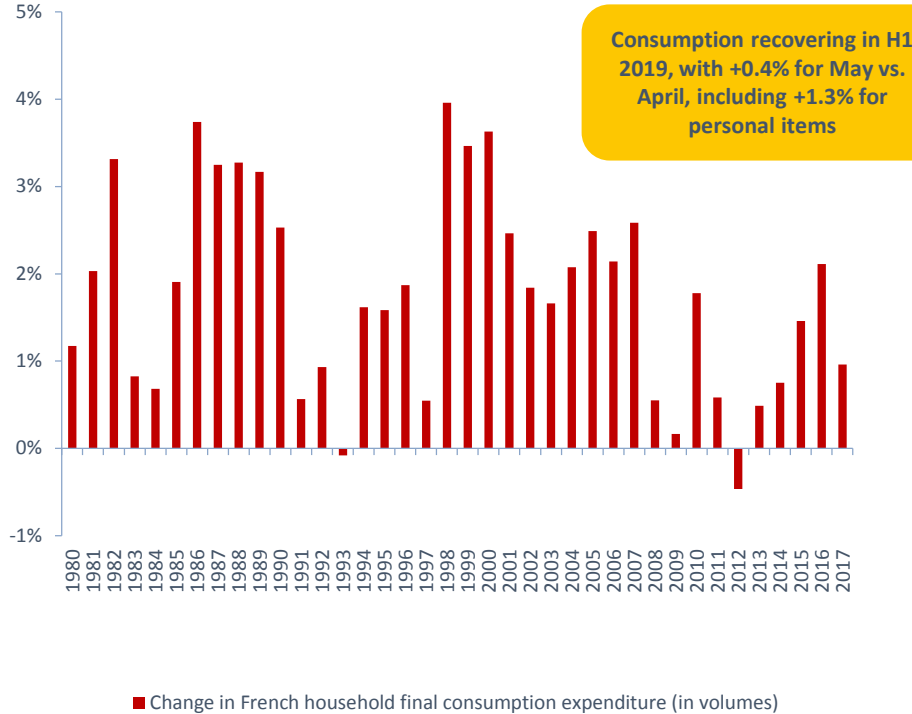
Strong and balanced
growth in a
constantly evolving
market

Vincent Ravat
Chief Executive Officer

MERCIALYS

Consumption and investment cycles

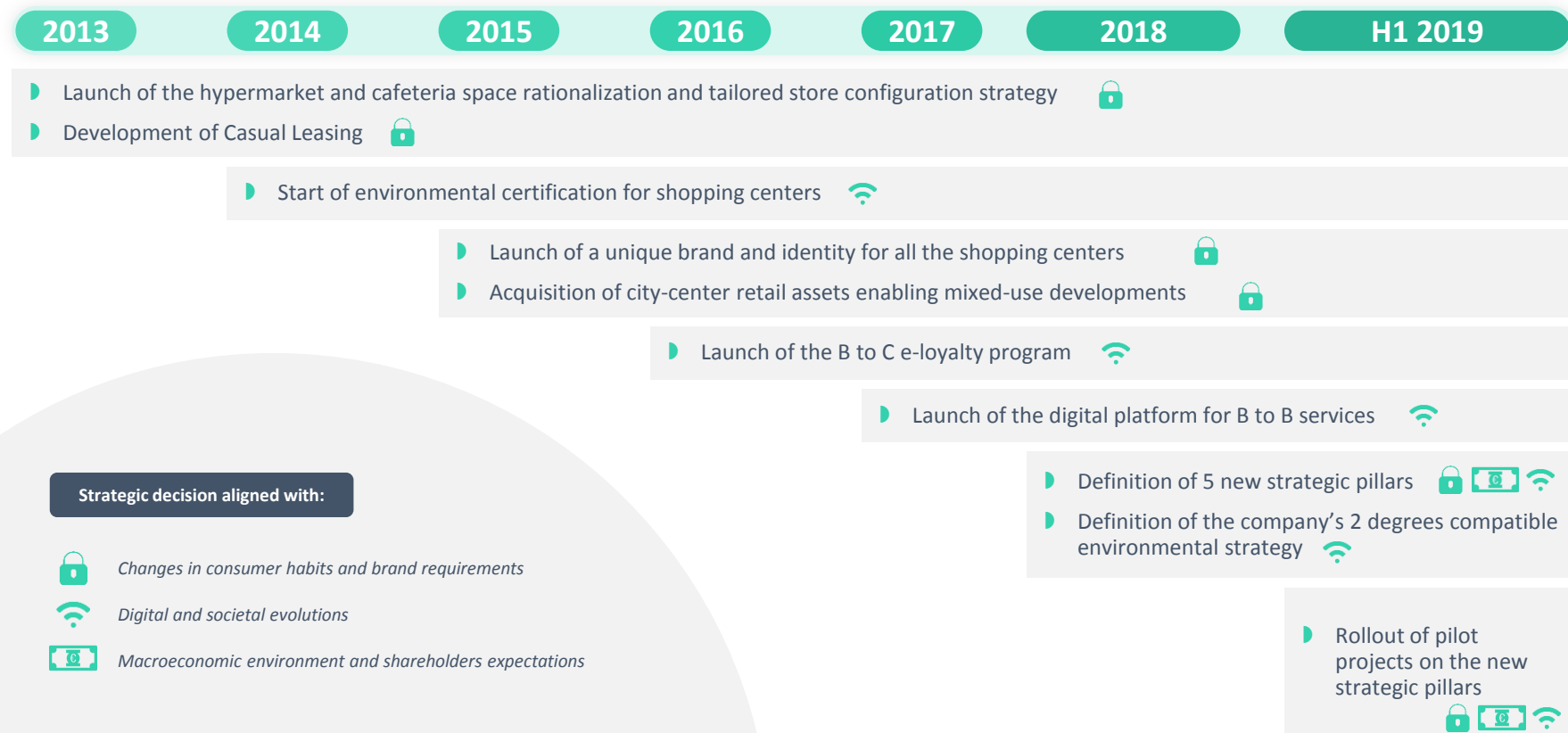
History of household consumption in France ⁽¹⁾



History of investments in retail real estate in France ⁽²⁾

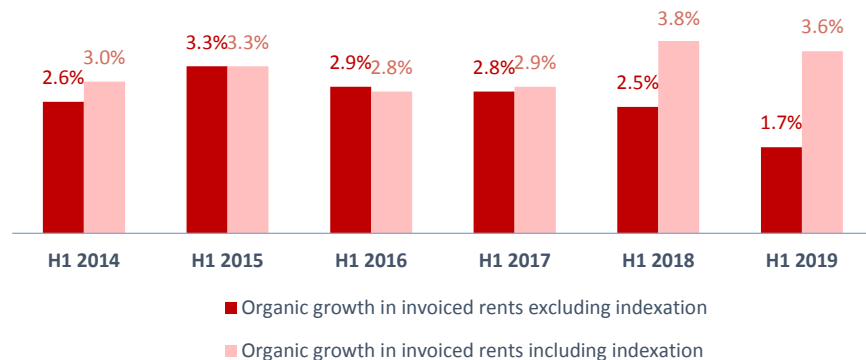


Sustainable profitability thanks to a proven ability to anticipate underlying trends

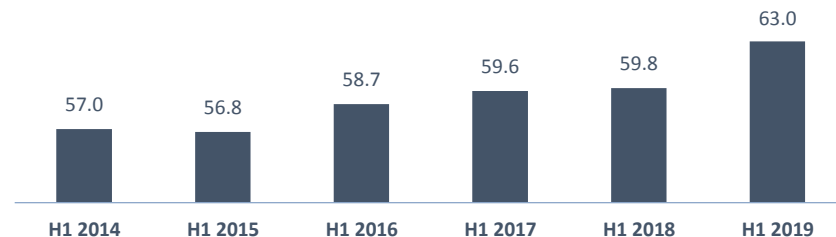


Strong first half in line with performance for previous years

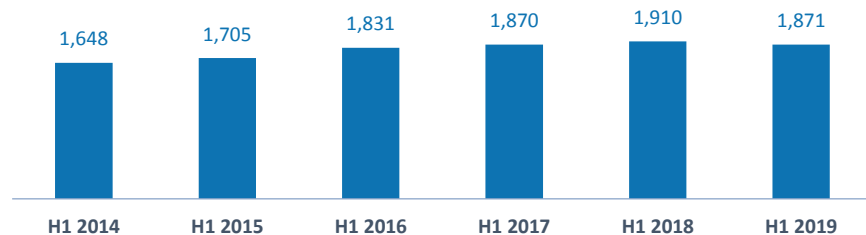
Organic growth (%)



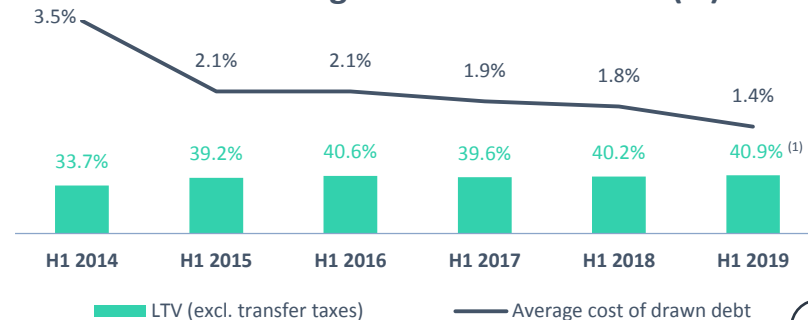
FFO (€mn)



EPRA NNAV (€mn)

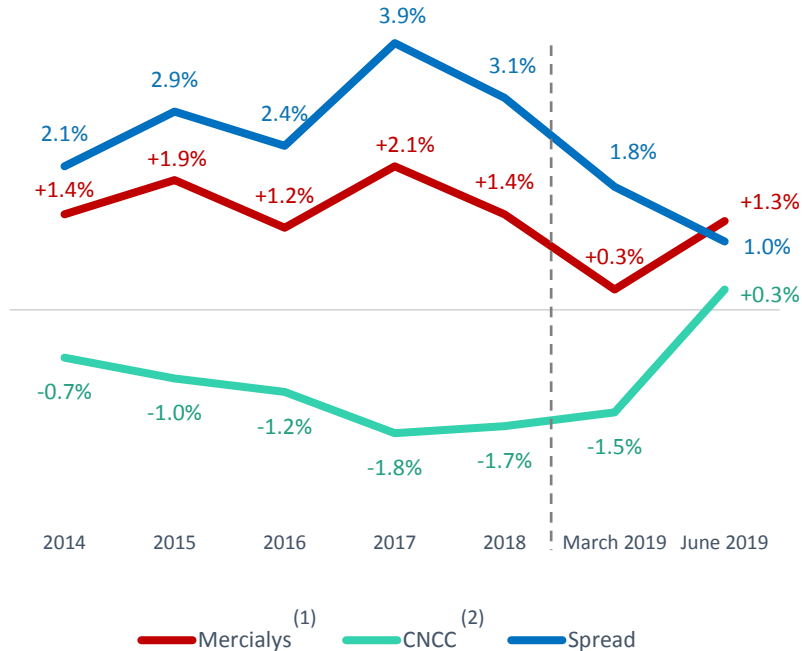


LTV and average cost of drawn debt (%)

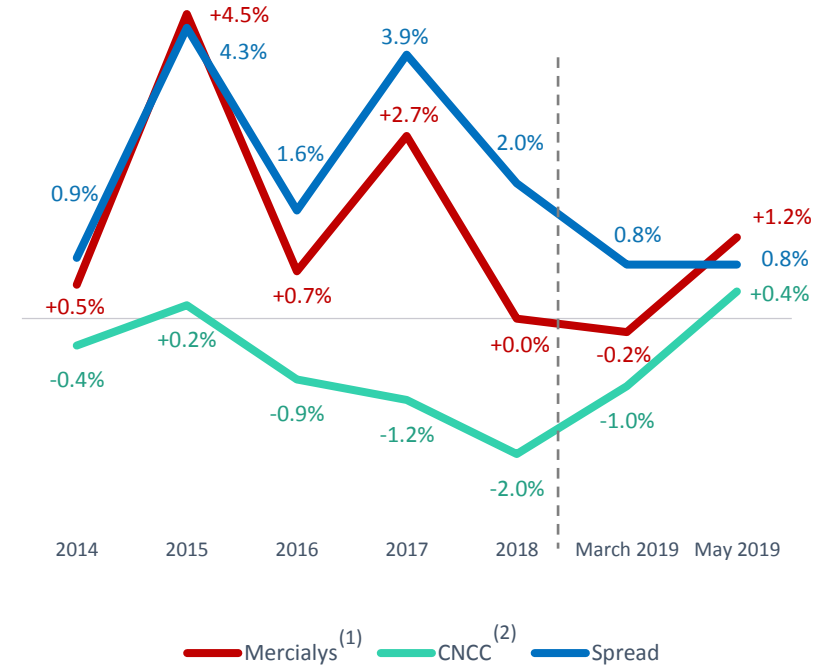


With the situation improving on the consumption front

Cumulative change in
Footfall at end-June 2019

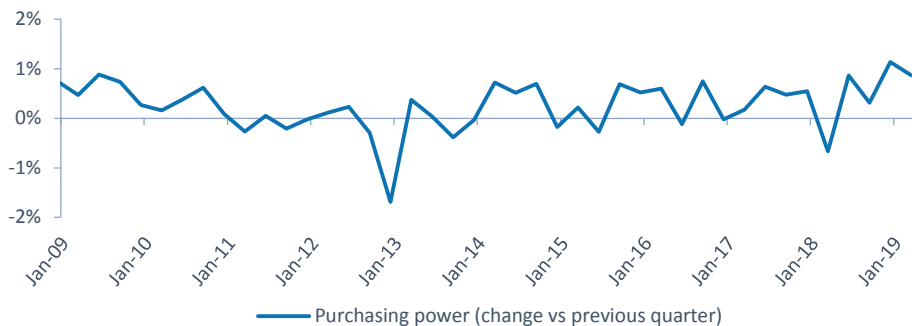


Cumulative change in
Retailer sales at end-May 2019

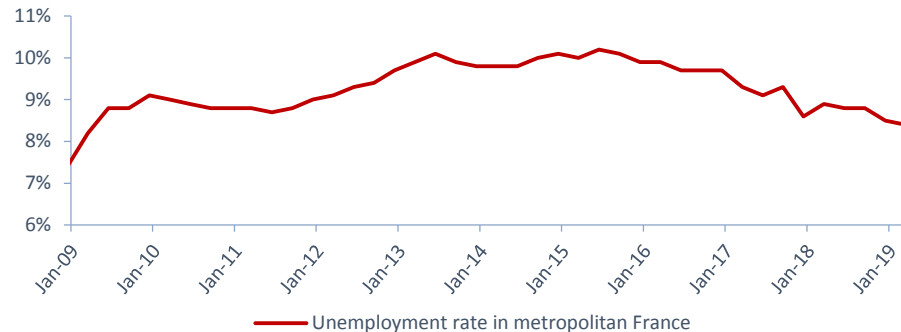


And supportive economic trends for the rest of the year ⁽¹⁾

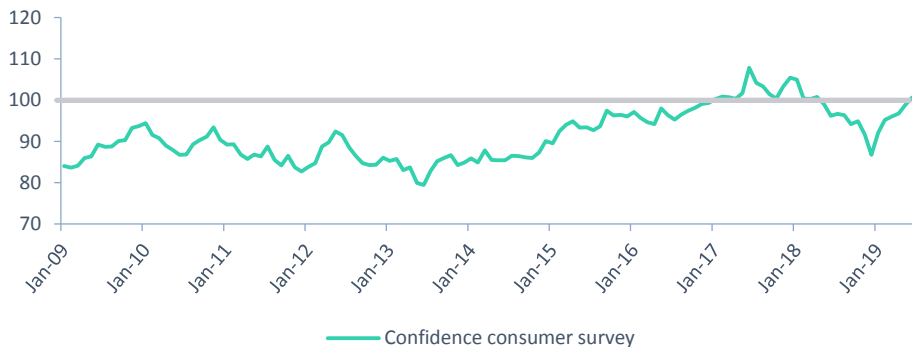
Change in purchasing power at decade highs



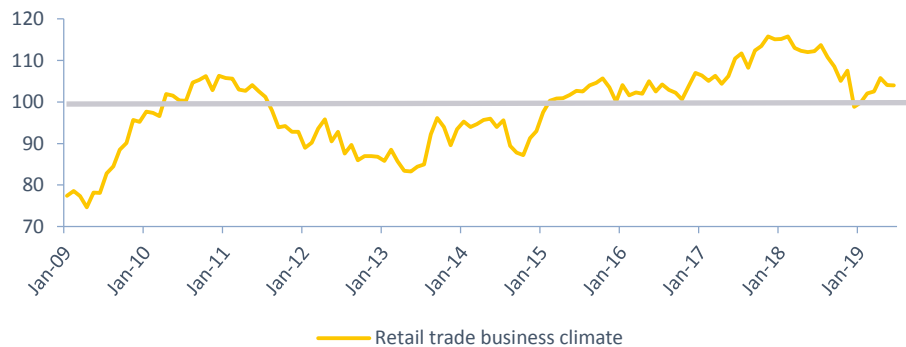
Unemployment rate at decade lows



Consumer confidence survey showing a clear upturn

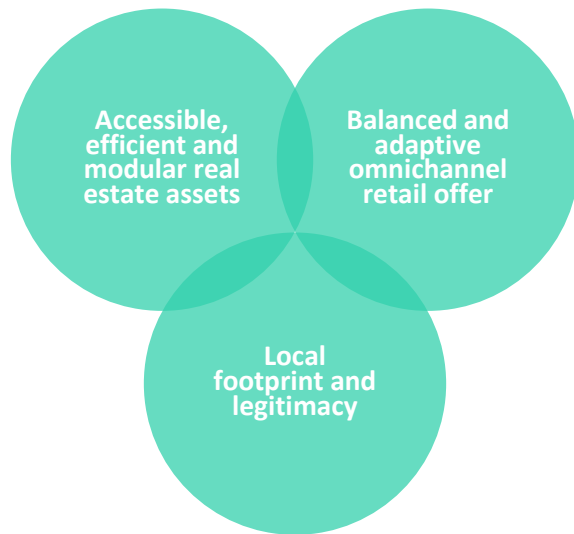


Retail trade business climate also seeing positive trends

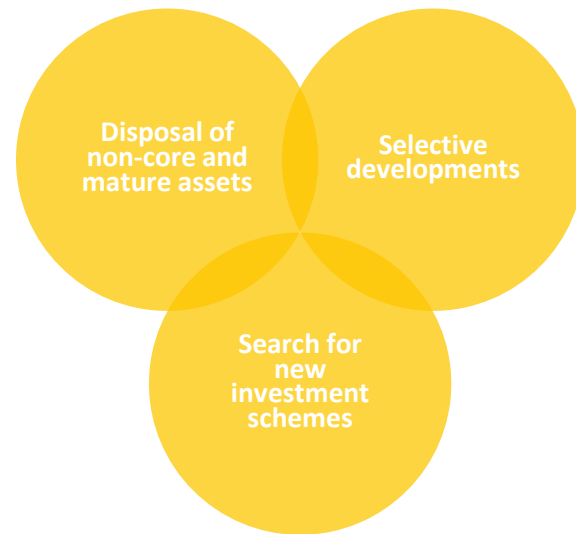


Clear priorities for 2019 onwards in an increasingly polarized market

Establishing **leading assets** in France's main urban hubs



Keeping strong **capital discipline**



Maintain shareholder value accretion



Delivering on
strategic priorities

Vincent Ravat
Chief Executive Officer

Elizabeth Blaise
Deputy Chief
Executive Officer

MERCIALYS

What customers want?

Customer arbitrage is

Perceived value

VS.

Perceived effort



Customer arbitrage is not

Physical retail

VS.

E-commerce

Winning retailers present three main characteristics

- ▶ **Optimized logistics** for a seamless omnichannel customer journey
- ▶ **Strong identity** to build customer engagement
- ▶ **Top-notch customer experience** for easy and comfortable buys

Changes in French customers' top 10 favorite brands over the decade illustrate these trends⁽¹⁾

	2010	2014	2018
E-commerce pure players	30%	20%	0%
Omnichannel players	50%	60%	50%
Sector reference	60%	50%	80%
Price competitiveness	60%	50%	50%
In-store experience	50%	60%	60%

Rapidly delivering on Mercialys' 5 strategic drivers

5 strategic drivers



From asset manager to **retail and services hub**



From landlord to **last-mile player**



From customer knowledge to **personalized customer relationships**



From mass market consumption to **better living**



From mono to **multi-functional sites**

35 in-house projects

- ▶ Transversal “project mode” organization
- ▶ “Test and learn” approach
- ▶ Short lead-times

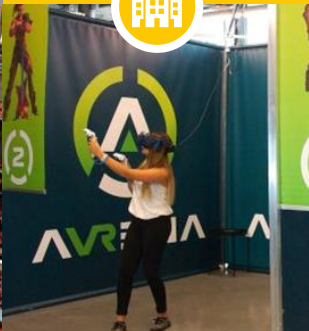
Wide range of initiatives to improve customers' journey...

NEW PRODUCTS AND SERVICES

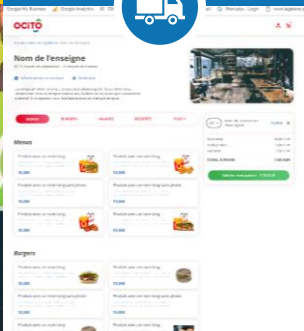
Fresh and local products



New affordable leisure offers



Products delivered at home or at work



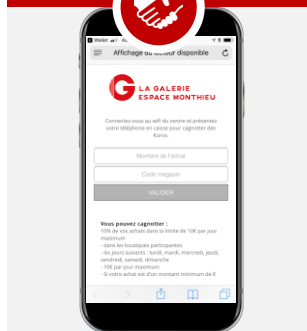
La "Fermette"
25 sq.m
€21k monthly sales 1,500
monthly customers

1,500 players per month
enjoying Avrena's new
virtual reality concept at
Grenoble shopping center

9 restaurants engaged in
the pilot phase
Delivery and
Click & Collect options

BUILDING ENGAGEMENT

Loyalty program
further focused on
purchasing power



Leveraging Mercialis'
870,000 qualified contacts
database

Services for a
smoother shopping
journey



18 uses per day on
average for each mobile
phone charging station
Helmet and clothes
lockers

Collecting clothes
for charities

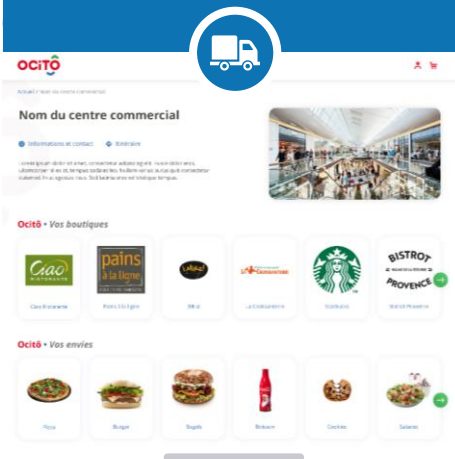


27 shopping centers
equipped

...benefiting retailers' revenues and customer knowledge

MORE SALES

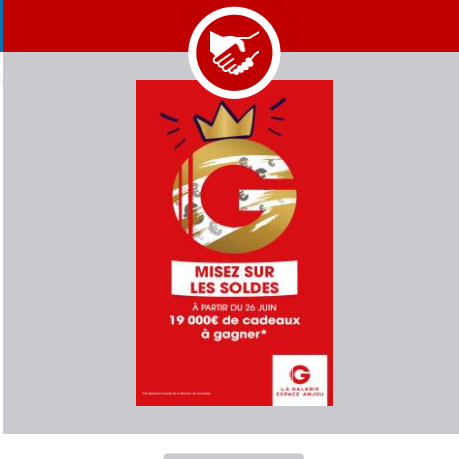
New sources of revenues



Way to extend shopping centers' reach

Food delivery as a
springboard towards a larger local
logistics service

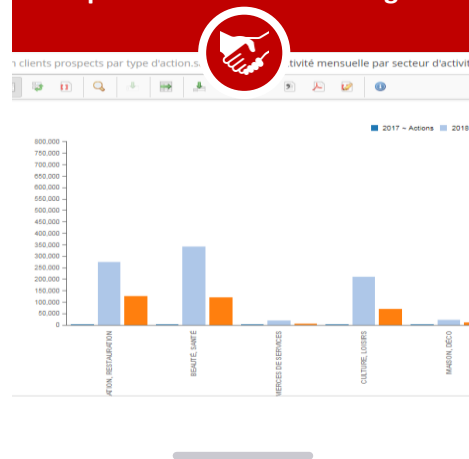
Targeted marketing actions



€1.0 invested in
marketing activation campaigns
=
Up to €6.0 of sales generated
depending on the shopping center

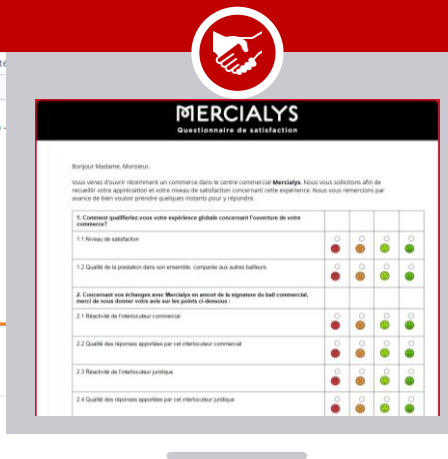
MORE SATISFACTION

Shared data analysis for better understanding of consumption patterns and cross-selling



20,000 purchases representing more
than €1m of sales carefully analyzed
over the last 6 months

B2B database and surveys to measure tenant satisfaction



83% of tenants satisfied or very satisfied
by Mercialys' value proposition



Focus on the next step with the digital loyalty program: the Wallet

**Capitalizing on Mercialys' pioneering e-loyalty program:
shifting from the G La Galerie app to an embedded phone technology**



Main features

- ▶ While people focus on their most used apps, the extremely simple and effortless Wallet enrollment flows make it easy for the 870,000 contacts from Mercialys' database to sign up with just one email click
- ▶ Customers aggregate benefits from all their purchases in the shopping center within their wallet and receive personalized offers according to their purchases
- ▶ Program managed by local shopping center directors in cooperation with retailers

Already live in 4 shopping centers

Extension to 80% of the portfolio by end-2020

Benefits for customers

- ▶ Increased purchasing power
- ▶ Personalized services and offers
- ▶ Technology directly integrated in mobile phones

Benefits for tenants

- ▶ Increased traffic and sales
- ▶ Increased knowledge on targetable customers
- ▶ Measurable performance for marketing actions

Benefits for Mercialys

- ▶ Enrichment of the KPI database (sales per type, average basket per shop, per visit, etc.)
- ▶ Creation of an in-house service that can be licensed to other players
- ▶ Low capex development with a zero net operating cost



Focus on last-mile delivery: an unsolved equation

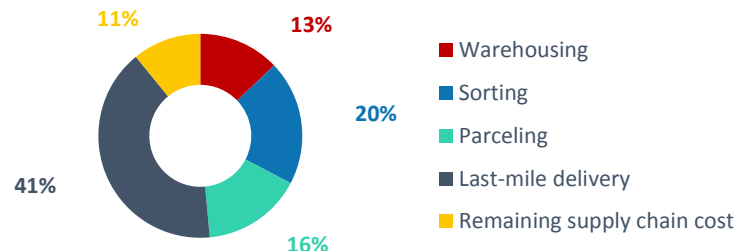
Main highlights from the Capgemini research institute⁽¹⁾

Very high online customer expectations

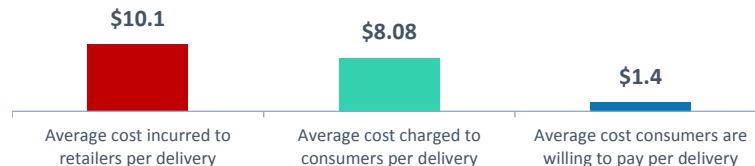
Fast delivery	Within two hours
Frequent delivery	At least once per week
At a convenient time	When they are free
With decreasing baskets	Ranging from \$31 to \$67 per month depending on the type of product
And no willingness to really pay for the delivery service	4.60% of the order value on average for a two-hour delivery

Weighing on retailers' profitability

Split of retailers' supply chain costs



Cost incurred to retailers vs. cost charged to customers per delivery





Focus on last-mile delivery: an unsolved equation

In the current economic and technological conditions, the store remains the most rational option

Store seen by retailers as the best way to fulfill last-mile delivery⁽¹⁾

57% of retailers prefer retail storefront for two-hour delivery

43% of retailers prefer retail store backroom for same-day delivery

Alternatives at very early stage or hardly solving the economic issue⁽¹⁾

Drones

Autonomous vehicles

Delivery to car

Delivery inside home when customer is away

Self-service lockers

In addition, cities face major challenges with the increase in traffic⁽²⁾

Nuisances

- Noise
- Pollution

Public amenities and roads

- Wear-and-tear
- Congestion

Safety

- Delivery staff
- Local residents



Focus on last-mile delivery: Mercialys seizes the opportunity

Ocitô: the 1st omnichannel dining offer for shopping centers

3 main features

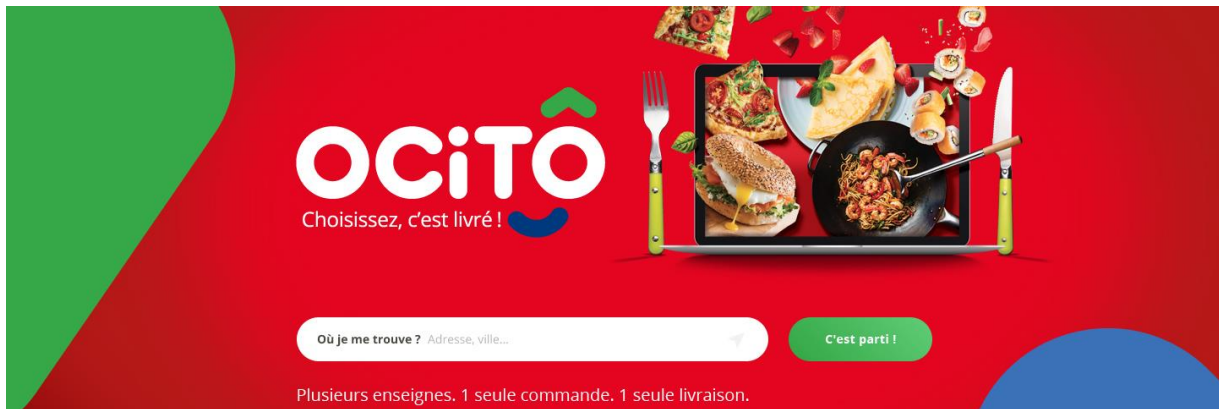
- ▶ Web-responsive website (mobile, desktop) offering a large sample of the shopping centers' restaurants
- ▶ One single order for several restaurants
- ▶ Delivery or Click & Collect

3 objectives

- ▶ Bringing additional turnover to our restaurants increasing their reach within the catchment area
- ▶ Meeting end-customer expectations for their dining experience
- ▶ Low capex development (below €300k) and operating costs 100% covered by standard commissions

3 success factors

- ▶ Low customer acquisition cost due to the local reputation of the shopping centers
- ▶ One single origination point making delivery cheaper and easier
- ▶ Targeting outskirts of tier 2 cities where delivery pure-players cannot operate in a profitable way



Live at Angers and Toulouse shopping centers in Q4 2019

A service **that can be extended** for all the types of products sold in the shopping centers

Low **GAFA** dependence



Focus on transforming mono sites to multi-functional use: coworking

Low capex transformation of non-productive space, to respond to changing working habits and make shopping centers the new place to work

2 main features

- ▶ Ideally located, accessible coworking spaces with great design
- ▶ Activity owned by Mercialys and operated by both in-house skills and a specialized partner

2 objectives

- ▶ Converting non-productive spaces (offices, upstairs units, structurally vacant units) into yielding areas
- ▶ Bringing new potential customers to the shopping center

2 success factors

- ▶ Targeting areas with limited structured office markets and few existing coworking offers
- ▶ Affordable price from €180 per month per workstation



Two openings in **Q4 2019**:

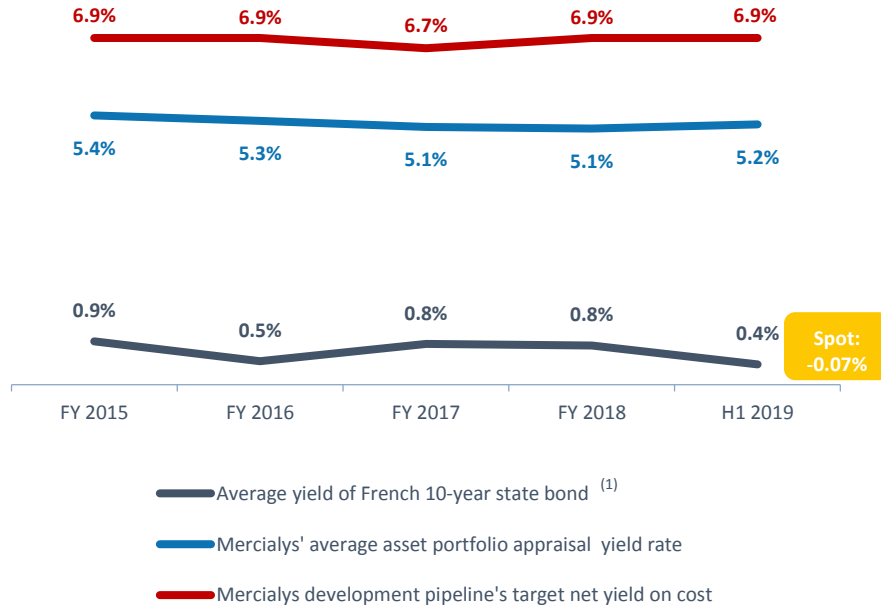
Angers shopping center
Grenoble shopping center

Half of the portfolio
in value terms eligible

Capital allocation strictly focused on value creation



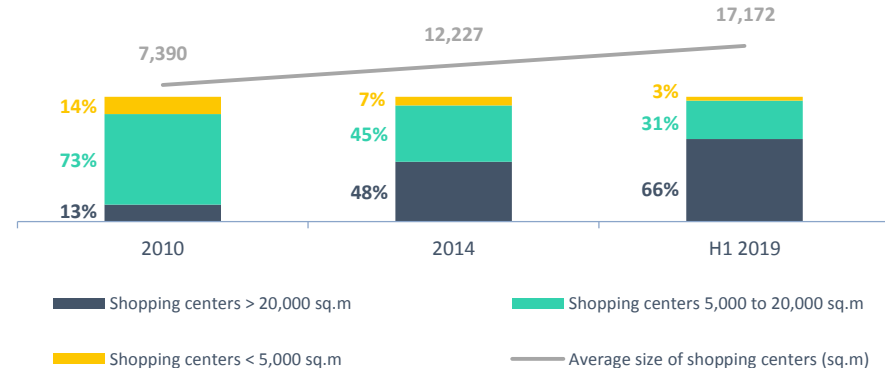
Attractive yields with a very low risk profile thanks to selective brownfield developments



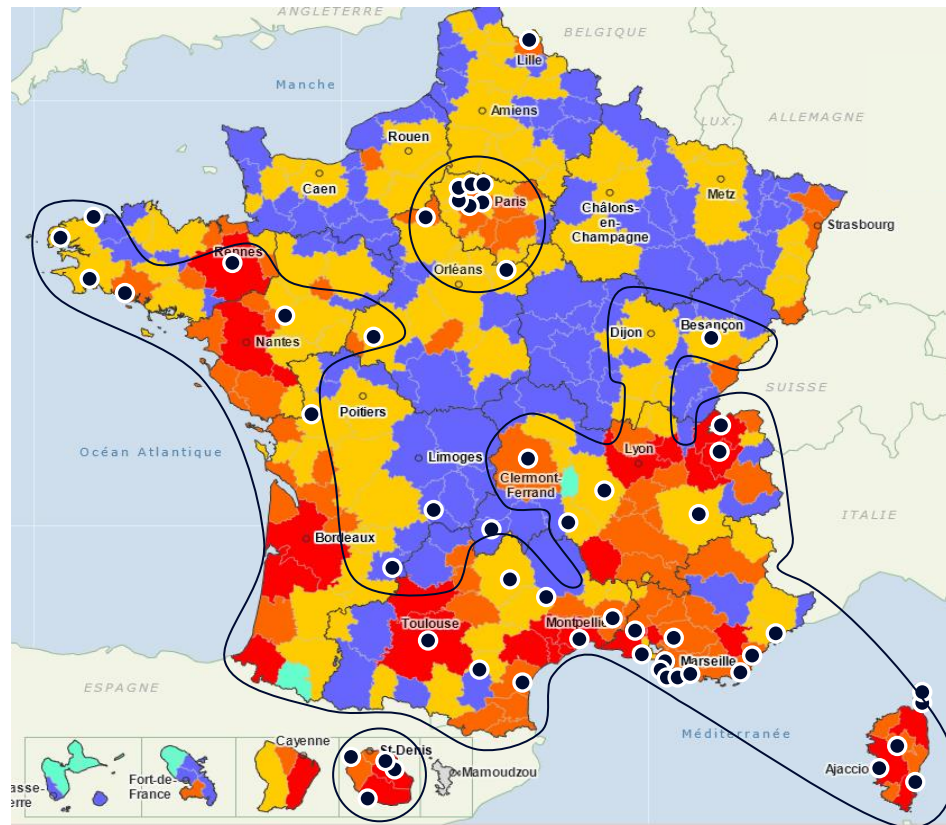
Commitment to maintain balanced leverage matching investments with disposals

- 10 assets identified as non-core worth c. €200m of gross asset value
- Potential additional opportunistic disposals
- Arbitrage criteria
 - Leadership
 - Geography
 - Development potential

Shopping center⁽²⁾ breakdown by size
(as % of shopping center gross asset value including rights)



Resilient portfolio focused on leading geographies⁽¹⁾



Assets located in leading cities outside of Paris with very supportive socio-economic trends

€121.1m of asset sales including transfer taxes at end-July 2019

High-street retail

- ▶ Preliminary sales agreements signed for the La Garenne-Colombes Monoprix site in May and for the Saint-Germain-en-Laye Monoprix site in July
 - Despite Mercialys' extensive due diligence, these sites mixed-use projects are compromised due to operational, legal and administrative constraints

€96.6m
including
transfer taxes

Hypermarket

- ▶ Sale by SCI Rennes-Anglet, 30% owned by Mercialys, of hypermarket premises at the Rennes and Anglet sites
 - Anglet hypermarket premises sold in May 2019 to a Leclerc member. Alongside this, Mercialys sold Group-owned units at this site
 - Rennes hypermarket premises sold in July 2019 to a Leclerc member. Alongside this, Mercialys sold a Group-owned unit at this site

€17.4m
including
transfer taxes⁽¹⁾

Shopping center

- ▶ Finalization of the Gap site's sale in February 2019

€7.1m
including
transfer taxes

A deep and flexible pipeline

(in millions of euros)	Total investment	Investment still to be committed	Target net rental income	Target net yield on cost	Completion date
COMMITTED PROJECTS	12.1	11.6	0.9	7.1%	2019
Le Port	12.1	11.6	0.9	7.1%	2019
Food court	0.8	0.2	-	-	-
Retail park	11.3	11.3	-	-	-
CONTROLLED PROJECTS	207.3	207.0	10.4⁽¹⁾	6.7%⁽¹⁾	2020 / 2022
Redevelopments and requalifications	66.2	65.9	4.4	6.7%	2020 / 2021
Aix-Marseille Plan de Campagne (transformation)	10.4	10.4	-	-	-
Extensions and retail parks	88.9	88.9	6.0	6.7%	2020 / 2022
Aix-Marseille Plan de Campagne (extension phase 1)	13.5	13.5	-	-	-
Mixed-use high-street projects	52.2	52.2	na	na	2021 / 2022
IDENTIFIED PROJECTS	338.3	338.2	21.6⁽¹⁾	7.0%⁽¹⁾	2022 / 2025
TOTAL PROJECTS	557.7	556.8	32.9⁽¹⁾	6.9%⁽¹⁾	2019 / 2025

COMMITTED

Projects fully secured in terms of land management, planning and related development permits

CONTROLLED

Projects effectively under control in terms of land management, with various points to be finalized for regulatory urban planning (constructability), planning or administrative permits

IDENTIFIED

Projects currently being structured, in emergence phase

Investing to further enhance the leadership of our shopping centers



- ▶ €12.1m investment
- ▶ 7.1% target net yield on cost
- ▶ Indoor food court: 8 units on 750 sq.m GLA
- ▶ Outdoor food court: 6 units on 575 sq.m GLA
- ▶ Retail park: 3 medium-sized stores on 3,600 sq.m GLA

Investing in living spaces with integrated urban facades



Gassin

- ▶ Project to reconfigure and extend the center to further strengthen its commercial appeal

- ▶ Extension based around a walkway with open spaces, with 9,200 sq.m additional GLA



Investing in living spaces with integrated urban facades



Mandelieu

- ▶ Mixed-use vertical project, incorporating a leisure, dining, culture and services selection, to consolidate the site's role as a "living center"
- ▶ Extension of the center in the parking area based on a walkway with modern urban facades, with an additional 7,000 sq.m GLA on 3 levels



Investing in mixed functions and programs



Saint-Denis

- ▶ Requalification of the Leader Price store and development of 14,000 sq.m of residential space, with 186 apartments and a 63-room student residence
 - ▶ Mercialys co-developer with the Panhard group
 - ▶ €9.8m total investment / 8% target IRR
- ▶ Provisional schedule
 - ☹ Q4 2019: building permit application submitted
 - ☹ Q3 2022: new Leader Price delivered
 - ☹ Q4 2023: apartments and student residence delivered



Investing in mixed functions and programs



Puteaux

- **Requalification of the Monoprix supermarket on rue Jean Jaurès, the city's main shopping street, and development of a collective housing program with 140 apartments for the non-regulated sector**
- **Mercialys co-developer with the Vinci Immobilier group**
- **€15.8m total investment / 8% target IRR**
- **Provisional schedule**
 - **Q2 2020:** building permit application submitted
 - **Q4 2023:** Monoprix delivered
 - **Q4 2024:** apartments delivered

Investing in mixed functions and programs



Marcq-en-
Barœul

- Requalification of the mall, with a Monoprix supermarket as its flagship, and development of a collective housing program, with 203 units: 104 independent-living senior apartments, 31 non-regulated sector apartments and 68 affordable housing apartments

- Mercialys co-developer with the Acapace group

- €22.0m total investment / 8% target IRR

- Provisional schedule

- Q1 2020: building permit application submitted
- Q4 2023: new mall delivered
- Q4 2024: apartments delivered

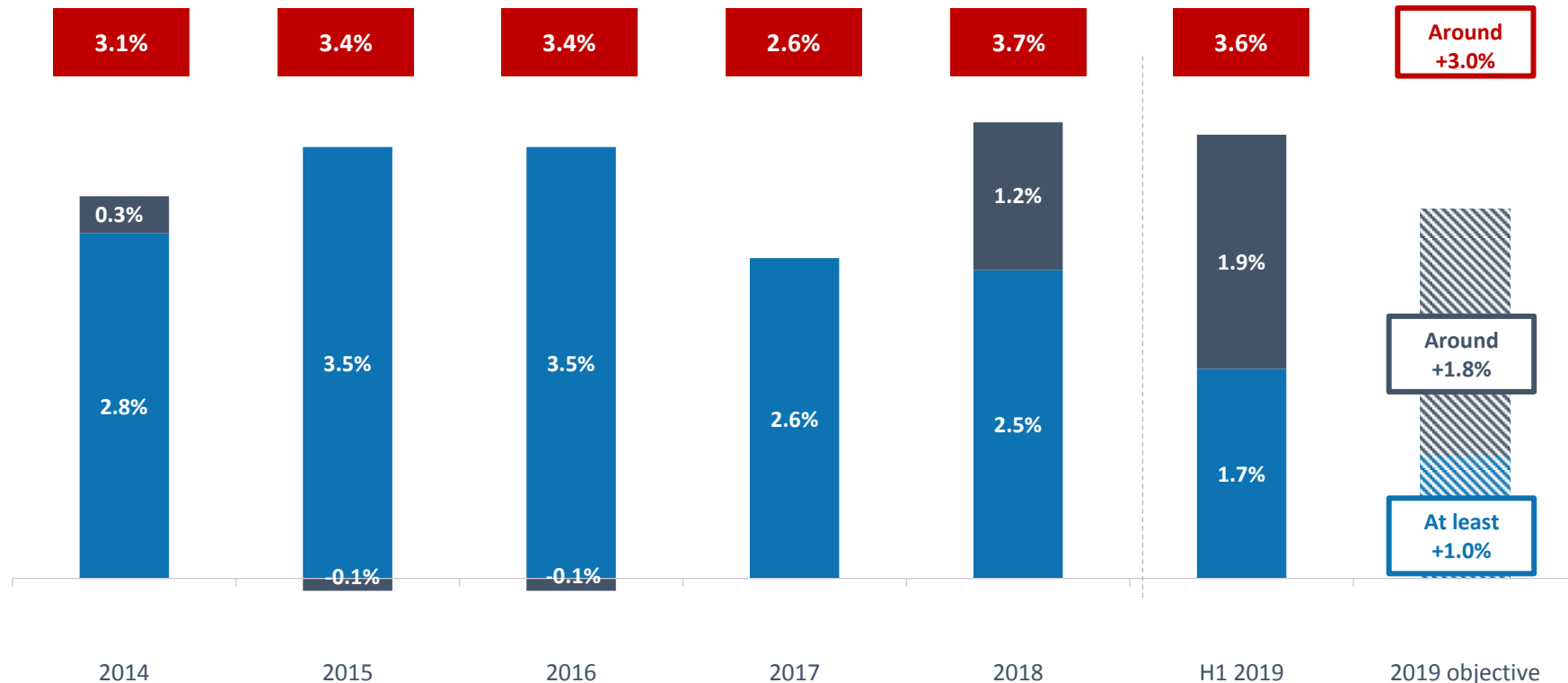


Financial structure and results

Elizabeth Blaise
Deputy Chief
Executive Officer

MERCIALYS

Strong organic growth benefiting from a positive calendar effect



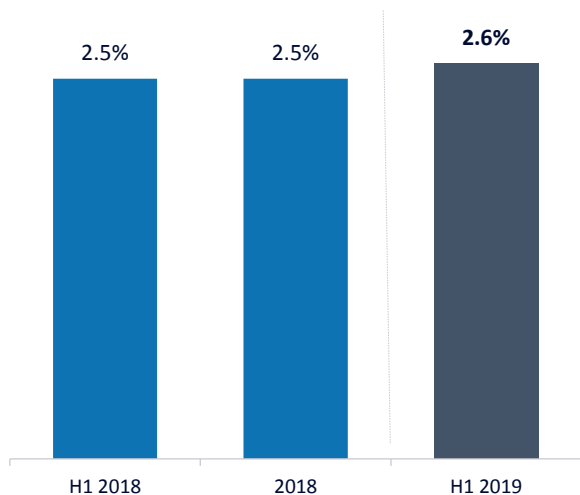
■ Organic growth in invoiced rents, excl. indexation⁽¹⁾

■ Indexation effect

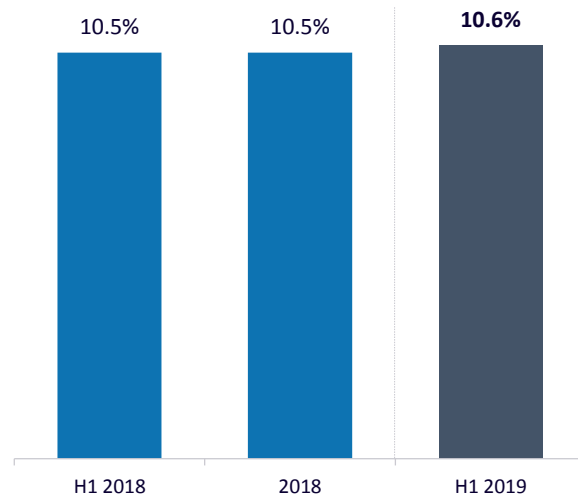
H1 2019 renewals
& relettings: +9.7%

Low vacancy rate and reasonable occupancy cost ratio

Change in recurring financial vacancy rate⁽¹⁾

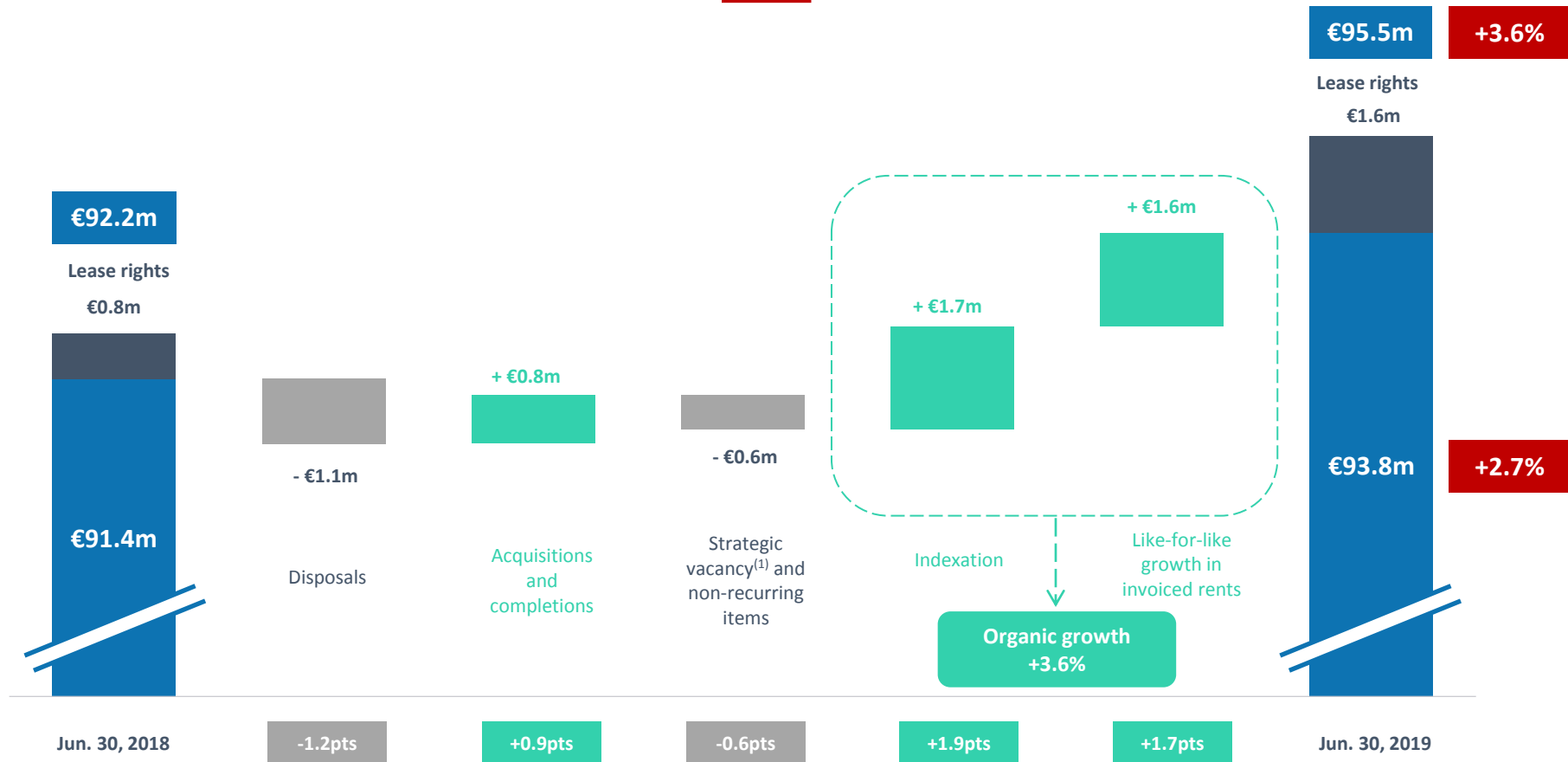


Change in occupancy cost ratio

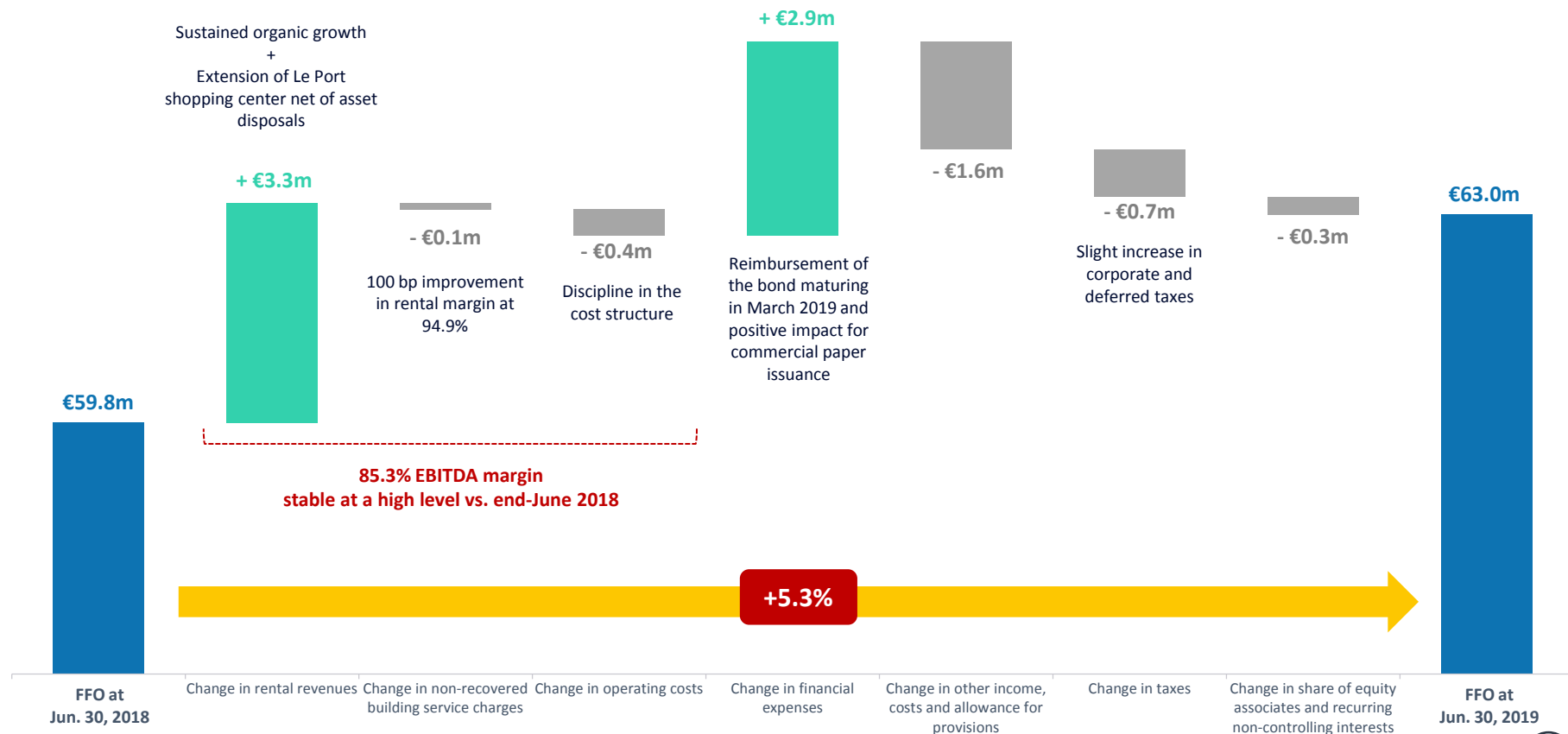


(rents + charges including marketing costs + work charged back to tenants, including tax) / tenants' sales including tax
Excluding large food stores

High level of growth in rental revenues



FFO up +5.3%, higher than the 2019 objective



Optimized financing costs following the reimbursement of the March 2019 bond

▶ Net debt: **€1,470.2m** including

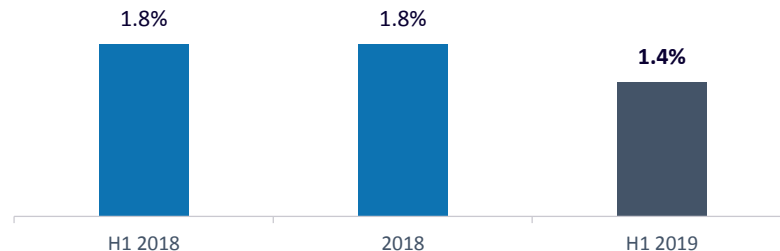
☹ €1,200.0 m of bond debt

☹ €401.0 m of commercial paper

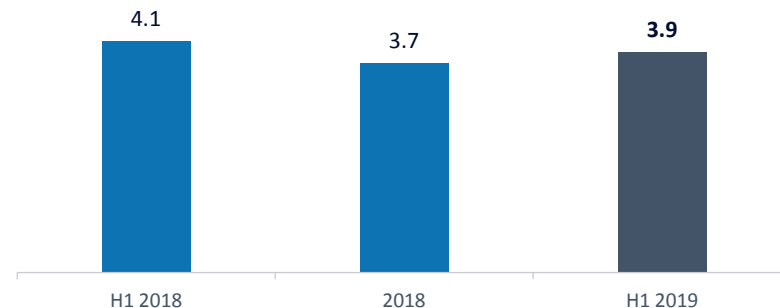
▶ Undrawn committed credit lines: **€440m**

▶ Standard & Poor's rating: **BBB / stable outlook**

Change in the cost of drawn debt ⁽¹⁾

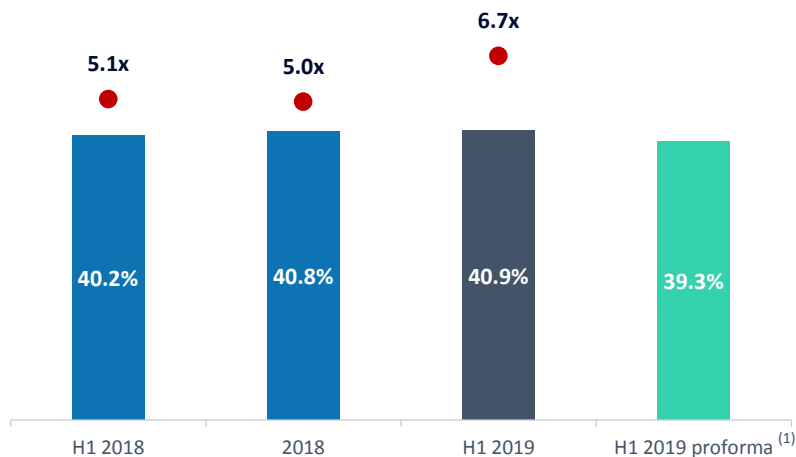


Change in debt maturity (in years) ⁽¹⁾

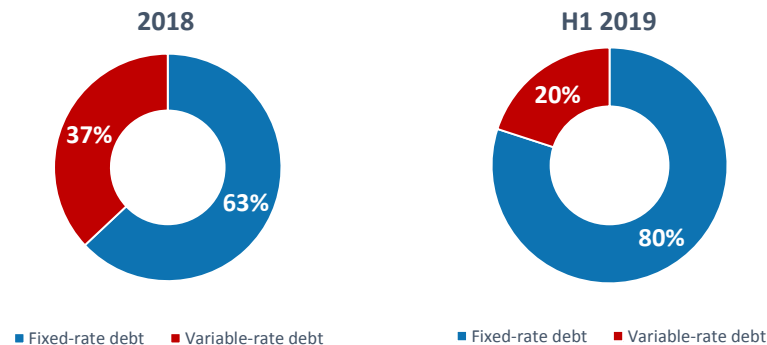


Controlled financial structure

Change in LTV (excluding transfer taxes) and ICR



Debt: fixed vs. floating rate exposure⁽²⁾



- ▶ In a very positive market environment, Mercialys has further strengthened its debt coverage to optimize its financial expenses
- ▶ The fixed-rate debt position (including commercial paper) represents 80% at end-June 2019, compared with 63% at end-December 2018, and, all things being equal, is expected to reach over 85% at end-2019 taking into account the hedging instruments coming into effect

Change in portfolio value

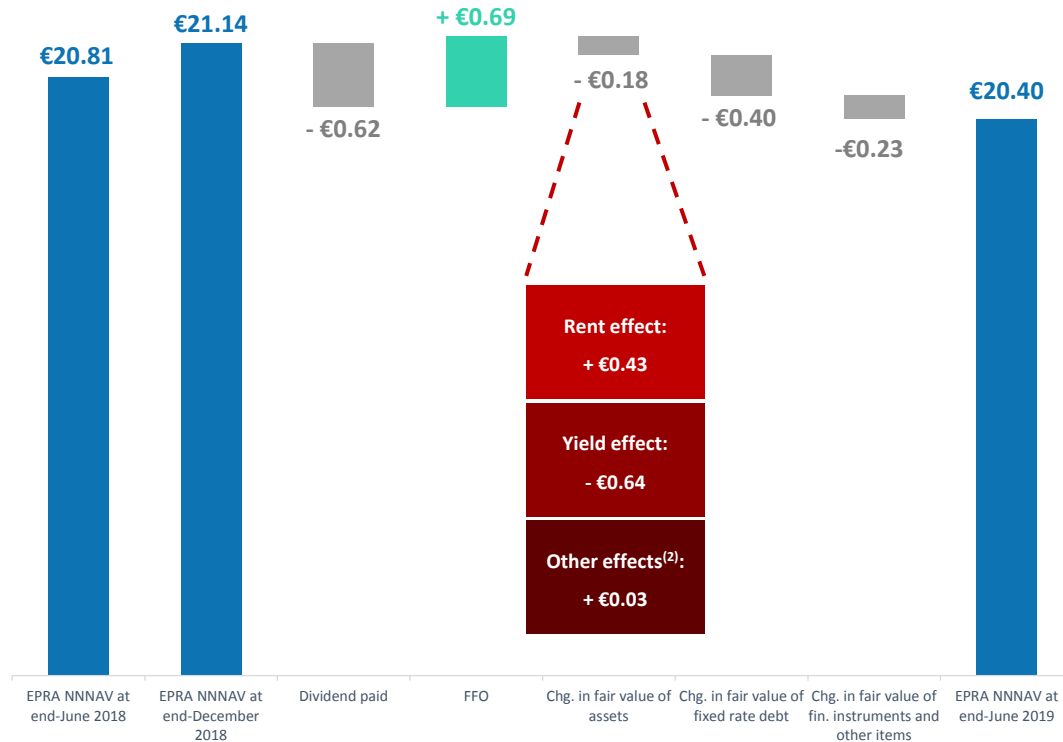
€3,529m excluding transfer taxes, -0.8% over 6 months, -1.2% over 12 months

	Over 6 months	
Total change on a like-for-like basis ⁽¹⁾	- 0.5%	- €18m
of which rent effect	+ 1.1%	+ €39m
of which yield effect	- 1.7%	- €59m

	06/2018	12/2018	06/2019
Average appraisal yield rate	5.07%	5.10%	5.20%

Change in NNNAV per share⁽¹⁾

€20.40/share, -3.5% over 6 months, -1.9% over 12 months



EPRA NAV at end-June 2019

€20.86/share

Stable over 6 months

Down -1.6% over 12 months



Conclusion

Vincent Ravat

Chief Executive Officer

MERCIALYS

2019 objectives confirmed with confidence

**Organic growth in
invoiced rents**



**Around +3% vs. 2018,
with at least +1%
excluding indexation**

**Change in FFO
per share**



**At least +4%
vs. 2018**

Dividend policy



**At least stable vs. 2018,
within a range of
85% to 95% of 2019 FFO**



Appendices

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Financial calendar

2019



October 16

Activity at September 30, 2019 (after market close)

Asset locations

Leading listed French real estate company that is a pure player for shopping centers:

- ▶ Mercialys' portfolio is focused on large and neighborhood shopping centers, as well as high-street retail assets that are leaders in their areas
- ▶ Assets are concentrated in the most dynamic French regions

Portfolio focused on high-potential assets:

- ▶ **54** shopping centers and city-center sites⁽¹⁾
- ▶ Leasable area: **861,705** sq.m
- ▶ Appraised asset value (including transfer taxes): **€3,750.8m** at June 30, 2019
- ▶ Annualized rental income: **€184m**
- ▶ Over **600** retailers and **2,123** leases

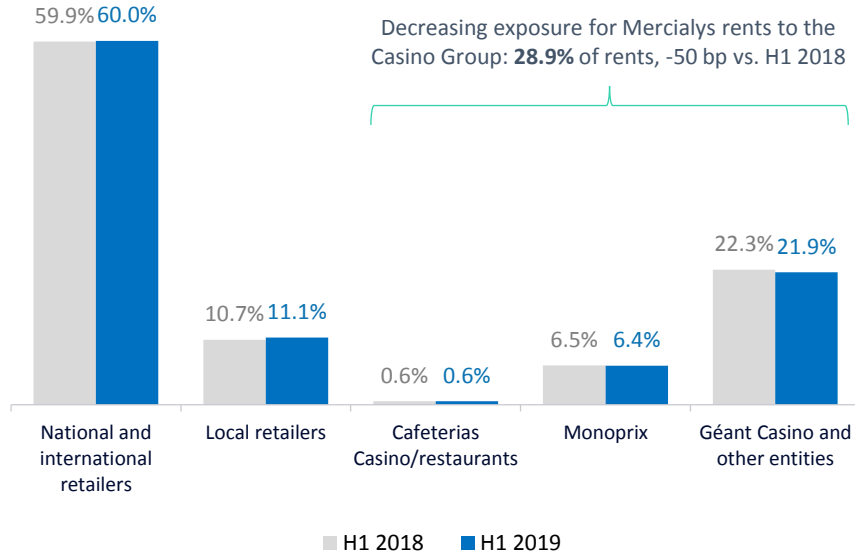
Mercialys portfolio



Mercialys portfolio

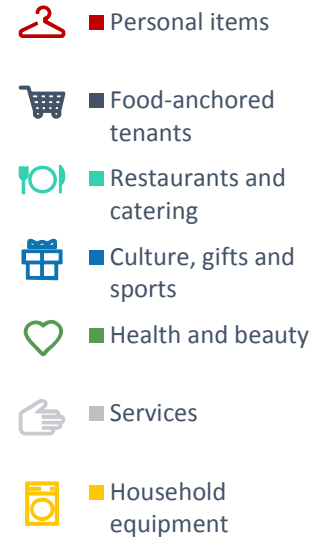
Change in the share of Casino brands in Mercialys' annualized rental income

(rent paid by Casino brands as % of annualized rental income at June 30, 2019)



Breakdown of rental income by business sector

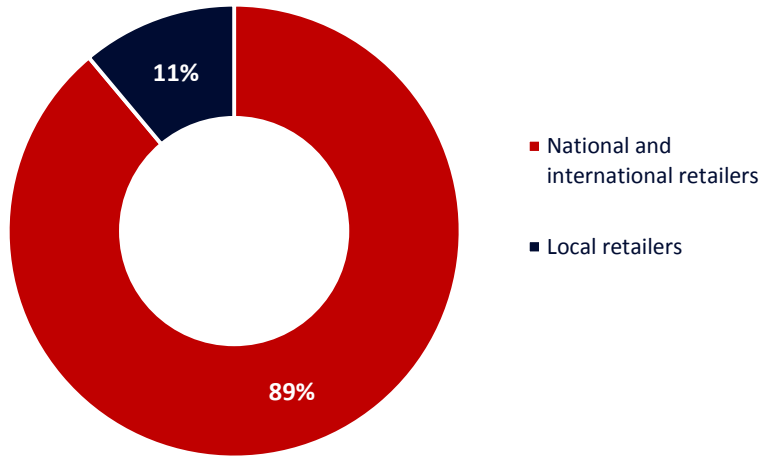
(% of annualized rental income at June 30, 2019 – including exposure to the Casino Group)



Mercialys portfolio

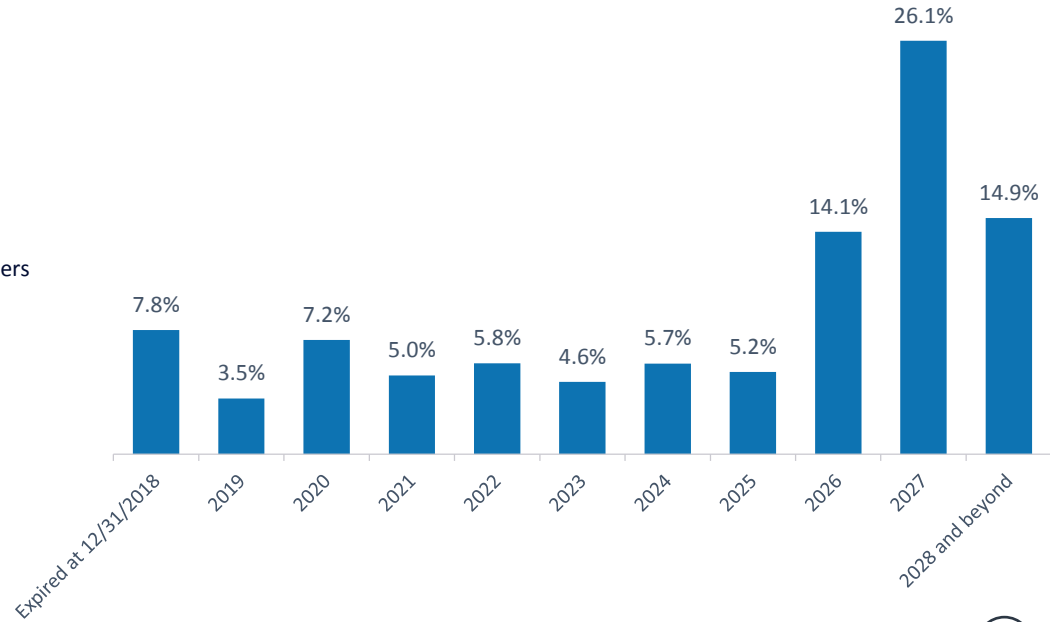
Types of retailers present in Mercialys assets

(% of annualized rental income at June 30, 2019 – including exposure to the Casino Group)



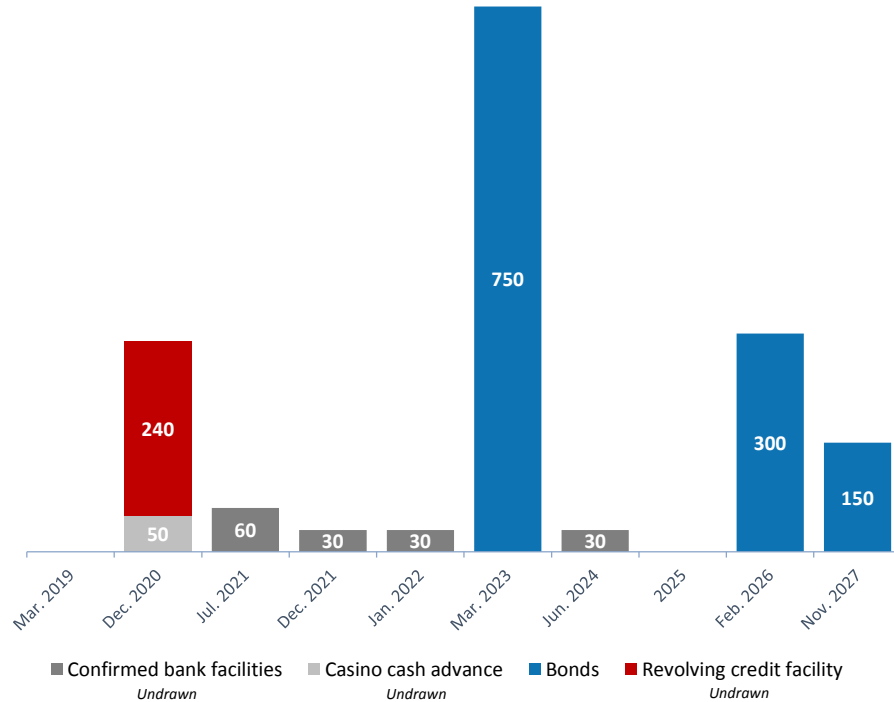
Lease expiry schedule

(percentage of leases expiring / guaranteed minimum rent)

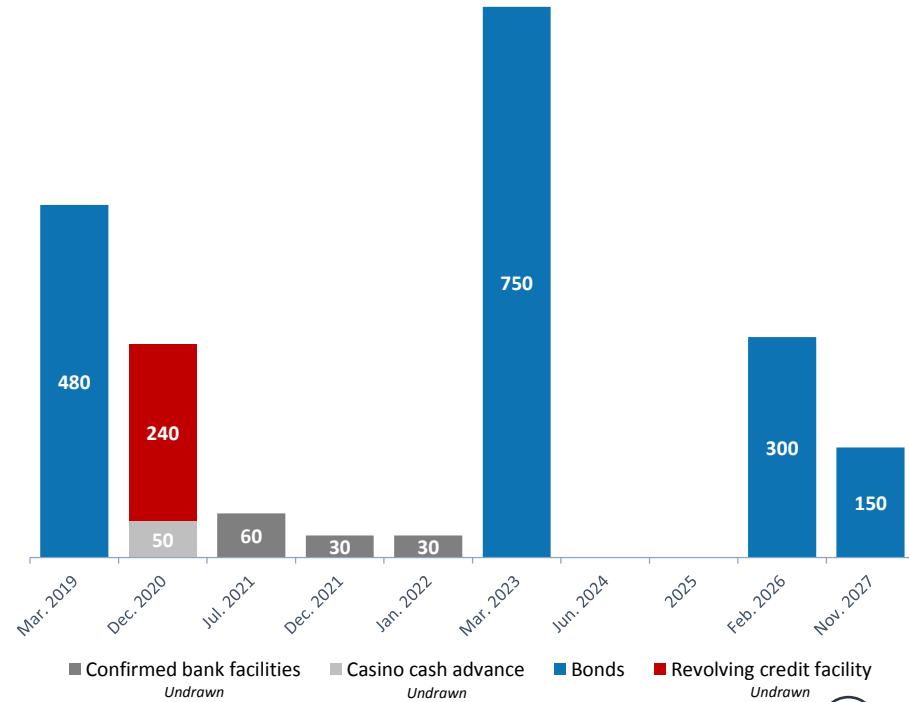


Financing structure & debt schedule

Debt schedule at H1 2019⁽¹⁾
in €m



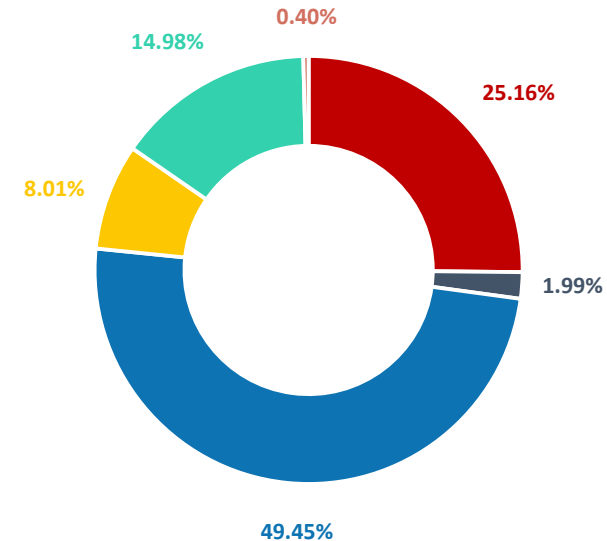
Debt schedule at end-2018⁽¹⁾
in €m



Mercialys shareholding structure and number of shares

Mercialys shareholders at June 30, 2019

	December 31, 2017	December 31, 2018	June 30, 2019
Number of shares outstanding at the end of the period	92,049,169	92,049,169	92,049,169
Average number of shares outstanding	92,049,169	92,049,169	92,049,169
Average number of shares (basic)	91,830,447	91,733,866	91,689,775
Average number of shares (diluted)	91,830,447	91,733,866	91,689,775



FFO, EPRA earnings & net income group share

In thousands of euros	June 30, 2018	June 30, 2019
Invoiced rents	91,381	93,843
Lease rights	771	1,644
Rental revenues	92,152	95,487
Non-recovered service charges and property taxes	-3,411	-3,015
Property operating expenses	-2,918	-3,408
Net rental income	85,823	89,063
Management, administrative and other activities income	1,609	1,690
Other income and expenses	-2,934	-2,977
Personnel expenses	-5,852	-6,294
EBITDA	78,647	81,482
Net financial items (excluding the impact of hedging ineffectiveness and banking default risk)	-16,194	-13,252
Reversals of / (allowance for) provisions	589	-172
Other operating income and expenses (excluding capital gains on disposals and impairment)	838	-32
Tax expense	-1,076	-1,795
Share of net income from equity associates (excluding amortization and impairment)	2,170	1,955
Non-controlling interests (excluding capital gains and amortization)	-5,159	-5,211
FFO	59,815	62,975
<i>FFO per share (based on average diluted number of shares)</i>	<i>0.65</i>	<i>0.69</i>
EPRA earnings	59,815	62,975
FFO	59,815	62,975
Depreciation and amortization	-18,119	-20,201
Other operating income and expenses	3,116	-4,862
Impact of hedging ineffectiveness and banking default risk	-18	-127
Non-controlling interests: capital gains, amortization and impairment	118	192
Net income, group share	44,913	37,977

Balance sheet

In thousands of euros		December 31, 2018	June 30, 2019
ASSETS	Intangible assets	2,710	2,948
	Property, plant and equipment	8	7
	Investment property	2,322,755	2,233,696
	Right-of-use assets	0	10,430
	Investments in associates	35,160	35,620
	Other non-current assets	46,773	74,547
	Deferred tax assets	1,727	1,718
	Non-current assets	2,409,134	2,358,966
	Trade receivables	22,341	20,859
	Other current assets	49,448	32,453
	Cash and cash equivalents	377,106	119,945
	Investment property held for sale	3,753	68,965
	Current assets	452,648	242,223
TOTAL ASSETS		2,861,781	2,601,189
EQUITY AND LIABILITIES	Share capital	92,049	92,049
	Additional paid-in capital, treasury shares and other reserves	587,551	553,528
	Equity Group share	679,601	645,577
	Non-controlling interests	199,944	202,941
	Equity	879,545	848,518
	Non-current provisions	1,063	1,263
	Non-current financial liabilities	1,208,999	1,241,592
	Deposits and guarantees	22,081	22,610
	Non-current lease liabilities	0	10,123
	Other non-current liabilities	3,580	16,797
	Non-current liabilities	1,235,723	1,292,384
	Trade payables	14,769	17,746
	Current financial liabilities	690,939	404,108
	Current lease liabilities	0	796
	Current provisions	7,538	7,134
	Other current liabilities	33,218	29,573
	Current tax liabilities	49	929
	Current liabilities	746,513	460,286
TOTAL EQUITY AND LIABILITIES		2,861,781	2,601,189

Breakdown of assets

Average appraisal yield rate: 5.20% at June 30, 2019

Type of property	Number of assets at June 30, 2019	Appraisal value (excl. transfer taxes) at June 30, 2019		Appraisal value (incl. transfer taxes) at June 30, 2019		Gross leasable area at June 30, 2019		Appraised net rental income	
		In €m	%	In €m	%	Sq.m	%	In €m	%
Regional / large shopping centers	25	2,812.5	79.7%	2,985.4	79.6%	654,852	76.0%	150.6	77.2%
Neighborhood shopping centers and city-center assets	29	696.4	19.7%	744.4	19.8%	197,752	22.9%	43.5	22.3%
Sub-total for shopping centers	54	3,508.9	99.4%	3,729.8	99.4%	852,603	98.9%	194.1	99.5%
Other sites	6	19.6	0.6%	21.0	0.6%	9,102	1.1%	0.9	0.5%
Total portfolio	60	3,528.5	100.0%	3,750.8	100.0%	861,705	100.0%	195.0	100.0%

Capitalization rate grid

Applicable under the Partnership Agreement with Casino

Rates applicable
in the **second half**
of 2019

Type of property	Shopping centers		Retail parks		City center
	Mainland France	Corsica and overseas depts. & territories	Mainland France	Corsica and overseas depts. & territories	
> 20,000 sq.m	5.6%	6.1%	6.1%	6.5%	5.4%
5,000 to 20,000 sq.m	6.0%	6.5%	6.5%	6.8%	5.7%
< 5,000 sq.m	6.5%	6.8%	6.8%	7.5%	6.1%

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