

2016 ANNUAL REVIEW

**BUILDING
FOR EVERY
FUTURE**

ICADE

REINVENTING ICADE

Being a real estate player serving the needs of city life means being attentive to new urban lifestyles and habits. But it also means **anticipating, innovating and sometimes knowing how to reinvent oneself.**

A longtime partner of cities, Icade has undergone a major transformation—with more openness, more agility and even more commitment.

More openness toward our various partners—companies and employees, local authorities and communities, institutions and associations—in order to imagine and develop solutions and services tailored to the needs of all.

More agility in the face of our changing society and new urban way of life in order to develop a forward-looking and constantly evolving approach to real estate.

More commitment to the changing role and business of real estate, in order to participate in the emergence of beautiful, green, smart and sustainable cities.

These are the convictions that inspire our purpose:
to build the real estate of your future.

A NEW IDENTITY TO REFLECT OUR TRANSFORMATION

A new strategic roadmap, a new organisational structure, new solutions and services—since 2015, Icade has undergone a true transformation. This revival is embodied in our new brand identity, the result of a highly collaborative approach.

A PROMISE MADE TO ALL OUR CUSTOMERS

Our new slogan, “Building for every future”, reflects our commitment to integrate innovation and CSR into our business, by constantly adapting our solutions and services to meet the expectations of our customers in all their diversity—companies and employees, local authorities and local communities. Appealing directly to our customers, this slogan clearly evokes our industry, real estate, while situating our business activities where they really matter, namely in the future.

AN IDENTITY INSPIRED BY THE CITY AND OUR UNIQUE NATURE

The organic shapes that make up the logo symbolise the diversity of our business activities and the regions in which we operate. Integrating three shapes promotes our three business lines and our model of an integrated real estate player. The logo’s general shape highlights our strong involvement in the Greater Paris area. Icade’s long-standing use of the colour blue has been modernised and makes up a palette with two hues. At the same time, the colour green expresses our prediction that the city of tomorrow will be even greener and more liveable than today. Lastly, the typography reflects our position as a reliable and trusted real estate partner. The open-topped A evokes our forward-looking and constantly evolving approach to real estate to meet the particular needs of our customers.

THE RESULT OF A COLLECTIVE THINKING PROCESS

This new identity was developed through a five-step collaborative approach:

- in September 2016, Icade managers expressed the need to coordinate the new strategy, the headquarters’ relocation and its new identity;
- at the beginning of November, feedback was requested from each and every employee using a Chinese portrait, i.e. an analogy game form of marketing research. More than a third of the employees responded to the survey, which formed the basis for designing the new identity;
- in mid-November, about 100 employees volunteered to attend a creativity day to develop the future slogan. These employees represented all of Icade’s career paths, business lines and regions. The day was extremely informative and participative and led to the selection of three logo ideas by a majority of those present;
- at the end of December, three logo designs, developed based on three slogans, were submitted to the Executive Committee and the Creativity Group. The participants confirmed the ExCo members’ choices;
- at the beginning of January 2017, Icade’s Board of Directors approved the new identity.

The logo graphic consists of several overlapping organic shapes in light blue, green, and dark blue. A pattern of small dark blue dots is overlaid on the shapes, creating a halftone effect. The text 'ICAIDE' is centered within these shapes.

ICAIDE

Building for every future

AN INTEGRATED REAL ESTATE PLAYER

As an investor and a developer, Icade is an **integrated real estate player** and designs innovative real estate products and services adapted to new urban lifestyles and habits.

By placing corporate social responsibility (CSR) and innovation at the core of its strategy, Icade is **working closely with stakeholders and users** in the cities—local authorities and communities, companies and employees, institutions and associations.

As a **commercial and healthcare property investor** (portfolio value of €9.7bn as of 12/31/16) and as a property developer (2016 revenues of €1,005m), Icade is 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 shareholder is the Caisse des Dépôts Group.

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A LEADING INTEGRATED REAL ESTATE PLAYER

One year after the launch of the strategic plan, Icade's results show a strong improvement.

Icade's key figures

(as of 12/31/2016)

1,104

employees

€9.7bn⁽¹⁾

value of the Property Investment portfolio

€1.5bn

revenues

4th

largest French developer
(source: Innovapresse)

€78.7/share

i.e. +7.6% EPRA triple NAV
(Group share fully diluted in €)

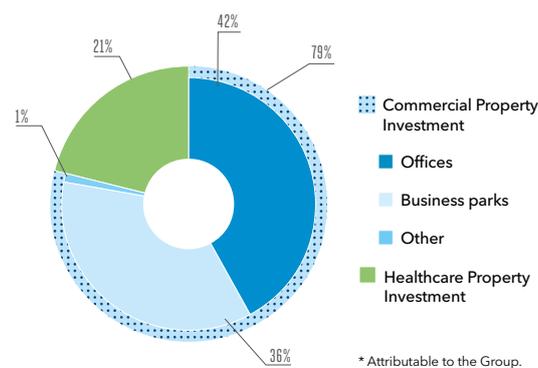
€4.41/share

i.e. +8.3% Group NCCF

(1) Icade share, excluding duties.

Portfolio distribution*

(as of 12/31/2016)



CSR commitments have been fulfilled and the results are widely acknowledged

23% reduction in CO₂ for the Commercial Property Investment portfolio between 2011 and 2016.

HQE certification for 100% of significant new projects of Icade Santé.

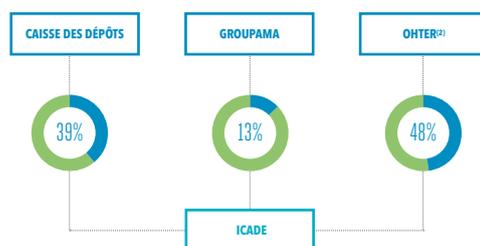
100% of major construction projects of the Property Development Division include a professional integration commitment.

70% of employees benefited from digital training.

Ranked 4th out of 286 real estate companies according to the non-financial rating agency Sustainalytics.

Simplified shareholding structure

(as of 12/31/2016)

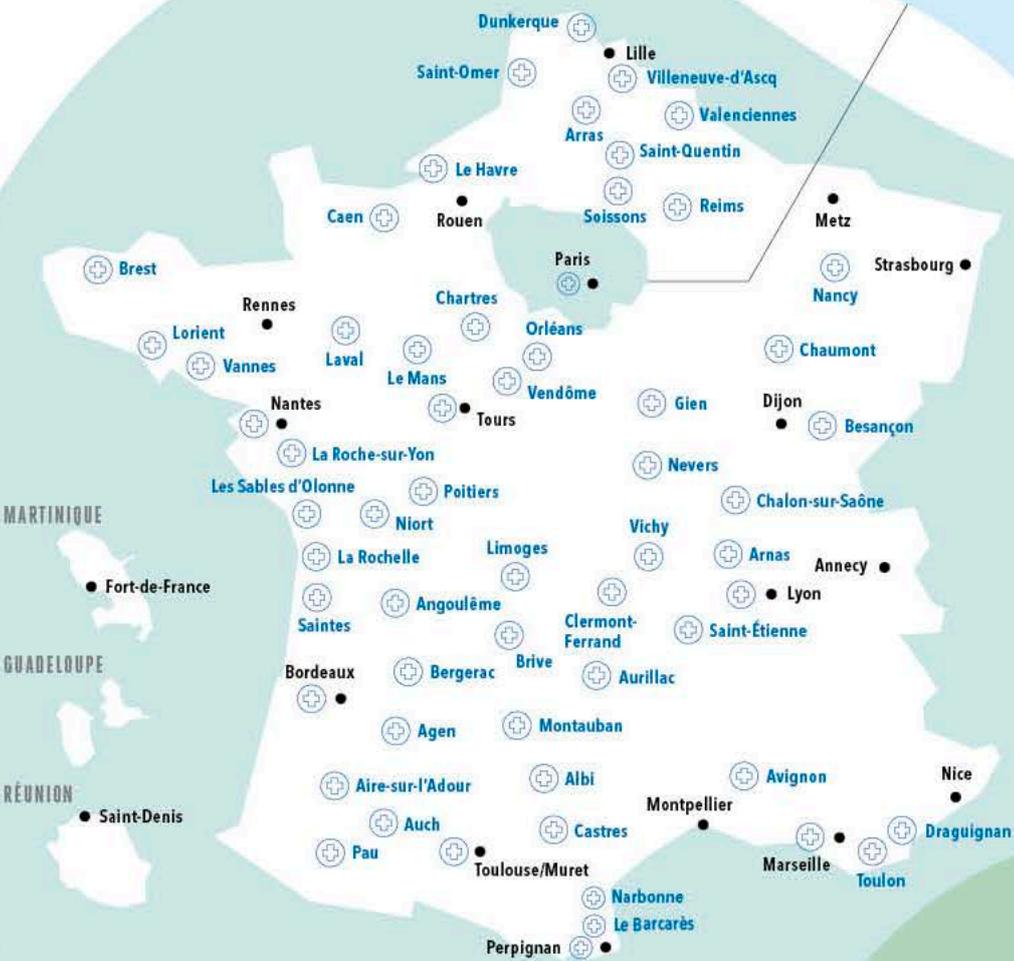


By decision of the General Shareholders' Meeting of May 23, 2016, Icade carried out the merger by acquisition of its holding company, HoldCo SIIC. Our leading shareholder is still Caisse des Dépôts and Icade is now controlled by the private sector.

(2) Including 0.28% for the Icade's "FCPE" employee-shareholding fund, 0.28% of treasury shares and 5.69% held by the Crédit Agricole group.



ICADE'S LOCATIONS AND PORTFOLIO



- ICADE LOCAL OFFICES
- OFFICE PORTFOLIO
- BUSINESS PARK PORTFOLIO
- ⊕ HEALTHCARE PORTFOLIO

Floor areas (sq.m) indicated are those of operating assets.

HIGHLIGHTS OF THE YEAR 2016

Icade had a very eventful year and achieved its six strategic priorities. Here is an overview of the main events of the year 2016.

6 PRIORITIES FOR 2016

Over the past year, Icade achieved the six priorities defined in its strategic plan

01

EXIT THE PROPERTY SERVICES BUSINESS

02

IMPLEMENT PAY-FOR-PERFORMANCE ALIGNMENT for members of management

03

REFOCUS on certain business parks

04

START DEVELOPING SYNERGIES between the Property Investment and Property Development divisions

05

IDENTIFY INVESTMENT OPPORTUNITIES in major French cities

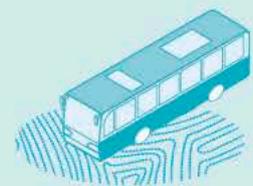
06

HIGHER OCCUPANCY RATES and brand repositioning for business parks

January

2 new headquarters in our business parks

Icade welcomed the new headquarters of a leading aeronautics company to the Paris Orly-Rungis park, while Grand Paris Aménagement, a state-owned urban planning undertaking for the Greater Paris area, moved its headquarters to the Pont de Flandre park.



March

INAUGURATION OF AN RATP BUS DEPOT

After four years of construction, the new Lagny-Pyrénées bus depot, for which Icade and Cicobail acted as project manager, began operations. This ambitious architectural complex was recognised by the Brownie Awards in 2014.

March

24,000 sq.m

This is the office floor area of the **Millénaire 4 building**, fully leased to a leading French company for a term of twelve years. This transaction marked the successful completion of the marketing of the properties developed in the Millénaire neighbourhood in the 19th district of Paris.

March

1st stone was laid for Urban Quartz in Rennes



On March 4, Icade began construction on 13,700 sq.m of office space as part of the EuroRennes project jointly developed with Poste Immo. Located in the new business district of the Rennes train station, the project will be completed at the same time as the high-speed train line in 2017.

PRIORITY 02

accomplished in March 2016

REMUNERATION

Implement pay-for-performance alignment for members of management.

March

Launch of Smart Desk by Icade

At the MIPIM trade show, Icade unveiled Smart Desk, its office space solution for mobile workers, which is part of Real Estate 3.0, Icade's new commercial real estate initiative. With Smart Desk, flexible and connected office space is made available to tenants. They now have access to Icade business parks' shared services and will be able to take advantage of a social network dedicated to business park users.

April

20

Icade employees

signed up to participate in a partnership with the Our Neighbourhoods Have Talent association, which promotes the professional integration of young graduates. These employees will assist them with their professional orientation.

April

OFF-PLAN SALES FOR THE THÉMIS BUILDING

Located in the Clichy-Batignolles development zone, the building, which was sold to Covéa, has a number of certifications and is one of the BBKA label (low-carbon building) pilot projects.



April

SIGNING OF THE NATURE 2050 AGREEMENT WITH CDC BIODIVERSITÉ.

This programme takes action to restore biodiversity and adapt the different regions to climate change. Set up in collaboration with local players, the programme is fully funded by the public and private sector. As a result, Icade is committed to restoring 1 sq.m of natural habitat for 1 sq.m of land developed by the Property Development Division for the Commercial Property Investment Division and for significant development projects for the Healthcare Property Investment Division until 2050.

PRIORITY 04

accomplished in May 2016

FIRST SYNERGIES BETWEEN THE PROPERTY INVESTMENT AND PROPERTY DEVELOPMENT DIVISIONS

Bids for tenders, sales of plots of land, a single Delegated Project Management team for the Paris region in the commercial segment and synergies well in place with the Healthcare Property Investment Division.

May

A SIMPLIFIED SHAREHOLDING STRUCTURE

On May 23, 2016, the Combined General Meeting approved the proposed merger of HoldCo SIIC into Icade, thereby privatising Icade. Caisse des Dépôts Group (CDC) and Groupama now have a 39% and 13% stake, respectively.

4

June

healthcare facilities

On June 14, Icade acquired a portfolio of four healthcare facilities for a total of €57 million from private investors, which include the Chalonais follow-up and rehabilitation care facility in Châtenoy-le-Royal; the Pont de Gien private psychiatric hospital in Gien; the Océane private psychiatric hospital in Le Havre; and the Ronsard private psychiatric hospital in Chambray-lès-Tours. These medium-term care facilities are operated by Ramsay Générale de Santé, the leader in the French private hospital industry.



June

SIGNING OF A SKILLS SPONSORSHIP AGREEMENT WITH SAMUSOCIAL OF PARIS

Icade has lent its project management support expertise to Samusocial of Paris to create an accommodation and healthcare centre, designed to care for 180 isolated individuals.



June



Connected housing

Icade and SFR entered into a five-year agreement to equip Icade's first connected apartments with very high speed internet access.

June

DIGITAL CAMPUS HAS ARRIVED

Launch of the Be Digit'all training programme which guides employees through Icade's digital transformation.

July

45,000 sq.m

Veolia's new headquarters in Aubervilliers has been completed. Built in twenty-eight months, it is the subject of a nine-year lease with Veolia. Icade provided project management support in its role as property developer for the project.



June

Biodiversity

Icade and CDC Biodiversité signed the first biodiversity performance contract for Icade's North East Paris business parks. This represents the first step in a partnership that will enable Icade to meet the requirements it has set out in terms of CSR excellence and performance in its parks.



PRIORITY 06

accomplished in July 2016

HIGHER OCCUPANCY RATE

Icade launched its first business community dedicated to serving companies, "Coach Your Growth with Icade", a far-reaching plan to improve quality of life within business parks.

August

NEW LEASE IN LA DÉFENSE

Icade signed a nine-year lease with Direccte Ile-de-France—the Regional Directorate for Companies, Competition, Consumption, Work and Employment for the Paris region—for offices located in the Défense 4/5/6 complex.

PRIORITY 01

accomplished in September 2016

SALE OF PROPERTY SERVICES ACTIVITIES

Icade sold its Property Services Division's activities and refocused on its 3 business areas, namely Commercial Property Investment, Healthcare Property Investment and Property Development.

September

TWO GOLD SUSTAINABILITY AWARDS

were presented to Icade by EPRA (European Public Real Estate Association). Icade was thus rewarded for the excellence and transparency of its financial reporting, as well as the excellence of its environmental reporting. Icade obtained a "Green Star" rating from the Global Real Estate Sustainability Benchmark (GRESB), an organisation whose goal is to assess CSR policies implemented by real estate companies.

October

€128M

This is the amount obtained for the sale of an office building located at 69, boulevard Haussmann (Paris 8th district), built in the 1900s and owned by Icade since 1994.

October

10 years



This is the term of the lease signed by the tenant of the Millénaire 1 building, Icade's current headquarters, which will start on April 1, 2018. Icade will relocate in September 2017 to the Open building in Issy-les-Moulineaux.



+ €4bn

in debt restructuring transactions carried out during the year

PRIORITY 03

accomplished in October 2016

TWO NON-STRATEGIC COMMERCIAL REAL ESTATE COMPLEXES

were sold representing 84,000 sq.m, namely the Nanterre-Seine business park (70,000 sq.m) and the Défense 3 building (14,000 sq.m).

October

The "Reims Sustainable City" label,

awarded to the Courlancy private hospital, reinforces the vision that Icade shares with local authorities in terms of development and green construction.



PRIORITY 03

accomplished in October 2016

FOUR BUSINESS PARKS

located in Antony, Cergy, Évry and Villebon were sold for around €140 million. Icade also acquired a 95% leased office building in the 15th district of Paris for around €202 million.

October

56

metres

this is the height of the Sky 56 building, standing at the south entrance of the Part-Dieu district in Lyon and whose foundation stone was laid on October 13. Icade's first building in Lyon with the Well label.



131,000 sq.m

of new leases signed

October

16,000 sq.m

This is the floor space of an office building

next to the ring road, acquired for €149 million in Issy-les-Moulineaux, leased to a first-class tenant for a term of two years.

December

ICADE SUPPORTS THE BASILICA OF SAINT-DENIS PROJECT

Olivier Wigniolle and Francis Dubrac, treasurer of the "For the Spire" endowment fund, signed a sponsorship agreement to support the project to reassemble the north tower of the Basilica of Saint-Denis. This initiative demonstrates Icade's commitment to local economic and cultural development in Plaine Commune.



November

9 hectares



This is the size of the plot of land acquired by Icade Santé to build the future Greater Narbonne private hospital. Construction work is scheduled to begin in 2017 and to be completed in 2019.

PRIORITY 05

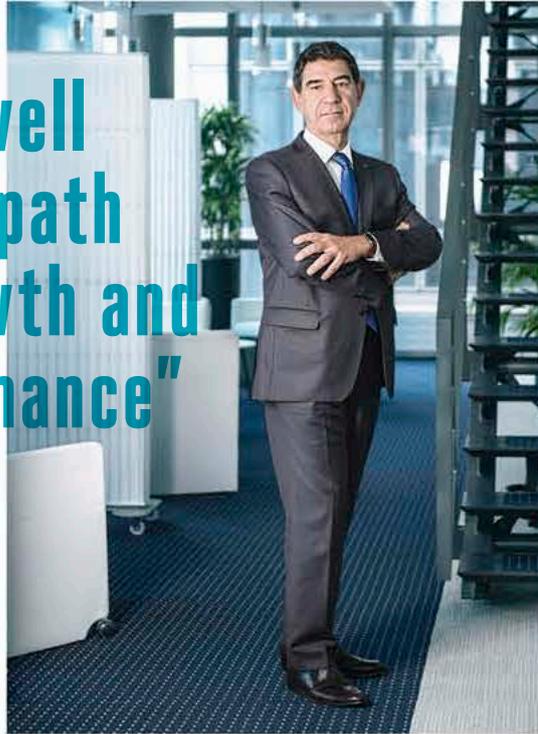
accomplished in November 2016

SYNERGY

Icade won the tender for the Latécoère building in Toulouse, with a joint bid from the Commercial Property Investment and Property Development divisions.

OUR STRATEGY

"Icade well on the path to growth and performance"



Since announcing our strategic plan a year ago, Icade has changed significantly.

Regarding the composition of the Board of Directors, one-third of its members are now independent directors and 47% are women. All Board committees, namely Strategy and Investment; Audit, Risk and Sustainable Development; Appointments and Remuneration, are chaired by independent directors. This year was also characterised by a change in our shareholding structure. Caisse des Dépôts and Groupama, the two groups that owned HoldCo, Icade's majority holding company, simplified the ownership structure of their shares. Caisse des Dépôts now has a 39% direct stake in Icade, thereby remaining the reference shareholder, with Groupama controlling 13%. Our company has benefited from the move,

which is reflected by the increased transparency of its shareholding structure. This move also resulted in the privatisation of our company. Since May 2016, Icade has been part of the private sector and is now facing the reality of competition and the drive for performance.

Equipped with an improved governance structure, simplified shareholding structure and a strategic plan developed by management and unanimously supported by the Board of Directors, our roadmap is clearly laid out until 2019: Icade is now well on the path to growth and performance. The Board of Directors assists and supports General Management and the Executive Committee in implementing the strategic plan.

The priorities that were set for 2016 have been met in their entirety. As a result of the sale of its Property Services Division, which occurred in

Q3, Icade has established partnerships with key players in the real estate sector. Thanks to the sale of some of our business parks, we have been able to refocus on our main business parks. The first synergies between property investment and development have begun to produce results. Lastly, pay-for-performance alignment has been introduced for members of management.

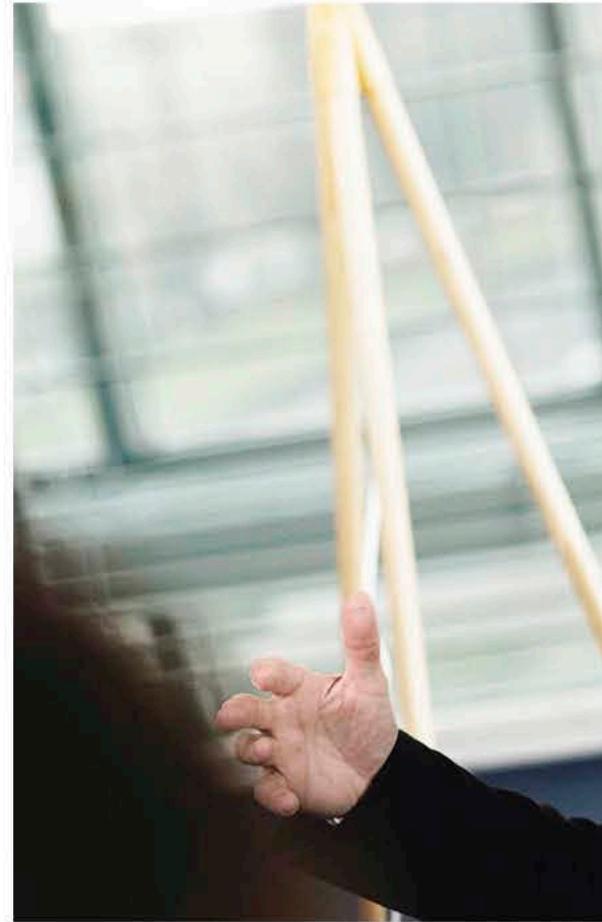
In addition to carrying out the strategic plan, being attentive to customers' needs and their level of satisfaction is of fundamental importance to us. Against the backdrop of the digital revolution, our company has had no choice but to transform itself and innovate. The relocation of our headquarters is an opportunity to work together as a team, to break down silos and move forward as a group.

We therefore have every reason to look forward to 2017 with confidence when we will continue to implement our strategic plan.

André Martinez,
Chairman
of the Board of Directors

Seven questions for Olivier Wigniolle

On January 16, 2017, seven young employees met with the CEO, Olivier Wigniolle, to discuss the review of the year, the strategic plan, the company's ambitions... Below are excerpts from the interview.



Amélie Barral
Innovation Project Manager, Innovation, Communication and Institutional Relations Department



Simon Desrumaux
Corporate Oversight and Financing Manager, Finance Department



Victorien Laus
Asset Manager, Healthcare Property Investment Division



Elina Badrudin
Head of Investments, Commercial Property Investment Division



Sophie Feuillard
Head of Projects, Property Development Division



Hamza Gharbaoui
Financial Communication and Investor Relations Manager, Finance Department



Adrien Wolff
Head of Projects, Commercial Property Development Division



"We now have a clear strategy focused on growth and performance"



Where do things stand one year after rolling out the strategic plan?

Olivier Wignolle: First of all, setting up a strategic plan was important for shareholders as well as employees. It was an indispensable first step to provide a clear vision of our purpose over the next three years and set the company in motion. We have made clear-cut and consistent choices that we have combined into a coherent strategy with six priorities for 2016 which have already been met. We are even ahead of schedule on our three-year objectives. These results were made possible thanks to the strong involvement of our managers and teams.



The employees' commitment is also the driver of our innovation and CSR approach, which is widely recognised by our peers and by non-financial rating agencies. This is why I consider 2016 to have been a very good year!

Since being appointed in 2015, what changes have you noticed in the company?

O. W.: We now have a clear strategy focused on growth and performance, familiar to all the people involved: employees, investors, partners... It was a critical step. We now have measurable goals against which we can compare our performance targets. We have become more disciplined, by improving our budgetary culture and introducing an in-house valuation process for our assets. We have resumed acquiring assets that focus on long-term value creation. This ability to acquire and sell assets is the mainstay of property investment. Lastly, I am thrilled that our property development business has regained its growth momentum.

Icade positions itself as an "integrated real estate investment and development company". What do you understand by that?

O. W.: We are not only a property investment company or a property developer, but we are active in both of these business areas. Which is why we are an integrated real estate investment and development company. We are "integrated" because we have transitioned from a company with six or seven business lines to an organisation where our three divisions—Commercial Property Investment, Healthcare Property Investment and Property Development—work hand in hand. An example of this would be the synergies that exist between the Healthcare Property Investment and Property Development Divisions, where each entity contributes to the other's business activities by sharing its expertise. Creating synergies between



Property Development and Commercial Property Investment is also doable and desirable, it's our goal. In this regard, we are only at the starting point. The key is to work together, like we did on the tender for the Latécoère project in Toulouse, which was recently won by Icade.

Icade has adopted a new identity, why did you decide on this change?

O. W.: The main challenge for this new identity is to incite us to reflect on our changing environment and how we adapt to it. In concrete terms, what image do we want to project to our stakeholders and how do we want to convey this new positioning to our external audience? We position ourselves as a reliable, trusted and decidedly forward-looking real estate player. This also involves defining our role in serving local partners and communities as well as our ability to respond to changes in society. This transformation of our image had to come from the inside, through a collaborative and



voluntary approach and not through a top-down process. This is why about a hundred employees were involved in the discussions that led to the creation of the new Icade logo and slogan. In my opinion, these discussions were the most interesting part of this process: we did not agree on everything, but I strongly believe in the value of exchanging views and ideas.

How will this cultural change in our organisation manifest itself?

O. W.: You are surely familiar with this quote from Luchino Visconti's *The Leopard*: "For things to remain the same, everything must change." If we want to continue to be Icade, a leading company in its field, we have to undergo a profound transformation to deal with our changing environment. This transformation is already underway—Icade is now less institutional, less vertical, and more collaborative in its approach to projects. The relocation of our

"To remain the leader in our field, we have to undergo a transformation"



headquarters also contributes to this change. The design of our new premises favours a dynamic, more flexible working environment, which creates close ties between employees and teams. This will be a profound cultural change, requiring time, adjustments, support and training on every level, but I am convinced that it will be very advantageous for both Icade and its employees.

And, more specifically, what are your main priorities for 2017 and the coming years?

O. W.: We have measurable goals, both precise and clear, which are broken down into sub-goals. One of our areas for improvement will be to promote synergies between our business divisions. Today, the Commercial Property Investment and Property Development Divisions are recognised as market leaders. Now, Property

"Synergies between the Commercial Property Investment and Property Development Divisions are drivers of business growth"

Development should be able to reclaim one of the top three spots, which is our goal. We have strong new business potential with the Property Investment Division, which is a major advantage in a highly competitive market, in order to create value for Icade and its shareholders. The Healthcare Property Investment Division, the indisputable leader in the industry, has made internationalisation one of its medium-term goals, probably through partnerships with local players. Finally, we will have to

continue our efforts in innovation and CSR, which are one of the pillars of our strategic plan as well as key components of Icade's DNA, in order to be an ever more innovative and responsible company.

We represent Icade's young generation, what do you expect from us?

O. W.: You represent and you can contribute energy, commitment and agility to the company. But even more than that, employees in their 30s can help us anticipate future needs. Rather than relying on consultants, I feel it would be more appropriate to ask our young employees to reflect on Icade's future and the changes in our markets. Some of our in-house projects, Meet'Icade for example, can only be successful if they are spearheaded by Icade's young generation. This generation is an essential link in the chain to enable Icade employees of all ages to work together to prepare Icade to meet the challenges of the future.



STRENGTHENED GOVERNANCE

The composition of Icade's governance bodies complies with the highest market standards in terms of gender balance and proportion of independent directors, and is in line with the recommendations of the Afep-Medef Code.

The composition of the Board of Directors is in line with the recommendations of the Afep-Medef Code

The Board of Directors defines the Company's business strategy and supervises its implementation. Following the merger by absorption of HoldCo SIIC by Icade, the company's governance structure was profoundly reorganised. There is a higher proportion of independent directors: they now represent a third of the Board of Directors (five out of 15 members). Moreover, each Board committee, namely Appointments and Remuneration; Strategy and Investment; and Audit, Risk and Sustainable Development;

is chaired by an independent director. The representation of women on the Board of Directors goes beyond the requirements of the Copé-Zimmermann Law: since the General Meeting of May 23, 2016, there have been seven women on the Board of Directors out of a total of 15 members (47%). Icade's transformation, based on its strategic plan, comes hand in hand with changes in its governance bodies, in line with the recommendations of the Code of Corporate Governance. In 2016, the General Meeting also reappointed three directors for a term of four years, i.e. until the end of the General Meeting to be held to approve the financial statements for the year 2019: Ms Cécile Daubignard, Ms Marie-Christine Lambert and Mr Benoît Maes. At the same time, Mr Frédéric Thomas,

Mr Georges Ralli and Ms Florence Peronnau were newly appointed as directors of the Board, also for a term of four years.

Board committees are chaired by independent directors

To assist the Board of Directors in fulfilling its tasks, it has three permanent specialised committees. These committees have an advisory role and operate under the authority of the Board of Directors, in their respective areas: the Audit, Risk and Sustainable Development Committee; the Appointments and Remuneration Committee; and the Strategy and Investment Committee. The three of them are chaired by an independent director.



André Martinez



Virginie Fernandes



Cécile Daubignard



Éric Donnet



Jean-Paul Faugère



Marie-Christine Lambert



Benoît Maes



Olivier Mareuse



Florence Peronnau



Georges Ralli



Céline Senmartin



Céline Scemama



Franck Silvent



Nathalie Tessier



Frédéric Thomas

André Martinez
Chairman of the Board of Directors, Chairman of the Strategy and Investment Committee. Independent director.

Caisse des Dépôts represented by Virginie Fernandes,
Head of the Group Steering Department within the Finance, Strategy and Holdings Division.

Cécile Daubignard
General Secretary of Groupama.

Éric Donnet
CEO of Groupama Immobilier.

Jean-Paul Faugère
Chairman of the Board of Directors of CNP Assurances.

Marie-Christine Lambert
Independent director.

Benoît Maes
CFO of the Groupama Group.

Olivier Mareuse
Director of the Savings Funds of Caisse des Dépôts.

Florence Peronnau
Chairman of the Appointments and Remuneration Committee. Independent director.

Georges Ralli
Vice-Chairman and member of the Board of Directors of Carrefour, Chairman of the Audit, Risk and Sustainable Development Committee. Independent director.

Céline Scemama
Head of the Strategy Department of Caisse des Dépôts, within the Finance, Strategy and Holdings Division.

Céline Senmartin
Deputy Head of the Network and Territorial Management Department of Caisse des Dépôts.

Franck Silvent
Head of the Finance, Strategy and Holdings Division of Caisse des Dépôts.

Nathalie Tessier
General Secretary of the Supervisory Board of Caisse des Dépôts.

Frédéric Thomas
CEO of Crédit Agricole Assurances and CEO of Predica. Independent director.

Executive Committee

The members of Icade's Executive Committee are recognised by their peers. They rely on their expertise and experience to contribute to local economic and social development and to the expansion of Icade. This Committee meets each week to discuss issues regarding Icade's finances, organisation, clients and staff.

Two new members were appointed to the Executive Committee in 2016. Maurice Sissoko took over the position of CEO of Icade Promotion in July 2016. Since September 2013, he has been the representative of Caisse des Dépôts on Icade's Board of Directors, and he had previously been a member of the Executive Committee (2008-2010). Antoine de Chabannes joined Icade in November 2016. He is in charge of Portfolio Management and as such, he supervises the valuation and performance of the portfolio, as well as studies and research. Jean-François Galloüin, as Head of Innovation, is a permanent guest of the Executive Committee.

Coordination Committee

The Coordination Committee is a cross-functional body, working alongside the Executive Committee. It is a place for brainstorming, exchanging ideas, submitting proposals and sharing information in a top-down or bottom-up manner. It meets four times a year.

Commitments Committee

The Commitments Committee is responsible for examining and deciding on all investment and

disinvestment commitments involving Icade and its subsidiaries. It meets once a week. In addition to the members of the Executive Committee, it includes the Group Head of Risks and the Head of Legal. The meeting secretary is the Head of Corporate Oversight and Financing.

Risk, Rates, Treasury and Financing Committee

This committee meets once every six weeks on average in order to monitor the Group's liquidity and financing policies. It also monitors the company's interest rate risk policy. Meetings are led by the Group Head of Financing and include the CEO, the CFO, the Head of Risks and the Head of Consolidation and Accounting.

The CSR Committee

The purpose of this committee is to monitor and adjust the implementation of Icade's CSR commitments. It is chaired by the CEO and is made up of three members of the Executive Committee in charge of CSR, Icade's divisional heads and heads of support functions, and four thematic coordinators.



SPECIFIC GOVERNANCE STRUCTURE FOR INNOVATION

Innovation is supervised at Icade by an Advisory Board, made up of outside experts providing expertise on the sustainable city, the economy, new uses and innovation. Innovation is coordinated internally by an Innovation

Council and an Innovation Commitments Committee, with both bodies reflecting Icade's different departments. The Innovation Council oversees and steers innovation across various functions. The Innovation Commitments

Committee decides how to allocate resources to the projects chosen, ensures that they are consistent with Icade's strategy and then monitors the projects that have been funded. It has a budget of €1.5 million.



EXECUTIVE COMMITTEE

From left to right: **Jean Bensaïd**, in charge of Development Projects – **Antoine de Chabannes**, in charge of Portfolio Management – **Victoire Aubry**, in charge of Finance, Legal, IT, and General Resources – **Marianne de Battisti**, in charge of Innovation, Communication and Institutional Relations – **Olivier Wigniolle**, Chief Executive Officer – **Maurice Sissoko**, in charge of the Property Development Division – **Emmanuelle Baboulin**, in charge of the Commercial Property Investment Division – **Corinne Lemoine**, in charge of Human Relations – **Françoise Delette**, in charge of the Healthcare Property Investment Division – **Jean-François Galloüin**, Head of Innovation, permanent guest of the Executive Committee.

AN APPROACH IN TUNE WITH OUR STAKEHOLDERS

Icade maintains a regular and constructive dialogue with all its stakeholders. This approach is based on the knowledge and understanding of all their expectations.



CLOSE TIES TO STAKEHOLDERS IN THE CITIES

Our vision and business practices are based on the knowledge and anticipation of new habits and lifestyles as well as the expectations of all stakeholders in the city.

CUSTOMERS

Adapting to changing habits and lifestyles

Icade has designed and developed solutions tailored to the new ways of working of companies and their employees, particularly in terms of sharing and mobility. The Real Estate 3.0 initiative supports companies at all stages of their development—from start-ups to corporations and including small- and medium-sized companies.

ELECTED OFFICIALS, LOCAL AUTHORITIES AND COMMUNITIES

Participating in the emergence of smart, liveable and sustainable cities

Icade has adapted to today's new lifestyles to meet the expectations of urban communities in all their diversity at every stage of their life. In partnership with Caisse des Dépôts and local authorities, Icade is inventing the city of tomorrow. A smart, sustainable city which reflects the Smart City project, located in the Portes de Paris park.

FINANCIAL AND NON-FINANCIAL COMMUNITY

Providing a clear vision of the company's strategy and organisation

Icade has taken particular care to ensure transparency and easy access to information intended for financial and non-financial stakeholders, including investors, institutional and individual shareholders, lenders, credit rating agencies, banks and insurance companies. This transparency was rewarded by two Gold Sustainability Awards from EPRA for the excellence of Icade's environmental reporting and the excellence and transparency in its financial communication.

EMPLOYEES AND EMPLOYEE REPRESENTATIVES

Promoting workplace well-being, diversity and employee commitment

Developing employee skills and collaborative work lies at the heart of Icade's management model. Defining Icade's new identity is thus based on a co-construction approach open to all employees. More than a third of the employees participated in this brainstorming.

HEALTHCARE PROVIDERS

Contributing to healthcare

Icade Santé assists partner operators of healthcare facilities in its portfolio with their real estate projects. In this regard, Icade Santé contributed to the completion of an innovative outpatient care centre in Domont, in partnership with Capio.

MEDIA

Sustaining a permanent dialogue and providing updates on the company, its growth and its employees

Icade has daily contact with traditional media (press, television, radio) as well as digital media (online, influencers, bloggers, social media, etc.).

BUSINESS PARTNERS AND SUPPLIERS

Sharing expertise to together design the cities of the future

Icade has close ties to architects, builders, contractors, providers of intellectual services, service providers, start-ups and industrial partners. This is mirrored by the first biodiversity performance contract signed with CDC Biodiversité, a subsidiary of Caisse des Dépôts, in June 2016, whose goal is to have nature play a bigger role in cities.

PROFESSIONAL SECTOR

Being exemplary in obtaining and maintaining certifications, spurring momentum, and taking part in discussions on the evolving real estate business

To bolster its CSR and innovation initiatives, Icade is in close contact with all of the players in the professional sector. It is actively involved in discussions on new labels and certifications. For example, Icade has taken the lead on the future "Connected Buildings and Networks" label of HQE standards.

ASSOCIATIONS AND NGOs

Promoting local job creation, regional attractiveness and employee commitment

As a key player in local economic and social development, Icade promotes professional integration and local job creation through partnerships with associations. This commitment entails marshalling the support of its employees, as reflected in the partnership with Our Neighbourhoods Have Talent, which promotes employment for young job seekers from deprived urban areas and the first Digital Forum for associations launched in 2016.

UNIVERSITIES AND SCHOOLS

Strengthening our ties to higher education (Essec, ESTP Paris, CentraleSupélec, etc.)

Icade assists in improving the visibility and appeal of real estate professions by welcoming students and young graduates.

AN AMBITIOUS THREE-YEAR STRATEGIC PLAN

Icade has developed a clear six-pronged roadmap intended to position the Group as a leading integrated real estate player decidedly oriented toward growth and performance.

1 OPTIMISING THE ORGANISATION TO SUPPORT GROWTH AND PERFORMANCE

Preparing Services activities for their future outside Icade.

Structuring our activities around our three business lines: Commercial Property Investment, Healthcare Property Investment and Property Development.

Implementing pay-for-performance alignment for members of management.

Introducing a clearly cross-functional way of working.

4 INCREASING PROFITABILITY AND BROADENING THE INVESTMENT SCOPE OF OFFICE PROPERTY INVESTMENT ACTIVITIES

Continuing to invest in the Paris region through our own pipeline.

Taking advantage of our expertise in Property Development in order to expand our investment scope in major French cities.

2 IMPROVING THE PROFITABILITY OF THE PROPERTY DEVELOPMENT DIVISION AND DEVELOPING SYNERGIES WITH THE PROPERTY INVESTMENT DIVISION

Taking advantage of market recovery and improving the profitability of Property Development activities.

Developing synergies between Property Development and Property Investment.

5 CONSOLIDATING ICADE SANTÉ'S MARKET-LEADING POSITION

Expanding our presence in France through selective acquisitions.

Increasing portfolio value through proactive asset management.

3 OPTIMISING OUR PORTFOLIO OF BUSINESS PARKS

Refocusing on business parks offering the best value creation potential.

Improve occupancy rates through a proactive management policy.

6 INNOVATION AND CSR: AN AMBITIOUS POLICY AND STRONG COMMITMENTS

Placing innovation at the heart of Icade's DNA.

Maintaining our strong CSR efforts in terms of the environment, client relations and human resources.

GROWTH AND PERFORMANCE

The Executive Committee's vision



"In 2016, we are reaping the benefits of our new strategy."

Olivier Wigniolle
Chief Executive Officer



"Icade's stakeholders, employees and projects bear witness to the company's revival and new impetus."

Marianne de Battisti
In charge of Innovation, Communication and Institutional Relations



"Our company's growth is supported by a collaborative approach."

Corinne Lemoine
In charge of Human Relations



"Property Development is now an integral part of Icade's ambitions."

Maurice Sissoko
In charge of the Property Development Division



"Monitoring our financial performance has been one of our main focuses, as it will help us deliver on our medium-term goals."

Victoire Aubry
In charge of Finance, Legal, IT, and General Resources



"Icade has resumed investments both in business parks and in other property assets in order to support its growth strategies."

Emmanuelle Baboulin
In charge of the Commercial Property Investment Division



"The Portfolio Management Division was created to help the company manage its property portfolio in a more efficient, dynamic and growth-oriented fashion."

Antoine de Chabannes
In charge of Portfolio Management



"We have continued to grow and to strengthen our position as a leader in healthcare real estate."

Françoise Delettre
In charge of the Healthcare Property Investment Division



"Selling the Property Services allowed us to refocus on our core businesses while making sure that the teams concerned were given career development opportunities."

Jean Bensaïd
In charge of Development Projects



"Driving innovation in collaboration with operational teams is deeply rooted in Icade's identity."

Jean-François Galloüin
Head of Innovation. Permanent guest of the Executive Committee

Focus

1 OPTIMISING OUR ORGANISATIONAL STRUCTURE TO SUPPORT GROWTH AND PERFORMANCE

Selling its Property Services activities has allowed Icade to refocus on its three core businesses—Commercial Property Investment, Healthcare Property Investment and Property Development. In order to anticipate changes in the real estate business, the company has reinvented itself by involving both its employees and management in this transformation.

3-year

employment guarantee given to Icade Property Management employees is one of the accompanying measures implemented as part of the disposal of the Property Services business.

5 criteria

are used to determine the variable remuneration of Executive Committee members.

70%

of employees benefited from digital training in 2016.

The people behind Icade



"THE DISCUSSIONS CONDUCTED ON THE ROLE OF MANAGERS

and managerial principles applied within Icade have guided the company's transformation. Managers play a central role in the company. They focus on inspiring and giving others a sense of purpose, creating the conditions for their success and developing talent."

Maria dos Santos,
Head of Recruitment and Skills Development



"GENERATION Y WANTS A JOB THAT HAS MEANING

in a socially responsible company that places people first. It is ready to commit itself provided that it can speak its mind and that its voice remains heard: YBoard is the place where this exchange can take place."

Simon Desrumaux,
Corporate Oversight and Financing
Manager, Finance Department;
and member of YBoard



"THE EMPLOYEES OF PROPERTY SERVICES COMPANIES WERE INFORMED

and supported throughout the disposal process. A number of accompanying measures were implemented both during and after the disposal, including continued access to the company's job listings and the creation of a committee in charge of following-up with the buyers. This was done to facilitate a smooth transition of the employees to their new company."

Fabienne Romero,
Human Resources Manager



"THE VARIABLE REMUNERATION OF EXECUTIVE COMMITTEE MEMBERS

is based on personal goals and on criteria relating to the change in net current cash flow and share price, the generation of synergies and the achievement of CSR and innovation goals."

Stéphane Duhail,
Human Resources Manager

TRANSFORMATION OF THE COMPANY

After refocusing on its three core businesses, Icade has adopted a performance-based strategy. For this purpose, the company has brought its employees' and management's interests into line with performance objectives and strengthened its corporate culture by attaching greater importance to cross-functionality and collaborative working.

DISPOSAL OF THE PROPERTY SERVICES BUSINESS, the first commitment from the strategic plan

For the sale of its Services activities, which was completed in September 2016, the employees' future was Icade's prime concern. Potential buyers were selected based on their ability to offer employees career development opportunities and increasingly interesting work assignments. The 278 employees of Icade Property Management joined the Foncia group while those of Icade

Conseil and Icade Asset Management became part of Colliers France. Finally, Iporta was acquired by Visiativ. Employee representative bodies, which took part in the whole process, commended the accompanying and follow-up measures taken in favour of employees in their new environment.



Éric Albert

Founder and general manager of Uside, a consultancy specialising in cultural and behavioural changes

"The effectiveness of a business model depends on its internal consistency.

As Icade has undergone significant change, it must adapt its operational processes and managerial practices. It must allow for a more collaborative and open way of working, where employees can truly interact. Managers must inspire and engage their teams while encouraging them to step out of their comfort zone."

77%

of employees received individual variable remuneration in 2016.



YBoard, a key contributor to the STRATEGY



How to prepare Icade for tomorrow's challenges and implement a management process that takes into account the expectations of new generations?

Within the context of a managerial meeting in September 2016, a group of employees under 30 years of age, now called "YBoard", thought about ways to facilitate the strategic

plan's implementation. Two of its projects have been selected, including Olymp'Icade, a contest which in 2017 will bring the company together around a number of themes (sport, culture and solidarity) and Meet'Icade, to promote employee interaction. In addition, the Executive Committee regularly receives YBoard, which shares its thoughts on disruptive projects of all kinds and makes a contribution to ongoing issues.



EMPLOYEES HAVE A STAKE IN THE COMPANY'S PERFORMANCE

In accordance with the roadmap defined for 2016, the variable remuneration of Executive Committee members is now based on several indicators including the share price and net current cash flow and, to a large extent, on the achievement of CSR and innovation goals. The interests of management are now aligned with those of shareholders, and this principle also applies to all employees. To involve employees in the company's performance, Icade has implemented an incentive remuneration policy which includes individual variable remuneration, employee savings schemes and bonus share and performance share plans. The bonus share plan applies to all employees and a performance share plan aimed at managers, who represent 20% of the workforce, is contingent on the achievement of strategic objectives.

NEW WAYS OF WORKING

Contributing to change

In order to bring its employees on board for this ongoing change, Icade supports and helps them to integrate these new ways of working. As the role of manager lies at the core of the company's transformation process, a working group has been set up to facilitate reflection on this key position. In addition, Digital Campus online training and the Corporate Online Open Course (COOC) Be Digit'All combine videos and quizzes to promote the employees' digital integration. As a result, employees become familiar with digital tools, take an active role in advancing their careers and get more easily involved in innovative projects—70% of the employees finished the training in four months. Lastly, preparing for the headquarters' relocation, which is scheduled for 2017, has been an opportunity to introduce a participative approach, allowing employees to discover new, more collaborative ways of working.

Focus

IMPROVING THE PROFITABILITY OF THE PROPERTY DEVELOPMENT DIVISION

AND DEVELOPING SYNERGIES WITH THE PROPERTY INVESTMENT DIVISIONS

Business indicators for the Property Development Division are showing a strong recovery and return to high performance is expected for 2017 thanks to a very buoyant backlog in the residential segment.

In parallel, synergies between the Healthcare and Commercial Property Investment divisions will be further developed.

€142M

revenues⁽¹⁾
with the Commercial
Property Investment Division.

€163M

revenues⁽¹⁾
with the Healthcare
Property Investment Division.

+41.7%

housing orders
(5,665 housing units).

+30.9%

revenues from the Commercial
Property Investment Division
(€338.5M).

(1) Own-account Delegated Project Management revenues (contracts signed for the ICADE Group's own account until 2020) expressed as a Property Development Contract equivalent.



The people behind Icade



"THE MAYFLOWER PROJECT EPITOMISES

our ability to make the most of our internal expertise in a major mixed-use real estate development while spearheading proposals on a number of innovative themes: the BIHOME® concept, flexible dwellings, co-working space... This project was a success for our local team and was acknowledged as such by our clients and representatives of the local authorities."

Bruno Laudic,
Regional Director for the North West region,
Property Development Division



"AS TOULOUSE IS A RUGBY HOTBED,

a rugby metaphor must be used to describe Icade's success with Latécoère. All members of the Icade team (Property Investment, Property Development, legal department) pushed in the same direction, showing unity and solidarity, and their collective effort paid off. With this new contract, the company will develop both offices and dwellings."

Jérôme Métais,
Director of Development for the South East region,
Property Development Division



"A PRIME EXAMPLE OF THE SYNERGIES

that can be leveraged between the Property Development and Healthcare Property Investment divisions: the operator of two private hospitals in Toulouse decided to bring them together on the same site. Icade Santé invests in the new private hospital, the Property Development Division acts as Delegated Project Manager and arranges an off-plan agreement with the doctors for the construction of a medical centre and laboratories. In the meantime, the Property Development Division optimises the use of the land, which represents a development potential of 10,000 sq.m, by building dwellings."

François Valentin,
Healthcare Branch Director,
Property Development Division



"SYNERGIES BETWEEN HEALTHCARE PROPERTY INVESTMENT AND PROPERTY DEVELOPMENT

are successfully in place and are being further developed. Icade Santé entrusts the Property Development Division with Delegated Project Management assignments to monitor and secure its construction projects. The Property Development Division also carries out off-plan property projects or property development contracts for the construction of medical centres attached to private hospitals, in which the doctors from the hospitals can invest. Icade Santé and Icade Promotion stand out by offering their clients and partners a comprehensive and integrated offering."

Jean-Luc Commeleran,
Development Director, Healthcare
Property Investment Division



"THE DEVELOPMENT PROJECT FOR THE GARE DU SUD TRAIN STATION IN NICE

reflects the different components of Icade's identity: complexity of project execution, diversity of products, partnership relationship with the town, innovation. This flagship project required all of Icade's expertise."

Michel Puy,
Regional Director for the South East region,
Property Development Division

SHOWCASES OF CREATIVITY AND SYNERGIES

In line with the strategic plan, synergies between Property Development and Healthcare Property Investment are becoming stronger, and those with Commercial Property Investment have recorded their first successes. Meanwhile, the residential segment grew strongly and many projects were completed in the commercial segment where Icade is the leader.

COMPLEMENTARY and unique solutions



In Toulouse. The Latécoère building in Toulouse acts as a showcase of the effectiveness of this synergistic work. The complementarity of the Property Investment and Property Development divisions made it possible to develop a unique offer and to win this contract. Latécoère, a pioneer in the aeronautics industry and a major supplier of Airbus, was looking to sell its property to lease it back after renovation by the new owner. The project is scheduled to be completed in 2019.

In Reims. The Property Development Division and Icade Santé have long encouraged synergies. This has allowed Icade to design comprehensive and integrated solutions, from building design to completion. The Reims-Bezannes polyclinic located in the Marne department is a perfect example of this. This new MSO facility (medicine, surgery, obstetrics) to be operated by the Courlancy group is under construction on a site acquired in 2015 by Icade Santé. It will cover 30,000 sq.m and have 396 inpatient and outpatient beds, and it represents a €92 million investment for Icade Santé. As part of this project, a 10,000 sq.m medical centre with a laboratory, a medical imaging centre and doctor's offices, will generate an additional €25 million of revenues for the Property Development Division. All the buildings will be completed in Q1 2018.



Michel Vret

Member of the Executive Committee of Latécoère, manager of the project for the new headquarters

"A pioneer in Toulouse's aeronautics industry, Latécoère is part of the town's history."

Not only is it essential that the company stays in Toulouse, its new headquarters must be carefully integrated with its neighbourhood and Icade perfectly understood this, by taking a long-term approach to urban diversity."



COMPLEX and diversified projects



A mixed-use development project in the heart of Nice

Icade has designed an ambitious project on land purchased from the city of Nice. This large-scale mixed-use development project, located in the heart of the city, includes an associations centre, a fitness facility and a 9-screen multiplex. It also includes open market and social housing, a student residence and shops. What makes this project unique is that it will reshape the city of Nice, on the site of Gare du Sud, a former train station, whose façade is listed as a historic monument.

Mayflower on the Isle of Nantes

The mixed-use development project Mayflower, located on the isle of Nantes, encompasses 12,800 sq.m of floor area divided between open market and social housing, office buildings and shops. Icade also offers its "BIHOME®" shared housing concept on the site. Designed to make cohabitation possible, this housing unit has two entrances, with a separate living space that could accommodate a student or elderly person or be used as a teleworking area.



First seniors' residence with services in Trouville-sur-Mer

At the end of 2018, Icade will complete one of its first seniors' residences developed for an institutional investor in Trouville-sur-Mer. Featuring 122 apartments tailored to the needs of seniors, the facilities include a restaurant with a Michelin star chef and living areas designed for forging social and intergenerational bonds.



Focus

OPTIMISING OUR PORTFOLIO OF BUSINESS PARKS

By selling its non-strategic assets, Icade has refocused on its high-potential business parks and developed a new marketing programme called Coach Your Growth with Icade. The purpose of this innovative programme is to make business parks more attractive and increase their occupancy rates.

87.1%

occupancy rate
of business parks
at the end of 2016.

€286M

selling price of the five
"non-strategic" business parks⁽¹⁾.

€3,5bn

asset value.

(1) Including Défense 3.



The people behind Icade



"THE COACH YOUR GROWTH INITIATIVE IS A DRIVING FORCE BEHIND THE APPEAL

of our business parks. It entails assisting businesses—from start-ups to the largest French listed companies—by introducing new work spaces and innovative services."

Virginie Bonduelle,
in charge of the Business Park Marketing Plan, Commercial Property Investment Division



"TRADITIONALLY, BUSINESS PARKS HAVE NOT HAD A CORE,

a living space where users can exchange ideas, even though thousands of people work there daily. One of the guiding principles of Coach Your Growth is to promote places to meet and relax not only for employees, but also for residents, and to have business parks play a larger role in cities accordingly."

Benoît Barillier,
Head of Asset Management for the Paris Orly-Rungis business park, Commercial Property Investment Division



"OUR DIGITAL COMMUNITY PLATFORM COACH YOUR GROWTH

is participative, communicative and business-oriented. It encourages exchanges between employees from companies in the business parks. It also promotes services we are developing and our leasing solutions."

Yann Cormant,
Head of Digital Communication; Innovation, Communication and Institutional Relations Department



"THE REAL ESTATE 3.0 INITIATIVE IS INVOLVED IN THE CHANGES TAKING PLACE IN THE WORLD OF WORK

and meets the changing needs of companies, who are seeking more flexibility, mobile working and openness toward outside partners. It also contributes to improving the occupancy rate."

Astrid Sultan,
Head of the "Real Estate 3.0" project, Commercial Property Investment Division

CUSTOMER FOCUS AND INNOVATIVE SERVICES

To increase its appeal and both attract and retain tenants by keeping pace with their growth, Icade has adopted an innovative approach by providing useful new services to companies.

MARKETING PROGRAMME

Coach Your Growth with Icade, the start of a business community

COACH YOUR GROWTH with ICADE The fundamental idea behind this approach is to transform our business parks into a business community, and to consider them a place for well-being and performance, a catalyst for exchange and a magnet for talent. Launched on July 5, 2016, the Coach Your Growth programme has begun its rollout in the Paris Orly-Rungis park. Six other Icade business parks will welcome this programme by the end of 2017. In addition, a digital community platform was launched to encourage the exchange and sharing of ideas between the employees of our tenants: promoting services and solutions; creating thematic communities; spotlighting the latest news.

PROMOTION OF LOW-IMPACT TRANSPORT

Developing car sharing services, providing autonomous cars and charging stations for electric vehicles.



PLACE BRANDING

The business park is visible and recognisable, with identifiable signs that appear in all Icade parks.

MAIN SQUARE OF THE VILLAGE

Meeting places for the morning, noon and night.



NEW GENERATION OF FOOD SERVICE

Areas that provide a quality "lunch experience".



COACH YOUR GROWTH

+5%

occupancy rate.
That is the objective
for 2018-2019.

SHARED MEETING ROOMS

A Smart Room is designed to accommodate special events.



SPORTS AND WELLNESS

Fitness trails and sports activities, musical napping sessions, yoga, tai chi, coaching, etc.

REAL ESTATE 3.0

Forward-looking offices by Icade

Icade has designed commercial real estate tailored to new ways of working, i.e. more flexible, connected and collaborative. Designed for and with companies, Real Estate 3.0 accompanies them on their journey and that of their employees with three new solutions:

GROW UP Icade's offices

that serve as the first private start-up accelerator. A first site was inaugurated in 2015 in the Portes de Paris business park hosting 11 start-ups, a second site is scheduled to open in the Paris Orly-Rungis park in 2017.

WORK UP Icade's flexible office solution,

supports the growth of more mature companies through flexible real estate solutions. The first site is scheduled to open in 2017 in the Portes de Paris park and will be able to accommodate up to 12 companies.

SMART DESK Icade's office space for mobile working, provides co-working facilities for business park tenants seeking assistance in adapting to new ways of working. Some are already up and running.

ROBUST LEASING ACTIVITY



In parallel to the sale of its non-core assets, Icade has substantially improved the occupancy rates of its business parks (close to 87%) thanks to strong leasing activity and the signing of new leases throughout the year. 45 leases representing a floor area of 71,316 sq.m and a weighted average unexpired lease term of 9.7 years were renewed and new tenants were found. Some examples of new leases in our business parks include: Millénaire 4

(Paris, 19th district); Séville (Paris Orly-Rungis park); Rostand (Roissy-Paris Nord 2 park). An aeronautics company has leased space in the Oslo and Strasbourg buildings in the Paris Orly-Rungis business park. In the Pont de Flandre park, Icade will welcome the Grand Paris Aménagement headquarters.

SALE OF FIVE NON-STRATEGIC BUSINESS PARKS

These sales made it possible to improve occupancy rates, profitability and free up financial resources that could be used for investments consistent with Icade's long-term vision. The deeds of sale for the Nanterre-Seine parks (70,000 sq.m) and the Défense 3 building (14,000 sq.m) were signed on December 20, 2016. On December 22, four parks located in Cergy, Villebon, Antony and Évry were also sold.



Thierry Lajoie
Chairman and CEO
of Grand Paris
Aménagement

"Signing our partnership agreement with Icade reflects our shared vision

where urban renewal should not only focus on residential areas, but commercial ones as well.

As an urban planner, we are involved in a joint reflection with Icade, the landowner, consistent with innovation and collaboration, and a very Lab, very Factory mindset."

Focus

INCREASING PROFITABILITY

AND BROADENING THE INVESTMENT SCOPE OF OFFICE PROPERTY INVESTMENT ACTIVITIES

Icade continues to grow its portfolio through acquisitions with a high value creation potential while selling selected assets to take advantage of favourable market conditions. Outside the Paris region, the Property Development teams' understanding of local markets is a valuable competitive advantage. This proactive asset management is combined with a financing policy that supports business activities and debt restructuring that gives the company access to new financial resources.

€592M⁽¹⁾

Cost of office acquisitions
made in 2016.

€4.1bn

Value of the office portfolio.

95.8%

Occupancy rate
of office properties.

+€4bn

Debt restructuring transactions
carried out during the year.

(1) Including the off-plan acquisition
of the Go Spring building for €191m
to be completed in two phases
(2017 and 2019).



The people behind Icade



"THE TEAM IN CHARGE OF FINANCING

is fully committed to the success of our strategic plan. Liability optimisation has been a great facilitator for the implementation of the plan and has had a positive impact on Icade's overall performance."

Jean-Philippe Carrascosa,
Corporate Oversight and Financing Director,
Finance Department



"WE ARE IN CONSTANT CONSULTATION WITH OPERATIONAL MANAGERS

to adapt our actions to the needs of our businesses. This holistic view allows us to better understand and adapt our liabilities to the specificities of each business."

Benoît Clerc,
Financing and Treasury Director,
Finance Department



"WE HAVE, AMONG OTHERS, REDEEMED OUR FIRST BONDS

and, during the same year, issued two new bonds, one of which for a record amount, while benefiting from a context of historically low interest rates."

Nicolas Coste-Garriguet,
Financing manager, Finance Department



"OUR ASSET ROTATION POLICY

is intended to help us refocus on large strategic assets located in Paris or in the Inner Ring and with a high value creation potential. We will broaden our investment scope by expanding in other major French cities, enabling us to benefit from higher profitability thanks to the expertise of our local teams."

Gad Botbol,
Investment Director, Commercial Property
Investment Division



"IN THE OFFICE PORTFOLIO, CURRENT CONDITIONS IN THE INVESTMENT MARKET

have created opportunities to realise large capital gains on the best assets. For instance, we received a number of particularly attractive offers for the building on boulevard Haussmann."

Jérôme Klein,
Asset Management and Property
Marketing Director, Commercial Property
Investment Division



"THE FLAGSHIP CRYSTAL PARK BUILDING

and its intrinsic qualities have earned us the loyalty of two major tenants, PwC and IFF. In order to meet their needs in terms of new ways of working, we assist them in the fitting out of their space. This approach has helped us secure new long-term leases by adapting the building to new fitting out requirements."

Ghislain Tezenas du Montcel,
Asset Management Manager, Commercial
Property Investment Division

FINANCING THAT SUPPORTS PERFORMANCE

To support its strategic plan, Icade has taken advantage of favourable conditions in financial markets to reorganise its debt structure and manage its liabilities in a proactive way.

A COLLECTIVE MOMENTUM to support our businesses

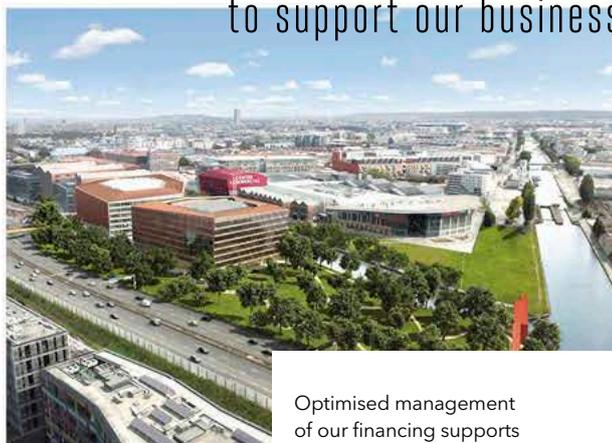
THE FOUR PILLARS OF OUR FINANCING POLICY

1
Maximising average
debt maturity.

2
Optimising
cost of debt.

3
Diversifying
our funding sources.

4
Maintaining
our loan-to-value ratio⁽¹⁾.



Optimised management of our financing supports our different businesses. Our businesses must adapt to an increasingly competitive market and perform strongly in order to earn the company many high-potential contracts and drive profitability. Our asset rotation strategy must be facilitated by our debt structure. Our acquisitions can be funded through the financial markets

or through mortgages. We are in constant consultation with operational managers in our business lines to adapt our actions to the needs of our activity. This holistic view allows us to better understand and adapt our liabilities to the specificities of each business.

A new momentum

The team in charge of financing is fully committed to the collective process in place to optimise the conditions for the successful implementation of our strategic plan. In addition, the market environment, driven by investor appetite, is favourable to the restructuring of Icade's debt. The substantial decline in interest rates, lower credit spreads and significant market liquidity have been positive factors, at a time when the growth strategy for our asset portfolio requires large amounts of funding.

(1) This ratio is obtained by dividing our net debt by the appraised value of our assets and it typically stands around 40%.

CONCRETE ACTIONS

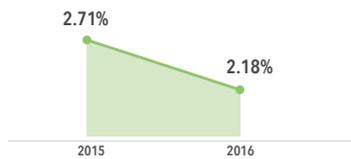
with immediate benefits

The whole team was involved in the optimisation of our liabilities. This resulted in an overall redefinition of our funding structure.

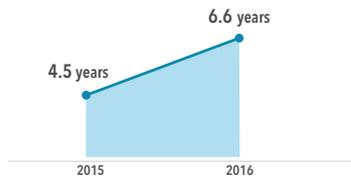
The proportion of debt not granted by financial intermediaries was increased and bonds were favoured over bank loans. In terms of actions regarding our liabilities, we have, among others, redeemed our first bonds and, during the same year, issued two new bonds, one of which for a record amount, while benefiting from a context of historically low interest rates. Icade has taken advantage of favourable conditions to restructure its interest rate hedges by lowering their average interest rate and extending their average maturity. In the future, Icade will stay in tune with the market in order to optimise its liabilities at all times.

This policy has resulted in a substantially lower average cost of debt and significantly longer average debt maturity. A large proportion of finance costs are secured for the coming years: the share of fixed-rate debt has increased and our variable-rate debt is hedged against interest rate risk. All in all, liability optimisation has had a positive impact on Icade's cash flow growth and overall performance.

REDUCED AVERAGE COST OF DEBT



EXTENDED AVERAGE DEBT MATURITY

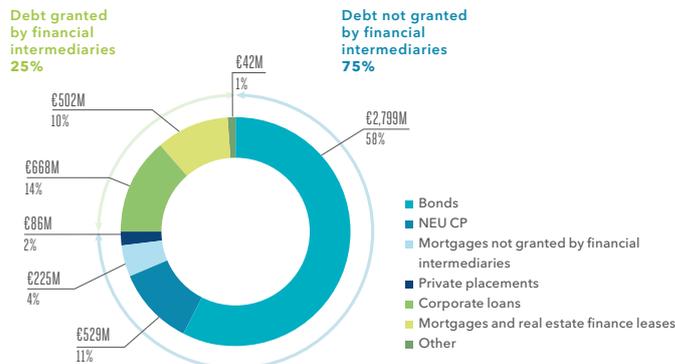


LTV RATIO MANAGEMENT

37.9%

(12/31/2016)
Our loan-to-value ratio.

DIVERSIFICATION OF FUNDING SOURCES



EFFICIENT MANAGEMENT OF OUR PROPERTY PORTFOLIO

This year, the Commercial Property Investment Division has acquired very high quality existing properties which will start generating cash flows as soon as 2017. These transactions were supplemented by projects under development and asset disposals which gave rise to substantial capital gains.

A CORE ASSET sold at the peak of the cycle



The building located at 69, boulevard Haussmann in Paris is a typical example of what real estate professionals refer to as a core asset: excellent location, first-class tenants, typically attractive

to investment funds seeking highly-secure returns rather than looking to speculate. This building, purchased by Icade in 1994, has seven floors of office space, five underground levels and 7,400 sq.m of ground-floor office and retail space. By selling it at the peak of the cycle for €128 million, Icade freed up money that can be reinvested in assets likely to generate higher returns.

€263M

This is the total selling value of the Haussmann and Levallois office buildings.



Olivier Ambrosiali

Head of the Investment Department for the Paris region, BNP Paribas Real Estate

“In 2016, we acted as broker on two acquisitions initiated by Icade

that of the Orsud building in Gentilly and that of the Ponant building, which was executed in a very short time frame. In both cases, Icade’s teams showed responsiveness and expertise and had the full support of their organisation, demonstrating a strong commitment to completing these transactions in a timely manner.”



ACQUISITIONS WITH SECURE LEASING PROFILES, a source of value creation



GO SPRING BUILDING, NANTERRE (92)



ORSUD BUILDING,
GENTILLY (94)

Icade carried out large acquisitions combining strong assurance that the buildings will be leased and high value creation potentials.

For example, the Technicolor office building was acquired for €149 million in Issy-les-Moulineaux and is entirely leased to a large company for a remaining term of two years with no break option. This 16,000 sq.m office building enjoys great visibility next to the Paris ring road. This new transaction came after the acquisition of the Orsud building in Gentilly for a total of €49 million. This 13,000 sq.m,

fully-leased building is situated on a plot of land with a substantial remaining buildable area. Icade has also signed an agreement to acquire the Arc Ouest office building, within the Ponant complex, for a total of €202 million. With a floor area of 22,000 sq.m and excellent location, this building is nearly 95% leased with a weighted average unexpired lease term of seven years. Icade also entered into another major transaction, by signing an off-plan agreement with Bouygues Immobilier to purchase Go Spring in Nanterre for a total of around €191 million. This Green Office® real estate development will extend to 32,600 sq.m and consist of two buildings, scheduled for completion in March 2017 and at the beginning of 2019, respectively. This development will be HQE-certified with an Outstanding rating, BREEAM-certified with a Very Good rating, and it will receive the Bepos (positive energy building) quality label, and offer its users high-quality services.

ARC OUEST BUILDING, 15TH DISTRICT OF PARIS



TECHNICOLOR BUILDING,
ISSY-LES-MOULINEAUX (92)

NEW BUILDS, EXTENSIONS AND REDEVELOPMENTS

The proactive asset management policy continued with transactions for a total of €129.3 million: Veolia's headquarters, the Millénaire 4 building, the Pulse (28,000 sq.m) and Origine (70,000 sq.m) projects, the Défense 4/5/6 building, the Open building (Icade's future headquarters) and the Crystal Park buildings.

Focus

CONSOLIDATING ICADE SANTÉ'S MARKET-LEADING POSITION

Icade Santé has strengthened its position as market leader and recorded a sharp increase in its rental income. Furthermore, thanks to its strong expertise in the healthcare sector and to the support of its shareholders, it assists healthcare operators in adapting to changes in healthcare real estate.

€3.6bn⁽¹⁾

Value of the property portfolio of Icade Santé, the market leader.

€207.3M

Rental income from Icade Santé.

8.2 years

Average remaining lease term.

(1) Excluding duties, on a full consolidation basis.



The people behind Icade



"IN ORDER TO FUND THE EXPENSIVE INVESTMENTS

required by changing technologies and to continue to grow by acquiring businesses instead of buildings, private hospital groups are increasingly turning to sale and leaseback transactions. Independent operators can also be growth drivers for Icade Santé. Healthcare real estate offers long-term, predictable cash flows thanks to long leases, zero rental vacancy and yields that remain attractive."

Marc Nguyen-Dinh,
Director of Investments, Healthcare
Property Investment Division



"ICADE SANTÉ ASSISTS PRIVATE HOSPITAL OPERATORS

in their real estate investments not only at the time of acquisition of the buildings but also throughout the duration of their leases. Healthcare operators must be able to quickly adapt to changes in their business practices, which result in transformations in their buildings, redevelopments and/or new constructions. For each operator, Icade Santé develops specific assessment and partnership methods to make the execution of work less risky. We always offer an attractive combination of cost, timeline and quality."

Bernard Flouzat,
Technical Director, Healthcare
Property Investment Division



"HEALTHCARE HAS BECOME A FULL-FLEDGED ASSET CLASS

and is attracting many investors, both in the health (private hospitals and medical centres) and medical-social segments (Ehpad*). Competition is very strong, but we are still one step ahead thanks to our position as leader, our deep understanding of the market, our partnerships with several national operators and our high-potential projects."

Yolande Fournier-Montgieux,
Financial Analyst, Healthcare
Property Investment Division

* Accommodation facilities for dependent elderly persons.

CONTINUED EXPANSION AND VALUE CREATION

In this buoyant market, Icade Santé has strengthened its leadership through selective acquisitions of existing assets and met the requirements of tenant-operators for the execution of projects for new developments or the extension of buildings in use.

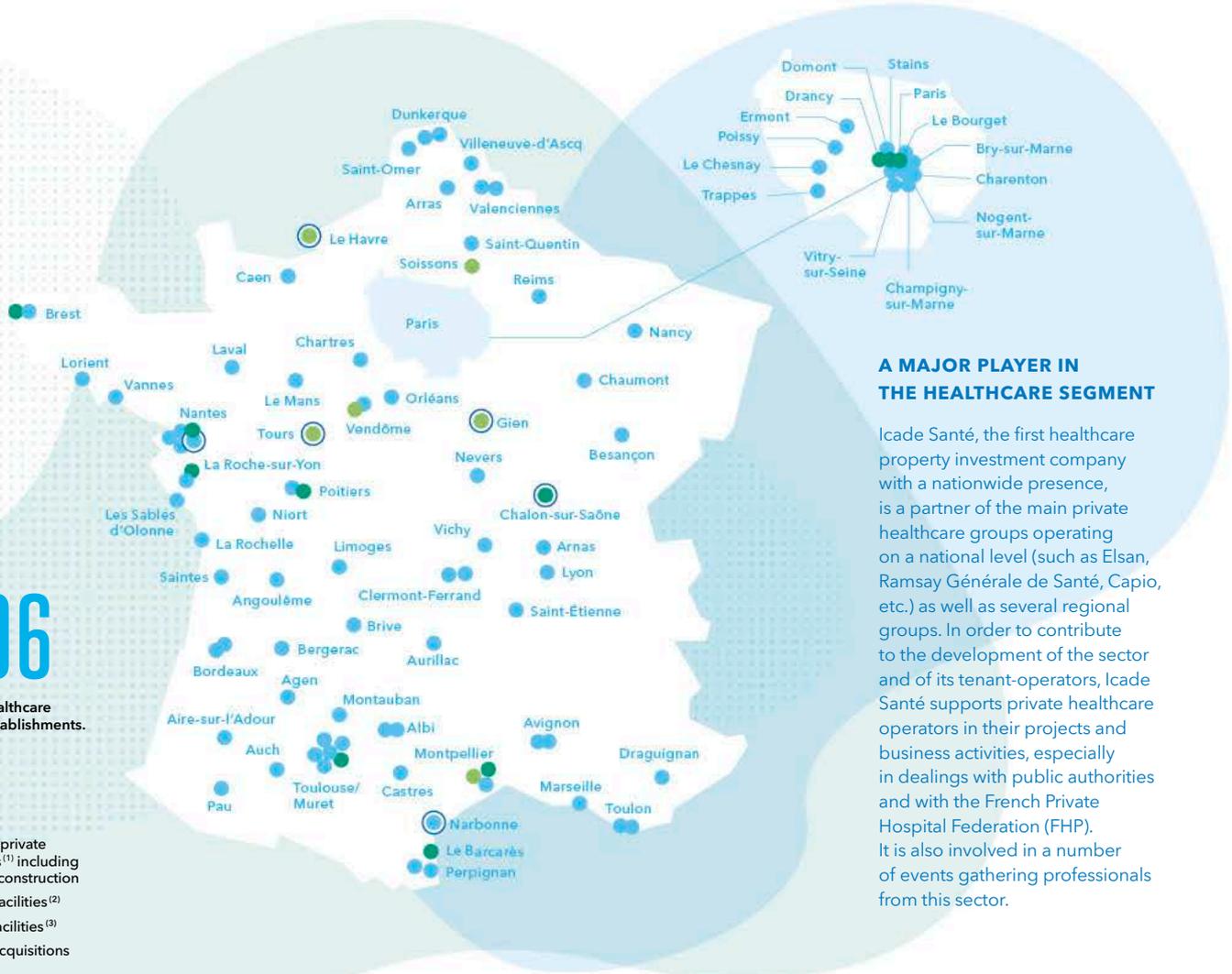
96

healthcare establishments.

- 79 MSO private hospitals⁽¹⁾ including 4 under construction
- 11 FRC facilities⁽²⁾
- 6 MHE facilities⁽³⁾
- Recent acquisitions

Data as of December 31, 2016

(1) MSO: Medicine, Surgery, Obstetrics.
 (2) FRC: Follow-up and Rehabilitation Care.
 (3) MHE: Mental Health Establishments.



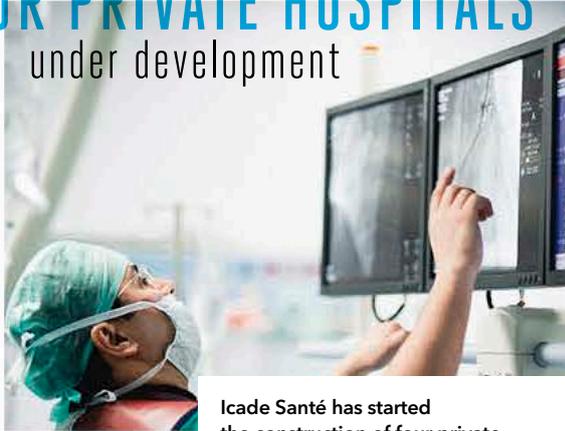
A MAJOR PLAYER IN THE HEALTHCARE SEGMENT

Icade Santé, the first healthcare property investment company with a nationwide presence, is a partner of the main private healthcare groups operating on a national level (such as Elsan, Ramsay Générale de Santé, Capio, etc.) as well as several regional groups. In order to contribute to the development of the sector and of its tenant-operators, Icade Santé supports private healthcare operators in their projects and business activities, especially in dealings with public authorities and with the French Private Hospital Federation (FHP). It is also involved in a number of events gathering professionals from this sector.



FOUR PRIVATE HOSPITALS

under development



Icade Santé has started the construction of four private hospitals eligible for the HQE certification: the Courlancy private hospital (30,000 sq.m) in Reims-Bezannes, the Croix du Sud private hospital (30,500 sq.m) for the Capiro Group, located south west of Toulouse in Quint-Fonsegrives, and a healthcare facility in Saint-Herblain

near Nantes, which will become one of the Elsan Group's showcase facilities. Lastly, in November 2016, Icade Santé acquired a 90,000 sq.m plot of land in the Montredon-des-Corbières development zone (ZAC) for the construction of the future Greater Narbonne Private Hospital. These projects undertaken in synergy with Icade's Property Development Division and based on a novel approach—which combines the management of the construction of the hospital with the construction by the Property Development Division (off-plan or property development agreement) of a medical centre on behalf of the hospital's doctors—will be completed in 2018 and 2019.

(To find out more about synergies with the Property Development Division, see Focus 2, p. 28)

ACQUISITIONS

A constantly expanding property portfolio

Icade Santé acquired four healthcare facilities in 2016: follow-up and rehabilitation care facility in Châtenoy-le-Royal, as well as three private psychiatric hospitals (MHE) in Gien, Le Havre and Chambray-lès-Tours, for a total of €57 million. A preliminary agreement was also signed by Icade Santé for the acquisition of a private hospital in Tarbes for €44 million.



PONT DE GIEN PRIVATE PSYCHIATRIC HOSPITAL



Jérôme Nouzarède
Chairman of the Elsan group

"Our partnership with Icade Santé is characterised by

its longevity. Most of our buildings have been owned and managed by Icade Santé for almost ten years. And I would like to underscore that this long-standing relationship is not the mere result of a binding framework agreement, it demonstrates a continuous reciprocal interest. The core business of Elsan, that is, caring for patients, requires constant adaptation of processes, activities and, therefore, of premises. Icade Santé's ability to support us through all these changes is the secret of our partnership—one that is based on customer focus, expertise, and the long-term vision of an institutional investor. Since it operates in different business areas, Icade is able to offer a wide range of expert solutions. I particularly have in mind Project Management Support, which can be extremely valuable to us as it benefits from the expertise of Icade Santé or, more recently, Property Development. With Icade, we can choose from a range of solutions rather than being forced to buy a package!"

OFFICIAL OPENING

A pioneering private hospital entirely dedicated to outpatient care in Domont



DOMONT PRIVATE PSYCHIATRIC HOSPITAL

The Domont private hospital (Val-d'Oise) is the first major surgery facility dedicated to outpatient care in the Paris region. This establishment operated by the Capiro group, officially opened in November 2016 and HQE certified, features ultra-modern technical equipment with twenty different specialities. Through this investment, Icade Santé has reinforced its position as a real estate partner as part of a long-term collaboration with healthcare operators with a focus on innovation.



Philippe Durand
CEO of Capiro France

"Against a backdrop of changing surgical techniques

and reorganisation in the healthcare service map, Icade's expertise is a true asset, as it allows the company to anticipate future constraints and to better prepare for its projects, making it easier to actually get them off the ground. In our area, it is absolutely vital to develop long-term relationships with trusted partners."

Focus

INNOVATION AND CSR: AN AMBITIOUS POLICY AND STRONG COMMITMENTS

At Icade, corporate social responsibility and innovation are complementary approaches which directly contribute to business development, to the satisfaction of our clients' and users' needs, and to the company's performance and expansion.

10%

of the variable remuneration of Executive Committee members is contingent upon meeting CSR and innovation objectives.

€1.5M

Budget dedicated to the Innovation Commitments Committee.

-23%

reduction in CO₂ emissions between 2011 and 2016.



The people behind Icade



"OUR CSR POLICY AIMS TO CREATE A MORE EFFICIENT

more inclusive, smarter, more connected, and therefore more resilient city. This approach takes into account both our clients' and our employees' expectations—it creates value for Icade."

Daphné Millet,
CSR Manager



"AT ICADÉ, WE BELIEVE THAT SMART CITIES MUST FIRST AND FOREMOST

create sustainable value to support the growth of our clients while providing a sound and efficient environment, with more wellbeing and more community harmony."

Benjamin Ficquet,
Environmental Transitions Director



"INNOVATION AND CSR HAVE BECOME TRUE DIFFERENTIATORS

in tender bids for large urban projects. Showcase projects where our approach was put into practice allow us to provide our potential clients with tangible evidence of our technological audacity."

Philippe Beduneau,
Innovation Monitoring Manager



"FOR ITS DIFFERENT STAKEHOLDERS,

Icade is now one of the most innovative and responsible companies. We are regularly called upon to share our opinion on real estate innovation as part of studies, conferences and round tables—this is a clear sign that the company's transformation is a success."

Charlotte Pajaud-Blanchard,
External and Internal Communication Manager



"ICADÉ'S PARTICIPATIVE APPROACH AND THE MECHANISMS IN PLACE TO SUPPORT IT

such as Hub Smart City, the Innovation Commitments Committee and the Innovation Council, help spread the intrapreneurial culture among 'Icadians'."

Amélie Barral,
Innovation Project Manager

A CSR POLICY INTEGRATED INTO ALL BUSINESS PRACTICES

The CSR policy is an integral part of the company's strategy and aims to meet three major challenges: developing solutions that include new habits and lifestyles in partnership with local authorities and communities; stepping up energy transition and saving resources; promoting the development of employee expertise, workplace well-being and diversity.

ENERGY TRANSITION

and conservation of resources



ORLY-RUNGIS PARK (VAL-DE-MARNE)

Ecomobility

Icade has increased the number of sustainable mobility projects by installing charging stations for electric vehicles and introducing electric bus service in its business parks. Icade has also developed a car sharing service for residents in its buildings, such as Ynfluences Square in Lyon.

Biodiversity



In partnership with CDC Biodiversité, a subsidiary of Caisse des Dépôts dedicated to promoting biodiversity and its long-term management, Icade signed the first biodiversity performance contract for North East Paris business parks. It aims to have nature play a larger role in urban communities, while reducing operating costs. The company has also signed on to the Nature 2050 programme, which aims to fund efforts to restore damaged natural habitats.

Guaranteed energy performance

In the Thémis and Twist development projects which will spring up in the heart of the Clichy-Batignolles eco-district in Paris, Icade is experimenting with an energy performance guarantee. From the moment they were designed, Icade and its partners committed themselves to the overall energy consumption of these buildings for three years. This guarantee will be systematically proposed for all commercial property developments in the Paris region.



CLICHY-BATIGNOLLES DEVELOPMENT ZONE (17TH DISTRICT OF PARIS)

WELL-BEING and employee commitment



Access to care

In partnership with CNP Assurances, Icade has provided a digital health platform for its employees. As a result, employees benefit from rapid access to care allowing them to schedule doctor's appointments and get medical check-ups. In 2017, Icade also plans to provide a wellness service to its employees via the personalised coaching application "Betterise".

Quality of life in the workplace

Through a participative approach, Icade employees are involved in discussions on the quality of life in the workplace and new ways of working. This year, employees participated in a teleworking experiment (1 employee out of 7 has adopted this practice), tested a connected medical office set up at Icade's headquarters as part of a preventive healthcare initiative, and took part in designing Icade's new identity. The findings from some of this collective research also make it possible to broaden the solutions proposed to Icade's customers.

NEW HABITS AND LIFESTYLES and local communities

Partnerships with associations



Icade encourages its employees to get involved in community work, thus strengthening ties to local authorities. In 2016, Icade became a partner of Nos Quartiers ont des Talents (Our Neighbourhoods Have Talent, NQT), which works with young college graduates to help them gain access

to employment. Employees who volunteer sponsor these young people and guide them in their professional orientation. In addition, Icade signed a skills sponsorship agreement with Samusocial of Paris, to create an accommodation and healthcare centre in Ivry-sur-Seine. Icade will provide project management support for this construction project that started in 2017. To support employee commitment, days off for volunteer work will also be introduced this year.

€1.3M

This is the budget allocated to sponsorships and patronage in 2016. Two-and-a-half times more than in 2015, the funds made it possible to support the project to reassemble the north tower of the Basilica of Saint-Denis.

€60M

will be dedicated to improving the environmental performance of the commercial properties until 2019.



Anthony,
NQT mentee

"Combining the energy of young people and the advice

of a person having experience, that's the key in my opinion. And that is exactly what the Our Neighbourhoods Have Talent (NQT) association offers."

EMPLOYEE-DRIVEN INNOVATION

Innovation at Icade is now fully integrated into the company's growth—it's above all "innovation for business". Each and every Icade employee is encouraged to become involved and deploy innovation. This open innovation process also includes partners and start-ups.

At the centre of an ecosystem of partners

Each year, Icade enters into new partnerships with players from the real estate industry to strengthen and diversify its solutions—associations, start-ups, intermediate-sized firms or key accounts, with which Icade explores innovative solutions in its parks, offices and dwellings. With Philips, for example, the renovation of the Orly-Rungis business park's outdoor lighting resulted in energy savings of 90% thanks to LED lighting connected to a lighting management system.



AN OPEN AND PARTICIPATIVE approach

Icade's network of employees responsible for following the news in their sphere of activity aims to detect early signals, identify the market's underlying trends and provide valuable information for preparing tender bids. This constant monitoring is supplemented by the Icade Hub, a true innovation booster. Opened in 2015, this place where the innovation community meets makes it possible to promote the emergence of innovative projects, define tomorrow's real estate solutions and rally the intrapreneur community. In 2016, thirty projects put forward by employees, such as Auton'Home and Mix'Cit  were identified. Each month, the Hub welcomes a disruptive innovator. It is also a place for co-working and exchanging ideas, equipped with Hub Smart City, a web platform open to the public.

Innovation is coordinated by the Innovation department and led by an Innovation Council and an Innovation Commitments Committee, with both bodies reflecting Icade's different departments. The Innovation Commitments Committee, having considerable financial and human resources (€1.5 million and 10 full-time equivalent employees), approves resource allocation to selected projects, ensures that they are consistent with Icade's strategy and then monitors the projects that have been funded.

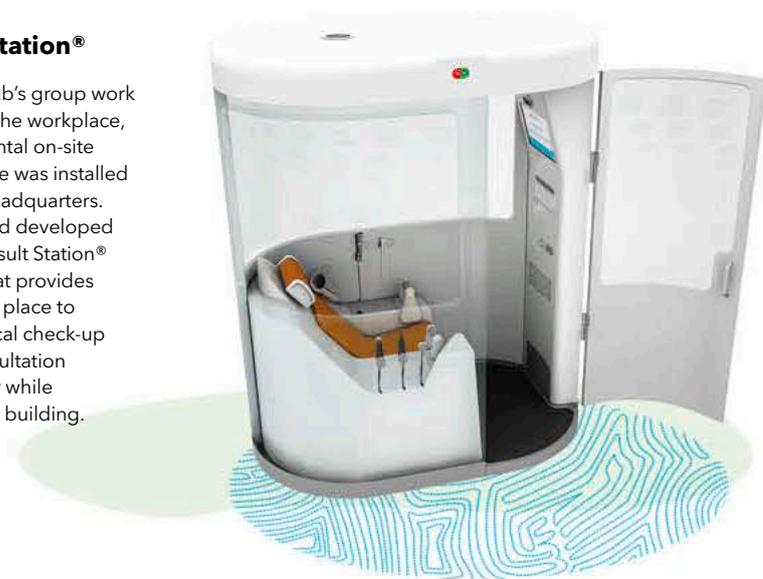
4 projects

funded in 2016 by the Innovation Commitments Committee.

NEW SOLUTIONS, NEW PROJECTS

Consult Station®

Following Hub's group work on health in the workplace, an experimental on-site Health service was installed on Icade's headquarters. Designed and developed by H4D, Consult Station® is a booth that provides employees a place to have a medical check-up or a teleconsultation with a doctor while at their office building.



Franck Baudino
Chairman and Chief Executive Officer of H4D

“Executives are among those who receive the least medical care in the Paris region.

Consult Station® was installed at Icade's headquarters, an all-time first for this booth designed initially to equip medical deserts, which now records dozens of visits every week. The advantages of this concept for companies have been proven.”

The Auton'Home service

In response to the growing need for participative housing, Icade has developed this co-design tool, enabling future buyers to benefit from a property developer's expertise and to help them better define their project.



100% connected dwellings

In partnership with SFR, Icade provides dwellings equipped with fibre optic broadband service. These housing units are designed to facilitate the integration of home automation services to afford occupants greater comfort.



Digital concierge services

Successfully tested on Icade employees and tenants occupying the Paris Orly-Rungis business park, this digital concierge provides a number of services, including scheduling medical or personal appointments, making reservations for restaurants, shows, hotels, etc. These services will be available on all of Icade's parks in the future.



Jean Benedetti
Founder of Jobbers

“Jobbers values not only corporate customers, but also the people working in the business parks.

We found that Icade shares the same concerns and understands that services are an efficient way to add value to real estate assets.”

OUR CSR POLICY

"In addition to carrying out the strategic plan, being attentive to customers' needs and their level of satisfaction is of fundamental importance to us. In the context of the Digital Revolution, our company has had no choice but to transform itself and innovate. The relocation of our headquarters is an opportunity to work together as a team, to break down silos and move forward as a group."

André Martinez

Chairman of the Board
of Directors

"Icade has clearly taken the lead in CSR and innovation. The strong involvement of Icade employees, combined with substantial and ongoing targeted investments, have made this possible. This call to action is reflected in ambitious quantified commitments, including the goal to reduce greenhouse gas emissions by 40% by 2020 or the project for a smart, sustainable city that Icade has developed alongside its stakeholders. CSR is an integral part of Icade's DNA and a driving force enabling us to build the city of tomorrow."

Olivier Wigniolle

Chief Executive Officer

ICADE, A COMMITTED AND SOCIALLY RESPONSIBLE PLAYER, CO-CREATOR OF THE SMART CITY

The city of tomorrow is designed today—it will be smart, sustainable, inclusive and more resilient as a result. As a committed and socially responsible player for cities, Icade has already integrated its thoughts about the Smart City into its product and service solutions.



Jean-Pierre Matton,
Director of public partnerships
and the Greater Paris project,
Property Development Division

"Greater Paris, through its project for a sustainable city, calls upon the social responsibility of all its players, and foremost among them Icade, in designing the city of tomorrow. However, Icade must also adapt its property development and planning businesses, by providing solutions to spearhead and assist these new urban lifestyles and habits."

"The city of tomorrow will be state-of-the-art and open to trying new things.

We are seeking to invent this city in our business parks by putting users and local development at the centre of our discussions about mobility, quality of life and social interaction and by embracing digital technology."



Olivier Guillouët,
Director of Development,
Commercial Property
Investment Division

ICADE'S SOLUTIONS CONTRIBUTE TO BUILDING THE CITY OF TOMORROW

Icade is a sustainable value creator which addresses all the challenges faced by the cities:

- intelligence, i.e. connectivity, data management and information sharing;
- sustainability through green urban planning;
- social inclusion: cities must be built for everyone;
- capacity to absorb future changes, to adapt and to be resilient.



DIGITAL CONCIERGE SERVICES

Developed in partnership with start-up company Jobbers, this digital service can be accessed from a smartphone and makes life easier for business park users while promoting shorter supply chains by bringing users together with local businesses and providers.

URBAN FARM

Icade participates in the construction of an urban aquaponic farm in the Portes de Paris business park. This ecosystem will combine vegetable growing and fish farming and will contribute to the development of short supply chains by producing and distributing ultra-fresh organic products. This project will foster social cohesion through a learning programme and the creation of jobs promoting professional integration.

YNFLUENCES SQUARE

In Lyon, Ynfluences Square reinvents urban planning by being based on the wishes expressed by local residents and on workshops with sociologists, experts and stakeholders. This participatory approach led to a project promoting:

- social diversity and community harmony: 40% of social housing, shared services and gardens;

- environmental performance: 42% of vegetated surfaces, local and sustainable materials, effinergie+ Label, rainwater collecting systems, solar photovoltaic energy;
- connected services: new generation of home automation, smart energy management (smart grid), digital concierge services...

DIGITAL SERVICE PLATFORMS

All of Icade's divisions are developing customised tools to enable users to be in direct contact between themselves and with their partners. They help create social ties between dwelling occupants and business ties between business park users, and they also give access to numerous services.

CAR-SHARING SOLUTIONS

Clean, quiet electric vehicles are made available to dwelling occupants and business park users who can reserve them on a dedicated web platform.

GOVERNANCE AND CSR MANAGEMENT

The CSR strategy applies to all of Icade's activities. All the employees take part in its implementation, regardless of hierarchical level. Icade's CSR commitments are closely related to its innovation process and translate into ambitious short- and long-term objectives.

Icade's CSR strategy is designed and led by four bodies:

The Audit, Risk and Sustainable Development Committee, which reports to the Board of Directors, ensures the effectiveness of the internal control and risk management systems, analyses the separate and consolidated financial statements and sees to it that CSR commitments are met. The Committee is made up of five directors, including three independent directors.

The CSR Advisory Committee, which brings together representatives of Icade's stakeholders (customers, service providers, shareholders, experts, sociologists, etc.) as well as the Executive Committee and

the Chairman of the Board of Directors. Its purpose is to advise, in a collegial manner, on the company's CSR priorities. This bears witness to Icade's determination to reinforce its CSR strategy by bringing it face-to-face with all its stakeholders.

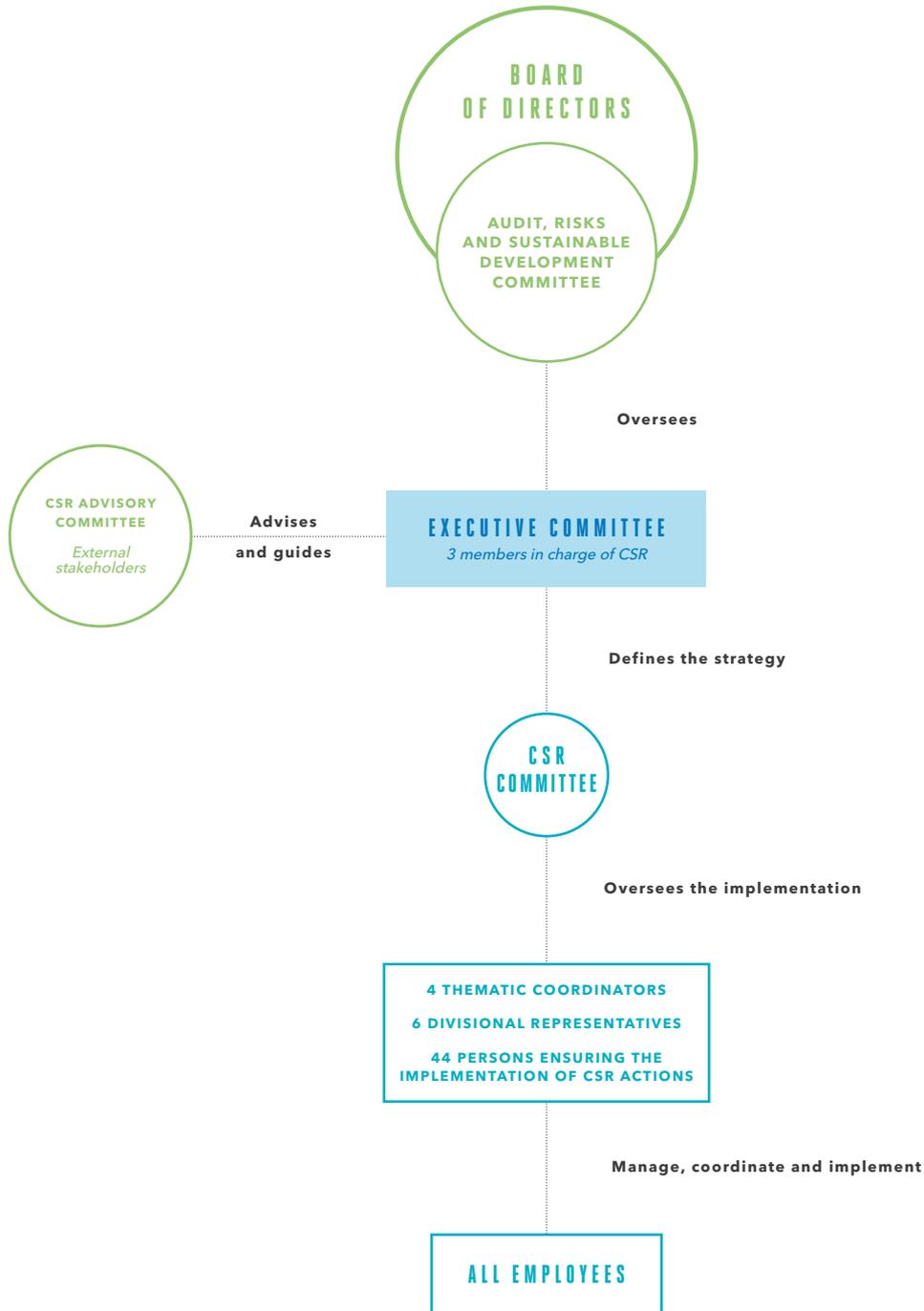
The Executive Committee defines Icade's CSR strategy. Three of its members are each tasked with directing one of the components of this strategy (environmental; social and societal issues; and CSR communication).

The CSR Committee monitors and adjusts the implementation of CSR commitments. It is chaired by the CEO and made up of the three members of the Executive Committee in charge of CSR, Icade's divisional heads and heads of support functions as well as four thematic coordinators.

Implementing CSR initiatives and commitments is managed by the four thematic coordinators (environmental, social, societal and communication), who report directly to the three members of the Executive Committee in charge of CSR. They are supported by six divisional representatives and a network of 44 persons in charge of ensuring the implementation of specific CSR initiatives.

The CSR strategy was entirely revamped in 2015 by adding quantified objectives on specific dates in connection with Icade overall strategic planning. The entire management structure is now involved—since 2016, all managers have had precise innovation and CSR objectives. As regards the members of the Executive Committee, a significant portion (10%) of their variable remuneration is contingent upon meeting CSR and innovation objectives.

OUR CSR POLICY



AN APPROACH STRUCTURED AROUND PRIORITY ISSUES

Following a thorough review of the CSR strategy in 2015, Icade has defined three priority issues and fifteen commitments for 2016-2020.

ISSUE NO. 1

DEVELOPING SOLUTIONS THAT INCLUDE NEW HABITS AND LIFESTYLES IN PARTNERSHIP WITH LOCAL AUTHORITIES AND COMMUNITIES

COMMITMENTS

INNOVATING
with employees
and the ecosystem
of stakeholders

IMPROVING
the occupants' quality
of life and adapting to new
lifestyles and habits

ASSISTING
customers in matters
of environmental
performance

PARTICIPATING
in the local economic
and social development

REINFORCING
our responsible
procurement policy

ENSURING
business ethics

OBJECTIVES*

Proposing 20 new solutions
resulting from the innovation process
that contribute to customers' well-being
and environmental performance by 2018

**+33% increase in the customer
satisfaction index** for the customers
of the Property Development Division
between 2015 and 2018

Creating a "quality of life" label
in business parks and implementing
it in all of them by 2017

Setting up "User Clubs"
in the 5 main business parks by 2017

75% of Green Lease Committees in 2016
and 90% in 2017

**Including professional integration
commitments** in major construction projects

Responsible procurement charters for 100%
of the construction work sites of the Property
Development Division and new service
provision contracts of the Commercial Property
Investment Division.

ISSUE NO. 2

STEPPING UP ENERGY TRANSITION AND SAVING RESOURCES

COMMITMENTS

TAKING ACTION
to fight climate change

INTEGRATING
the best certification
and labelling standards

DEVELOPING
solutions for sustainable
mobility

PROMOTING
biodiversity to make the assets
more appealing

INTEGRATING
the principles of a circular
economy into the products
and services

INNOVATING
for sustainable construction

OBJECTIVES*

-40% in CO₂ intensity for the Commercial Property Investment Division, between 2011 and 2020 (kg CO₂/sq.m/year)

20% of renewable energy by 2020

HQE certification for 100% of offices and 35% of residential units from the Property Development Division starting in 2018

HQE certification for 100% of the Healthcare Property Investment Division's significant projects

75% of new projects located less than a 5-minute walk from public transport starting in 2016

25% of properties and new construction projects with a net positive impact on biodiversity in 2020

-25% in water consumption for the Commercial Property Investment Division between 2011 and 2020 (m³/sq.m/year)

Developing at least 25% of projects with a rainwater collecting system starting in 2016

Recycling or recovering 100% of controlled operational waste in 2020.

ISSUE NO. 3

PROMOTING THE DEVELOPMENT OF EMPLOYEE EXPERTISE, WORKPLACE WELL-BEING AND DIVERSITY COMMITMENTS

ENGAGEMENTS

DEVELOPING
employees' skills
and reinforcing
the company's appeal

COMMITTING
to improving the quality
of life in the workplace

PROMOTING
diversity in all its forms

OBJECTIVES*

25% of positions filled internally on average over the 2016-2018 period

At least 80% of employees trained on average over the 2016-2018 period

70% of employees benefiting from digital training in 2016

Conducting a telecommuting experiment involving 10% of the employees in 2016

Over one-third of female managers by 2018

15% of positions filled externally under permanent employment contracts by people under 26 years old

Involving employees in associative partnerships.

*All the objectives are shown in Chapter 3 of the registration document.

ISSUE NO. 1

DEVELOPING SOLUTIONS THAT INCLUDE NEW HABITS AND LIFESTYLES

IN PARTNERSHIP WITH LOCAL AUTHORITIES AND COMMUNITIES

Development of collaborative processes, digitalisation, new work practices, increased mobility... Society is undergoing profound changes to which real estate players must adapt. To meet its clients' expectations, or even anticipate them, and thus increase its business parks' and buildings' attractiveness, Icade invents new real estate solutions and implements them in collaboration with its partners and local authorities and communities.

€1.5M

Budget allocated
to innovation.

+5 percentage
points

Target increase in the occupancy rate
of business parks between 2015 and
2018/2019.

100%

of major construction
projects include a
professional integration
commitment.



AN EMPLOYEE'S POINT OF VIEW

"SUSTAINABLE DEVELOPMENT IS BECOMING VITAL IN OUR SOCIETY.

The digital, energy and environmental transitions as well as new generations' yearning for a more responsible way of life have resulted in significant changes in needs and practices, especially in the real estate sector. Icade anticipated these trends and adapted its structure accordingly."

Franck Calvar,
Head of Quality and Internal Control,
Property Development Division



A CUSTOMER'S POINT OF VIEW

"TO REMAIN A SHOWCASE FOR THE NEW URBAN WAY OF LIFE,

Icade must help its tenants make better use of commercial buildings, with smaller but more functional offices with more common areas and a friendlier atmosphere."

Thierry Hellin,
Deputy CEO of Pierre & Vacances -
Center Parcs Group



Coach Your Growth, the first business community designed for companies

Coach Your Growth is an ambitious plan which aims to meet three of the major challenges facing business parks, namely CSR excellence, the quality of life in the workplace, and developing a business community. A total of €30 million will be invested to introduce innovative services and facilities such as office space for mobile workers, a community business platform, wellness centres and services, healthcare centres, digital concierge services, etc. The Coach Your Growth solution will be rolled out in all of Icade's business parks before the end of 2017.



Mix'Cité: diversity at the heart of the city

Icade's new Mix'Cité solution offers a threefold advantage—economic, social and societal. Its principles include developing projects at the centre of small and medium-sized cities, combining several complementary products (social housing, low-cost ownership units, residences for seniors or students, facilities for dependent elderly persons, medical services, etc.). This approach makes it possible to meet the needs of diverse communities by pooling the cost of the facilities and services. It also promotes social diversity, exchange and ties to the local community of both young and old.

ISSUE NO. 2

STEPPING UP ENERGY TRANSITION AND SAVING RESOURCES

The real estate industry has an important role to play in the fight against climate change as it is responsible for 25% of greenhouse gas emissions in France. Icade is committed to significantly reducing these emissions and introducing initiatives for a sustainable management of resources in all its property assets, in both the construction and operational phases, by helping occupants to control their energy consumption.

-23%

reduction in CO₂ emissions for the commercial property portfolio as a whole between 2011 and 2016.

100%

of offices in the Paris region and 55% of housing units surpass thermal regulations by at least 10%.

16%

of renewable energy in 2016.

86%

of property development projects are located less than a 5-minute walk from public transport.



AN EMPLOYEE'S POINT OF VIEW

"WE SUPPORT OFFICE TENANTS THROUGH GREEN LEASE COMMITTEES.

Based on their consumption data (water, gas, electricity, waste), we are able to offer our tenants optimisation solutions. Only by changing habits, it is possible to reduce a building's energy consumption by up to 10%! Other actions can be introduced to optimise energy consumption, such as using LED lighting, preferably compact fluorescent light bulbs, or upgrading boilers to newer, more efficient boilers."

Jean-Christophe Gentil,
Property Management Director,
Commercial Property Investment Division



A CUSTOMER'S POINT OF VIEW

"IN ORDER TO MEET THE CHALLENGES WE ALL FACE,

we have to work together on renovating buildings, indoor air quality and waste management."

Anne-Caroline Rouyer,
Sustainable Development Advisor of Elsan
(private hospital operator)



The Thémis tower is an exemplary building in terms of sustainable development

As part of the Thémis development project, in Paris, a combination of processes have been used to improve building durability: wood and concrete structure (FSC® or PEFC label), vegetated open spaces, geothermal heating, optimised natural lighting and a 3-year energy performance guarantee. Thémis has both HQE Outstanding and BREEAM Excellent certifications, together with three quality labels (effinergie+, Biosourcé and BBCA-low-carbon building).



Promoting biodiversity

In 2016, Icade demonstrated its commitment to biodiversity through two innovative initiatives, in partnership with CDC Biodiversité:

- with the biodiversity performance contract, Icade is committed to preserving biodiversity and improving the buildings' outdoor areas in the regions where it operates;
- the Nature 2050 programme, relating to the adaptation and restoration of threatened natural habitats.



Icade Santé's certified developments

Icade and Courlancy Santé have started construction on a 30,000 sq.m polyclinic near Reims, which will be both modern and aware of its surroundings. This building will be HQE Excellent certified, with specific requirements for water and indoor air quality, landscaping, rainwater management, plus recycling and recovery of waste from the site.

ISSUE NO. 3

PROMOTING THE DEVELOPMENT OF EMPLOYEE EXPERTISE, WORKPLACE WELL-BEING AND DIVERSITY

Developing expertise, mobility, workplace well-being and employee diversity are known to be driving forces behind commitment, creativity and performance. These are also key values for Icade, which has taken an active role in advancing the careers of its employees, giving Generation Y an opportunity to voice their opinions on the new "Y Board", investing in the quality of life in the workplace and promoting diversity of all kinds. The new "Open" headquarters will reflect these commitments.

44%

of positions were filled internally in 2016.

90%

of employees received training in 2016.

92%

of employees feel that teleworking has had a positive impact on their work-life balance and 100% of managers want to continue this practice.

5

women out of 9 members: Icade's Executive Committee has the highest percentage of women of any SBF 120 company.



AN EMPLOYEE'S POINT OF VIEW

"WORKING AT ICADE MEANS BEING AN ACTIVE MEMBER IN A CHANGING WORLD,

by experimenting with new ways of working which fuel the creation of new solutions and optimise the skills of all those involved—collaborative working, the flexibility of teleworking, co-innovation with start-ups."

Alexandra Bertagna,
Operational Marketing Manager,
Property Development Division



AN EMPLOYEE'S POINT OF VIEW

"THROUGH ONLINE TRAINING (MOOC AND COOC),

we want to empower our employees to understand digital transformation and become familiar with digital tools. In this way, it will be easier for them to get involved in innovative projects. This is a way for us to help them achieve their development goals."

Marie Guillard,
Director of Studies; IT & Digital Department



Y Board, a forum for the under 35

Generation Y wants a job that has meaning in a socially responsible company attentive to its needs. Icade has given those under 35 a place to express themselves by setting up the "Y Board"—a new group which works with management on business projects and brings young employees together by involving them in Icade's goals.



Icade relocates its headquarters

Icade's headquarters will move to the Open building (Issy-les-Moulineaux) in the summer of 2017. In order for the future headquarters to promote the new types of collaborative working, the project has drawn on the innovative approach of the Hub. It has integrated reflections on new ways of working, including teleworking, new managerial practices, co-working facilities and third places, the right to disconnect, etc. The relocation is being managed in consultation with employees who are invited to participate in the project by offering their suggestions. The building will be a showcase for Icade's expertise and a model of its mastery of innovation, comfort and workplace well-being.

CSR, A CONTINUAL IMPROVEMENT PROCESS

Icade's CSR policy is reviewed by non-financial rating agencies on an annual basis. These scores allow Icade to place itself in a virtuous cycle of continuous improvement through a benchmark of industry best practices.

NON-FINANCIAL RATINGS



● 2014 ● 2015 ● 2016



ICADE REWARDED FOR ITS CSR STRATEGY

2016 TROPHIES

Apart from these agency ratings, Icade received several trophies and awards in 2016:

- The quality of Icade's environmental reporting was rewarded with a Gold Sustainability Award issued by EPRA (European Public Real Estate Association). Within the FTSE EPRA/NAREIT Developed Europe index, which is made up of 98 companies, Icade was one of the 25 companies that received this award in 2016. In addition, Icade once again won a Gold Award in the financial category for the quality and transparency of its reporting;
- For the second year in a row, Icade took first place in the ranking of female representation in the governing

bodies of SBF 120 companies, in the category "gender balance in the Executive Committee";

- Icade received the 2016 CSR "Trophée Défis" for its involvement in the local community, that is, for taking all the local players into account and contributing to building the housing of the future;
- Icade received two medals at the 2016 edition of the Cube 2020 competition, which rewards building users that reduce their energy consumption. Icade received a silver medal for its Paris headquarters, Millénaire 1, and a bronze medal for the Artois building in Paris.

OUR TEN PRIORITIES FOR 2017

1

ENGAGING EMPLOYEES

Introducing CSR awareness and biodiversity training

2

ENCOURAGING EMPLOYEES TO GET INVOLVED IN COMMUNITY WORK

New skills sponsorship, days off for volunteer work and solidarity days

3

IMPLEMENTING TELEWORKING

Extending the initiative following the pilot project's positive results

4

ENERGY EFFICIENCY PROGRAMME FOR THE PROPERTY PORTFOLIO

With a budget of €60m over 3 years (LED lighting, biodiversity, renewable energy, data platform...)

5

NEW SOLUTIONS FOR SOFT MOBILITY

Autonomous vehicle project, shared parking, electric shuttle buses, all-electric car sharing...

6

BIODIVERSITY

Introducing urban agriculture areas in the business parks; recording the first measurable results of the biodiversity performance contract

7

TAKING THE LEAD ON NEW LABELS

Part of the pilot projects of the future "Connected Buildings and Networks" label of HQE standards

8

ROLLING OUT THE QUALITY OF LIFE LABEL

In all the business parks, as part of the Coach Your Growth programme

9

CONNECTED BUSINESS PARKS

Making Wi-Fi available in all of Icade's business parks

10

LAUNCHING NEW INNOVATIVE SOLUTIONS

Participative housing, modular housing, customised portal for customers, 3D home interior design program...

TO LEARN MORE, PLEASE VISIT US AT
WWW.ICADE.FR/EN



2016 Registration Document
finance section of the website icade.fr/en



CSR Chapter
CSR section of the website icade.fr/en



**Live the digital experience
of our 2016 Annual Review**
www.rapport-activite.icade.fr
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Vision film
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ADDITIONAL INFORMATION...

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