



# DESIGNING LIVEABLE CITIES



Building for every future



Designing, Building, Managing and Investing  
in cities, neighbourhoods and buildings  
that are innovative, diverse, inclusive and  
connected with a reduced carbon footprint.  
Desirable places to live and work.

**This is our ambition.**

**This is our goal.**

**This is our Purpose.**



2

Message from  
Frédéric Thomas,  
Chairman of the  
Board of Directors

4

Interview of  
Olivier Wigniolle,  
Chief Executive Officer

6

Our unique model  
as an integrated  
real estate player

8

Icade's  
property portfolio  
and regional offices

9

Goals and  
priorities for  
2019-2022

10

A culture of  
innovation and  
CSR supporting  
performance

16

Low-carbon  
cities

28

Healthy and  
happy cities

22

Connected  
cities

34

Inclusive and  
diverse cities

## Contributors to this brochure:

Cover: **Marie Coursil**, Development Manager, Synergies Urbaines by Icade and

**Bastien Chayvialle**, CRM Manager, Office Property Investment Division / P.1: **Perrine Brément**,

Financial Analyst and **Maxence Naudin**, Innovation Manager / P.2-3: **Jules Ebeng Epaka**,

Internal Auditor / P.15: **Benjamin Deroch**, Development Project Director, Icade Promotion /

P.18-19: **Amandine Lieurade**, Deputy Legal Manager and **Christine Lardoux**,

Chief Financial and Administrative Officer, ARKADEA / P.21: **Carine Robert**, Head of Major Urban

Projects, Synergies Urbaines by Icade / P.24-25: **Eva Fages**, Deputy Head of Development,

Icade Promotion / P.26: **Anne-Sophie Lanaute**, Head of Financial Communication and Investor

Relations, **Marie-Amélie Perrin**, Analysis and Remuneration Manager, **Morgane Meissirel**,

CSR Manager and **Muriel Aubry**, Chief Investment Officer, Office Property Investment

Division / P.27: **Said Akaaboun**, Work Environment Manager / P.33: **Guillaume Tessier**, Head of

International Development, Icade Santé / P.36-37: **Élodie Hery**, Development Assistant,

Icade Promotion and **Jason Gavory**, Development Manager, Icade Promotion.

**Design and production:** Publicis Consultants / Icade. **Photo credits / Architectural images:** Pierre Perrin Zoko Productions // Atelier Prado // Hardel Le Bihan Architectes, Youssef Tohme Architects & Associates, Adjaye Associates, Buzzo Spinelli Architecture // Dietrich Untertrifaller, Seuil Architecture and Maître Cube // Fernando Javier Urquijo // Pierre Perrin Zoko Productions // Cavazzana Massimo // Architecture-Studio // UAPS, ECDM, Brenac & Gonzalez & Associés, Atelier Pascal Gontier, NP2F, Post-Office Architectes // Thierry Laverne firm and Cobe firm // Kanopia // Maud Caubet Architects and Quadri Fiore Architecture // Studio Gang and Parc Architectes. **Photos:** Cover, p.1, 2-3, 6-7, 11, 15, 16-17, 19, 22-23, 24, 25, 31, 32, 34-35: Svend Andersen / p.3: Cr dit Agricole / p.4: Xavier Lahache / p.5: Thibaud Carayol / p.12-13: Getty Images / p.26: Portra/istock / 27: Westend61/Getty Images / p.28-29: shapecharge/istock. **Printing:** Nuances Impression.





# "2019, A PIVOTAL YEAR FOR ICADE: DEFINING OUR PURPOSE





Frédéric Thomas,  
Chairman  
of the Board of Directors

On April 24, 2019, the General Meeting tasked Olivier Wigniolle, who was unanimously reappointed CEO, and myself, as the newly appointed Chairman of Icade, with implementing the 2019–2022 Strategic Plan. Icade's governance structure was strengthened by the appointment of Florence Peronnau as Vice-Chairwoman and Lead Independent Director. A crucial year for Icade

in terms of governance, 2019 also marked the beginning of in-depth discussions on Icade's Purpose. This genuinely collaborative effort reflects Icade's history and constant changes over the past six decades.

Combining performance and respect for our planet's resources—what a great challenge for Icade's real estate business!

We have set ourselves ambitious goals that we will achieve thanks to the commitment of our employees and management team, with the support of the Board of Directors and all Icade stakeholders.



## Olivier Wigniolle, Chief Executive Officer

### **What are the priorities of Icade's 2019–2022 Strategic Plan?**

Each of our business lines has a clear roadmap for the execution of this Plan. For the Office Property Investment Division, we want to focus on the development pipeline and launch new projects by recycling capital from the disposal of core or mature assets. Regarding the Healthcare Property Investment Division, our priority will be to accelerate its international expansion to become the leading healthcare real estate platform

in Europe. As for the Property Development Division, we have to replenish the pipeline and the office backlog and start construction on the major projects awarded in 2018. Innovation will also be one of the pillars of this Plan. Our priority will be to integrate innovative projects into our business operations. Finally, as far as CSR is concerned, zero carbon will be a key issue.

### **What is your assessment of 2019 in relation to the implementation of this Plan?**

This first year demonstrates that we are on track with our

main objectives. In 2019, disposals totalled €1.1 billion, 67% more than in 2018, including the notable disposals of Crystal Park and 49% of the Egho tower on very favourable terms reflecting the excellent market conditions for office property investment in Paris. We have also stepped up investments in the Healthcare Property Investment Division, which totalled €750 million this year, as well as our international expansion, with the addition of a second European country through the acquisition of a portfolio of 19 assets in Germany. We also carried out Icade Santé's first bond issue under extremely favourable market conditions.



For Icade Promotion, the year was marked by the arrival of Emmanuel Desmaizières as CEO. He has defined a clearly growth-oriented roadmap for 2020–2024. It should also be noted that housing orders rose by a fairly significant 7.6% in an overall downward trending market. For their part, the development teams were very active, with 19 contracts awarded this year! As regards our CSR policy, we are proud of our positive performance and can even say that we are ahead of schedule on our goals! For example, 100% of our business parks have achieved a net positive impact on biodiversity in 2019. These efforts have been recognised by ESG rating

**"2019  
DEMONSTRATES  
THAT WE ARE  
ON TRACK WITH  
OUR MAIN  
OBJECTIVES."**



agencies. In particular, Icade was ranked "Sector Leader" by GRESB (Global Real Estate Sustainability Benchmark) in the category of diversified listed companies in Western Europe with a rating of 84/100, an increase of 2 points compared to 2018.

#### **Icade unveiled its Purpose on February 17, 2020.**

##### **What is your view on this approach?**

The PACTE law has given us the opportunity to carry out this work, in which 100% of our employees and all our stakeholders have been involved. That is why the Purpose we have unveiled is not only consistent with our history and Icade's DNA but also with what we do today. I am deeply convinced that, in the long run, companies that have gone through this

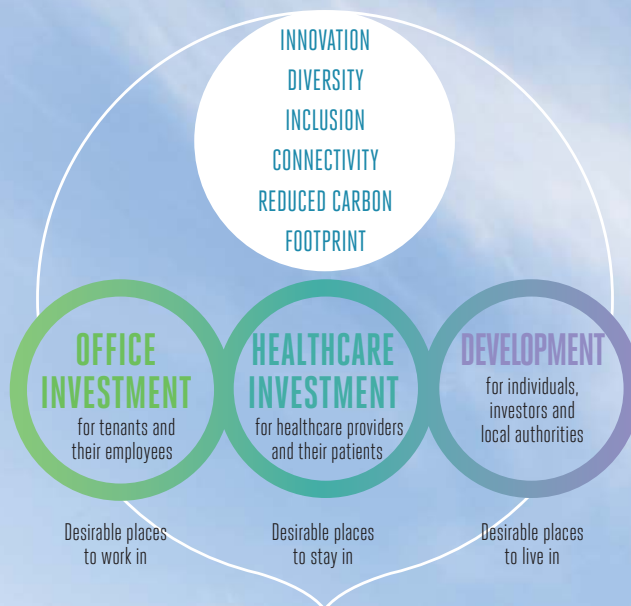
process will be those that are better regarded by investors, regardless of their financial performance: this will become a more significant driver of performance than ever before.

# OUR UNIQUE MODEL AS AN INTEGRATED REAL ESTATE PLAYER

# 1,127

## EMPLOYEES

(average number  
of staff as of 12/31/2019)



## Financial results as of 12/31/2019

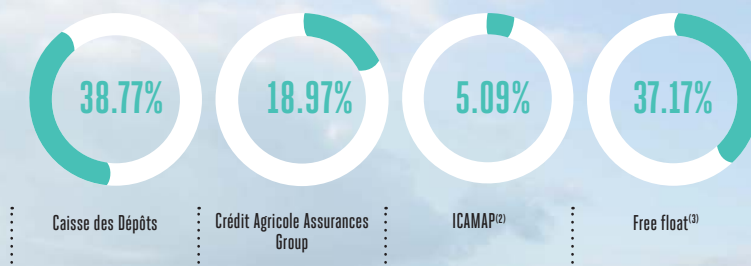
€4.85  
per share  
(+6%)<sup>(1)</sup>  
Adjusted EPRA  
earnings  
from Property  
Investment

€5.26  
per share  
(+2.1%)<sup>(1)</sup>  
Group NCCF

€94.9  
per share  
(+5.7%)<sup>(1)</sup>  
EPRA NAV

16.9%  
Property  
Development  
ROE

## Shareholding structure as of 12/31/2019



ICAD

(1) vs. 12/31/2018.

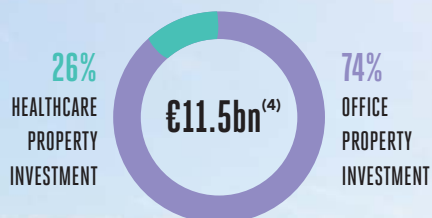
(2) ICAMAP Investments S.a.r.l / GIC Pte Limited / Future Fund Board of Guardians acting in concert.

(3) Including 0.22% for Icade's "FCPE" employee-shareholding fund and 0.80% of treasury shares.

## Synergies between our three business lines

OFFICE PROPERTY INVESTMENT	HEALTHCARE PROPERTY INVESTMENT	PROPERTY DEVELOPMENT
<p>As an investor and a developer, Icade is an integrated real estate player which designs innovative real estate products and services adapted to new urban lifestyles and habits. By placing innovation and corporate social responsibility at the core of its strategy, Icade is closely involved with stakeholders and users in the cities—local authorities and communities, companies and employees, institutions and associations... As an office and healthcare property investor and as a property developer, Icade has been able to reinvent the real estate business and foster the emergence of tomorrow's greener, smarter and more responsible cities. Icade is a significant player in the Greater Paris area and major French cities. Icade is listed on Euronext Paris as a French Listed Real Estate Investment Company (SIIC). Its leading shareholders are the Caisse des Dépôts Group and Crédit Agricole Assurances.</p>		
<p>€9.1bn on a full consolidation basis (€8.5bn on a proportionate consolidation basis) Portfolio value</p>	<p>€5.3bn on a full consolidation basis (€3bn on a proportionate consolidation basis) Portfolio value</p>	<p>€967.8m revenue</p>
<p>€2.2bn Development pipeline</p>	<p>€292m Pipeline</p>	<p>5,067 units net housing orders</p>
		<p>€33.1m net current cash flow</p>
As of 12/31/2019		

## Value of the Property Investment portfolio



(4) Value excluding duties / On a proportionate consolidation basis at 12/31/2019.

## Best-in-class Innovation and CSR

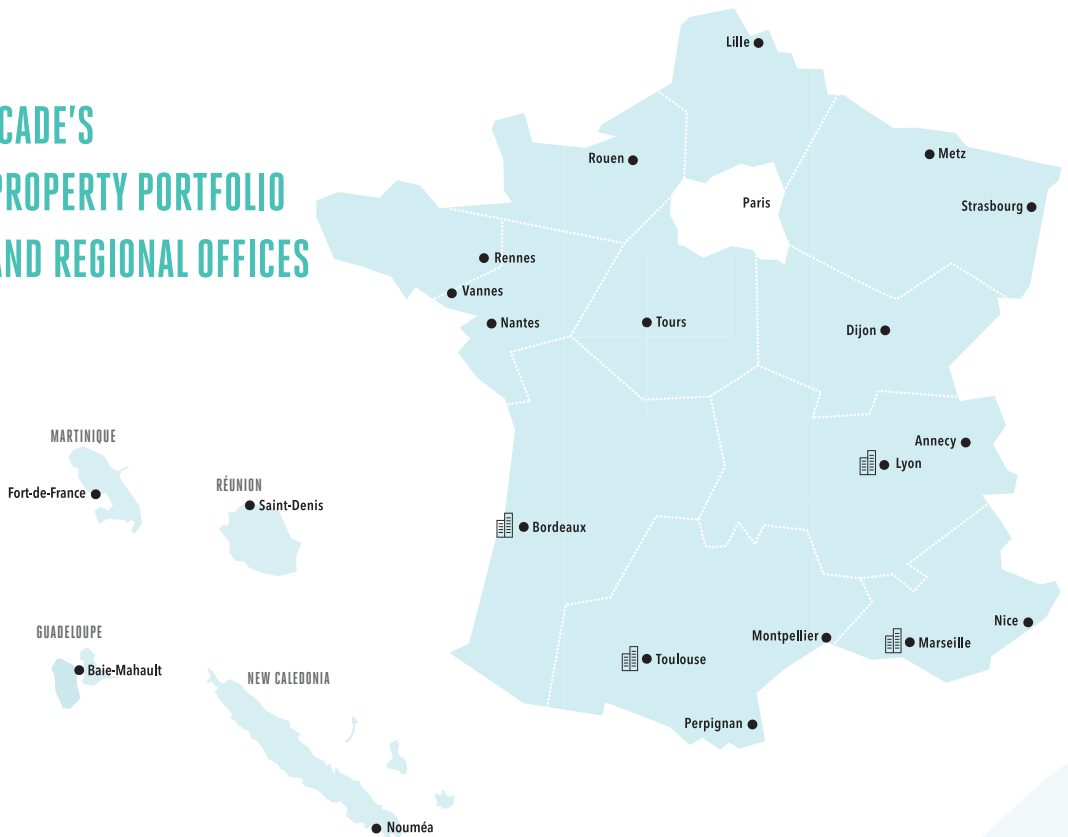
**Innovation fund:** €2m per year  
of investment in pre-seed/seed.

**GRESB:** "Sector Leader" with a score of 84/100.

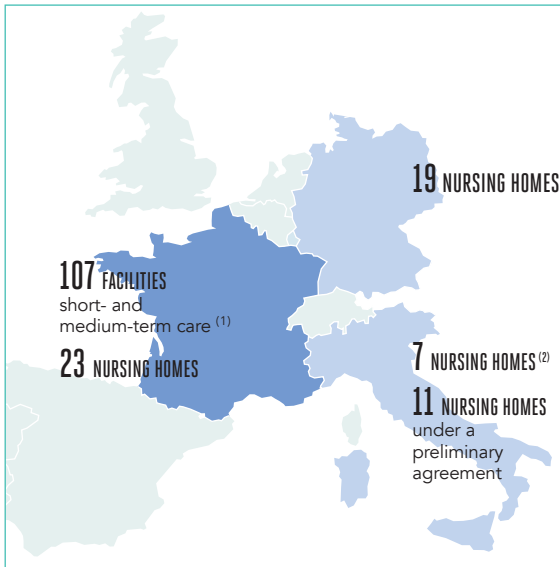
**Sustainalytics:** in the top 5% of the highest scoring  
property investment companies worldwide.

**Vigeo Eiris:** 3<sup>rd</sup> out of 81 companies in Europe.

## ICADE'S PROPERTY PORTFOLIO AND REGIONAL OFFICES



## ICADE SANTÉ IN EUROPE



Data as of 12/31/2019

OFFICE AND  
BUSINESS PARK PORTFOLIO

ICADE'S  
REGIONAL OFFICES

(1) Acute care (medicine, surgery and obstetrics), PAC (post acute care) and psychiatric facilities

(2) RSA: Residenze Sanitarie Assistenziali

# GOALS AND PRIORITIES FOR 2019–2022

Icade delivered its 2015–2019 Strategic Plan one year ahead of schedule and launched a new Strategic Plan to 2022, which reflects strengthened growth ambitions.





## A CULTURE OF INNOVATION AND CSR SUPPORTING PERFORMANCE

Icade's innovation and CSR policies are at the heart of the Group's identity, strategy and managerial culture, and are supported collectively by all employees through intrapreneurship and partnerships.



### Pioneering role in new labels and certifications

As the first player to receive HQE certification for office buildings in 2005, as well as a pilot property investment company for the BiodiverCity® label in 2014 and the first private property developer to use the new "Bâtiment biosourcé" (biosourced building) label in 2015, Icade continues to anticipate

developments in labelling and certifications. With the Le Thémis office building, which was designed by architectural firm Corinne Vezzoni & Associés and completed in 2018, the Property Investment Division carried out one of the first office projects in Paris to obtain the BBCA (low-carbon

building) label and the experimental government label E+C- (positive energy and low-carbon buildings), a precursor of the new 2020 French Environmental Regulations. In April 2019, Le Thémis was awarded a Pyramide d'Argent for Low-Carbon Buildings by the French Federation of Real Estate Developers (FPI).

## Icade engages its employees...



... In its innovation process. Since 2018, the Innovation Graduate Program has offered young graduates the opportunity to carry out innovation projects in start-up mode for 18 months before joining the business teams.

... In community and environmental initiatives thanks to two mechanisms: solidarity days and solidarity leave. In 2019, 5 solidarity days provided an opportunity for more than 70 employee volunteers to lend a hand

to associations throughout France. Solidarity leave makes it possible for them to carry out projects alongside associations that may last up to six months.



# Urban Odyssey by Icade

## A start-up studio dedicated to the challenges facing the real estate industry and the city of tomorrow

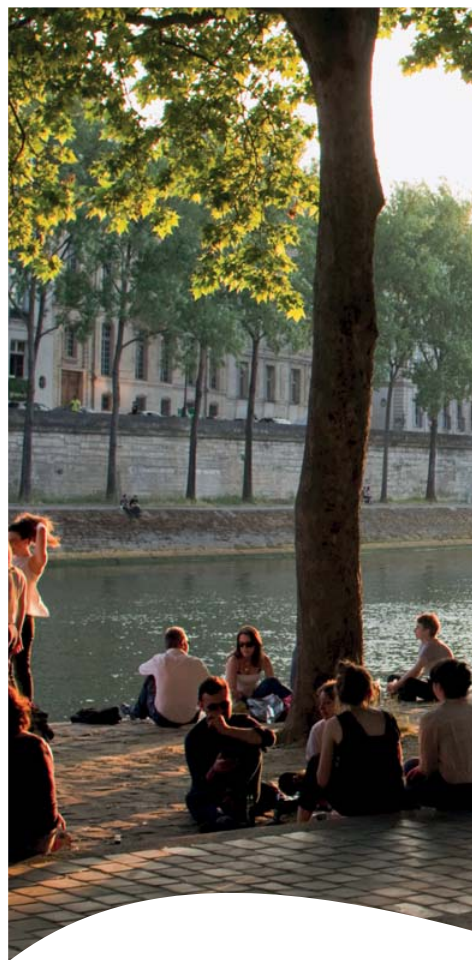


At Urban Odyssey, launched in 2019 in partnership with the HEC Incubator, Icade recruits entrepreneurs to co-create start-ups and thus scale up innovative solutions.

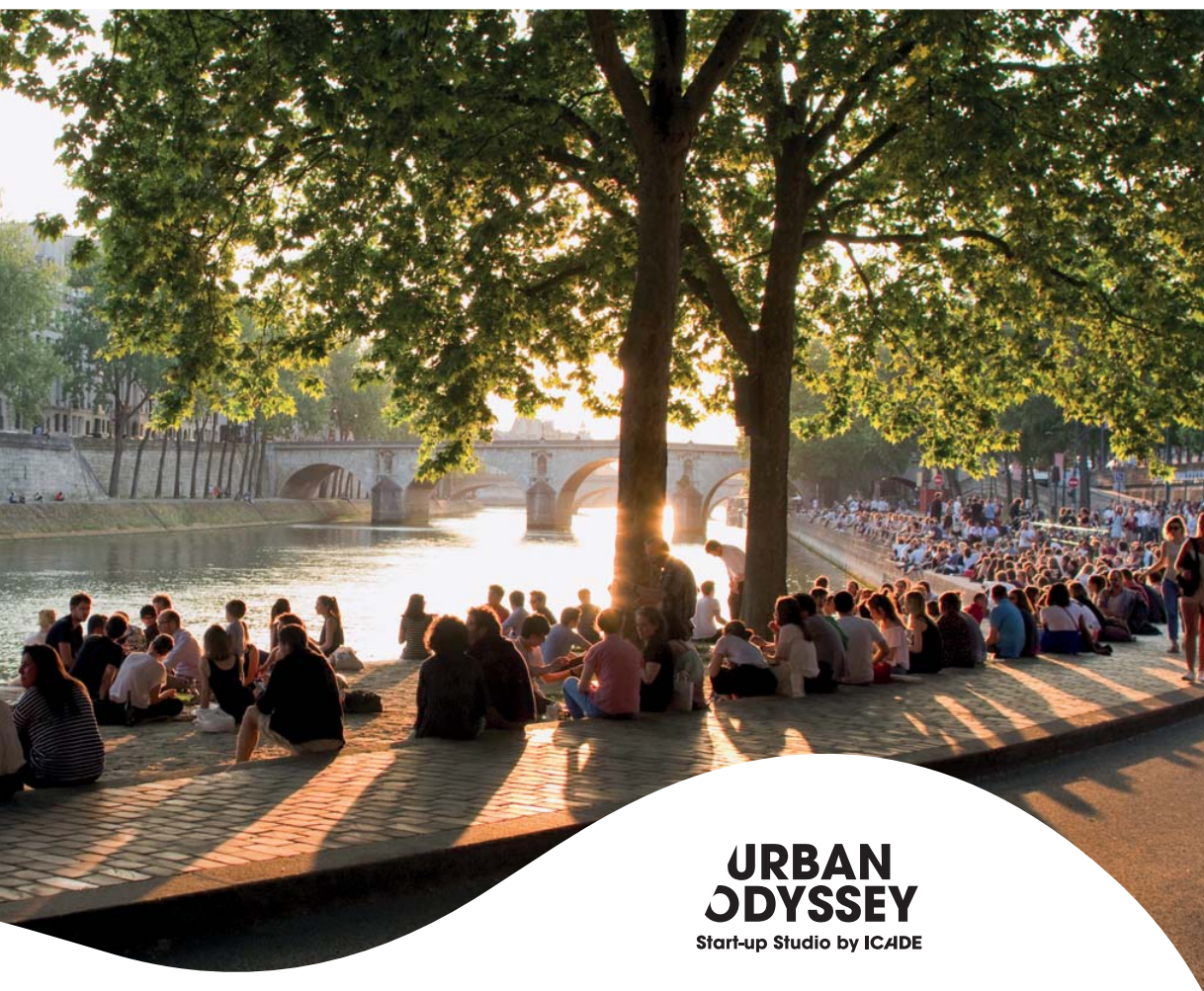
With the innovation fund of €2 million per year that is already in place, Icade has been able to step up its efforts by creating a structure capable of hosting entrepreneurs in residence. Its mission is to promote the large-scale implementation of innovations in response to the challenges facing its businesses: the office of the future, the home of the

future, health and well-being in the city. By combining the agility of entrepreneurs with the firepower of a large group, Urban Odyssey is active in three areas: assisting entrepreneurs, investing in jointly established companies and allowing quick access to the market. The Start-up Studio's projects are incubated in the

HEC Incubator at Station F, while benefiting from the expertise and market access of Icade's teams. Urban Odyssey is aimed at experienced entrepreneurs, young graduates and Icade employees with an entrepreneurial spirit. The second edition will take place in the course of 2020.







## URBAN ODYSSEY

Start-up Studio by ICADE

Urban Odyssey in a few figures:

In 4 months,  
**over 100**  
applications  
from entrepreneurs

**8 projects**  
pre-incubated  
over the  
summer of  
2019

**5 start-ups**  
created and  
incorporated into  
the Start-up Studio  
including  
**3 projects**  
designed  
in-house

**6-month**  
incubation in the  
HEC incubator  
at Station F  
for the  
first projects



## Cycle Up Intrapreneurship supporting the circular economy

Originally initiated and led by Icade and Egis employees, the Cycle Up reuse platform offers a new way to create value in the real estate industry.

A joint venture equally owned by Icade and Egis, Cycle Up is a digital marketplace dedicated to materials reuse, which can be applied to 90% of a building's materials.

Its objective is to bring together all the players (project owner, project manager, real estate companies, architects, etc.) in a transparent, traceable and fair manner. Cycle Up lists available materials and their reuse solutions while offering services, expertise and guarantees to develop sustainable, low-carbon properties.

Just one year after its launch, Cycle Up is among the sustainable solutions selected for the construction of the Athletes Village for Paris 2024.

**cycle up**  
DES RESSOURCES À L'INFINI



**"During the Initial Prado urban regeneration project in Marseille, Cycle Up assisted us in listing and donating reusable materials to associations with social and environmental projects. Everyone pitched in and the result is beyond our expectations."**

*Benjamin Deroch,  
Development Project Director, Icade Promotion*



IN JUST TWO  
YEARS,  
CYCLE UP  
HAS TOTALLED:

More than  
€1m  
saved  
by Cycle Up  
customers

203  
transactions  
recorded

663 tonnes  
of CO<sub>2</sub>  
and more than  
161 tonnes of  
waste avoided



# LOW-CARBON CITIES



In a real estate sector that accounts for 25% of France's greenhouse gas emissions, Icade is making low-carbon construction a priority. To achieve its ambitious goals in terms of reducing its carbon footprint, Icade is already preparing for the upcoming 2020 environmental regulations by aiming for the most demanding building certifications in its housing and office projects. This strong commitment is a powerful driver of performance and attractiveness for the Group and a source of engagement for its employees.

## Priority issues and commitments for a low-carbon city

**-45%** reduction in CO<sub>2</sub> intensity between 2015 and 2025 for the Office Property Investment portfolio

**100%** of new offices **>5,000 sq.m** and **33%** of new homes with the E+C- label by 2022

Assisting at least **75%** of healthcare facility operators in optimising their energy performance starting in 2019

Massive  
use of  
WOOD

Renewable  
energy  
— or —  
energy recovery

Circular  
economy

Green  
open space

# Bruneseau Seine Emergence of a sustainable neighbourhood between Paris and Ivry



The project involves the development of a new neighbourhood covering close to 100,000 sq.m which will ensure seamless urban continuity between Paris and Ivry-sur-Seine.

In March 2019, the consortium composed of four property developers—AG Real Estate, Les Nouveaux Constructeurs, Icade, Nexity—and four architectural firms—Hardel Le Bihan, Youssef Tohmé Architects, Adjaye Associates and Buzzo Spinelli Architecture—was selected

as the winner of the “Inventer Bruneseau” call for projects organised by the City of Paris and SEMAPA.

Highly innovative from an architectural point of view, Bruneseau Seine is also a model of environmental performance. The goal is to design a neighbourhood tending towards carbon neutrality. The neighbourhood will benefit from expansive green spaces at ground level and on the terraces and roofs. These spaces will constitute “urban cool islands” and make this project the first

neighbourhood of Paris to comply with the Climate Plan. From a place essentially dedicated to infrastructure, Bruneseau Seine will become a vibrant area thanks to a mix of offices, homes, public facilities, as well as cultural, business and university activities.





**"Bruneseau Seine's ambition is to reverse the trend by transforming this site, now centred on the ring road, into a vibrant, people-centred environment for the benefit of its residents and users."**

*Carine Robert,  
Head of Major Urban Projects,  
Synergies Urbaines*

**A neighbourhood  
tending towards carbon  
neutrality**

**Completion  
scheduled for  
2025**



# Wood as a way to reduce the carbon footprint



As a natural and renewable material, a good thermal insulator and a major carbon sink, wood has its rightful place in the construction of tomorrow's bio-inspired cities. In 2018, Icade exceeded its annual target of five wood-based buildings, with six projects.

## Wood'Art, Toulouse An exemplary wood-based construction project

Wood'Art, winner of the ADIVbois/PUCA competition organised in the area covered by the urban planning agency Oppidea, is an exemplary project in terms of environmental performance. It is located in the eco-district of La Cartoucherie in Toulouse. Designed by Dietrich Untertrifaller Architects and the Toulouse firm Seuil Architecture, as well as the wood-based construction company Maître Cube, this hybrid wood and concrete project totalling 13,000 sq.m spread over three buildings will include biosourced materials from Occitanie, notably wood (wood-framed walls, glulam and cross-laminated timber).

## Pulse, Saint-Denis A showcase building

Located in the Portes de Paris business park and designed by Fassio-Viaud Architectes, this 28,700-sq.m, 7-storey office building has a wood and concrete structure.

Its 6,000 m<sup>3</sup> of wood components represent more than 4,400 tonnes of stored carbon. Reused materials also feature prominently in the Pulse building.



## 007 building, Paris 8,577 sq.m of office space let to URSSAF with a hybrid wood and concrete structure

Located in the Pont de Flandre business park and completed at the end of 2019 to eventually house the offices of URSSAF, the 007 building was developed in synergy with Icade Promotion for Icade's Office Property Investment Division.

Designed by the architect Anne Carcelen and carried out by a consortium made up of Spie Batignolles Île-de-France and the carpenter Mathis, the

mix of wood and concrete is reflected in the structure and flooring, with a 100% wood shell structure.



# CONNECTED CITIES



Icade has valuable expertise in creating high-quality spaces for its customers, whether they are tenants in office buildings, employees in business parks or future home buyers. Because lifestyles and working methods are constantly changing, Icade is always one step ahead by offering innovative concepts such as office space for mobile workers, convivial spaces, wellness areas, as well as co-designed, flexible apartments and co-living space. This is driven by our desire to create and foster new ways of working and living together.

Flex  
office

Co-  
working

Co-  
design

Shared  
housing





## Open ID A showcase for managerial innovation

Open, Icade's 100% flex office headquarters building, has given rise to Open ID, a collaborative approach fostering performance and a better quality of life at work. Due to be rolled out in all of Icade's regional offices by the end of 2020, it will be a showcase for its office real estate solutions.

Through its focus on employee well-being, the Open ID approach embodies

Icade's ambition and implements its vision of a new way of working, sharing space and living together: more cross-functionality, flexibility, collaborative work and direct management. Reflecting this spirit, a 100% flex office design makes it possible to offer a wide variety of workstations to employees according to their needs and working methods. Theme-based common areas and numerous digital services are also available to facilitate teleworking, work-life balance

and well-being. This quality of life was recognised by CERTIVEA, which in 2019 awarded the very first Osmoz label for an office building to Icade's headquarters in Issy-les-Moulineaux.

**"Open ID is an original way of envisioning a work environment that promotes both the creativity and well-being of our employees. After our headquarters and our offices in Lyon, Rennes, Metz and Strasbourg, all of Icade's local offices will adopt it!"**

**Said Akaaboun**  
Work Environment  
Manager



# Another way to become a homeowner

The expectations of future buyers are shifting towards a more seamless, immersive, customised and digital buying process. Icade has been at the forefront of these trends by offering tailor-made services.



## Imagin'Home Create your ideal apartment

As the first co-design platform launched by a property developer, Imagin'Home allows buyers to co-design a bespoke home from the ground up in line with their lifestyle—room size and layout, outdoor spaces, interior design, etc.—before applying for a building permit.

## Appart'ici'pation Get involved in the design of your future home while relying on a developer's expertise

By combining participative housing and property development, this concept of bespoke new housing offers buyers the opportunity to participate in planning the layout of their apartments, contribute to the design of common areas, interact with their future

neighbours and decide on certain aspects of the construction process. Appart'ici'pation has already been implemented in a new-build scheme in Châtenay-Malabry, in the Hauts-de-Seine department.

## Icade Store Next-generation showroom

The new Icade Store is where potential buyers are informed and advised and where property

is sold. Its showroom of home interiors and materials aims to facilitate the property acquisition process so as to provide a successful customer experience. It also offers a digital and personalised customer journey including virtual tours and a home design application.

### Home design application Design your future home in 3D

On a computer or tablet, this user-friendly solution allows you to customise the layout of your future home in just a few clicks to suit your taste. For example, you can choose a decorative style from among three different options, materials (tiles, parquet flooring, etc.) for each room, etc. Immersive and interactive, this tool allows buyers to visualise their future homes and save their preferences.

### BiHome® A new concept of shared housing for more diversity

Apartment sharing, stepfamilies, intergenerational co-housing, teleworking...

Icade adapts to new lifestyles and offers a bespoke housing concept:

a main apartment and a separate living space, each with its own entrance to ensure the privacy of all.

### Smart Home Smart and connected homes

All the apartments designed by Icade include a home automation pack as well as immediate access to high-speed internet and multimedia outlets in each room. This open and scalable solution allows you to program and control heating, intrusion detection, electric roller shutters and lights from your tablet or smartphone.

### Online reservations For a fully digital buying experience

Everything is designed to allow future buyers to discover their home online thanks to 3D models and the home design application... and also to reserve it online, guided by sales advisors dedicated to the digital buying process.

### Icade et Moi Customised support

By creating your own online account, you can access all the information concerning your property acquisition in just a few clicks. This is what the new Icade et Moi approach is about. It also allows future buyers to contact their Customer Relationship Manager and get answers to all their questions.



# HEALTHY AND HAPPY CITIES





Icade has become the leader in healthcare property, an asset class that it helped to create. This leading position was gained thanks to its ability to invest alongside its partners who are private healthcare providers and its synergies with Icade Promotion, in order to develop and modernise healthcare facilities by adapting them to new needs.

This know-how, which contributes to offering quality care throughout the country, is now being extended to facilities for the elderly and exported abroad.

We do this by building on what makes this activity successful: long-term relationships with healthcare providers to co-create value and well-being.

**156**  
**HEALTH-  
CARE**  
**FACILITIES**  
**INCLUDING**  
**26 ABROAD**  
(AS OF 12/31/2019)

**A GROWTH  
TARGET OF**  
**€2.5BN**  
**BY 2022:**  
**€1BN**  
**IN FRANCE**  
**€1.5BN**  
**INTERNATIONALLY**



# Diversifying into nursing homes and international markets



Diversifying into nursing homes is one of Icade's major goals for its healthcare property business. This diversification goes hand in hand with our desire to export our know-how beyond French borders. Three milestones have already been achieved.

**2017:** partnership signed with Korian, the European leader in care and support services for the elderly. The purpose of the partnership is to provide

this nursing home specialist with the assistance required to implement its plan to expand and upgrade its property portfolio, in particular by building 16 new facilities by 2023.

**2018:** first international healthcare property investment involving the construction of seven nursing homes in northern Italy for €112 million.

**2019:** acquisition of seven nursing homes in Normandy and the Provence-Alpes-Côte d'Azur region and six nursing homes in Italy.

Preliminary agreement signed for the acquisition of a portfolio of 19 nursing homes in Germany for €266 million.

**"Our roadmap to 2022? To create a leading European platform dedicated to healthcare real estate. After the first major acquisitions in 2018 and 2019, we will continue to invest in other European markets, particularly in the post-acute care and nursing home sectors."**

*Guillaume Tessler*  
Head of International Development,  
Icade Santé

# Reims-Bezannes polyclinic 75,000 patients each year



Completed in March 2018, the new Reims-Bezannes polyclinic is one of the largest healthcare facilities in France. This pilot facility combines eco-design, state-of-the-art technology and functionality.

Dedicated to acute care, this site consists of a private hospital operated by the Courlancy Group as well as two buildings housing doctor's offices, a medical laboratory and a medical imaging and nuclear medicine centre. Designed by architect Jean-Michel Jacquet, the building complex has received HQE® certification with an

"Excellent" rating. Particular attention has been paid to the building's eco-design together with air and water quality, fully in line with the polyclinic's operations. Led by Icade Santé and developed by Icade Promotion, this project has won numerous awards. It received the "Best Healthcare Development" prize at the 2019 MIPIM Awards ceremony, and topped *Le Point* magazine's list of the best private healthcare facilities. It also received the "Reims Métropole Durable" label, which highlights Icade's shared vision with local authorities in terms of development and green construction.

396 beds

24  
operating  
suites

700  
employees

200  
practitioners

# Innovating for the benefit of healthcare providers and patients

## Guadeloupe university hospital (CHU) Rethinking the Guadeloupe university hospital

From 2023, the future Guadeloupe university hospital will replace the current one on a new site and provide the overseas region of Guadeloupe with one of the largest innovative French health facilities. At the cutting edge of technology, this new university hospital will also be the most

important building ever built on the Guadeloupe archipelago. Since the beginning of the project, Icade has been involved as the lead developer in the Icade/Semsamar consortium, alongside Architecture-Studio, in partnership with the Alain Nicolas, Babel and Ingérop firms.

## Ambu'stage Better support for patients

Currently being tested at the Reims-Bezannes polyclinic, Ambu'stage is the first service for the geolocation of patients and their portable locker. Outpatients receive smart wristbands that allow ambulatory care staff and operating room personnel to pinpoint their location in real time for a better quality of care.

This new service has resulted in a simplified day-to-day experience for the staff, a more efficient ambulatory care unit and an improved patient experience.





# INCLUSIVE AND DIVERSE CITIES





## Mix of uses

---

## Mix of housing types

---

## Shared spaces

Icade plays an active role in local economic development, especially in large French cities, by designing mixed-use, diverse, inclusive neighbourhoods.

The Company can rely on its expertise as a property investor and developer to provide a comprehensive range of solutions—office, residential, hotel, retail, medical-social and infrastructure—and establish relationships of trust with its partners by involving them in an open and participatory approach.

# Plaine Commune

## Icade, a major player in the north of Paris

Already very involved in the Plaine Commune area where it owns more than 60 hectares of land, Icade has become a major player in the construction of the Athletes Village in Saint-Ouen-sur-Seine.

At the end of 2019, following a competitive selection process organised by SOLIDEO, a consortium formed by Icade, Caisse des Dépôts (Banque des Territoires) and CDC Habitat

was chosen to build lot D of the Athletes Village, a complex of more than 48,000 sq.m able to accommodate 3,000 athletes from around the world. The selected project is original in that it was designed from the very start with local communities in mind, meaning that it will be transformed back into a genuine urban neighbourhood after the Games. It aims to foster social cohesion and contribute to the transformation that has been underway in this area for several years.

### Prithika Pavade A first-ever sponsorship

Icade chose to sponsor the table tennis player Prithika Pavade. The 15-year-old athlete from Saint-Denis has already won 13 French championships and 6 European medals. Unprecedented for a real estate player, Icade's support is twofold: financial assistance to support Prithika in her future studies and a partnership with the Saint-Denis Table Tennis Club where she trains.

### Pulse State-of-the-art offices for the OCOG

In December 2019, Icade signed a 4.5-year lease with the OCOG for the 28,860-sq.m Pulse office building. The signing of this lease has allowed Icade to continue to expand its portfolio in northeast Paris.





## Caen university hospital Transforming a site into a residential area

A vibrant, family-friendly neighbourhood will be created in Caen on land formerly occupied by the Clémenceau hospital. The "Les Grands Jardins de Calix" project selected by the Caen university hospital in collaboration with the City Council involves the development of 600 housing units, the conversion of existing buildings into office buildings and the design of third places that will revitalise the site: eating areas in a manor, a converted chapel housing a food court and literary café, a gardener's lodge, shared vegetable gardens, a concierge service...

The contract was awarded to a consortium made up of Icade, the urban developer Shema, and regional property developers Sotrim, the Pozzo



*The "Les Grands Jardins de Calix" project was designed based on the site's landscaping potential, alongside the Thierry Laverne firm (landscape architects/urban planners) and the Cobe firm (architects/urban planners).*

100%  
of Icade Promotion's  
major construction  
projects  
included professional  
integration commitments  
in 2018

group and Flaviae, alongside the Thierry Laverne firm (landscape architects/urban planners) and the Cobe firm (architects/urban planners).



## Expansion A living, breathing neighbourhood in the Paris Orly-Rungis business park

ARKADEA, a property development company created by Icade and Poste Immo, has started the construction of Expansion in Rungis, a project consisting of 182 housing units of different types developed on land owned by Icade in its Paris Orly-Rungis business park. This project designed by the Kanopia architectural firm will fully contribute to the growth of ARKADEA, which already has 30 projects in France, step up the transformation of the largest private business park in Europe which Icade has already started, and complement the 4-star hotel that is scheduled for completion by the end of 2019.





## Large-scale, mixed-use projects in the heart of Nanterre

Icade continues to support Nanterre in its urban transformation. In Paris La Défense, the Origine & Nouvelle Vague project designed by Maud Caubet Architectes in partnership with Quadri Fiore Architecture is an urban block consisting of two office and service buildings and an outstanding residential building totalling 145 units of different types. By creating a new vibrant neighbourhood, this large-scale project will contribute to making Paris La Défense much more than a business district. The “Nanterre partagée” project, designed by the architectural firms Scau, Reichen & Robert and Nem, will create a new link between the Hospital Accommodation and Care Centre (CASH) and the Petit Nanterre area. Crédit Agricole Immobilier, Icade and Novaxia, together with CDU (Constructions et Développement Urbains), were selected by Métropole du Grand Paris for the urban development of the hospital site. Around the historical building, which will be preserved and refurbished, the project will feature housing units, shared housing units, a student residence, a Montessori school, landscaped areas, as well as other services promoting social interaction and cohesion.

## Best of Both: The University of Chicago in Paris

The City of Paris, the City Council of the 13<sup>th</sup> district, SEMAPA and the University of Chicago have chosen the Icade project, designed by the Franco-American architectural duo Studio Gang (Chicago/ NY/Paris) and Parc Architectes (Paris) for the construction of a nearly 9,500-sq.m mixed-use project combining—all on the



same site—the University of Chicago’s new Centre in Paris and a residential building made up of around 86 housing units for sale, some of which to be co-designed.





Building for every future



@lcade\_Officiel



ICADE



@icadeofficiel



Icade



Icade Officiel