

UNIVERSAL REGISTRATION  
DOCUMENT  
2019

# DESIGNING LIVEABLE CITIES



Building for every future

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# UNIVERSAL REGISTRATION DOCUMENT

2019

Including the annual financial report



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The universal registration document was filed on April 3, 2020 with the French Financial Markets Authority (AMF) as competent authority under Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of the said regulation. The universal registration document may be used for the purposes of an offer to the public of securities or admission of securities to trading on a regulated market if accompanied by an offering circular and, where applicable, a summary and any amendments to the universal registration document. These documents, taken together, are approved by the AMF in accordance with Regulation (EU) 2017/1129.

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Pursuant to Article 28 of Regulation (EC) No. 809/2004,  
the following information is incorporated  
by reference in this universal registration document:

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**The consolidated financial statements as of December 31, 2017**  
and our Statutory Auditors' reports on these financial statements  
are shown on pages 180 to 235, and 236, respectively,  
of the registration document filed with the AMF on March 29, 2018.

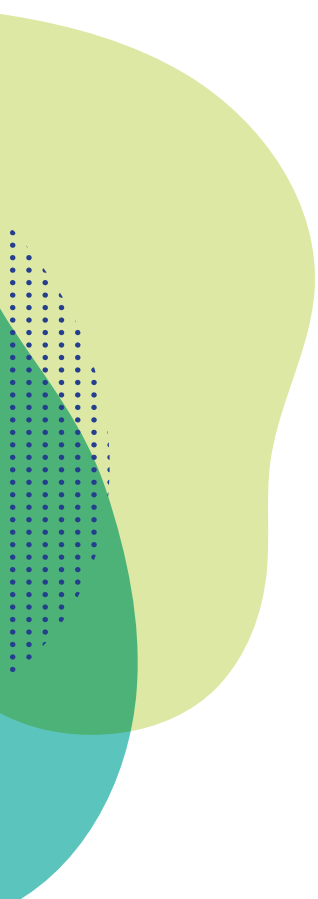
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**The consolidated financial statements as of December 31, 2018**  
and our Statutory Auditors' reports on these financial statements  
are shown on pages 185 to 237, and 238, respectively,  
of the registration document filed with the AMF on March 29, 2019.

# "ICADE'S PURPOSE IS COMPELLING, TRANSFORMATIVE AND MEASURABLE"

Frédéric Thomas, Chairman of the Board of Directors





2019 was marked by the important work done on Icade's Purpose.

We are one of the first companies to have reflected on these topics, with the Board of Directors contributing to the process.

The PACTE Law has afforded France and French companies an excellent opportunity to ask themselves some key questions: how can we achieve our financial objectives while taking into account the necessary preservation of resources and the well-being of our employees, customers and suppliers? What do we contribute to society and the common good?

We reflected on these topics using a method that involved all our employees and stakeholders.

At the General Meeting to be held on April 24, 2020, we will propose the inclusion of this Purpose in the preamble of Icade's Articles of Association. This important step demonstrates our will to go even further by making our Purpose an integral part of our business, our investment choices, our specifications and the selection of our partners. We will also be able to measure its progress and impact.

Since it is compelling, transformative and measurable, our Purpose gives meaning to what we do and acts as a thread that runs through all our projects.



**The impact of the Covid-19 crisis is discussed in chapter 1, § 7 Subsequent events and 2020 outlook.**

# INTERVIEW OF OLIVIER WIGNIOLLE, CEO OF ICADE



## **Over the course of 2019, we worked on defining our Purpose. How do you view these collaborative efforts and the summary we ultimately arrived at?**

We had already begun giving it some thought at the end of 2018 and the PACTE Law was the catalyst which offered us an opportunity to formally launch the debate internally and with our stakeholders. Most important to us was to agree on a consensual formulation, reflecting the opinion of as many employees as possible in line with the expectations of our business environment. This is why we envisaged a collaborative drafting process. Many employees were involved in it, including employee representative bodies. One example illustrating the teams' interest in this topic—a few short hours after the first invitation to become involved was posted on the platform dedicated to this question, 450 employees had already responded! Over 200 employees were subsequently actively involved in the various workshops. Thanks to this collective undertaking, the summary we obtained perfectly echoes what the participants expressed and what we really are—our Purpose arises out of our history, our DNA, reflecting what we are today and above all what we hope to be tomorrow. It mirrors our ambition, in line with the highest sustainable development goals, those of the UN in particular, concerning cities and the increased concentration of the population in metropolitan areas. Our directors were also deeply involved in these collective efforts and were instrumental in formulating our Purpose, the final version of which will be presented by the Board of Directors to the General Meeting

on April 24, 2020. We are one of the few companies that decided to go the extra mile in defining and stating our Purpose, making it a thread that runs through all our activities... I bet it will lead to some interesting discussions! 2020 will give each business division and support function the opportunity to appropriate the Purpose and detail it in operational terms in its roadmap.

## **2019 was the first year our 2019-2022 Strategic Plan was implemented. What conclusions do you draw and what were the main achievements of our three business lines?**

We ended 2019 a little ahead of schedule, particularly in two areas. First, we made more acquisitions with the Healthcare Property Investment Division than we had imagined, equivalent to over 25% of our four-year growth plan. The Healthcare Property Investment Division stepped up its expansion by investing €750m, including €350m outside France in Europe. Icade Santé also launched its first €500m bond issue on very favourable terms. At the same time, we have announced an upcoming liquidity event in our plan. To finance its growth, Icade Santé raised capital from large institutional investors in 2012 and we are going to have to make it easier for our minority shareholders to sell their shares by the end of 2022. Several options are possible: to join forces with another company to create a major player in the industry, to have Icade Santé go public or to sell assets. In 2019, the Office Property Investment Division completed eight very sizeable

projects representing over €505m in investment which are 94% leased. We benefited from a market environment which was favourable to our development pipeline, a key driver of value creation for the Office Property Investment Division. In total for the year, leases for 210,000 sq.m were signed, reflecting Icade's very strong leasing activity. The Office Property Investment Division also made major asset disposals, including the Crystal Park building in Neuilly-sur-Seine and 49% of the Egho Tower in La Défense. However, as 2018 was a record year in terms of revenue and completions, we have observed that the property development market has slowed down. As a result, we have experienced a drop in revenue in 2019, just like the majority of other players. We had anticipated this decline by being very conservative in our forecasts. It should also be noted that in 2019, we were awarded 19 major contracts—more than any other property developer in France, both inside and outside of Paris! In 2019, Emmanuel Desmaizères, who was appointed CEO of Icade Promotion, drew up a new roadmap with a very ambitious expansion plan. As such, 2020 will actually be the first year of the plan's implementation for Icade Promotion.

## **Low carbon became a priority for all our divisions in 2019. What have you planned for 2020 to enable Icade to improve its performance in this regard?**

Low carbon is our top environmental priority. The goal of all our divisions is clear: to align ourselves with the low-carbon pathway set out in the Paris Agreement adopted at COP21. For the Office Property Investment Division for example, we have an ambitious objective, namely to reduce our carbon footprint by 45% between 2015 and 2025. We are heading in the right direction. To accomplish this, we have to succeed in interesting our tenants in this matter and assist them in reducing CO<sub>2</sub> emissions related to building use. This task will not be easy but by providing information, conversing and raising awareness, we will be better able to work together with our tenants and achieve our objectives.

The impact of the Covid-19 crisis is discussed in chapter 1, § 7 Subsequent events and 2020 outlook.

# 1.

# OVERVIEW OF THE GROUP AND STRATEGY

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# 1. AN INTEGRATED REAL ESTATE PLAYER

As an investor and a developer, Icade is an integrated real estate player that designs innovative real estate products and services adapted to new urban lifestyles and habits. By placing innovation and CSR 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... Icade is a French Listed Real Estate Investment Company (SIIC) on the SBF 120 Index.

**1,127**  
employees  
*(Average number of staff as of 12/31/2019)*

## THREE BUSINESS LINES WORKING IN SYNERGY

### OFFICE PROPERTY INVESTMENT

Icade's offices are strategically located in the Paris region and other large French cities.

- Fair value as of 12/31/2019: €9.1bn excl. duties (on a full consolidation basis)
- Development pipeline: €2.2bn (376,000 sq.m)
- Pipeline value creation: €0.7bn

### HEALTHCARE PROPERTY INVESTMENT

The Healthcare Property Investment Division has become the leading healthcare property investor in France and will soon do the same in Europe. Its success is based on building long-term relationships with healthcare providers to co-create value.

- Fair value as of 12/31/2019: €5.3bn excl. duties (on a full consolidation basis)
- 130 facilities in France and 26 in Germany and Italy
- 89% of portfolio value excl. duties in the short- and medium-term care segments

### PROPERTY DEVELOPMENT

Through its extensive national coverage in France, Icade Promotion develops office and residential projects, large-scale public amenities and healthcare facilities.

- 19 projects awarded in 2019
- Limited and profitable exposure (less than 10% of Group equity)
- 2019 economic revenue: €968m; ROE: 16.9%

## BEST-IN-CLASS INNOVATION AND CSR

### INNOVATION FUND

**€2m** invested each year to launch innovative solutions such as Urban Odyssey

### GRESB

"Sector Leader" with a rating of **84/100**

### SUSTAINALYTICS

In the top **5%** of the **highest scoring** listed property investment companies worldwide

### VIGEO EIRIS

**3<sup>rd</sup>** out of 81 companies in Europe for the Financial Services - Real Estate sector



## 2. ICADE'S PURPOSE

**As a result of a year of collaborative work carried out by all its employees and stakeholders, Icade will propose the inclusion of its Purpose in the preamble of its Articles of Association at the General Meeting to be held on April 24, 2020.**

Icade was formed to meet France's urgent need for housing and health infrastructure in the 1950s in response to the challenges posed by post-war reconstruction and a fast-growing population undergoing rapid transformations at that time. Icade was then known as SCIC.

After being the first to launch off-plan sales, Icade then built the first flexible dwellings to facilitate home ownership. It subsequently opened the first retirement homes followed by the first student residences with integrated services to meet the specific needs of all age groups. It next built multiple healthcare facilities. As a result of the office market boom, Icade expanded its property portfolio by developing offices and business parks to promote economic growth throughout the country.

Icade's underlying mission has remained the same—to design the city of the future in addition to building and managing liveable spaces that encompass homes, offices, healthcare facilities, shops, childcare centres and green spaces for pleasant cities to live in.

**As a responsible real estate player confronted with today's climatic, ecological and societal challenges, our goal is to design the city of tomorrow and reinvent the spaces of the future.**

In response to changing cities and lifestyles, we have made the well-being of all central to the design of our products—

we co-design with future owners the home of their dreams; we have transformed our business parks into leafy, balanced and mixed-use neighbourhoods; and the healthcare facilities we build set the standard for the industry.

**To ensure that our growth does not adversely impact the environment, we have made resource conservation a priority through:** managing energy consumption in collaboration with our tenants by systematically using "green leases" (similar to the practice we initiated in the 1970s by involving resident councils and our stakeholders in the management of residential buildings); reducing the carbon footprint of our buildings by creating a platform dedicated to the reuse of construction materials available to all players involved in real estate; launching pilot sites for new environmental labels; building low-carbon structures; researching air quality in the buildings; and including urban agriculture in our projects.

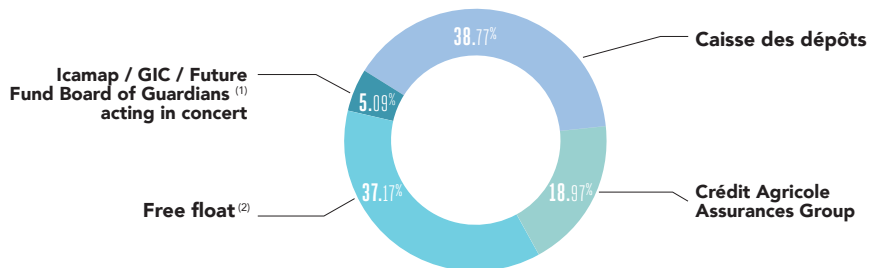
These innovations have been made possible by trust-based relationships which are built each and every day, both in Greater Paris and other large French cities, with local authorities, healthcare professionals, residents, companies and their employees. Benefiting from the support of our shareholders and engagement of our employees, they are key to the success of all our initiatives.

**DESIGNING, BUILDING, MANAGING AND INVESTING** in cities, neighbourhoods and buildings that are innovative, diverse, inclusive and connected with a reduced carbon footprint.  
**Desirable places to live and work.**  
**This is our ambition. This is our goal.**  
**This is our Purpose.**



# 3. SHARE PERFORMANCE AND SHAREHOLDING STRUCTURE

## SHAREHOLDING STRUCTURE as of 12/31/2019



(1) Icamap Investments S.à r.l./GIC Pte Limited/Future Fund Board of Guardians acting in concert.

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

## SHARE PERFORMANCE in 2019

**CAPITALISATION**  
as of December 31, 2019

**€7,234m**

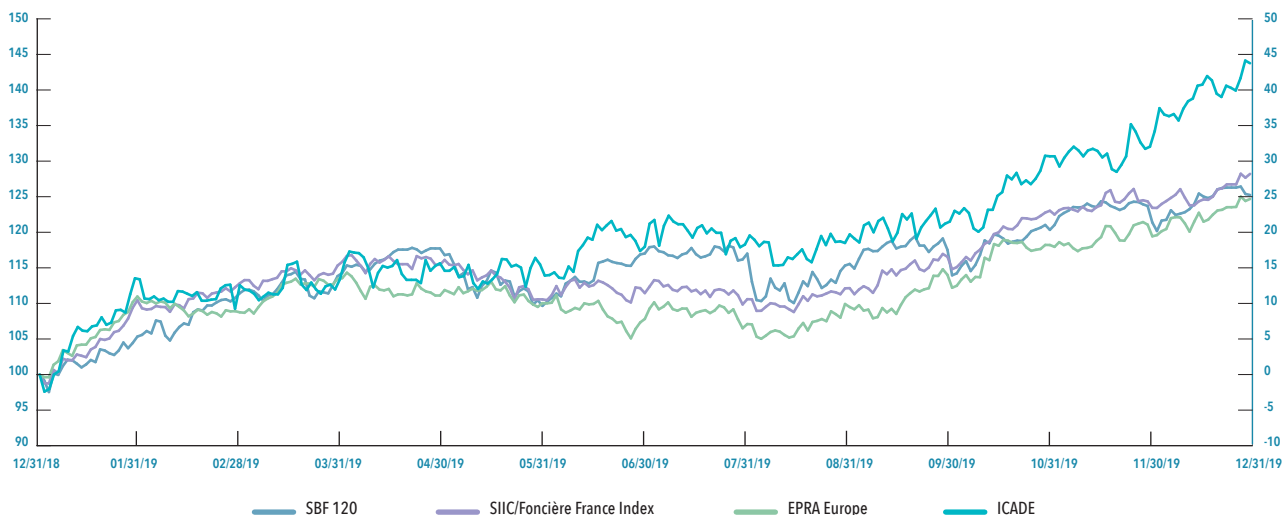
**NUMBER OF LISTED SHARES**  
as of December 31, 2019

**74,535,741**

With a market capitalisation of €7.2 billion at the end of December 2019 and a trading volume of 38,086,396 shares over the course of the year (i.e. an average daily trading volume of 145,000 shares).

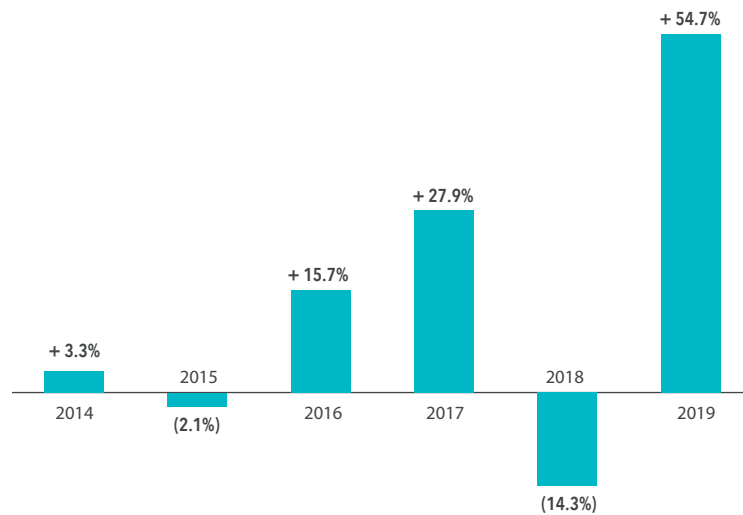
**Icade's share price amounted to €97.05 at December 31, 2019, up +45.9% compared to the end of 2018.**

Icade's share price vs. EPRA Europe, SBF 120 and SIC from 12/31/2018 to 12/31/2019 (Rebased to 100 at 12/31/2018)



SHARE PRICE TSR  
as of 12/31/2019

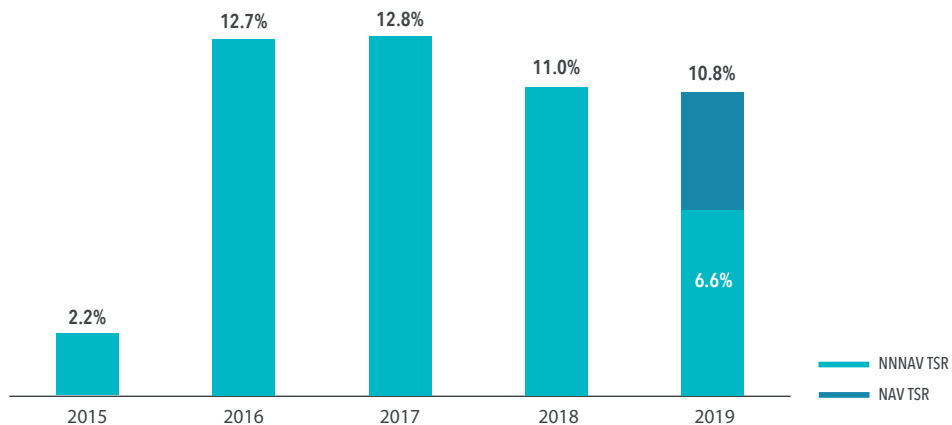
The share price TSR<sup>(1)</sup> stood at **54.7%**



(1) The share price TSR is calculated as the difference between the share price at the end of the previous reporting period (€66.5 as of 12/31/2018) and the share price at the end of the reporting period under consideration (€97.05 as of 12/31/2019) assuming that all dividends paid out are reinvested in shares at the closing share price as of the ex-dividend date (for the purpose of calculating 2019 TSR, €4.60 are assumed to be reinvested in two instalments—50% paid each time—at the closing share price of March 19, 2019 and July 2, 2019), divided by the share price at the end of the previous reporting period.

EPRA NAV TSR  
as of 12/31/2019

EPRA NAV TSR<sup>(2)</sup> stood at **10.8%**  
2019 EPRA NNNAV TSR: **+6.6%**



(2) EPRA NAV TSR is calculated as the difference between the EPRA triple net asset value per share at the end of the previous reporting period and that recorded at the end of the reporting period under consideration (including, for the purpose of calculating 2019 TSR, the €4.60 dividend paid during the period), divided by the EPRA triple net asset value per share at the end of the previous reporting period.

# 4. STRATEGY

**2019–2022 Plan: A clear and ambitious plan** aimed at delivering recurring yields and value creation

1

Leading player in the **office market** in the Greater Paris area & major French cities outside Paris

- Sale of mature assets
- Reinvestment in the development pipeline
- Opportunistic acquisitions

2

European leader in **healthcare real estate**

- Diversification into the long-term care segment
- International expansion
- Investment target: €2.5bn

3

Key player in **property development**

- Positive performance in competitive processes
- Focus on office property development / Land acquisition

4

**Best-in-class CSR and innovation**

- Priority: low carbon
- Target: a "nearly 1.5°C" pathway

## KEY FINANCIAL INDICATORS

NCCF CAGR: **≈ +4.5%**

LTV ratio at around **40%, > 90%** of debt hedged

**An integrated model that creates sustainable value for all**

As both an investor and a developer, Icade meets the needs of new urban lifestyles and habits through its unique model as an integrated real estate player. By making its Purpose a central element of its business model, Icade generates value for its customers, employees, shareholders, partners and, more broadly, local authorities and the communities they serve.



OUR RESOURCES AS OF 12/31/2019

**FINANCIAL RESOURCES**

- €3.2bn in consolidated equity (attributable to the Group).
- €6.8bn in gross financial liabilities.
- €0.7bn in gross cash and €1.7bn in undrawn RCFs<sup>(1)</sup>.

**ECONOMIC AND SOCIAL RESOURCES**

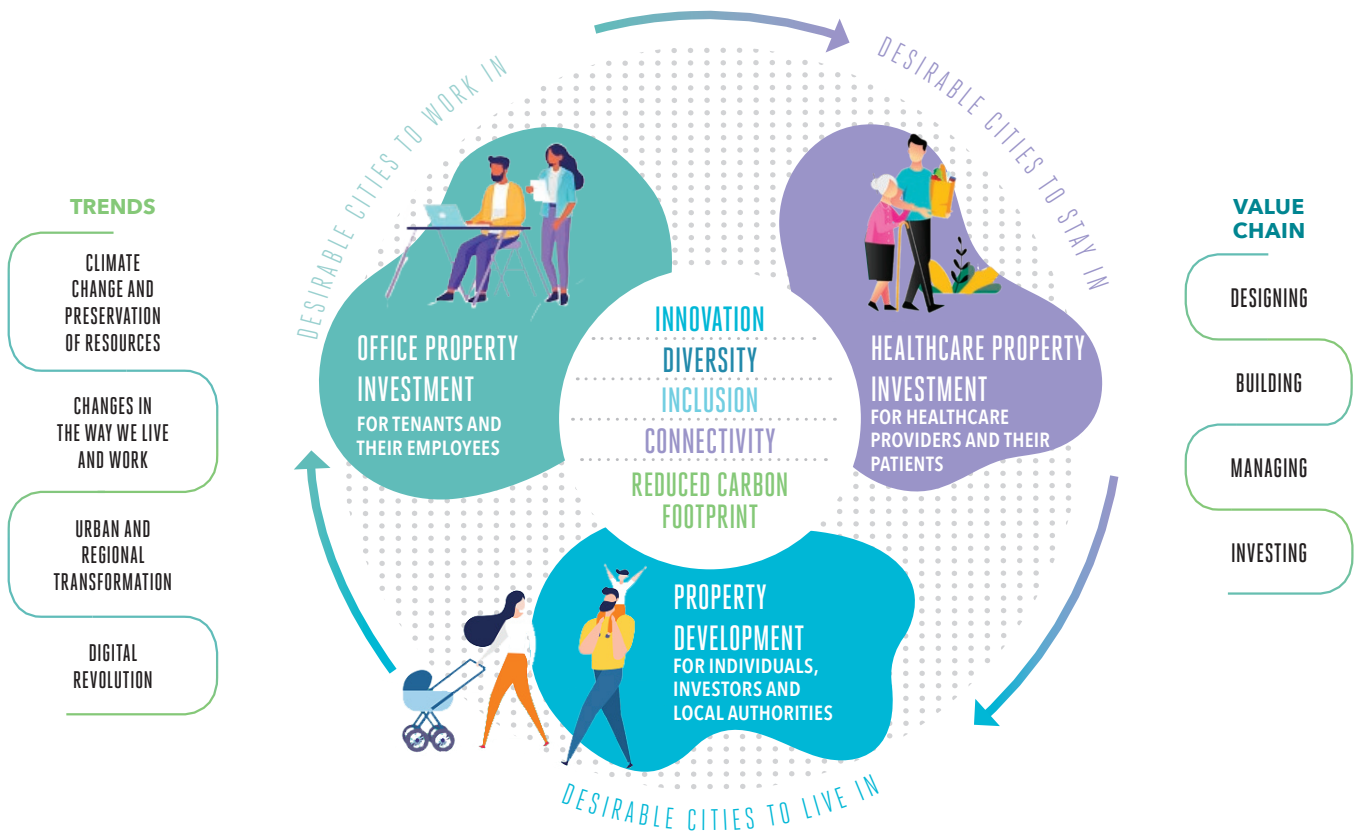
- 880,000-sq.m land bank (Office Property Investment).
- 862 Office Property Investment tenants and 17 Healthcare Property Investment partner operators.
- Project pipeline totalling €2.5bn on a full consolidation basis (Office and Healthcare Property Investment).

**HUMAN AND INTELLECTUAL RESOURCES**

- 1,127 employees (average number of staff).
- 1 in 3 employees involved in innovative projects.
- 92% of employees received training in 2019.

**ENVIRONMENTAL RESOURCES**

- A leader in certifications and labels.
- A pioneer in the reuse of materials and preservation of biodiversity.
- An energy efficiency improvement plan of €40m between 2019 and 2022.



THE VALUE THAT WE CREATED AS OF 12/31/2019

**FINANCIAL IMPACT**

- Fair value of assets: €11.5bn (on a proportionate consolidation basis), + 2.6% LFL<sup>(2)</sup>.
- EPRA NAV: + 5.7%.
- Share price TSR: + 54.7%.
- EPRA NAV TSR: + 10.8%<sup>(3)</sup>.
- Property Development ROE<sup>(4)</sup>: 16.9%.

**ECONOMIC AND SOCIAL IMPACT**

- 25 local community initiatives organised for business park tenants in 2019.
- 25,165 beds and places in healthcare facilities.
- 2/3 of the Property Development Division's procurement was obtained from local suppliers in 2019.
- Professional integration commitments for nearly 50% of major construction projects.

**HUMAN AND INTELLECTUAL IMPACT**

- 9 collective agreements signed with employee representative bodies in 2019.
- 25% of positions filled internally in 2019.
- 5 start-ups created and incorporated into the Urban Odyssey start-up studio.
- Innovation and CSR objectives for 73% of employees and 100% of managers.

**ENVIRONMENTAL IMPACT**

- 27% reduction in carbon intensity for the Office Property Investment Division between 2015 and 2019.
- 100% of the Healthcare Property Investment Division's new-build projects above 7,500 sq.m are HQE-certified.
- 100% of business parks and 36% of new builds have a net positive impact on biodiversity.

(1) RCF (revolving credit facilities) = short- and medium-term credit lines that are both confirmed and available.

(2) LFL = On a like-for-like basis.

(3) The EPRA NAV TSR is calculated as the difference between the EPRA triple net asset value per share at the end of the previous reporting period and that recorded at the end of the reporting period under consideration (including, for the purpose of calculating 2019 TSR, the €4.60 dividend paid during the period), divided by the EPRA triple net asset value per share at the end of the previous reporting period.

(4) ROE (Return on equity): Ratio of net profit from ordinary activities (excluding land bank and urban development activities) to capital allocated to ordinary activities.

## 5. KEY INDICATORS

2019 indicators in line with the 2019–2022 Strategic Plan

GROUP INDICATORS as of 12/31/2019	€5.26 per share (+ 2.1%) <sup>(1)</sup> Group NCCF	€94.9 per share (+ 5.7%) <sup>(1)</sup> EPRA NAV	€300.2m  (+ 93.7%) <sup>(1)</sup> Net profit attributable to the Group	€14.3bn  Portfolio value (excl. duties, on a full consolidation basis)
	€4.01 per share Dividend	1.54% Average cost of debt	6.4 years Average debt maturity	38.0% LTV ratio (value including duties)

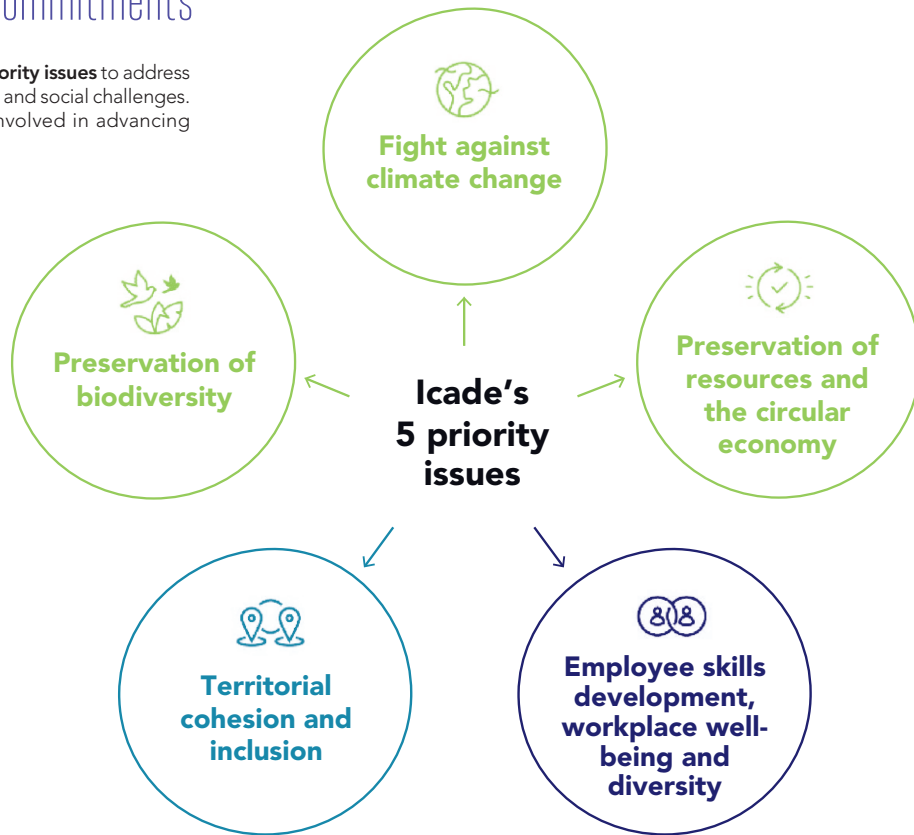
OFFICE PROPERTY INVESTMENT	HEALTHCARE PROPERTY INVESTMENT	PROPERTY DEVELOPMENT
€357.9m (- 5.6%) <sup>(1)</sup> Net rental income (on a full consolidation basis)	€263.4m (+ 11.7%) <sup>(1)</sup> Net rental income (on a full consolidation basis)	€968m (- 22.6%) <sup>(1)</sup> Economic revenue
96.4% (+ 226 bps) <sup>(1)</sup> Net to gross rental income ratio	99.5% (+ 160 bps) <sup>(1)</sup> Net to gross rental income ratio	€1.3bn (+ 8.1%) <sup>(1)</sup> Backlog
€3.23 per share attributable to the Group (+ 3.7%) <sup>(1)</sup> Adjusted EPRA earnings	€1.62 per share attributable to the Group (+ 10.9%) <sup>(1)</sup> Adjusted EPRA earnings	€33.1m (- 25.5%) <sup>(1)</sup> NCCF (on a proportionate consolidation basis)
5.8% Average net initial yield (on a proportionate consolidation basis, excluding duties)	5.7% Average net initial yield (on a proportionate consolidation basis, excluding duties)	€7.1bn (+ 23.8%) <sup>(1)</sup> Total revenue potential <sup>(2)</sup>

(1) vs. 12/31/2018.


(2) Revenue excluding taxes on a proportionate consolidation basis, including backlog, contracts won, stock of units currently for sale and land portfolio (residential and office).

## CSR and innovation: ambitious goals and concrete commitments


Icade identified **5 high-priority issues** to address the planet's environmental and social challenges. All of our divisions are involved in advancing our CSR goals.




## 2019 priority: low carbon

**OFFICE PROPERTY INVESTMENT** 

Energy consumption was reduced by 17% between 2015 and 2019, with a target of -45% by 2025

**PROPERTY DEVELOPMENT** 

33% of new offices measuring over 5,000 sq.m and 4% of new homes were E+C- certified in 2019, with a target of 100% and 33% by 2022, respectively

**HEALTHCARE PROPERTY INVESTMENT<sup>(1)</sup>** 

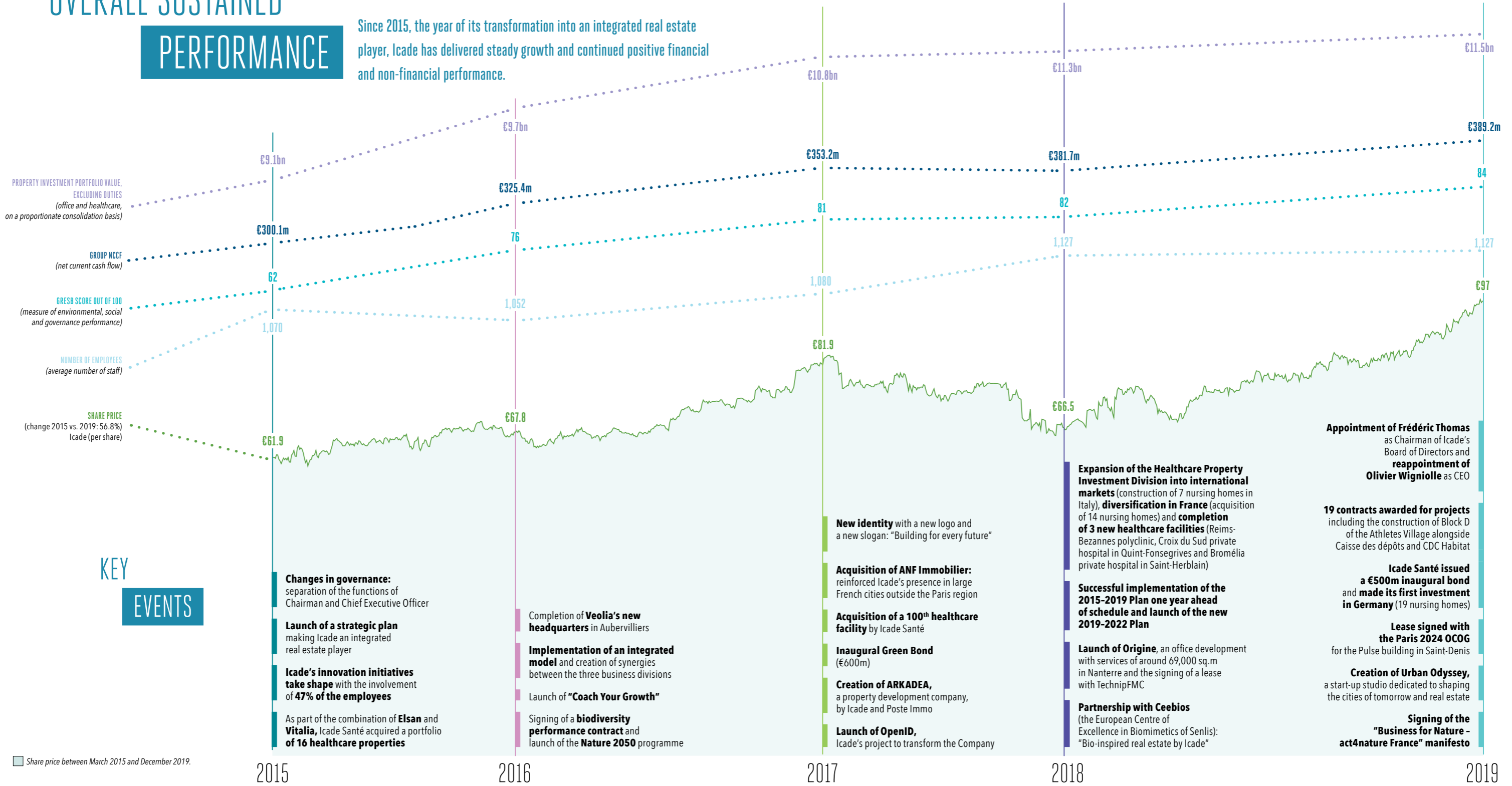
Assisting operators with 76% of the Healthcare Property Investment Division's floor area covered by the automated collection and management of environmental data

(1) It should be noted that Icade does not control the operation of its healthcare properties.

# 6. RECENT ACHIEVEMENTS

## OVERALL SUSTAINED PERFORMANCE

Since 2015, the year of its transformation into an integrated real estate player, Icade has delivered steady growth and continued positive financial and non-financial performance.



### KEY EVENTS

**Changes in governance:** separation of the functions of Chairman and Chief Executive Officer

**Launch of a strategic plan** making Icade an integrated real estate player

**Icade's innovation initiatives take shape** with the involvement of **47% of the employees**

As part of the combination of **Elsan** and **Vitalia**, Icade Santé acquired a portfolio of **16 healthcare properties**

Completion of **Veolia's new headquarters** in Aubervilliers

**Implementation of an integrated model** and creation of synergies between the three business divisions

Launch of **"Coach Your Growth"**

Signing of a **biodiversity performance contract** and launch of the **Nature 2050** programme

**New identity** with a new logo and a new slogan: "Building for every future"

**Acquisition of ANF Immobilier:** reinforced Icade's presence in large French cities outside the Paris region

**Acquisition of a 100<sup>th</sup> healthcare facility** by Icade Santé

**Inaugural Green Bond** (€600m)

**Creation of ARKADEA**, a property development company, by Icade and Poste Immo

**Launch of OpenID**, Icade's project to transform the Company

**Expansion of the Healthcare Property Investment Division into international markets** (construction of 7 nursing homes in Italy), **diversification in France** (acquisition of 14 nursing homes) and **completion of 3 new healthcare facilities** (Reims-Bezannes polyclinic, Croix du Sud private hospital in Quint-Fonsegrives and Bromélia private hospital in Saint-Herblain)

**Successful implementation of the 2015-2019 Plan one year ahead of schedule and launch of the new 2019-2022 Plan**

**Launch of Origine**, an office development with services of around 69,000 sq.m in Nanterre and the signing of a lease with TechnipFMC

**Partnership with Ceebios** (the European Centre of Excellence in Biomimetics of Senlis): "Bio-inspired real estate by Icade"

**Appointment of Frédéric Thomas** as Chairman of Icade's Board of Directors and **reappointment of Olivier Wignolle** as CEO

**19 contracts awarded for projects** including the construction of Block D of the Athletes Village alongside Caisse des dépôts and CDC Habitat

**Icade Santé issued a €500m inaugural bond** and **made its first investment in Germany** (19 nursing homes)

**Lease signed with the Paris 2024 OCOG** for the Pulse building in Saint-Denis

**Creation of Urban Odyssey**, a start-up studio dedicated to shaping the cities of tomorrow and real estate

**Signing of the "Business for Nature - act4nature France" manifesto**

Share price between March 2015 and December 2019.



# 2019 ACHIEVEMENTS

The first year of the Strategic Plan's implementation reflected the priorities from its four pillars

## 1 OFFICE DEVELOPMENT PIPELINE AND "OPPORTUNISTIC" DISPOSALS OF CORE OFFICES

Acceleration of disposals in 2019: **€1.1bn**  
Completions: **8** assets (**€155m** of value creation)  
Leases signed: **210,000 sq.m**

## 2 EXPANSION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION

Investments: **€750m**  
• France: **€400m** including €191m mainly comprised of nursing homes  
• Germany and Italy: **€350m**  
Icade Santé's inaugural bond issue: **€500m**

## 3 PROPERTY DEVELOPMENT: POSITIVE PERFORMANCE IN MAJOR COMPETITIVE PROCESSES AND REPLENISHING THE OFFICE PIPELINE

**19** projects awarded  
+ **7.6%** in housing orders (significant increase)  
+ **8.1%** increase in the backlog

## 4 2019 CSR PRIORITY: LOW CARBON

- **27%** reduction in carbon intensity achieved between 2015 and 2019 for the Office Property Investment Division, i.e. - 7.5% per year  
**100%** of healthcare facilities above 7,500 sq.m were HQE-certified in 2019  
**67%** of demolitions over 5,000 sq.m applied a reuse process in 2019

## 5 CONTINUED LIABILITY OPTIMISATION (LTV RATIO, MATURITY)

**Average cost of debt** down slightly to 1.54%  
**Average debt maturity** remains above 6 years  
with **LTV ratio** at 38% including duties (40.1% excluding duties)



Paris Orly-Rungis business park (Val-de-Marne)



In Nanterre, 70,000 sq.m of offices with hybrid wood and concrete structures

## 7. SUBSEQUENT EVENTS AND 2020 OUTLOOK

(Follow-up subsequent to the Board of Directors' meeting held on February 14, 2020 to approve the Icade Group's financial statements)\*

**The COVID-19 pandemic** that France and the entire world are experiencing in the early months of 2020 is an unprecedented health crisis. Its effects on the economy, financial markets and companies are difficult to estimate at this time.

This crisis affects the risk factors to which Icade is exposed, as presented in chapter 4 "Risk Factors" of this universal registration document, in particular specific risks such as counterparty risk (tenants) and the risk of fluctuations in the property market for both Office and Healthcare Property Investment. As regards the Property Development business, sales (particularly in the residential segment) and the progress of construction sites will also be impacted.

**The teams at Icade reacted swiftly:** our first efforts were directed towards ensuring the health and safety of our teams, tenants, customers, contractors and suppliers. Icade has scrupulously adhered to the measures put in place by the French government and will continue to do so.

With this in mind, the Group's Executive Committee meets on a daily basis to determine a course of action and follow the measures put in place to mitigate the operational and financial fallout.

Thanks to our flex office environment, 100% of our employees have been equipped with state-of-the-art digital tools since 2017. As a result, the transition to widespread telework was seamless (in the context of the current crisis), ensuring business continuity.

Due to the impact of the virus and the nationwide lockdown in effect since March 17 which concerns our tenants, customers, contractors and suppliers, the real estate and construction sectors will be disrupted over the coming months.

While it is still too early to precisely estimate the short- and medium-term operational and financial impact of this crisis, Icade can rely on its undeniable strengths to get through this challenging period:

- for the Office Property Investment Division (62% of cash flow in 2019): a very high number and diversification of counterparties plus solid tenants. Most tenants are large companies or government agencies;
- for the Healthcare Property Investment Division (30% of cash flow in 2019), nearly 93% of gross rental income is generated by first-class French healthcare operators;
- a development pipeline entirely under our own control (land owned by Icade) whose size can be quickly adapted to market conditions;
- ample liquidity—with, as of today, over €700m in cash and €1.7bn in available undrawn credit lines—covering nearly four years of debt principal and interest payments plus the relatively low payments falling due in 2020 for medium- and long-term debt (€58m);
- a very strong interest rate hedging policy with 97% of debt at a fixed rate or hedged as of the end of 2019;
- leading shareholders, including Caisse des dépôts and Crédit Agricole, representing nearly 60% of share capital;
- highly committed and engaged teams of professionals at Icade to cope with this crisis.

**As regards the impact of this crisis to date:**

- for our most affected tenants that range in size from very small to medium-sized businesses, Icade will examine whether to implement the measures recommended to get through this challenging period in accordance with those announced by the French president and government (temporarily deferring rent payments for these businesses);
- our leading healthcare partners have a critical role to play with respect to the health measures that have been put in place. In addition to the government initiatives that will be implemented to support key players, Icade will examine ad hoc measures with each one of them to help them navigate through this period;
- as regards Icade Promotion (8% of cash flow in 2019), the crisis will push back the sale of our projects, particularly in the residential segment during the lockdown, and lengthen the time required to obtain building permits;
- the construction industry will be quite heavily impacted (supply-chain breakdowns, difficulties complying with government requirements on construction sites, etc.) and some projects are already experiencing delays. This will impact both Icade Promotion's revenue which is recognised using the percentage-of-completion method and the completion date of some of the Office Property Investment and Healthcare Property Investment Divisions' development projects.

Just like every other participant in the economy, we are unable at this stage to quantify the financial impact of this crisis on our results and 2020 net current cash flow.

As a result, we have suspended both our 2020 full-year guidance and 2020 priorities announced last February until the situation settles down.

In addition, in response to the French government's urging and in line with our commitment to act responsibly, Icade's Board of Directors met on April 1, 2020 and decided to lower the 2019 dividend amount that will be submitted for shareholder approval at the General Meeting of April 24, 2020.

As a result, the dividend subject to such approval will be aligned with SIIC dividend payment obligations (for amounts owed by the Company at the end of 2019), i.e. a total dividend of €4.01, instead of €4.81 per share that was initially proposed (-16.64%). The Board of Directors made this decision upon the recommendation of Icade's CEO even though the Company does not currently intend to make use of loans backed by the French government or defer payment on its tax and social security obligations.

The unpaid dividend amount, i.e. approximately €60 million, will increase the Company's cash holdings allowing it to further expand once the crisis passes thanks to its greater financial resources.

An interim dividend of €2.41 per share was paid on March 6, 2020. The second instalment of €1.60 per share would be paid on July 8, 2020 as scheduled, subject to shareholder approval at the General Meeting to be held on April 24, 2020.

Finally, the Board of Directors decided unanimously not to remunerate the directors (attendance fees) for meetings of the Board and its committees mainly devoted to managing the health crisis. These amounts will be donated to charities involved in fighting this pandemic.

\* Source: Press releases published on March 23 and April 2, 2020.



# 2.

# PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES

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## 1. Group

### 1.1. Highlights of the financial year 2019

2019 was the first year in the Icade Group's new Strategic Plan to 2022. It was yet another eventful year for the Group, both in terms of its governance and the performance of its Property Investment and Property Development business lines.

#### Governance

##### Board of Directors and composition of the Board committees

On April 24, 2019, the General Meeting appointed the following directors:

- Mr Emmanuel Chabas, Head of Real Estate Investments for Crédit Agricole Assurances;
- Mr Waël Rizk, a senior civil servant, Deputy CFO of Caisse des dépôts;
- Mr Gonzague de Pirey, Chairman of KparK, as independent director.

The General Meeting also reappointed Caisse des dépôts as director for a term of four years.

Following the General Meeting, the Board of Directors appointed:

- Mr Frédéric Thomas, CEO of Crédit Agricole Assurances and CEO of Predica, as Chairman of the Board of Directors, to replace Mr André Martinez whose term of office had expired;
- Ms Florence Péronnau as Vice-Chairwoman and Lead Independent Director.

At the Board of Directors meeting on October 17, 2019, Marianne Louradour, Île-de-France Regional Director at Banque des Territoires (Caisse des dépôts et consignations), was co-opted as a director to replace Nathalie Tessier after she resigned.

The Board of Directors is now composed of 15 members including 5 independent directors (33%) and 40% of women, in line with good governance practice.

Regarding specialised committees, the Board of Directors made the following decisions during the financial year ended:

- Appointments and Remuneration Committee: Ms Marie-Christine Lambert, an independent director, was appointed as committee Chairwoman, and the members of the committee are Virginie Fernandes (permanent representative of CDC), Florence Péronnau, Georges Ralli and Emmanuel Chabas;
- Strategy and Investment Committee: Ms Florence Péronnau, Vice-Chairwoman of the Board and an independent director, was appointed as committee Chairwoman, and the members of the committee are Virginie Fernandes (permanent representative of CDC), Frédéric Thomas, Jean-Paul Faugère and Guillaume Poitrinal;
- Innovation and CSR Committee: Ms Sophie Quatrehomme was appointed as committee Chairwoman and the members of the committee are Florence Péronnau and Gonzague de Pirey.

The Audit and Risk Committee remained unchanged: it is chaired by Mr Georges Ralli, an independent director, and its members are Marie-Christine Lambert and Olivier Mareuse.

#### CEOs and senior management

In addition, at the meeting of the Board of Directors held on April 24, 2019, Mr Olivier Wigniolle was unanimously reappointed CEO of Icade for four years. Mr Olivier Wigniolle will be responsible for implementing the 2019-2022 Strategic Plan unveiled in July 2018 and unanimously approved by the Board of Directors.

Some appointments were also made to the Executive Committee in H1 2019:

- Mr Xavier Cheval as CEO of Icade Santé effective April 25, 2019, replacing Ms Françoise Delettre who announced her retirement;
- Mr Jérôme Lucchini as General Secretary of Icade effective April 25, 2019;
- Mr Emmanuel Desmaizières as CEO of Icade Promotion effective June 24, 2019.

These appointments have expanded the capability and expertise of the Executive Committee, supporting the implementation of Icade's 2019-2022 Strategic Plan.

#### Property Investment: a strong momentum for both Property Investment Divisions with an acceleration in sales of core assets, investments in the development pipeline, and nursing home and international acquisitions for the Healthcare Property Investment Division

##### Office Property Investment

Disposals completed on favourable terms, +12.6% above appraised value on average as of December 31, 2018; robust leasing activity with leases signed for more than 210,000 sq.m of space over the course of the year and a large number of completions from the development pipeline.

- Two major asset disposals in 2019 generating a capital gain of almost €270 million (including €61 million recognised through equity) and substantial value creation throughout the year:
  - Sale of the Crystal Park building in Neuilly-sur-Seine for €691 million to Samsung Securities and La Française AM. This 44,000-sq.m building complex is fully leased to four first-class tenants, including PwC;
  - Sale of a 49% interest in the company holding the Eqho Tower to South Korean investors for €151 million, based on a total asset value of €745 million excluding duties.
- In addition, leases signed or renewed in 2019 represented close to 210,000 sq.m and annualised headline rental income of €51.2 million, increasing the Division's occupancy rate to over 96.4% in the office segment.
- Lastly, reflecting the investment strategy pursued in recent years, Icade completed eight assets from the development pipeline in 2019, covering an aggregate floor area of 103,000 sq.m and potential headline rental income of €32.9 million. These completions represented a €509 million investment and value creation of €155 million.

- The development pipeline as of December 31, 2019 represented potential investments totalling €2.2 billion. Projects scheduled for completion in the next two years are 62% pre-let.

As of December 31, 2019, the amount remaining to be invested in this pipeline totalled €1.3 billion.

- Lastly, Icade acquired the Pointe Métro 1 building in 2019 (see chapter 6.1 "Consolidated financial statements", note 3 "Scope of consolidation") totalling 23,500 sq.m of office space in Gennevilliers (Hauts-de-Seine) for €123 million. This building is fully leased to the Prisma Presse Group.

### Healthcare Property Investment

Expansion goals have remained unchanged – stepped up investments in nursing homes and further expansion into acute care facilities in France, first acquisition in Germany and continued expansion in Italy.

#### France Healthcare:

- acquisition in July 2019 of 12 medium- and long-term care assets in France for a total of €191 million from an OPPCI fund managed by Swiss Life Asset Managers France;
- acquisition of the Confluent Group (Nouvelles Cliniques Nantaises) which owns the Confluent private hospital in Nantes for €194 million (see chapter 6.1 "Consolidated financial statements", note 3 "Scope of consolidation"). The facility took fourth place in *Le Point's* 2019 annual ranking of the best public and private hospitals in France. It is fully leased to the Vivalto Group for 12 years with no break option;
- top honours at the 2019 MIPIM Awards in the "Best Healthcare Development" category for the 30,000-sq.m Reims-Bezannes Polyclinic totalling 384 beds completed in 2018.

#### International Healthcare:

- Icade completed its first transaction in Germany by acquiring 19 nursing homes for €266.0 million from the MK Kliniken AG Group (see chapter 6.1 "Consolidated financial statements", note 3 «Scope of consolidation»);
- Separately, it continued to invest in Italy with close to €48.1 million invested during the year, representing seven long-term care facilities in the northern part of the country.

### Property Development: slowdown in 2019 due to the upcoming elections; a new roadmap focused on growth in the coming years

2019 was a very busy year in terms of business and projects awarded – over 19 projects were awarded throughout the year, in line with medium-term growth objectives. Examples of major projects awarded include: "Inventing Bruneseau" involving the development of close to 100,000 sq.m between the 13<sup>th</sup> district of Paris and Ivry-sur-Seine; the Olympic Village (Block D); the Seguin Island in Boulogne-Billancourt; and more recently the Courbet-Cerdan-République area in Brest and Woop Up in Montpellier.

The total volume of Icade Promotion's potential revenue in the medium term, based on projects awarded, the land portfolio and the backlog,

amounted to €7.1 billion, representing over 20,600 units for the residential segment and more than 454,000 sq.m for the office segment. This amount, up 23.8% compared to the previous year, includes the portfolio of the Residential Property Development business, which was estimated at €2.0 billion as of December 31, 2019, stable year-on-year.

Against the backdrop of the upcoming elections, economic revenue for the period dropped to €968 million, mainly due to a slowdown in the office segment. Replenishing this market segment's backlog is one of the priorities of Icade Promotion's new roadmap for the 2020–2024 period.

### Debt: lower rates have allowed the Group to obtain more favourable financing terms in order to support its growth

Icade Santé, a subsidiary of the Icade Group, was assigned a first-time rating of BBB+ with a stable outlook by Standard & Poor's, in line with the rating for the Icade Group as a whole.

Following this rating action, Icade Santé successfully launched its first bond issue with a benchmark size of €500 million, maturing in 2029 and bearing a fixed coupon of 0.875%.

In addition, following the sale of a 49% interest in the company holding the Eqho Tower, the Group entered into a €440 million mortgage loan with a term of 7 years for this subsidiary. It also continued its proactive cash management and hedging policies throughout the year.

Lastly, Icade was awarded the highest score by the Climate Bonds Initiative for its Green Bond reporting at the end of March 2019 (€600 million raised in 2017 with a 10-year maturity and a coupon of 1.5%).

### CSR: focus on low carbon with ESG ratings on the rise

With low carbon being one of its top priorities for 2019, Icade has been actively involved in low-carbon construction throughout the year, in particular by completing Office Property Investment assets that meet the highest environmental requirements. Examples include the Pulse building in the Portes de Paris business park, completed in Q1 2019, and flagship projects carried out by the Property Development business, such as the Bruneseau project, a future neighbourhood with ambitious low-carbon goals.

Through its being awarded the contract for Block D of the Athletes Village, Icade has positioned itself among the pioneers and leaders of the city of tomorrow, namely the low-carbon city.

In addition, the Group was once again recognised by GRESB, Vigeo Eiris, FTSE and EPRA for the quality of its CSR policy and reporting.

In particular, GRESB ranked Icade "Sector Leader" in the category of listed diversified companies in Western Europe, with a score of 84/100, up 2 points compared to 2018. EPRA bestowed a Gold Sustainability Award on Icade for the quality of its CSR reporting.

This confirms Icade's position as a leader in corporate social responsibility in the sectors in which it operates.

## 1.2. Earnings and net current cash flow

The Property Investment Divisions exhibited strong momentum in 2019, with net profit up sharply, EPRA NAV up close to 6% and net current cash flow up 2%. The cost of debt and loan-to-value (LTV) ratio remained stable.

	12/31/2019	12/31/2018	Change 2019 vs. 2018 (%)
<b>Adjusted EPRA earnings from Property Investment (in €m)</b>	<b>358.7</b>	<b>338.9</b>	<b>+5.8%</b>
Adjusted EPRA earnings from Property Investment per share	€4.85	€4.57	+6.0%
<b>Net current cash flow from Property Investment (in €m)</b>	<b>368.8</b>	<b>347.1</b>	<b>+6.2%</b>
Net current cash flow from Property Investment per share	€4.98	€4.68	+6.4%
<b>Net current cash flow from Property Development (in €m)</b>	<b>33.1</b>	<b>44.4</b>	<b>(25.5)%</b>
Net current cash flow from Property Development per share	€0.45	€0.60	(25.4)%
<b>Other (in €m)</b>	<b>(12.7)</b>	<b>(9.9)</b>	<b>+29.0%</b>
<b>Group net current cash flow (in €m)</b>	<b>389.2</b>	<b>381.7</b>	<b>+2.0%</b>
Group net current cash flow per share	€5.26	€5.15	+2.1%
<b>Net profit/(loss) attributable to the Group (in €m)</b>	<b>300.2</b>	<b>154.9</b>	<b>+93.7%</b>

	12/31/2019	12/31/2018	Change (%)
EPRA net asset value per share	€94.9	€89.8	+5.7%
EPRA triple net asset value per share	€91.2	€89.8	+1.5%
Average cost of drawn debt	1.54%	1.55%	(1) bp
LTV ratio (including duties)	38.0%	37.9%	+16 bps

### 1.2.1. Summary IFRS consolidated income statement

(in millions of euros)	12/31/2019			12/31/2018			Change (%)
	Current	Non-current	Total	Current	Non-current	Total	
REVENUE	1,522.9		1,522.9	1,771.5		1,771.5	(14.0%)
EBITDA	588.5	(2.4)	586.1	594.8	(4.7)	590.1	(0.7%)
OPERATING PROFIT/(LOSS)	591.1	(140.3)	450.9	611.4	(270.0)	341.4	32.1%
FINANCE INCOME/(EXPENSE)	(89.8)	(17.2)	(107.0)	(107.3)	(16.2)	(123.5)	(13.3%)
NET PROFIT/(LOSS)	489.8	(151.7)	338.2	471.2	(285.8)	185.4	82.4%
NET PROFIT/(LOSS) ATTRIBUTABLE TO THE GROUP	389.2	(89.0)	300.2	381.7	(226.7)	154.9	93.7%

The Group's revenue was down by 14% due to the cyclical nature of its Property Development business and the upcoming elections.

The Icade Group's operating income increased sharply by 32.1%, driven by both Property Investment Divisions, whose performance improved in 2019.

Finance income/(expense) was also up, benefiting from continued favourable financing conditions and a significant dividend totalling €15 million received by the Office Property Investment Division in a property transaction.

In 2019, net profit/(loss) attributable to the Group stood at €300.2 million, soaring by +€145.2 million from 2018 as a result of:

- a strong rise in gains on asset disposals;
- a significant improvement in operating activities across both Property Investment Divisions.

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### 1.2.2. Group net current cash flow

Group net current cash flow reflects the operating and financial performance of the Office Property Investment, Healthcare Property Investment and Property Development Divisions. The Group's dividend policy is based on this indicator. It primarily comprises the following two items:

- net current cash flow from Property Investment, which is calculated based on "Adjusted EPRA earnings from Property Investment", an earnings indicator for the Property Investment activities in accordance with EPRA recommendations (European Public Real Estate Association). The difference between NCCF and adjusted

EPRA earnings is primarily due to depreciation charges on operating assets; and

- net current cash flow from Property Development, which measures current operational performance.

Group net current cash flow increased by +2.0% to €389.2 million (€5.26 per share) as of December 31, 2019 from €381.7 million as of December 31, 2018 (€5.15 per share), which is above the guidance announced to the market for the full year 2019. This increased net current cash flow includes the reduction in net rental income due to significant disposals completed in 2018 and 2019 (-€31.7 million).

### 1.2.3. Summary segment information

Icade's segment reporting is divided into four main categories: Office Property Investment, Healthcare Property Investment, Property Development and "Other" operations.

(in millions of euros)	12/31/2019				12/31/2018				Change 2019 vs. 2018			
	Adjusted EPRA earnings from Property Investment	%	NCCF	%	Adjusted EPRA earnings from Property Investment	%	NCCF	%	Adjusted EPRA earnings from Property Investment	%	NCCF	
Office Property Investment	238.9	66.6%	249.0	64.0%	230.7	68.1%	238.9	62.6%	3.5%	4.2%		
Healthcare Property Investment	119.8	33.4%	119.8	30.8%	108.2	31.9%	108.2	28.4%	10.7%	10.7%		
<b>TOTAL PROPERTY INVESTMENT<sup>(a)</sup></b>	<b>358.7</b>	<b>100.0%</b>	<b>368.8</b>	<b>94.8%</b>	<b>338.9</b>	<b>100.0%</b>	<b>347.1</b>	<b>90.9%</b>	<b>5.8%</b>	<b>6.2%</b>		
Property Development			33.1	8.5%			44.4	11.6%		(25.5%)		
Other <sup>(b)</sup>			(12.7)	(3.3%)			(9.9)	(2.6%)		29.0%		
<b>TOTAL GROUP</b>			<b>389.2</b>	<b>100.0%</b>			<b>381.7</b>	<b>100.0%</b>		<b>2.0%</b>		
<b>TOTAL GROUP (in euros per share)</b>	<b>4.85</b>		<b>5.26</b>		<b>4.57</b>		<b>5.15</b>		<b>6.0%</b>	<b>2.1%</b>		

(a) "Adjusted EPRA earnings" includes the depreciation of operating assets which are excluded from net current cash flow.

(b) "Other" includes "Intersegment transactions and other items", as well as discontinued operations.

The improvement in Group net current cash flow resulted primarily from the performance of both Property Investment Divisions, with NCCF up +4.2% for Office and +10.7% for Healthcare.

Property Development NCCF was down -25.5% from the financial year 2018. However, this decline was expected as the property development market has historically always slowed down in the run-up to elections.

For 2019, the contribution to Group net current cash flow of the Office Property Investment Division was 64.0%, that of the Healthcare Property Investment Division was 30.8%, and that of the Property Development Division was 8.5%.



## 1.3. EPRA reporting as of December 31, 2019

Icade presents below all its performance indicators as defined by the European Public Real Estate Association (EPRA) and as calculated in accordance with its recommendations.

Icade has once again received a Gold Award from EPRA for the quality and transparency of its financial communication.

Adjusted EPRA earnings from Property Investment include the Office and Healthcare Property Investment segments.

EPRA net asset value (EPRA NAV) is estimated based on all of the Group's assets (including the value of Property Development companies).

Note: NCCF is presented for all three business lines: Office Property Investment, Healthcare Property Investment and Property Development. It is not an EPRA indicator. However, the Icade Group uses it as a single performance indicator for its three business lines.

### 1.3.1. EPRA net asset value as of December 31, 2019

EPRA net asset value reflects the value of Icade by measuring changes in equity after dividend payments, and changes in value of property portfolios, the Property Development Division and Icade's liabilities.

EPRA net asset value attributable to the Group amounted to €7,027.5 million (€94.9 per share) as of December 31, 2019 vs. €6,658.2 million as of December 31, 2018, a +5.7% increase (in euros per share).

EPRA triple net asset value attributable to the Icade Group stood at €6,749.8 million (€91.2 per share as of December 31, 2019, up +1.5% from December 31, 2018). EPRA triple net asset value includes the negative impact of remeasuring fixed rate debt and interest rate hedges (€264.4 million as of December 31, 2019), which resulted from the decrease in interest rates in 2019.

(in millions of euros)		12/31/2019	06/30/2019	12/31/2018
Consolidated equity attributable to the Group	(1)	3,168.7	2,841.6	3,185.2
Amounts payable to shareholders <sup>(a)</sup>	(2)		171.4	
Impact of dilution from securities entitling their holders to Icade shares <sup>(b)</sup>	(3)	0.2		0.3
Unrealised capital gains on property assets and property development companies	(4)	3,823.1	3,766.0	3,464.4
Tax on unrealised capital gains	(5)	(13.3)	(10.6)	(12.5)
Remeasurement gains or losses on fixed rate debt	(6)	(229.0)	(159.0)	18.9
<b>EPRA TRIPLE NET ASSET VALUE ATTRIBUTABLE TO THE GROUP</b>	<b>(7) = (1) + (2) + (3) + (4) + (5) + (6)</b>	<b>6,749.8</b>	<b>6,609.4</b>	<b>6,656.3</b>
<b>in euros per share</b>	<b>(7)/N</b>	<b>91.2</b>	<b>89.3</b>	<b>89.8</b>
Year-on-year change		1.5%		
Adjustment for tax on unrealised capital gains	(8)	13.3	10.6	12.5
Adjustment for remeasurement gains or losses on fixed rate debt	(9)	229.0	159.0	(18.9)
Adjustment for remeasurement gains or losses on interest rate hedges	(10)	35.4	46.4	8.2
<b>EPRA NET ASSET VALUE ATTRIBUTABLE TO THE GROUP</b>	<b>(11) = (7) + (8) + (9) + (10)</b>	<b>7,027.5</b>	<b>6,825.4</b>	<b>6,658.2</b>
<b>in euros per share</b>	<b>(11)/N</b>	<b>94.9</b>	<b>92.3</b>	<b>89.8</b>
Year-on-year change		5.7%		
<b>NUMBER OF FULLY DILUTED SHARES<sup>(c)</sup></b>	<b>N</b>	<b>74,029,822</b>	<b>73,978,962</b>	<b>74,109,000</b>

(a) For June 30, this is the final dividend for financial year 2018 paid in July 2019.

(b) Dilution related to stock options which had the effect of increasing consolidated equity and the number of shares. This increase can be up to the number of shares that can be obtained from the stock options exercisable at the end of the period.

(c) Stood at 74,029,822 as of December 31, 2019, after cancelling treasury shares (-594,031 shares) and the positive impact of dilutive instruments (+88,112 shares).

The favourable trend in EPRA net asset value resulted mainly from:

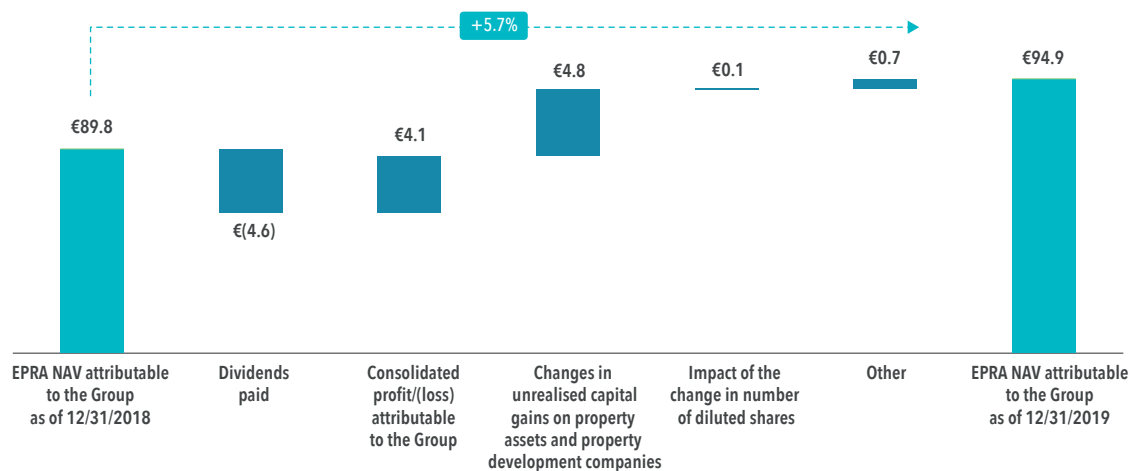
- the performance of both Property Investment Divisions with a significant increase in Group net current cash flow;
- the like-for-like increase (+2.6%) in value of the property assets of the Office and Healthcare Property Investment Divisions;

- asset disposals completed in 2019, with an average premium of 12.6% compared to appraised values as of December 31, 2018.

The change in equity includes the payment of a dividend of €4.60 per share, i.e. 89.3% of 2018 Group net current cash flow.

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The change in EPRA net asset value over the period is detailed in the table below.



### 1.3.2. Adjusted EPRA earnings from Property Investment

Adjusted EPRA earnings from Property Investment measure the performance of the recurring operations of the Office Property Investment and Healthcare Property Investment Divisions.

(in millions of euros)	12/31/2019	12/31/2018	Change 2019 vs. 2018 (%)
<b>NET PROFIT/(LOSS)</b>	<b>338.2</b>	<b>185.4</b>	
Net profit/(loss) from other activities <sup>(a)</sup>	27.6	36.8	
<b>(A) NET PROFIT/(LOSS) FROM PROPERTY INVESTMENT</b>	<b>310.6</b>	<b>148.5</b>	
(i) Changes in value of investment property and depreciation charges	(312.5)	(334.6)	
(ii) Profit/(loss) on asset disposals	207.0	90.7	
(iii) Profit/(loss) from acquisitions	(10.3)	(1.3)	
(iv) Tax on profits or losses on disposals and impairment losses			
(v) Negative goodwill/goodwill impairment	2.0		
(vi) Changes in fair value of financial instruments and restructuring of financial liabilities	(17.0)	(16.2)	
(vii) Acquisition costs on share deals			
(viii) Tax expense related to EPRA adjustments	0.7	0.8	
(ix) Adjustment for equity-accounted companies	(13.3)	(15.1)	
(x) Non-controlling interests	97.8	87.1	
<b>(B) TOTAL ADJUSTMENTS</b>	<b>(45.7)</b>	<b>(188.7)</b>	
<b>(A) - (B) EPRA EARNINGS</b>	<b>356.3</b>	<b>337.3</b>	<b>5.6%</b>
(C) Other non-recurring items	(2.4)	(1.7)	
<b>(A) - (B) - (C) ADJUSTED EPRA EARNINGS FROM PROPERTY INVESTMENT</b>	<b>358.7</b>	<b>338.9</b>	<b>5.8%</b>
Average number of diluted shares outstanding used in the calculation	74,012,275	74,114,657	
<b>ADJUSTED EPRA EARNINGS FROM PROPERTY INVESTMENT IN € PER SHARE</b>	<b>€4.85</b>	<b>€4.57</b>	<b>6.0%</b>

(a) Other activities include, in particular, Property Development, intersegment transactions and other items, as well as discontinued operations.

Adjusted EPRA earnings from Property Investment totalled €358.7 million as of December 31, 2019, up by as much as +5.8% year-on-year. This significant increase was driven by strong operational performance in both Office and Healthcare Property Investment (see § 2 "Property Investment Divisions").

### 1.3.3. EPRA yield

The table below presents the adjustments to Icade's net yields that are required to obtain EPRA yields. The calculation includes Icade's three types of assets: offices, business parks and healthcare property assets. It is presented on a proportionate consolidation basis.

Icade's net yield amounted to 5.8%, a very attractive level in today's interest rate environment.

Based on the EPRA calculation method, portfolio yield stood at 4.7%. This yield includes the impact of rent-free periods granted and the value of the assets including duties.

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	12/31/2019	06/30/2019	12/31/2018
<b>ICADE NET YIELD<sup>(a)</sup></b>	<b>5.8%</b>	<b>5.7%</b>	<b>5.9%</b>
Impact of estimated duties and costs	(0.3)%	(0.3)%	(0.3)%
Adjustment for potential rental income from vacant properties	(0.3)%	(0.3)%	(0.3)%
<b>EPRA TOPPED-UP NET INITIAL YIELD<sup>(b)</sup></b>	<b>5.1%</b>	<b>5.1%</b>	<b>5.2%</b>
Inclusion of rent-free periods	(0.4)%	(0.5)%	(0.5)%
<b>EPRA NET INITIAL YIELD<sup>(c)</sup></b>	<b>4.7%</b>	<b>4.6%</b>	<b>4.8%</b>

(a) Annualised net rental income from leased space plus potential net rental income from vacant space at estimated rental value, excluding lease incentives, divided by the appraised value (excluding duties) of operating properties.

(b) Annualised net rental income from leased space, excluding lease incentives, divided by the appraised value (including duties) of operating properties.

(c) Annualised net rental income from leased space, including lease incentives, divided by the appraised value (including duties) of operating properties.

### 1.3.4. EPRA vacancy rate

The EPRA vacancy rate is defined as the ratio between the estimated rental value of vacant space and the estimated rental value of the whole portfolio. It is calculated based on operating assets as of December 31, 2019.

Below are detailed figures concerning the vacancy rate for both Property Investment portfolios, on a proportionate consolidation basis.

<b>(operating assets)</b>	12/31/2019	12/31/2018
Offices	4.2%	4.7%
Business parks	16.3%	10.7%
<b>OFFICE PROPERTY INVESTMENT<sup>(a)</sup></b>	<b>8.3%</b>	<b>6.5%</b>
<b>HEALTHCARE PROPERTY INVESTMENT (ON A PROPORTIONATE CONSOLIDATION BASIS)</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL PROPERTY INVESTMENT<sup>(a)</sup></b>	<b>5.9%</b>	<b>4.9%</b>

(a) Excluding residential properties and PPPs, including "Other assets".

Across the whole portfolio, the EPRA vacancy rate rose by 1 pp in 2019. This increase was mainly attributable to the business park portfolio.

It is explained by the completion in H1 2019 of Pulse (a 28,860-sq-m building in the Portes de Paris business park) as the lease entered into for this building is scheduled to commence at a later date in 2020 (fully

leased to the Organising Committee for the Paris 2024 Olympic and Paralympic Games).

Including the lease signed for the Pulse building, which will start in 2020, the EPRA vacancy rate for Office Property Investment stood at 6.1% (a 0.4-pp reduction year-on-year) and 9.5% for business parks (a 1.2-pp reduction year-on-year).

### 1.3.5. EPRA cost ratio for the Property Investment Division

Below are detailed figures concerning the EPRA cost ratio for the Office (excluding Residential Property Investment) and Healthcare Property Investment portfolios.

<b>(in millions of euros)</b>	12/31/2019	12/31/2018
<b>Including:</b>		
Structural costs and other overhead costs	(101.0)	(111.8)
Service charges net of recharges to tenants	(8.5)	(22.3)
Other recharges intended to cover overhead expenses	37.1	42.4
Share of overheads and expenses of equity-accounted companies	(5.4)	(3.7)
Share of overheads and expenses of non-controlling interests	9.1	8.8
<b>Excluding:</b>		
Ground rent costs	-	(2.2)
Other service charges recovered through rents but not separately invoiced	-	(0.2)
<b>(A) EPRA COSTS (INCLUDING DIRECT VACANCY COSTS)</b>	<b>(68.7)</b>	<b>(84.1)</b>
Less: direct vacancy costs	(11.9)	(14.9)
<b>(B) EPRA COSTS (EXCLUDING DIRECT VACANCY COSTS)</b>	<b>(56.8)</b>	<b>(69.3)</b>
Gross rental income less ground rent costs	623.1	628.1
Plus: share of rental income less ground rent costs of equity-accounted companies	6.3	8.6
Share of rental income less ground rent costs of non-controlling interests	(134.6)	(110.7)
<b>(C) GROSS RENTAL INCOME</b>	<b>494.9</b>	<b>526.0</b>
<b>(A/C) EPRA cost ratio - Property Investment (incl. direct vacancy costs)</b>	<b>13.9%</b>	<b>16.0%</b>
<b>(B/C) EPRA cost ratio - Property Investment (excl. direct vacancy costs)</b>	<b>11.5%</b>	<b>13.2%</b>

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In 2019, Icade's vacancy costs continued to go down for operating assets, reaching -€11.9 million vs. -€14.9 million in 2018 (-20.0%).

In the financial year 2019, the EPRA cost ratio was down compared to 2018:

- 2.1 pps including vacancy costs;
- 1.7 pp excluding vacancy costs.

## 1.4. Financial resources

Against a backdrop of market volatility during the financial year 2019 and particularly attractive conditions in the financial markets in H2, Icade continued to optimise its financial resources.

Icade Santé, a subsidiary of the Icade Group, was assigned a first-time rating of BBB+ with a stable outlook by Standard & Poor's, in line with the rating for the Icade Group as a whole. In October 2019, Icade Santé issued its first 10-year, €500 million euro-denominated bond, with a margin of 90 bps and a fixed coupon of 0.875%. This is the lowest coupon rate ever obtained by the Group for this maturity. This new bond issue was nearly six times oversubscribed and taken up by both French and international investors, confirming their interest in the fundamentals of Icade Santé.

Another key event involved a €440 million mortgage entered into following the sale of a 49% interest in the company holding the Eqho Tower.

Over the course of 2019, the Group also carried out a number of financial transactions:

- Icade bonds repurchased for a total of €156.5 million;
- refinancing of mortgages for €91 million for Icade;
- €300 million in unsecured debt and €10 million in borrowings in the form of finance leases obtained by Icade Santé;
- prepayment of short-term debt for:
  - €55 million for Icade,
  - €150 million for Icade Santé;
- active management of the interest rate hedging portfolio:
  - restructuring of €100 million in fixed rate swaps with a remaining maturity of 7 years, extending the average maturity to 10 years, and early unwinding of €254 million of short-term fixed rate swaps for Icade,
  - new fixed rate swaps with an average maturity of 7 years entered into for €299.2 million and early unwinding of €100 million in short-term fixed rate swaps for Icade Santé.

This positive change is due in particular to:

- our determined efforts to keep operating costs down;
- reduced service charges that are non-recoverable due to vacant space within the Office Property Investment portfolio;
- change in presentation of leases as a result of applying IFRS 16 from January 1, 2019;
- significant assets acquired by the Healthcare Property Investment Division which are fully leased with high net to gross rental income ratios.

All these transactions allowed the Group to continue to implement an appropriate and optimised financial policy: lower average cost of debt, stable average debt maturity and more diversified financial resources compared to December 31, 2018.

The Icade Group has very strong balance sheet fundamentals:

- at year end, the loan-to-value (LTV) ratio including duties stood at 38.0% (40.1% excluding duties), its target level, and the interest coverage ratio (ICR) based on EBITDA remained at a high level of 5.8x;
- in 2019, Standard & Poor's affirmed Icade's rating of BBB+ with a stable outlook.

### 1.4.1. Liquidity

In 2019, Icade's financial resources were adapted to meet the Group's needs by renewing existing credit lines and by actively using the outstanding amount of NEU Commercial Paper. The main financing transactions were as follows:

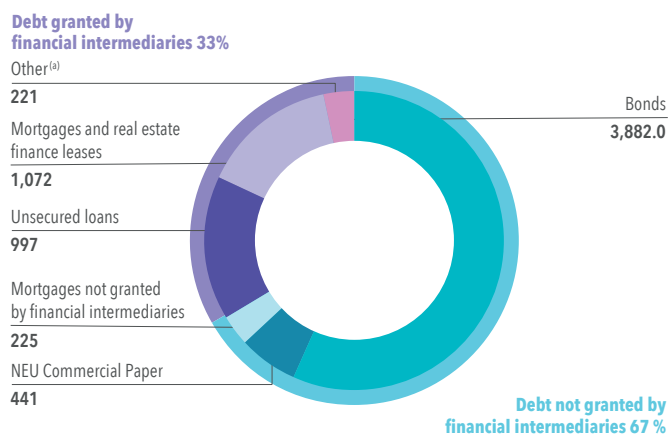
- one-year extension of revolving credit lines for €350 million;
- issue of NEU Commercial Paper to reach an outstanding amount of €441.0 million at year end (a €121.4 million decrease between December 31, 2018 and December 31, 2019), with a high of €900.0 million earlier during the year. The average outstanding amount in 2019 was €770.6 million with an average interest rate paid on these borrowings of -0.31% over the financial year.

Icade has a fully available undrawn amount from short- and long-term credit lines of €1,763 million, stable compared to December 31, 2018. These undrawn amounts as of December 31, 2019 cover nearly four years of debt principal and interest payments.

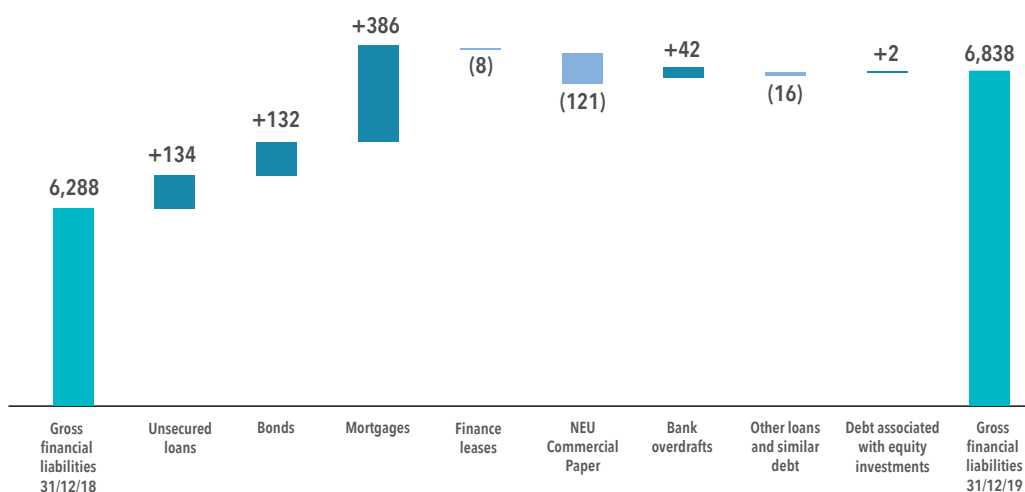
## 1.4.2. Debt structure as of December 31, 2019

### 1.4.2.1. Debt by type

As of December 31, 2019, gross financial liabilities stood at €6,838.0 million and broke down as follows:



(a) including €104 million in bank overdrafts.



More than half of the €550.1 million increase in gross debt is due to mortgage financing, particularly the mortgage obtained for the company holding the Egho Tower.

In addition, net financial liabilities amounted to €6,028.8 million as of December 31, 2019, representing an increase of €436.0 million compared to December 31, 2018.

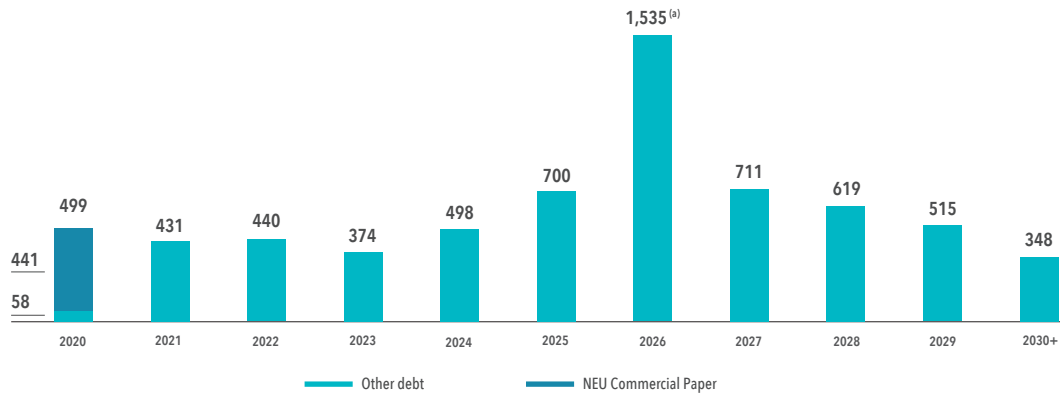
New debt secured in 2019 for a total of €1,354 million (excluding NEU Commercial Paper and revolving credit lines) had an average credit margin of 110 bps and an average maturity of 8.1 years.

### 1.4.2.2. Debt by maturity

The maturity schedule of debt drawn by Icade (excluding overdrafts) as of December 31, 2019 is as follows:

#### MATURITY SCHEDULE OF DRAWN DEBT

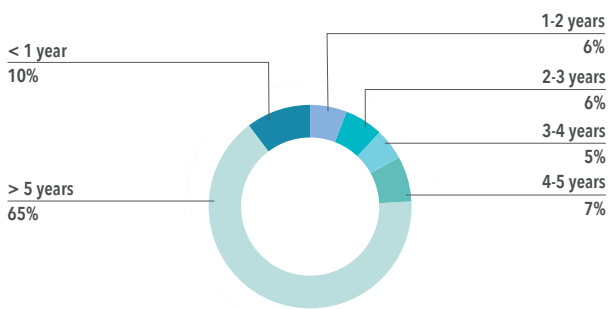
(December 31, 2019, in millions of euros)



(a) Including €440 million relating to Tour Ego's debt.

#### BREAKDOWN OF DEBT BY MATURITY

(December 31, 2019)



The average debt maturity was 6.4 years as of December 31, 2019 (excluding NEU Commercial Paper), stable compared to December 31, 2018.

### 1.4.2.3. Debt by division

After allocation of intra-group financing, almost 95% of the Group's debt is used by the Office and Healthcare Property Investment Divisions.

### 1.4.2.4. Average cost of drawn debt

In 2019, the average cost of debt was 1.37% before hedging and 1.54% after hedging, reaching a very attractive level, compared with 1.42% and 1.55% in 2018, respectively.

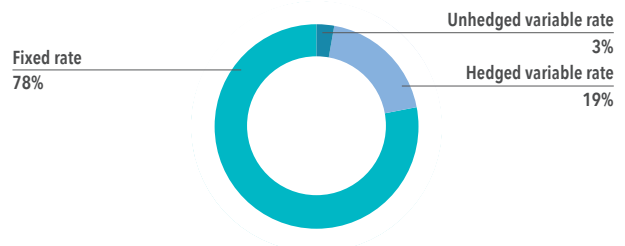
This decrease in the average cost of debt between 2018 and 2019 was achieved through the proactive management of existing debt and interest rate hedges.

### 1.4.2.5. Management of interest rate risk exposure

Variable rate debt represented nearly 22% of the Group's total debt as of December 31, 2019 (excluding debt associated with equity interests and bank overdrafts), with a high percentage of debt hedged (87% of variable rate debt).

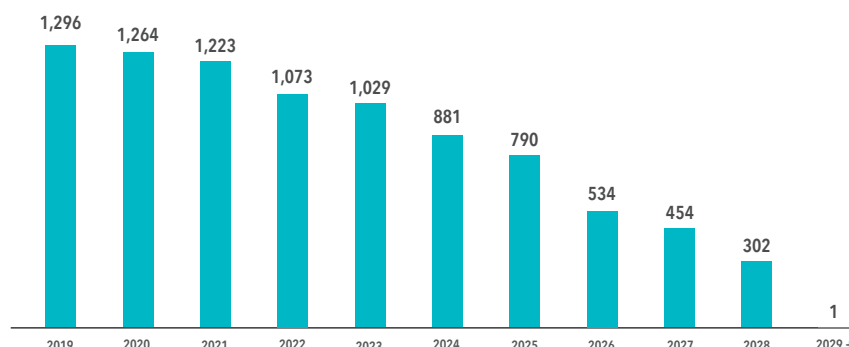
#### BREAKDOWN OF DEBT BY TYPE OF RATE (EXCLUDING DEBT ASSOCIATED WITH EQUITY INTERESTS AND BANK OVERDRAFTS)

(December 31, 2019)



## OUTSTANDING HEDGING POSITIONS

(December 31, 2019, in millions of euros)



Most of the debt (97%) is protected against an increase in interest rates (fixed rate debt or variable rate debt hedged by interest rate swaps or options). A detailed analysis of the notional amounts of hedging instruments is shown in the notes to the consolidated financial statements.

In 2019, Icade continued its prudent debt management policy, maintaining limited exposure to interest rate risk while taking advantage of low interest rates by entering into and restructuring appropriate hedging contracts, which also allow covering future financing needs (vanilla swaps). In particular, Icade restructured its interest rate hedges by entering into fixed rate swaps, thereby extending the maturity of these hedges by several years.

The average maturity was 5.2 years for variable rate debt and 6.3 years for the related hedges, reflecting Icade's policy of anticipating coverage of future financing needs.

Finally, Icade favours classifying its hedging instruments as "cash flow hedges" according to IFRS standards; this involves recognising changes in fair value of these instruments in equity (for the effective portion).

### 1.4.3. Credit rating

Icade has been rated by the Standard & Poor's rating agency since September 2013.

After its annual review, in November 2019, Standard & Poor's affirmed Icade's long-term rating at BBB+ with a stable outlook and its short-term rating at A2.

### 1.4.4. Financial structure

#### 1.4.4.1. Financial structure ratios

##### 1.4.4.1.1. Loan-to-value (LTV) ratio

The LTV ratio, which is the ratio of net financial liabilities to the latest valuation of the property portfolio including duties (on a full consolidation basis) plus the value of property development companies, stood at 38.0% as of December 31, 2019 (compared with 37.9% as of December 31, 2018). Based on the latest valuation of the portfolio excluding duties, the ratio was 40.1% as of December 31, 2019 (vs. 40.0% as of December 31, 2018).

The level reported as of December 31, 2019 is in line with Icade's policy and is fully compatible with the Company's expansion.

Excluding the impact of the fair value of interest rate derivatives in net debt, the adjusted LTV ratio would have been 37.8% as of December 31, 2019.

The LTV ratio calculated for the purposes of bank agreements was 42.0%, well below the covenant of 52%.

##### 1.4.4.1.2. Interest coverage ratio (ICR)

The interest coverage ratio based on EBITDA plus the Group's share in profit/(loss) of equity-accounted companies was 5.84x for the financial year 2019 (6.00x in 2018). This ratio is high, demonstrating the Company's ability to comfortably comply with its bank covenants (see table § 2.4.4.2).

	12/31/2019	12/31/2018
Ratio of net financial liabilities/portfolio value incl. duties (LTV) <sup>(a)</sup>	38.0%	37.9%
Interest coverage ratio (ICR) based on EBITDA plus the Group's share in profit/(loss) of equity-accounted companies	5.84x	6.00x

(a) Includes the value of property development companies.

#### 1.4.4.2. Summary table of covenants

		Covenants	12/31/2019
LTV bank covenant	Maximum	< 52%	42.0%
ICR	Minimum	> 2	5.84x
CDC's stake	Minimum	34%	38.77%
Value of the property portfolio <sup>(a)</sup>	Minimum	from > €2bn to > €7bn	€14.3bn
Debt from property development subsidiaries/consolidated gross debt	Maximum	< 20%	1.7%
Security interests in assets	Maximum	< 20% of the property portfolio	9.1%

(a) Around 23.6% of the debt subject to a covenant on the value of the Property Investment Division's portfolio has a limit of €2 billion, 10.7% of the debt has a limit of €5 billion and the remaining 65.7% has a limit of €7 billion.

All covenants were met as of December 31, 2019 and remained comfortably within the limits.

## 2. Property Investment Divisions

### 2.1. Income statement (EPRA)

Icade is a property investment company with two main asset classes: offices and healthcare property assets.

The asset portfolios (properties and land) of both of Icade's Property Investment Divisions are as follows:

- the Office Property Investment portfolio, worth €8.5 billion on a proportionate consolidation basis (€9.1 billion on a full consolidation basis) consists primarily of office buildings located in the Paris region and, to a lesser extent, in major French cities outside Paris (less than 10% of the portfolio). It breaks down between office assets valued at €6.4 billion and business parks (covering several hectares and mainly comprising office assets, but also business premises and warehouses) valued at €1.8 billion. It also includes a portfolio of hotels and a portfolio of residual assets made up of retail, housing and non-strategic assets (worth €350.7 million as of December 31, 2019, i.e. 4.1% of the Office Property Investment Division's portfolio);
- the Healthcare Property Investment portfolio, worth €3.0 billion on a proportionate consolidation basis (€5.3 billion on a full consolidation basis), which includes:
  - Icade Santé – which is 56.84% owned by Icade – and its subsidiaries, all owning property assets located in France: the portfolio is mainly made up of private healthcare properties such as acute care (medicine, surgery and obstetrics) and post-acute care (PAC) facilities. Since 2017, Icade Santé has pursued a strategy of diversification into the nursing home segment. Such assets now represent 5.7% of the portfolio of assets located in France,

- the property assets located in other European countries, mainly owned by Icade Healthcare Europe (IHE) (a 59.39% subsidiary of Icade): the portfolio consists primarily of nursing homes and was valued at €303.9 million on a full consolidation basis (€186.7 million on a proportionate consolidation basis) as of December 31, 2019.

The minority shareholders of both entities are French life insurers.

#### 2.1.1. EPRA income statement for the Property Investment Divisions

The following table summarises the IFRS income statement for the Office and Healthcare Property Investment Divisions and shows adjusted EPRA earnings from Property Investment, which is the main indicator used to analyse the performance of these two divisions.

Net profit/(loss) attributable to the Group stood at €275.5 million as of December 31, 2019, a sharp rise year-on-year thanks to substantial gains on disposals. Adjusted EPRA earnings amounted to €358.7 million, a significant increase of +5.8% compared to 2018, reflecting a proactive day-to-day management of the assets held in the portfolio.

(in millions of euros)	12/31/2019			12/31/2018		
	Adjusted EPRA earnings from Property Investment	Non-recurring <sup>(a)</sup>	Total Property Investment	Adjusted EPRA earnings from Property Investment	Non-recurring <sup>(a)</sup>	Total Property Investment
<b>GROSS RENTAL INCOME</b>	635.9	-	635.9	643.4	-	643.4
<b>NET RENTAL INCOME</b>	621.3	-	621.3	614.8	-	614.8
<b>NET TO GROSS RENTAL INCOME RATIO</b>	97.7%	0.0%	97.7%	95.6%	0.0%	95.6%
Net operating costs	(66.0)	(2.4)	(68.4)	(74.5)	(1.7)	(76.2)
Profit/(loss) from other activities	-	-	-	(0.2)	-	(0.2)
<b>EBITDA</b>	555.3	(2.4)	552.9	540.1	(1.7)	538.5
Depreciation and impairment	(10.0)	(312.5)	(322.5)	(8.1)	(334.6)	(342.7)
Profit/(loss) from acquisitions	-	(8.3)	(8.3)	-	(1.3)	(1.3)
Profit/(loss) on asset disposals	-	207.0	207.0	-	90.7	90.7
Share of profit/(loss) of equity-accounted companies	0.8	(13.3)	(12.5)	4.6	(15.1)	(10.5)
<b>OPERATING PROFIT/(LOSS)</b>	546.2	(129.6)	416.6	536.6	(262.0)	274.6
Cost of net financial liabilities	(93.4)	-	(93.4)	(96.3)	-	(96.3)
Other finance income and expenses	8.4	(17.0)	(8.6)	(6.9)	(16.2)	(23.1)
<b>FINANCE INCOME/(EXPENSE)</b>	(85.0)	(17.0)	(102.0)	(103.2)	(16.2)	(119.4)
Tax expense	(4.7)	0.7	(4.0)	(7.4)	0.8	(6.6)
<b>NET PROFIT/(LOSS)</b>	456.5	(145.9)	310.6	426.0	(277.5)	148.5
Net profit/(loss) attributable to non-controlling interests	97.8	(62.7)	35.1	87.1	(59.1)	28.0
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO THE GROUP</b>	<b>358.7</b>	<b>(83.2)</b>	<b>275.5</b>	<b>338.9</b>	<b>(218.4)</b>	<b>120.5</b>

(a) The "Non-recurring" column includes depreciation charges for investment property, profit/(loss) on disposals, fair value adjustments to financial instruments, and other non-recurring items.



## 2.2. Value of the property portfolio

The valuation methods used by the independent property valuers are described in the notes to the consolidated financial statements.

In summary, assets are classified as follows:

- offices and business parks of the Office Property Investment Division;
- other Office Property Investment assets, which consist of housing units, hotels, warehouses, public-sector properties and projects held as part of public-private partnerships (PPPs) and shops (especially the Millénaire shopping centre);
- the assets of the Healthcare Property Investment Division.

As of December 31, 2019, the aggregate value of the property portfolios of the two Property Investment Divisions stood at €14,340.4 million (€11,538.4 million on a proportionate consolidation basis), up 2.2% on a reported basis and 2.6% on a like-for-like basis, reflecting in particular increases in property values in the office segment.

The total portfolio value including duties stood at €15,155.7 million (€12,182.9 million on a proportionate consolidation basis).

As the Office Property Investment Division stepped up its disposals of core assets (over €1 billion in assets sold during the year), the portfolio's value on a proportionate consolidation basis was down -2.6% on a reported basis at €8.5 billion, despite a 2.9% increase on a like-for-like basis.

The value of the healthcare portfolio grew by as much as +18.6%, due mainly to acquisitions in France, Germany and Italy. As of December 31, 2019, it reached €3.0 billion on a proportionate consolidation basis.

It should be noted that the values reported by Icade are excluding duties, unless otherwise specified.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Investment Divisions

(Portfolio value excl. duties on a proportionate consolidation basis)	12/31/2019 (in €m)	12/31/2018 restated* (in €m)	Change (in €m)	Change (in %)	Like-for-like change (in €m) <sup>(a)</sup>	Like-for-like change (in %) <sup>(a)</sup>	Total floor area on a proportionate consolidation basis (in sq.m)	Price <sup>(b)</sup> (in €/sq.m)	Net initial yield excl. duties (in %) <sup>(c)</sup>	EPRA vacancy rate (in %) <sup>(d)</sup>
<b>OFFICES</b>										
Paris	1,710.3	1,599.6	+110.7	+6.9%	+76.4	+4.8%	192,210	8,898	4.3%	1.6%
La Défense/Peri-Défense	1,654.3	1,969.3	(315.0)	(16.0%)	+9.3	+0.6%	233,094	7,097	5.5%	5.1%
Other Western Crescent	70.2	639.5	(569.3)	(89.0%)	+3.4	+5.2%	8,579	8,184	5.3%	1.9%
Inner Ring	1,233.1	1,092.2	+140.9	+12.9%	+21.4	+2.0%	191,349	6,444	5.2%	2.1%
Outer Ring	0.0	2.9	(2.9)	(100.0%)	-	-	-	N/A	N/A	N/A
<b>TOTAL PARIS REGION</b>	<b>4,667.9</b>	<b>5,303.5</b>	<b>(635.6)</b>	<b>(12.0%)</b>	<b>+110.5</b>	<b>+2.2%</b>	<b>625,232</b>	<b>7,466</b>	<b>5.0%</b>	<b>3.1%</b>
Outside the Paris region	616.8	501.4	+115.4	+23.0%	+49.2	+9.8%	171,748	3,591	5.7%	11.3%
<b>TOTAL OPERATING OFFICE PROPERTIES</b>	<b>5,284.7</b>	<b>5,804.9</b>	<b>(520.2)</b>	<b>(9.0%)</b>	<b>+159.6</b>	<b>+2.9%</b>	<b>796,980</b>	<b>6,631</b>	<b>5.1%</b>	<b>4.2%</b>
Land bank and floor space awaiting refurbishment (not leased) <sup>(e)</sup>	10.9	11.9	(1.0)	(8.0%)	+2.2	+25.7%				
Projects under development	1,053.0	777.2	+275.8	+35.5%	+52.2	+6.7%				
Off-plan acquisition	27.3	13.8	+13.5	+97.7%	+0.3	+2.5%				
<b>TOTAL OFFICES</b>	<b>6,375.9</b>	<b>6,607.7</b>	<b>(231.8)</b>	<b>(3.5%)</b>	<b>+214.4</b>	<b>+3.8%</b>	<b>796,980</b>	<b>6,631</b>	<b>5.1%</b>	<b>4.2%</b>
<b>BUSINESS PARKS</b>										
Inner Ring	875.2	853.0	+22.2	+2.6%	+7.5	+0.9%	323,069	2,709	7.4%	19.5%
Outer Ring	764.2	740.4	+23.7	+3.2%	+5.1	+0.7%	379,636	2,013	8.3%	12.9%
<b>TOTAL PARIS REGION</b>	<b>1,639.4</b>	<b>1,593.5</b>	<b>+45.9</b>	<b>+2.9%</b>	<b>+12.7</b>	<b>+0.8%</b>	<b>702,705</b>	<b>2,333</b>	<b>7.8%</b>	<b>16.3%</b>
Land bank and floor space awaiting refurbishment (not leased) <sup>(e)</sup>	137.1	136.5	+0.7	+0.5%	+2.9	+2.1%				
Projects under development	16.9	12.6	+4.3	+33.8%	+1.0	+8.2%				
<b>TOTAL BUSINESS PARKS</b>	<b>1,793.4</b>	<b>1,742.5</b>	<b>+50.9</b>	<b>+2.9%</b>	<b>+16.6</b>	<b>+0.9%</b>	<b>702,705</b>	<b>2,333</b>	<b>7.8%</b>	<b>16.3%</b>
<b>TOTAL OFFICES AND BUSINESS PARKS</b>	<b>8,169.2</b>	<b>8,350.2</b>	<b>(181.0)</b>	<b>(2.2%)</b>	<b>+231.0</b>	<b>+3.1%</b>	<b>1,499,686</b>	<b>4,617</b>	<b>5.7%</b>	<b>8.2%</b>
Other Office Property Investment assets <sup>(f)</sup>	350.7	394.9	(44.2)	(11.2%)	(3.9)	(1.1%)	124,167	1,700	8.8%	12.8%
<b>TOTAL OFFICE PROPERTY INVESTMENT ASSETS</b>	<b>8,519.9</b>	<b>8,745.1</b>	<b>(225.2)</b>	<b>(2.6%)</b>	<b>+227.0</b>	<b>+2.9%</b>	<b>1,623,852</b>	<b>4,394</b>	<b>5.8%</b>	<b>8.3%</b>
<b>HEALTHCARE PROPERTY INVESTMENT</b>										
Paris region	389.9	390.1	(0.2)	(0.1%)	+4.6	+1.2%	100,594	3,876	5.6%	0.0%
Outside the Paris region	2,419.3	2,145.3	+274.0	+12.8%	+38.4	+1.8%	867,387	2,789	5.7%	0.0%
Italy	28.0	0.0	+28.0	N/A	-	-	27,600	1,015	5.9%	0.0%
Germany	154.0	0.0	+154.0	N/A	-	-	68,120	2,261	5.0%	0.0%
<b>TOTAL</b>	<b>2,991.2</b>	<b>2,535.4</b>	<b>+455.8</b>	<b>+18.0%</b>	<b>+42.9</b>	<b>+1.7%</b>	<b>1,063,701</b>	<b>2,812</b>	<b>5.7%</b>	<b>0.0%</b>
Projects under development	26.1	8.1	+18.0	+220.7%	+0.7	+8.2%				
Land bank and floor space awaiting refurbishment (not leased) <sup>(e)</sup>	1.1	2.4	(1.3)	(54.7%)	(1.3)	(54.8%)				
<b>TOTAL HEALTHCARE PROPERTY INVESTMENT</b>	<b>3,018.4</b>	<b>2,545.9</b>	<b>+472.5</b>	<b>+18.6%</b>	<b>+42.3</b>	<b>+1.7%</b>	<b>1,063,701</b>	<b>2,838</b>	<b>5.7%</b>	<b>0.0%</b>
<i>Incl. France</i>	<i>2,831.7</i>	<i>2,545.9</i>	<i>+285.8</i>	<i>+11.2%</i>	<i>+42.3</i>	<i>+1.7%</i>	<i>970,834</i>	<i>2,917</i>	<i>5.7%</i>	<i>0.0%</i>
<i>Incl. international</i>	<i>186.7</i>	<i>0.0</i>	<i>+186.7</i>	<i>N/A</i>	<i>-</i>	<i>-</i>	<i>95,720</i>	<i>7,951</i>	<i>5.2%</i>	<i>0.0%</i>
<b>GRAND TOTAL</b>	<b>11,538.4</b>	<b>11,291.0</b>	<b>+247.3</b>	<b>+2.2%</b>	<b>+269.3</b>	<b>+2.6%</b>	<b>2,687,553</b>	<b>3,778</b>	<b>5.8%</b>	<b>5.9%</b>
<i>Including assets consolidated using the equity method</i>	<i>132.8</i>	<i>131.2</i>	<i>+1.6</i>	<i>+1.2%</i>	<i>(4.7)</i>	<i>(3.6%)</i>				

\* Adjusted for the asset reclassifications made between the two periods, including reclassifications from "Projects under development" to the "Operating" category upon completion of a property, and the above-mentioned reclassifications.

(a) Net change in disposals for the period, investments and changes in value of assets treated as financial receivables (PPPs).

(b) Established based on the appraised value excluding duties.

(c) Annualised net rental income from leased space plus potential net rental income from vacant space at estimated rental value, divided by the appraised value (excluding duties) of leasable space.

(d) Calculated based on the estimated rental value of vacant space divided by the overall estimated rental value.

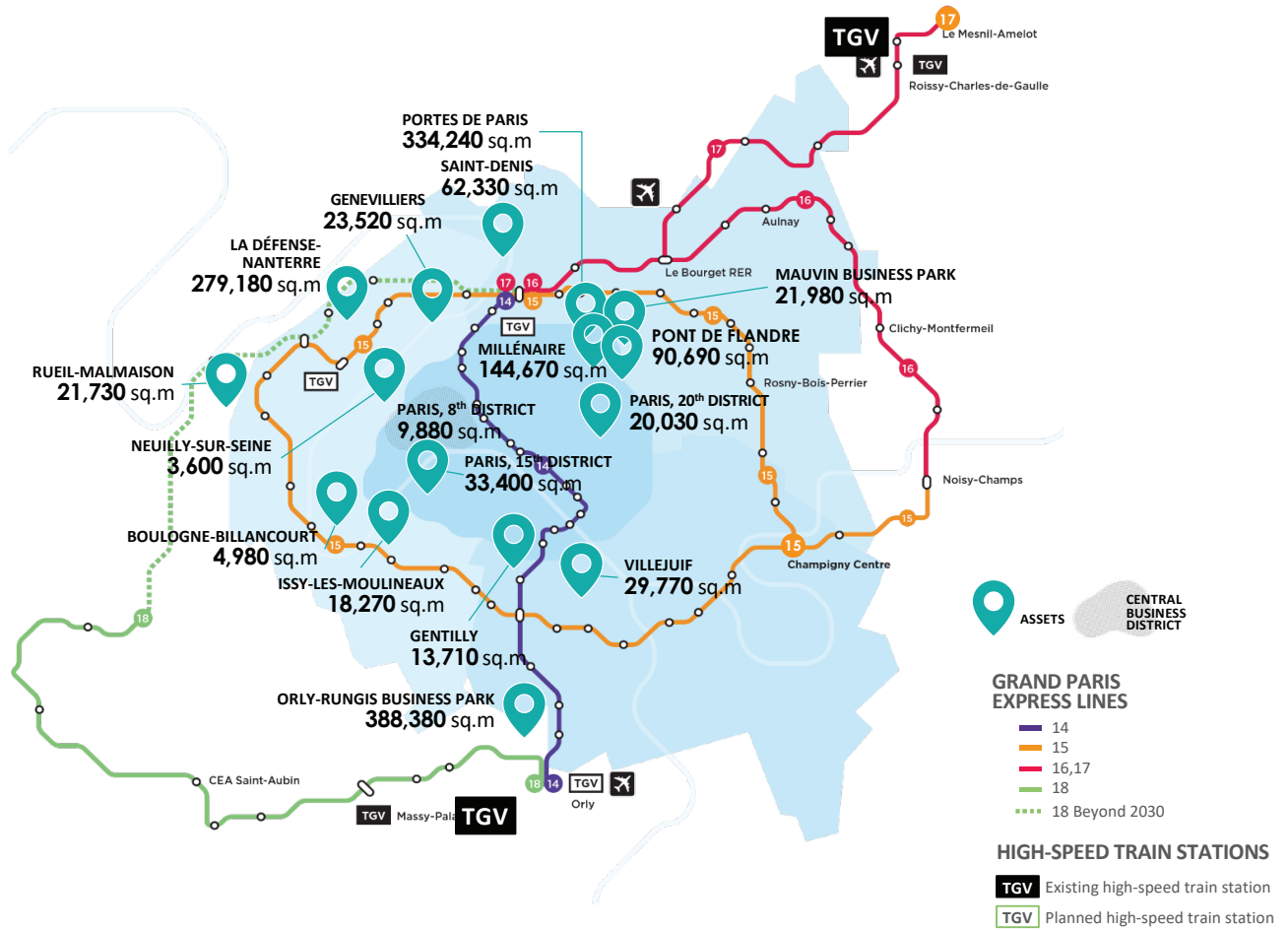
(e) Properties that are completely vacant, held for sale, or due to be refurbished or demolished.

(f) Indicators (total floor area, price in €/sq.m, EPRA net initial yield excluding duties, and EPRA vacancy rate) are presented excluding PPPs and residential properties.

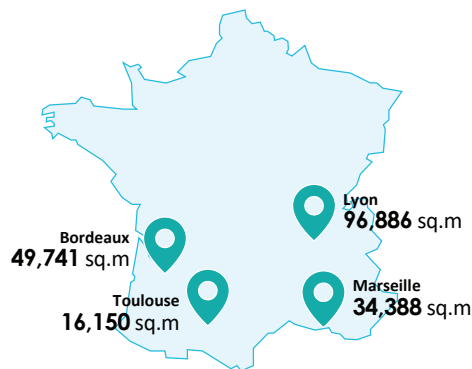
## 2.3. Office Property Investment Division

As of December 31, 2019

### IN THE HEART OF THE GREATER PARIS AREA



### AND IN OTHER LARGE FRENCH CITIES



### 2.3.1. Market update and property portfolio as of December 31, 2019

#### Market update

##### The office rental market in the Paris region

(source: ImmoStat, JLL)

In 2019, office leasing activity in the Paris Region resulted in take-up of 2.3 million sq.m, a high level in line with the ten-year average. In Paris, the slowdown became more pronounced (-15% for Paris, -13% in the CBD).

Units over 5,000 sq.m performed very well in H2 2019, with large-scale leases signed, limiting their decline over the year to 14%.

Of all the markets, the Inner Ring was undoubtedly the most dynamic in 2019, with an 8% increase in take-up over the year to a level 36% above its five-year average. While the southern and eastern parts of the Inner Ring, which were very active in 2018, were slightly down in 2019, the north was up sharply (+79%), notably with the leases signed with SNCF, Société du Grand Paris and the Paris 2024 OCOG, whose lease for the Pulse building will start in mid-2020.

As a result of strong activity and limited completion volumes, the decline in immediate supply continued for the 5<sup>th</sup> consecutive year, with 2.7 million sq.m now available, i.e. a vacancy rate of 5.0%, down 0.4 pp year-on-year. The most significant decreases were observed in the Southern Loop (vacancy rate of 6.3% at the end of 2019, i.e. -2.9 pps year-on-year) and in the Northern (10%, i.e. -2.5 pps) and Southern Inner Ring (4.8%, i.e. -2.2 pps).

Although office construction was dynamic, with 2.5 million sq.m of office space under construction at the end of December, the impact on vacancy rates remained limited as 41% of these future properties have already been pre-let (52% for 2020 completions) and new-build offices represented only 18% of vacant space. Paris accounted for only 17% of space under construction. Companies looking for well-located but also high-quality premises will therefore have to turn to other properties under construction, essentially in La Défense (30%), Peri-Défense (15%) and in the Northern Inner Ring (16%).

The structural shortfall in supply in Paris is reflected in a record prime rent of €860/sq.m in the CBD, the sustained rise in average headline rents with +3% for new space and at least +7% for second-hand space, and stable lease incentives after three years of decline.

Against this backdrop, a marked increase in average rent was observed in 2019 in the Northern Inner Ring (+13%), the Southern Loop (+13%), Peri-Défense (+9%) and the Southern Inner Ring (+7% year-on-year). Lease incentives remained above 20%, with declines in markets with lower vacancy rates.

##### The office rental market outside the Paris region

(source: BNP Paribas Real Estate)

Leasing activity in the six largest French cities outside Paris (Lyon, Lille, Bordeaux, Toulouse, Marseille and Nantes) continued to increase, with take-up amounting to 1.3 million sq.m in 2019, an 11% increase in one year. This sustained rise brings growth outside the Paris region since 2015 to nearly 50% thanks to strong job creation, which should continue to have a positive effect in 2020 with 165,000 net new jobs expected.

Leasing activity reached a record high in the Lyon market in 2019 with take-up totalling 442,000 sq.m (+33% year-on-year), while Lille confirmed its strength with 264,000 sq.m (-6%) after a record 2018 and Bordeaux

reached the 200,000-sq.m mark. These three dynamic markets were more than 40% above their ten-year average, while Aix/Marseille, Toulouse and Nantes remained within the range of their long-term average activity plus or minus 15%.

One-year supply was stable at 1.55 million sq.m at the end of the year as the stock was down 3% for second-hand space but up 11% for new space. Growth in new space was particularly pronounced in Lyon and Lille, which continued to benefit from the full potential of their leasing momentum, while the Aix/Marseille metropolitan area remained one of the markets with the lowest level of new office space, along with Toulouse (with new office space accounting for 19% and 16% of total supply, respectively, compared with 34% on average).

With growing metropolitan areas and vacancy rates between 3% and 5%, rental markets outside the Paris region were under pressure, particularly in city centres where the largest rent increases were concentrated. In 2019, this was again the case with increases in Lyon (€325/sq.m in Part-Dieu, i.e. +8%), Bordeaux (€285/sq.m in the old town, i.e. +19%) and Nantes (€250/sq.m for Les Halles de la Madeleine right in the city centre) while Toulouse, Lille and Marseille continued on their upward trend.

##### The French commercial property investment market

(source: BNP Paribas Real Estate)

After exceptional transaction activity in 2018, office investments reached a new record in France with a total volume of €41.5 billion (including diversification assets). This performance was mainly explained by attractive property yields in an environment of persistently low interest rates. The Paris region was also the most active property market in the world for the first time in its history, ahead of New York and Los Angeles (JLL ranking in US dollars).

Thanks to a deep market and large-scale core assets that met investor expectations, offices remained the most sought-after assets in the French market with 61% of investments, even though the strong level of investments during the financial year also stemmed from a rebound in the retail segment (+37% to €6.2 billion) and sustained investor appetite for logistics assets (+81% to €5 billion). Transaction sizes continued to grow, with 41% of investments being attributable to some forty transactions over €200 million.

In 2019, office investments increased, especially on the outskirts, while they declined in Paris (-16% to €8 billion) despite the sale of the Terreis portfolio and Lumière building for more than €1 billion each. Faced with limited opportunities and sharply rising prices, investors turned to deeper and more profitable alternatives.

In this respect, La Défense had an exceptional year (+34% to €3.3 billion) as it offered both secure assets and market clarity, attracting a large number of Asian investors (82% of the volume acquired). Offices in the Western Crescent performed very well (+42% to €5.6 billion) thanks to major transactions such as Crystal Park for Icade, Sways, 57 Metal and Westbridge, while the Inner Ring, stimulated by the changes to be brought about by the Greater Paris project, increased again to €3.4 billion in 2019 (+21%). Investor diversification also resulted in the Outer Ring volume reaching €1.3 billion (+48%) the first time.

In the investment market, offices outside the Paris region remained in high demand with €3.5 billion in new acquisitions this year (including €1.4 billion in Lyon, up 24%). The new prime yields in Lyon (3.5%), Toulouse (4.5%) and Bordeaux (4.65%) at the end of the year confirmed institutional investors' interest in these markets. Most of them were domestic investors but foreign investors were also present, especially at the end of the year.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Investment Divisions

Foreign investors were very active, accounting for more than a third of the market, as they did last year. South Korean funds made record-breaking investments representing 11% of the acquisitions, almost on a par with North American investors (13% of the total). However, domestic investments remained robust as SCPI and OPCI funds reported record net inflows (€6.1 billion over 9 months, i.e. +75%) and institutional investors were very active, which kept competition fierce for acquisitions.

While the yield of the 10-year government bond ended 2019 at 0.12%, i.e. a fall of 59 bps year-on-year (with even -0.4% in August), investors took note of a further compression in prime yields while maintaining a significant risk premium for real estate. After bottoming out at 3% from the end of 2017, the prime office yield in Paris CBD fell to 2.85% in Q4 2019, while in Issy-les-Moulineaux it dropped to 3.5% with the acquisition of Sways by Sogecap. Diversification strategies also resulted in prime yield compression in the Outer Ring (-35 bps to 4.85%), Lyon (-35 bps to 3.5%), Toulouse (-50 bps to 4.5%) and Bordeaux (-35 bps to 4.65%).

### Competitive position of the Office Property Investment Division

A leading player in the office segment, Icade is one of the few integrated property companies in France, combining investment and development activities. With a strong presence in the Paris region, the Group has a very significant organic growth potential thanks to a 880,000-sq.m land bank, primarily in Icade's business parks located on the doorstep of Paris (north of Paris) and the Rungis business park (south of Paris). Situated in the heart of the Greater Paris area, these parks offer a unique range of real estate services adapted to new ways of working.

Icade also benefits from the strong presence of its development teams spread across France to expand its national coverage, targeting in particular major French cities outside Paris. The takeover of property investor ANF Immobilier in 2017 has helped step up this expansion through the acquisition of property assets mainly located in the city centres of Lyon, Marseille, Bordeaux and Toulouse.

In France, the main listed real estate companies competing with Icade in the office segment are Gecina, Covivio, Altea Cogedim and Société Foncière Lyonnaise, while Unibail-Rodamco-Westfield's and Klépierre's portfolios consist primarily of retail units. As of the end of 2019, Icade ranked 5th in terms of market capitalisation among these companies, with €7.2 billion. In terms of portfolio value, Icade is the fifth largest listed property investor in France and the third largest in the office segment.

### 2.3.2. Property portfolio as of December 31, 2019

On a proportionate consolidation basis, the portfolio of Icade's Office Property Investment Division was valued at €8,519.9 million as of December 31, 2019, of which €6,375.9 million for the office portfolio and €1,793.4 million for the business park portfolio. Worth a total of €350.7 million, the "Other assets" portfolio of the Office Property Investment Division comprised retail assets (including the Millénaire shopping centre) as well as some residential, PPP, and hotel assets, and one warehouse.

### Geographic distribution of the property portfolio by asset type

AS OF DECEMBER 31, 2019

In value terms (on a proportionate consolidation basis)  
(in millions of euros)

	Offices	Business parks	Subtotal offices and business parks	Other assets	Total	%
<b>PARIS REGION</b>	<b>5,674</b>	<b>1,793</b>	<b>7,467</b>	<b>232</b>	<b>7,699</b>	<b>90.4%</b>
% of total	89.0%	100.0%	91.4%	66.0%	90.4%	
incl. Paris	1,846	-	1,846	0	1,847	
incl. La Défense/Peri-Défense	2,237	-	2,237	-	2,237	
incl. Western Crescent	226	-	226	-	226	
incl. Inner Ring	1,365	958	2,323	94	2,417	
incl. Outer Ring	-	836	836	137	973	
<b>OUTSIDE THE PARIS REGION</b>	<b>702</b>	<b>-</b>	<b>702</b>	<b>119</b>	<b>821</b>	<b>9.6%</b>
% of total	11.0%	0.0%	8.6%	34.0%	9.6%	
<b>GRAND TOTAL</b>	<b>6,376</b>	<b>1,793</b>	<b>8,169</b>	<b>351</b>	<b>8,520</b>	
<b>% OF TOTAL PORTFOLIO VALUE</b>	<b>74.8%</b>	<b>21.0%</b>	<b>95.9%</b>	<b>4.1%</b>	<b>100.0%</b>	<b>100%</b>

### Description of the portfolio

The tables below show leasable floor areas for office and business park properties between December 31, 2018 and December 31, 2019. Leasable floor space relates to leasable units in portfolio assets (excluding car parks). It is shown on a full consolidation basis.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
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## Offices

During the year, Icade sold the Crystal Park building (Neuilly-sur-Seine) representing a leasable floor area of 39,900 sq.m, continuing its policy of selective asset disposals.

In addition, Icade acquired the Pointe Métro 1 complex (Gennevilliers) in Q3 2019, totalling a floor area of 23,500 sq.m.

Asset classes On a full consolidation basis	12/31/2018	Changes in 2019			12/31/2019
	Leasable floor area (in sq.m)	Acquisitions/completions (in sq.m)	Asset disposals (in sq.m)	Developments/refurbishments (in sq.m)	Leasable floor area (in sq.m)
<b>PARIS REGION</b>	<b>698,102</b>	<b>62,091</b>	<b>(46,250)</b>	<b>(40,284)</b>	<b>673,659</b>
% of total	80.5%	66.0%	100.0%	99.7%	77.0%
incl. Paris	179,502	20,033	-	(98)	199,437
incl. La Défense/Peri-Défense	277,670	18,540	-	(21,916)	274,294
incl. Western Crescent	66,759	-	(39,909)	(18,271)	8,579
incl. Inner Ring	167,831	23,518	-	-	191,349
incl. Outer Ring	6,341	-	(6,341)	-	-
<b>OUTSIDE THE PARIS REGION</b>	<b>169,515</b>	<b>31,935</b>	<b>-</b>	<b>(116)</b>	<b>201,334</b>
% of total	19.5%	34.0%	0.0%	0.3%	23.0%
<b>TOTAL OFFICES</b>	<b>867,617</b>	<b>94,026</b>	<b>(46,250)</b>	<b>(40,400)</b>	<b>874,993</b>

## Business parks

Icade owns business parks in Saint-Denis, Aubervilliers and Rungis which are mainly composed of offices and business premises.

The overall leasable floor area of the business parks totalled 682,787 sq.m as of December 31, 2019.

Asset classes On a full consolidation basis	12/31/2018	Changes in 2019			12/31/2019
	Leasable floor area (sq.m)	Acquisitions/completions (sq.m)	Asset disposals (sq.m)	Developments/refurbishments (sq.m)	Leasable floor area (sq.m)
<b>PARIS REGION</b>	<b>661,070</b>	<b>36,887</b>	<b>-</b>	<b>(15,169)</b>	<b>682,787</b>
% of total	100.0%	100.0%	0.0%	100.0%	100.0%
incl. Paris	-	-	-	-	-
incl. La Défense/Peri-Défense	-	-	-	-	-
incl. Western Crescent	-	-	-	-	-
incl. Inner Ring	295,489	32,844	-	(7,570)	320,763
incl. Outer Ring	365,580	4,043	-	(7,599)	362,024
<b>TOTAL BUSINESS PARKS</b>	<b>661,070</b>	<b>36,887</b>	<b>-</b>	<b>(15,169)</b>	<b>682,787</b>

### 2.3.3. Changes in value of the Office Property Investment portfolio on a proportionate consolidation basis

(on a proportionate consolidation basis)	Fair value as of 12/31/2018	Fair value of assets sold as of 12/31/2018 <sup>(a)</sup>	Investments and other <sup>(b)</sup>	Like-for-like change (in €m)	Like-for-like change (in %)	Fair value as of 12/31/2019
Offices	6,607.7	(945.1)	498.8	+214.4	+3.8%	6,375.9
Business parks	1,742.5	-	34.3	+16.6	+0.9%	1,793.4
<b>OFFICES AND BUSINESS PARKS</b>	<b>8,350.2</b>	<b>(945.1)</b>	<b>533.1</b>	<b>+231.0</b>	<b>+3.1%</b>	<b>8,169.2</b>
Other Office Property Investment assets	394.9	(45.1)	4.8	(3.9)	(1.1%)	350.7
<b>TOTAL</b>	<b>8,745.1</b>	<b>(990.2)</b>	<b>538.0</b>	<b>227.0</b>	<b>+2.9%</b>	<b>8,519.9</b>

(a) Includes bulk sales and partial sales (assets for which Icade's ownership interest decreased during the period).

(b) Includes capex, the amounts invested in 2019 in off-plan acquisitions, and acquisitions (bulk acquisitions and assets for which Icade's ownership interest increased during the period). Also includes the restatement of transfer duties and acquisition costs, changes in value of assets acquired during the financial year, works to properties sold, changes in transfer duties and changes in value of assets treated as financial receivables.

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The year 2019 was marked by (i) continued asset rotation with a significant disposal volume (see paragraph 2.3.5 "Asset disposals") (€1.1 billion) and (ii) acquisitions and significant investments, mainly in the development pipeline (see paragraph 2.3.4 "Investments").

The value of Office Property Investment assets increased by as much as +2.9% on a like-for-like basis (+€227 million).

Disposals of office properties were carried out on very favourable terms, 12.6% above their appraised value as of December 31, 2018.

### Offices

As of December 31, 2019, the office portfolio was worth €6,375.9 million vs. €6,607.7 million at the end of 2018, a decrease of €231.8 million. Excluding the impact of disposals and investments completed during the period, the value of the office portfolio was up by +€214.4 million (i.e. +3.8%) on a like-for-like basis. The increase was +8.8% in major French cities outside Paris, driven not only by the attractiveness of these markets but also by the strong rental performance of recently completed properties.

On a full consolidation basis, the office portfolio was worth €6,891.0 million vs. €6,758.6 million as of December 31, 2018.

Completions and the development pipeline had a substantial positive impact on the value of the office portfolio (+€83.6 million like-for-like).

### Business parks

As of December 31, 2019, the value of the business park portfolio was €1,793.4 million vs. €1,742.5 million as of the end of 2018, i.e. an increase of €50.9 million (+2.9%). Excluding the impact of disposals and investments completed during the period, the value of the business park portfolio was up +€16.6 million (i.e. +0.9%).

### Other Office Property Investment assets

As of December 31, 2019, other Office Property Investment assets were valued at €350.7 million vs. €394.9 million at the end of 2018, down -€44.2 million (-11.2%). Excluding the impact of disposals and investments completed during the period, the value of the portfolio declined by -€3.9 million (i.e. -1.1%).

### 2.3.4. Investments

As of December 31, 2019, investments amounted to €534.4 million (vs. €515.3 million in 2018) with:

- €337.2 million i.e. more than 60% of investments in the development pipeline, including
  - investments in off-plan projects for €65.5 million, including €42.7 million for projects completed in 2019 (Gambetta, Spring A and Eko Active);
  - Projects under development for €271.7 million including Origine for €120.5 million.

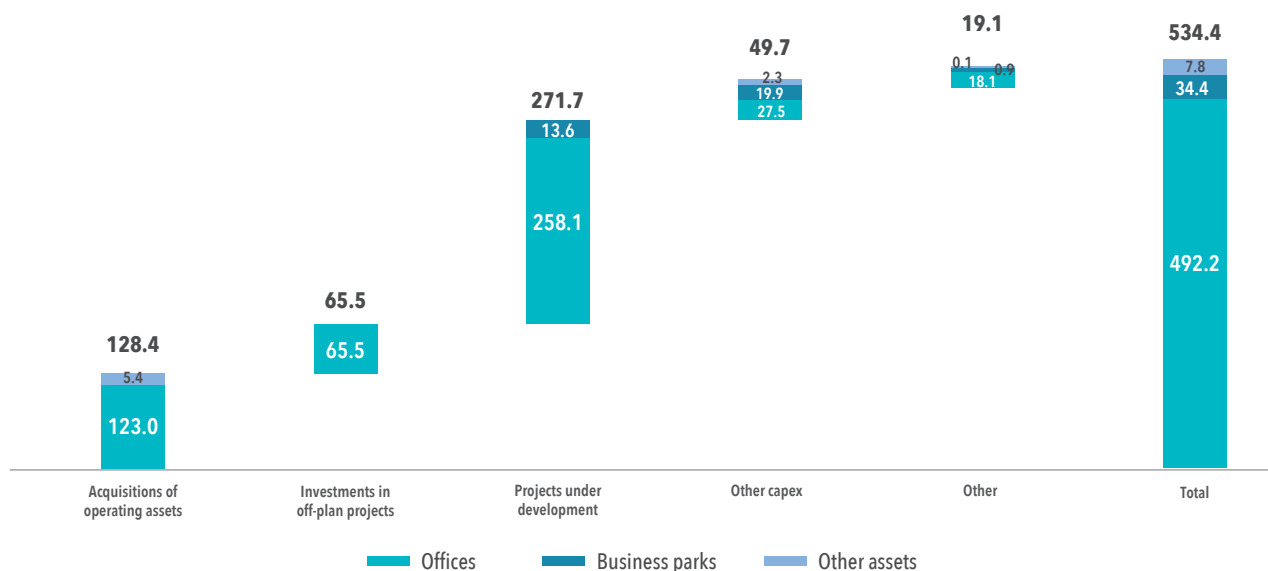
It should be noted that during the financial year, eight pipeline assets were completed, including two in business parks (Pulse and Le Monaco);

- acquisitions for €128.4 million. They related primarily to the Pointe Métro 1 asset (23,500 sq.m) located in Gennevilliers (Hauts-de-Seine) acquired for €123.0 million in September 2019.

Other investments, encompassing "Other capex" and "Other" for €68.8 million, related mainly to building maintenance work and tenant improvements.

### INVESTMENTS MADE BY THE OFFICE PROPERTY INVESTMENT DIVISION IN 2019

(in millions of euros)



**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Investment Divisions

### Development projects

Icade has significant development projects representing a total investment of €2.2 billion and nearly 380,000 sq.m including 231,000 sq.m already started.

The expected yield on cost of these projects is 6.3%.

During the financial year 2019, eight assets were completed (103,400 sq.m and potential rental income of €32.9 million), the most significant ones being Pulse (29,000 sq.m), Gambetta (20,000 sq.m) and Spring A (18,500 sq.m). Investments made in these 8 completions totalled €509 million, with €155 million in value creation (31% of the invested amount).

The average financial occupancy rate for all projects completed in 2019 was 65.3% (94.0% assuming that the Pulse lease has already started).

Project name <sup>(a)</sup>	Location	Type of works	Property type	Estimated date of completion	Floor area (sq.m)	Expected rental income	Yield on cost <sup>(b)</sup>	Total investment <sup>(c)</sup> (€m)	Remaining to be invested > 2019 (€m)	% pre-let or pre-sold
B007 (Urssaf)	Pont de Flandre	Construction	Offices	Q1 2020	8,540			39	2	100%
19 Quai Rive Neuve	Marseille	Redevelopment	Offices	Q1 2020	3,112			15	1	100%
Toulouse - Latécoère	Toulouse	Construction	Offices	Q3 2020	12,717			41	14	100%
Park View	Lyon	Redevelopment	Offices	Q3 2020	22,980			81	29	12%
Fontanot	Nanterre	Refurbishment	Offices	Q4 2020	16,350			108	25	100%
Origine	Nanterre	Redevelopment	Offices	Q1 2021	65,000			447	116	78%
B034	Pont de Flandre	Refurbishment	Hotel	Q2 2021	4,519			30	17	100%
Fresk	South Loop	Refurbishment	Offices	Q2 2021	20,542			219	53	0%
Time (formerly Pôle Numérique)	Portes de Paris	Construction	Offices/ Business centre	Q4 2022	9,400			45	40	0%
Hugo (formerly B32)	Millénaire	Construction	Offices	Q4 2023	27,695			130	101	0%
Victor (formerly B2)	Millénaire	Construction	Offices	Q4 2023	40,582			190	150	0%
<b>TOTAL PROJECTS STARTED</b>					<b>231,437</b>	<b>85.8</b>	<b>6.4%</b>	<b>1,346</b>	<b>546</b>	<b>42%</b>
<b>TOTAL PROJECTS NOT COMMITTED</b>					<b>144,929</b>	<b>55.7</b>	<b>6.2%</b>	<b>901</b>	<b>726</b>	<b>0%</b>
<b>TOTAL PIPELINE</b>					<b>376,366</b>	<b>141.5</b>	<b>6.3%</b>	<b>2,247</b>	<b>1,272</b>	<b>25%</b>

Notes: on a full consolidation basis.

(a) Includes identified projects on secured plots of land, which have started or will start within 24 months.

(b) YoC = headline rental income/cost of the project as approved by Icade's governance bodies (as defined in (c)).

(c) Total investment includes the fair value of land (or building), cost of works, tenant improvements, finance costs and other fees.

### 2.3.5. Asset disposals

In accordance with its Strategic Plan, Icade continued its asset rotation policy. As a result, disposals totalled €1,069.0 million in the financial year ended, in particular with two major transactions in the office segment:

- Crystal Park building (44,000 sq.m) in Neuilly-sur-Seine (Hauts-de-Seine), sold for €691.0 million excluding duties;
- sale of a 49.0% interest in the company holding the Eqho Tower (79,000 sq.m) in the La Défense business district, representing an

asset value of €365.0 million. An option to purchase the remaining share capital (51.0%) may be exercised by the same buyer by December 2020;

- other disposals related to non-strategic assets.

On average, these transactions were completed 12.6% above the appraised value of office assets as of December 31, 2018. They generated a €270.4 million capital gain, with €209.4 million recognised in profit or loss and €61.0 million recognised directly in equity (sale of 49% of the company holding the Eqho Tower).



PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES  
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### 2.3.6. Adjusted EPRA earnings from Office Property Investment as of December 31, 2019

(in millions of euros)	12/31/2019			12/31/2018		
	Adjusted EPRA earnings from Office Property Investment	Non-recurring <sup>(a)</sup>	Total Office Property Investment	Adjusted EPRA earnings from Office Property Investment	Non-recurring <sup>(a)</sup>	Total Office Property Investment
GROSS RENTAL INCOME	371.2	-	371.2	402.4	-	402.4
NET RENTAL INCOME	357.9	-	357.9	378.9	-	378.9
NET TO GROSS RENTAL INCOME RATIO	96.4%	0.0%	96.4%	94.2%	0.0%	94.2%
Net operating costs	(49.7)	(2.4)	(52.1)	(62.0)	(1.7)	(63.6)
Profit/(loss) from other activities	-	-	-	(0.2)	-	(0.2)
EBITDA	308.1	(2.4)	305.7	316.7	(1.7)	315.1
Depreciation and impairment	(10.0)	(194.1)	(204.1)	(8.1)	(219.1)	(227.3)
Profit/(loss) from acquisitions	-	(1.0)	(1.0)	-	-	-
Profit/(loss) on asset disposals	-	209.4	209.4	-	90.7	90.7
Share of profit/(loss) of equity-accounted companies	0.8	(13.3)	(12.5)	4.6	(15.1)	(10.5)
OPERATING PROFIT/(LOSS)	299.0	(1.5)	297.5	313.2	(145.2)	168.0
Cost of net financial liabilities	(61.0)	-	(61.0)	(66.7)	-	(66.7)
Other finance income and expenses	9.4	(16.0)	(6.6)	(6.3)	(6.2)	(12.4)
FINANCE INCOME/(EXPENSE)	(51.6)	(16.0)	(67.5)	(72.9)	(6.2)	(79.1)
Tax expense	(2.0)	0.7	(1.3)	(5.3)	0.1	(5.1)
NET PROFIT/(LOSS)	245.4	(16.8)	228.6	235.0	(151.3)	83.7
Net profit/(loss) attributable to non-controlling interests	6.6	(7.0)	(0.5)	4.3	(4.3)	(0.1)
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO THE GROUP</b>	<b>238.9</b>	<b>(9.7)</b>	<b>229.1</b>	<b>230.7</b>	<b>(146.9)</b>	<b>83.8</b>

(a) The "Non-recurring" column includes depreciation charges for investment property, profit/(loss) on disposals, fair value adjustments to financial instruments, and other non-recurring items.

Gross rental income is detailed below in § 2.3.7.

Net operating costs from the Office Property Investment Division stood at €52.1 million, a significant decrease compared to 2018 (see section 2.3.5 "EPRA reporting – EPRA cost ratio from Property Investment").

The recurring portion of finance income/(expense) from Office Property Investment amounted to -€51.6 million as of December 31, 2019 vs. -€72.9 million as of December 31, 2018. This 29.3% improvement stems primarily from dividends received in 2019 from unconsolidated

companies during the period totalling €16.3 million, including a single transaction accounting for €15 million. Excluding this impact, finance costs remained stable year-on-year.

Thus, adjusted EPRA earnings from Office Property Investment reached €238.9 million (€3.23 per share) as of December 31, 2019 vs. €230.7 million (€3.11 per share) as of December 31, 2018, i.e. a 3.5% year-on-year increase.

Net profit/(loss) attributable to the Group, including capital gains realised on disposals, soared year-on-year to €229.1 million.

### 2.3.7. Rental income from Office Property Investment as of December 31, 2019

(in millions of euros)	12/31/2018	Asset acquisitions	Asset disposals	Completions/Developments/Refurbishments	Leasing activity and index-linked rent reviews	12/31/2019	Total change	Like-for-like change
Offices	259.5	2.1	(15.6)	(0.2)	2.2	248.0	(4.4%)	1.0%
Business parks	116.7	-	(24.4)	(0.6)	3.0	94.7	(18.9%)	3.1%
<b>OFFICES AND BUSINESS PARKS</b>	<b>376.2</b>	<b>2.1</b>	<b>(40.0)</b>	<b>(0.8)</b>	<b>5.2</b>	<b>342.7</b>	<b>(8.9%)</b>	<b>1.6%</b>
Other assets	31.2	-	(2.0)	0.3	0.3	29.8	(4.5%)	1.8%
Intra-group transactions from Property Investment	(5.0)	-	4.0	(0.0)	(0.3)	(1.3)	N/A	N/A
<b>GROSS RENTAL INCOME</b>	<b>402.4</b>	<b>2.1</b>	<b>(38.0)</b>	<b>(0.5)</b>	<b>5.2</b>	<b>371.2</b>	<b>(7.8%)</b>	<b>1.6%</b>

Gross rental income from Office Property Investment for the financial year 2019 amounted to €371.2 million.

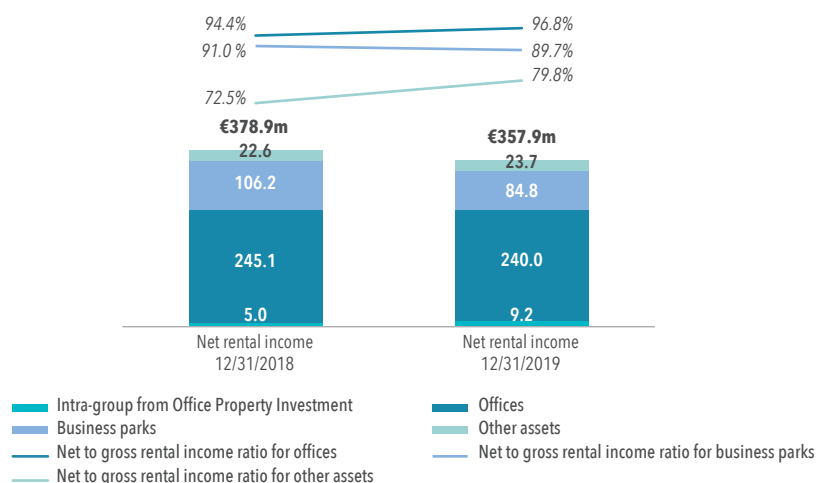
Gross rental income dropped by -4.4% in the office segment and -18.9% in the business park segment (Paris Nord and Colombes business parks sold in 2018).

On a like-for-like basis, gross rental income rose by +1.6%, buoyed by an overall robust and resilient leasing activity for offices (+1.0%) and business parks (3.1%).

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
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Net rental income from Office Property Investment totalled €357.9 million for the year 2019, a €21.0 million decrease compared to 2018 (-5.6%). The net to gross rental income ratio improved by 2.2 pps to 96.4% (vs. 94.2% in 2018), due in particular to the sale in 2018 of assets with a higher vacancy rate than the portfolio's average and an increased occupancy rate for offices.

**NET RENTAL INCOME IN MILLIONS OF EUROS AND NET TO GROSS RENTAL INCOME RATIO**



**2.3.8. Leasing activity of the Office Property Investment Division**

Asset classes On a full consolidation basis	12/31/2018	Changes in 2019				12/31/2019	New leases signed	12/31/2019	Total
	Leased floor area (in sq.m)	Additions (in sq.m)	Exits (in sq.m)	Exits due to disposals (in sq.m)	Floor area adjustments <sup>(a)</sup> (in sq.m)	Leased floor area (in sq.m)	Leases in 2019 (in sq.m)	Leases starting after 2019 (in sq.m)	
Offices	725,341	31,076	(27,885)	-	225	728,757	22,593	8,900	31,493
Business parks	580,974	30,729	(21,301)	-	117	590,519	25,843	9,636	35,479
Other	147,554	2,539	(3,100)	-	(555)	146,438	2,436	778	3,214
<b>LIKE-FOR-LIKE SCOPE (A)</b>	<b>1,453,869</b>	<b>64,344</b>	<b>(52,286)</b>	<b>-</b>	<b>(212)</b>	<b>1,465,715</b>	<b>50,872</b>	<b>19,314</b>	<b>70,186</b>
Offices	51,819	94,791	(36,784)	-	0	109,827	24,627	3,571	28,198
Business parks	15,113	4,389	(10,564)	-	-	8,938	346	28,860	29,206
Other	-	4,892	-	-	-	4,892	-	-	-
<b>ACQUISITIONS/COMPLETIONS/REFURBISHMENTS (B)</b>	<b>66,932</b>	<b>104,073</b>	<b>(47,348)</b>	<b>-</b>	<b>0</b>	<b>123,658</b>	<b>24,973</b>	<b>32,431</b>	<b>57,404</b>
<b>SUBTOTAL (A+B)</b>	<b>1,520,802</b>	<b>168,417</b>	<b>(99,634)</b>	<b>-</b>	<b>(212)</b>	<b>1,589,372</b>	<b>75,845</b>	<b>51,745</b>	<b>127,590</b>
Offices	40,673	-	-	(40,673)	-	-	173	-	173
Business parks	-	-	-	-	-	-	-	-	-
Other	968	-	-	(968)	-	-	-	-	-
<b>DISPOSALS (C)</b>	<b>41,641</b>	<b>-</b>	<b>-</b>	<b>(41,641)</b>	<b>-</b>	<b>-</b>	<b>173</b>	<b>-</b>	<b>173</b>
<b>OFFICE PROPERTY INVESTMENT (A)+(B)+(C)</b>	<b>1,562,442</b>	<b>168,417</b>	<b>(99,634)</b>	<b>(41,641)</b>	<b>(212)</b>	<b>1,589,372</b>	<b>76,018</b>	<b>51,745</b>	<b>127,763</b>

(a) Change in floor areas as a result of a new survey by a licensed surveyor.

As of December 31, 2019, leased space totalled 1,589,372 sq.m, up 26,930 sq.m from 2018.

This increase reflects the positive trend observed during the year for the letting of completed assets (eight pipeline assets) and the effective management of leasing activity.

Additions to the portfolio of leased space recorded in 2019 highlight this robust pace, with more than 168,000 sq.m added, generating €47.0 million in annualised headline rental income.

Among all these additions, more than 75,600 sq.m related to buildings completed during the period, notably Gambetta (19,400 sq.m), Spring A (18,500 sq.m), Factor E (10,300 sq.m) and Le Brabant (8,400 sq.m).

Additions recorded on a like-for-like basis totalled over 64,000 sq.m, and mainly related to:

- the Rungis business park, with almost 21,000 sq.m leased;
- 5,500 sq.m leased in the PB5 building (La Défense) and 4,100 sq.m in the Spring B building (Peri-Défense).

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
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Properties totalling a floor area of 141,300 sq.m and annualised headline rental income of €57.6 million were vacated during the period:

- 47,348 sq.m are earmarked for refurbishment;
- 41,641 sq.m were sold during the year;
- 52,286 sq.m are associated with leasing activity.

The 125 leases signed during the financial year totalled 128,000 sq.m. Among these leases, those starting in 2019 represented 76,018 sq.m, generating annualised headline rental income of €33.0 million.

The main leases signed in 2019 included:

- Pulse (Portes de Paris business park): lease signed with the Organising Committee for the Paris 2024 Olympic and Paralympic Games for 28,860 sq.m, starting in 2020;
- Orsud (Gentilly): lease signed with Orange for 5,344 sq.m, starting on January 1, 2020;
- Le Beauvaisis (Pont de Flandre): lease signed with Dont Nod Entertainment for 3,556 sq.m, starting in 2020;

- Factor E (Bordeaux) completed in 2019: 9-year lease with no break option signed with Regus for 5,651 sq.m, starting on completion of the building;

- Le Castel (Marseille) completed in 2019: leases signed with Solimut (12 years) and Deloitte (9 years) for the whole building (6,000 sq.m).

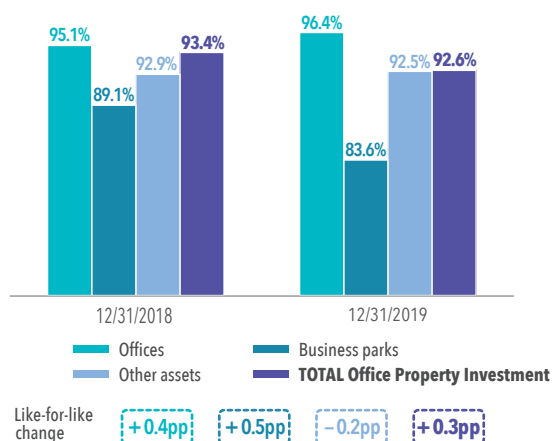
Lease renewals for the year totalled 82,000 sq.m (54 leases), securing full-year headline rental income of €18.2 million. The weighted average unexpired lease term to first break for these leases was 6.9 years, contributing positively to maintaining the average lease term for the portfolio as a whole.

As of December 31, 2019, the ten largest tenants generated a combined annual rental income of €119.4 million (31.9% of annualised rental income from the Office Property Investment portfolio), excluding public entities.

Lastly, it should be noted that eight assets from the development pipeline (103,400 sq.m) were completed during the year, representing €31.0 million in annualised headline rental income secured to date (including €9.5 million from leases starting after 2019).

**FINANCIAL OCCUPANCY RATE <sup>(a)</sup>**

(in %)



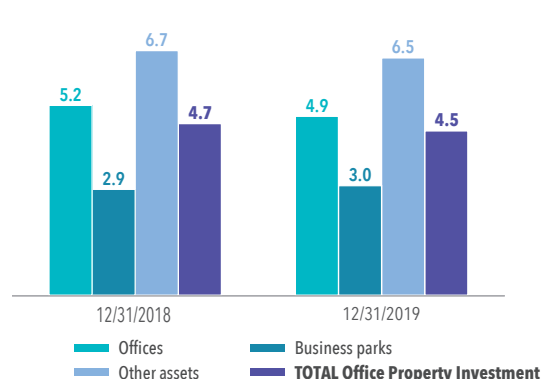
(a) On a full consolidation basis, except for equity-accounted assets which are included on a proportionate consolidation basis.

As of December 31, 2019, the financial occupancy rate stood at 92.6%, down 0.8 pp from December 31, 2018. On a like-for-like basis, financial occupancy was up 0.3 pp.

The lease signed with the Organising Committee for the Olympic Games for the Pulse building, which will start in 2020, had a positive impact of 2.1 pps on this indicator, which came in at 94.7%.

**WEIGHTED AVERAGE UNEXPIRED LEASE TERM <sup>(a)</sup>**

(in years)

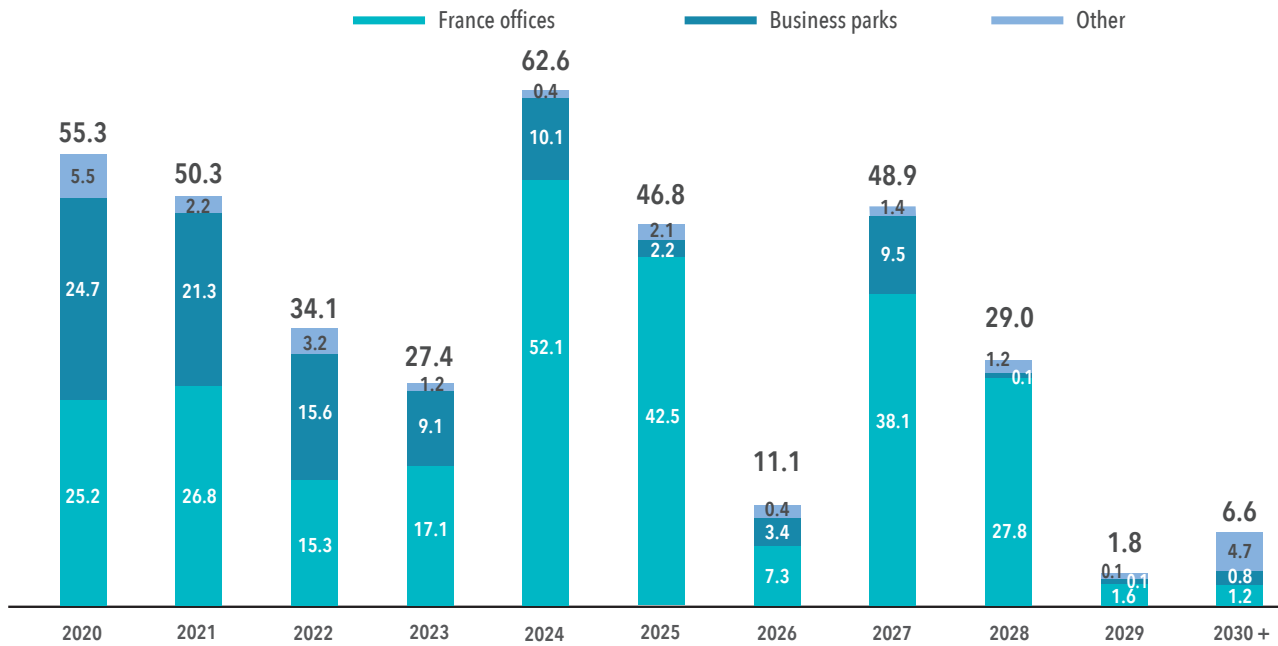


The weighted average unexpired lease term to first break was 4.5 years, relatively stable compared to 2018 (4.7 years).

PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES  
Property Investment Divisions

LEASE EXPIRY SCHEDULE BY SEGMENT IN TERMS OF IFRS ANNUALISED RENTAL INCOME

(in millions of euros, on a full consolidation basis)



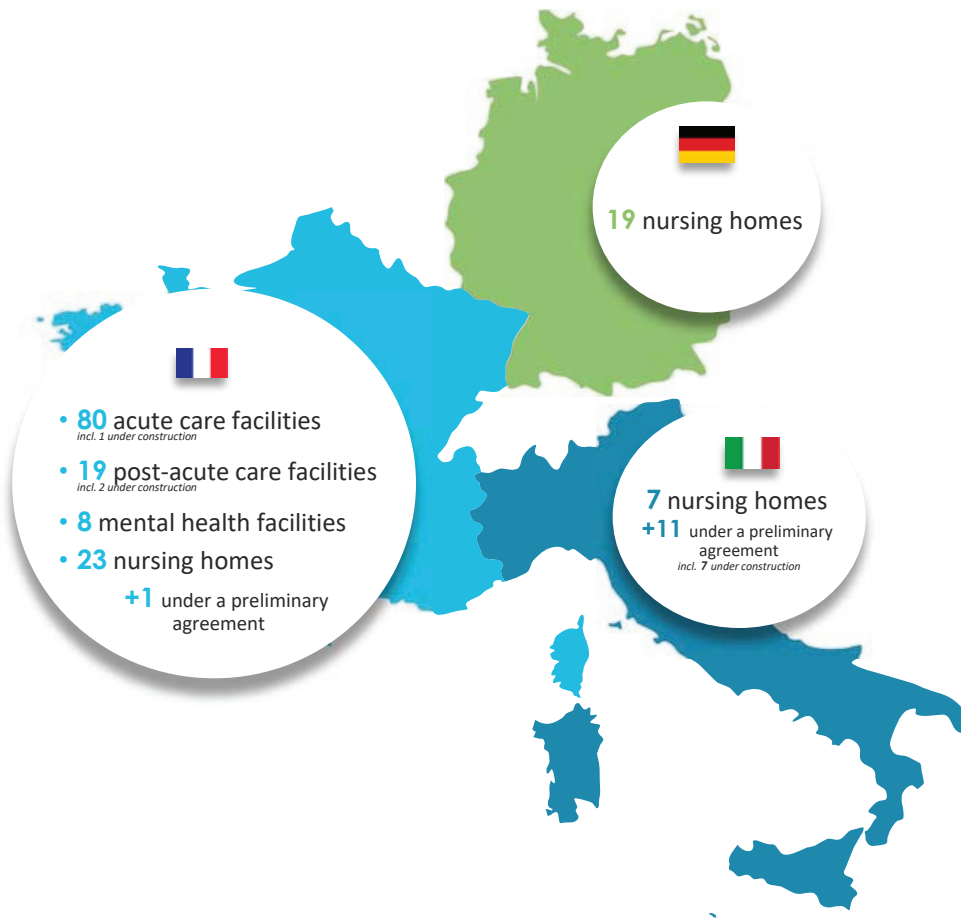
As a percentage of total lease expiries:

14.8%	13.4%	9.1%	7.3%	16.7%	12.5%	3.0%	13.1%	7.8%	0.5%	1.8%
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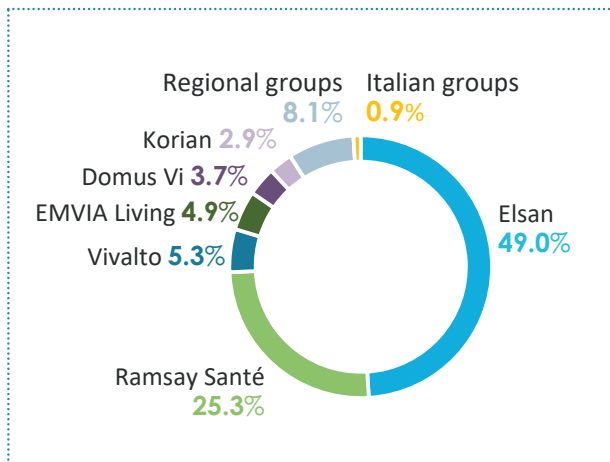
Leases having a break or expiry in 2020 represented €55.3 million, i.e. 14.8% of the portfolio's IFRS rental income.

It should be noted that in 2019, among all leases at risk of break or expiry, which totalled €51.0 million in rental income, 27% were terminated or not renewed (excluding disposals/refurbishments and rent guarantees).

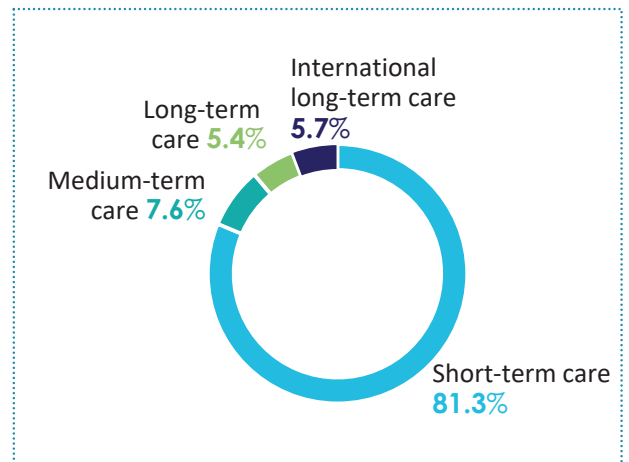
## 2.4. Healthcare Property Investment Division



**Breakdown by operator  
as of December 31, 2019**  
*(as a % of portfolio value)*



**Breakdown by property type  
as of December 31, 2019**  
*(as a % of portfolio value)*



## 2.4.1. Market update and competitive position

### Market update

(Sources: DREES Santé, Cushman & Wakefield, RCA)

#### Assets with attractive features

The healthcare sector represents a promising market that is less cyclical than the rest of the economy, thanks to underlying fundamentals such as the ageing population in Europe, rising healthcare costs and the prevalence of chronic diseases. In its latest forecasts, the OECD predicts a general increase in health expenditure as a percentage of GDP between now and 2030, with 13.1% expected in France (i.e. +1.6 pp compared to 2015).

Healthcare property assets are single-use properties with long-term leases that can be divided into two main categories:

- healthcare facilities including, for short-term stays, acute care facilities (medicine, surgery and obstetrics) with extensive space dedicated to medical technology equipment, or for medium-term stays, psychiatric facilities (mental health) or post-acute care (PAC) facilities. 85 to 90% of tenant operators' revenues come from the French national health insurance (*Assurance Maladie*);
- medical-social facilities, in which housing is predominant, i.e. nursing homes. Nursing home operators derive their revenue from the French national health insurance for care and from Departmental Councils for the costs associated with assisting dependent persons, while accommodation costs are primarily borne by the residents themselves or their families.

In France, most leases are for a term of 12 years with no break clause and all service charges are recoverable from the tenant operators, excluding major works falling within the scope of Article 606 of the French Civil Code, which are now borne by property owners for new leases signed or renewed on or after November 5, 2014 (following entry into force of the decree establishing rules for the allocation of service charges under Law 2014-626 dated June 18, 2014 for commercial leases, known as the Pinel Law). As part of sales of properties by their operators (sale and leaseback transactions), commitments to perform works and warranties are often provided by the sellers.

In the rest of Europe, rental practices are even more favourable, with leases having longer terms with no break option which can reach 25 years in some countries. Despite still being fragmented between multiple regional players, Germany has the deepest medical-social market with numerous sale and leaseback opportunities. With some of Europe's highest estimated increases in the old-age dependency ratio until 2050, Italy and Spain also offer significant potential for this sector and a growing need for new facilities.

Property investors enable tenant operators to finance their goals for expansion by freeing up capital through sale and leasebacks.

#### Healthcare operators still very active both in France and internationally

The successive reforms in the French health sector have led operators to start a major process of consolidation in order to become more efficient and thus maintain margins. The main healthcare operators (Elsan and Ramsay Santé for acute care facilities along with Orpéa and Korian for post-acute care and mental health facilities) currently own over 400 of the 999 facilities recorded by the Directorate of Research, Studies, Evaluation and Statistics (DREES) in 2018.

After major acquisitions by leading healthcare groups (Médipôle Partenaires acquired by ELSAN in 2017 and Capio by Ramsay Santé in 2018), mid-sized groups stood out in 2019, particularly by targeting high-quality facilities. Vivalto Santé thus owns six additional facilities, including the Confluent private hospital in Nantes, one of the largest private hospitals in France, while the Saint-Gatien Group, by taking a 51% stake in the Courlancy Group, integrated the Reims-Bezannes polyclinic, ranked first in the 2019 *Le Point* ranking.

The situation is also improving in terms of medical fees. These fees set by the French Ministry of Health increased for the first time in five years (+0.5% for acute care, +0.1% for post-acute care and +0.7% for mental health facilities). The "prudential" reserve was returned in full at the end of the year.

In the medical-social sector, consolidation was even stronger, with a near freeze in construction since 2011. The Korian, Orpea and DomusVi groups are now the main private nursing home operators in France, with each having more than 15,000 beds. In addition, their business has expanded internationally to such an extent that they have become the leaders in Europe, with more than half of their capacity now located outside France.

DomusVi cemented its third place in France through the acquisition of Residalya (2,600 beds) while international growth accelerated, with Korian expanding into Spain (acquisition of the Seniors and Omega groups) and the Netherlands (acquisition of Stepping Stones) and strengthening its position in Germany (acquisition of Schauinsland). The most significant event was the Colisée Group becoming the fourth largest elderly care group in Europe by acquiring Armonea, the eldercare facilities leader in Belgium, which also has a presence in Germany.

The medical-social sector is also the subject of particular attention in France as a draft "dependency" bill is being prepared. The Libault report submitted in the spring of 2019 proposed a more comprehensive approach to dependency with additional financial resources and a broader role for nursing homes, which are to become "coordinating" structures for care.

#### A full-fledged property asset class attracting investors

Healthcare property has clearly outgrown its niche status as the secondary market has recently seen large portfolios changing hands in France, including Vitalia (2015) and Gecimed (2016), in addition to sales of healthcare properties by their operators or doctors as part of sale and leasebacks, which previously represented most of the transactions.

As property yields have generally declined, the number of players wishing to diversify into more specific but more profitable asset classes such as healthcare has continued to grow. Several asset managers have thus entered the healthcare property market since 2014, first by raising funds specifically to invest in nursing homes, then turning to international and other healthcare assets.

Icade Santé remains to this day the largest healthcare property portfolio in France.

#### France's healthcare property market remains strong

With a little over €580 million in 2019, healthcare property investments in France have remained broadly stable between €550 and €750 million since 2011 (excluding exceptional years in 2015 and 2016). By securing the EPIONE portfolio (7 nursing homes, 4 post-acute care facilities and 1 mental health facility) and joining forces with Vivalto to acquire the Confluent private hospital property, Icade Santé completed the two largest transactions of the year in France, representing more than two-thirds of the year's acquisitions.

Continued strong volumes in France demonstrate that there are opportunities to be exploited, but investors have also been diversifying their approaches by turning to international markets or signing development partnerships with healthcare companies such as the framework agreement signed by Korian, Icade Santé and Icade Promotion at the end of 2017, under which construction was started on 3 healthcare facilities this year.

In this context, prime yields (new facilities or facilities in excellent condition, with 12-year leases, very well located in dynamic areas outside Paris and operated by a leading company) are still among the most attractive in the real estate sector, especially as they remained stable in 2019 at 4.25% for nursing homes, 4.50% for post-acute care and psychiatric facilities and 5.0% for acute care facilities vs. 4.50%, 4.75% and 5.25% at the end of 2017, respectively.

### The healthcare property market is now European in scope

Healthcare property investments in Europe have been strong with at least €6.7 billion invested in senior housing based on the transactions identified by RCA, i.e. +10% year-on-year. This confirms the depth of the asset class, bearing in mind, however, that it is primarily due to the expansion of seniors' residences with services, while care facilities (nursing homes) represented €1.9 billion.

Several players were very active internationally in 2019, such as Cofinimmo, whose portfolio now comprises 56% of healthcare facilities, property investor SisCare which made its first acquisitions in Spain and Italy, and Aedifica, which was very active in Germany and further diversified its portfolio at the end of the year by acquiring Hoivatilat, a Finnish property investor specialising in childcare centres and residential care assets.

Germany was once again the largest market in Europe with €1.4 billion invested according to RCA (including €1.0 billion in nursing homes). Although transaction activity was down compared to a record year in 2018 (two portfolios over €500 million, one sold by MPT, the other acquired by Deutsche Wohnen), the number of transactions and players confirmed the depth of the market. Icade's first acquisition in Germany, with the Horizon portfolio (19 nursing homes for €266 million including duties), was one of the largest transactions of the year.

In contrast, the Italian market remained limited in size in 2019, with €200 million identified by RCA. As a consequence, the three transactions carried out by the Healthcare Property Investment Division over the year for a total of €86 million including duties (including €38 million under a preliminary agreement) clearly stood out.

Lastly, the players operating in Spain continued to grow, as illustrated by Cofinimmo's projects, the arrival of property investor SisCare and, above all, HealthCare Activos, which was very active by acquiring 5 nursing homes and joining forces with Altamar to create a new dedicated fund with a portfolio of around 20 facilities.

### Competitive position of the Healthcare Property Investment Division

Against a backdrop of low interest rates and intense competition for traditional assets, healthcare real estate has played an increasingly large role in the diversification strategies of investors.

Asset managers such as Primonial REIM or BNP Paribas REIM entered the market in 2014 as large portfolios were put on the market. Other players such as Euryale, AXA REIM and property investment companies

such as Batipart, Cofinimmo and SisCare have driven the market, with assets mainly comprising medical-social facilities.

By expanding into the healthcare segment (acute care, post-acute care and mental health facilities) from 2007, Icade Santé developed a great expertise in this area while forging strong partnerships with the major groups operating healthcare facilities, which still allows it to invest on preferential terms.

The Healthcare Property Investment Division also sets itself apart with its integrated, high-quality solutions which, thanks to the synergies developed with the Group's Property Development Division, makes it possible to meet both investment and development goals, as illustrated at the end of 2017 by the partnership established between Korian, Icade Santé and Icade Promotion.

With €5.3 billion (excluding duties on a full consolidation basis) at the end of 2019, the Healthcare Property Investment Division is the leader in healthcare real estate, relying on high-quality multi-disciplinary facilities. Based on the 2019 *Le Point* ranking, Icade owns 17 of the top 50 acute-care facilities in France, including the Reims-Bézannes polyclinic, which has held the number one spot since it opened its doors.

Since 2018, the Healthcare Property Investment Division has continued to grow by investing in the medical-social segment, first in France and then abroad, with the strategic goal of becoming the leading European platform dedicated to healthcare real estate.

The investments made in 2019 in Italy and Germany placed the Healthcare Property Investment Division among the top players from the moment it entered these new markets.

### 2.4.2. Property portfolio as of December 31, 2019

The property portfolio of Icade's Healthcare Property Investment Division represents nearly 1.9 million sq.m of operating floor area (1.1 million sq.m on a proportionate consolidation basis). It is mainly comprised of acute care facilities (medicine, surgery and obstetrics), post-acute care (PAC) facilities and nursing homes.

The market leader in France, Icade owned a portfolio of 156 healthcare properties as of the end of 2019, characterised by:

- assets that start generating cash flows immediately;
- long initial lease terms with no break clause and a weighted average unexpired lease term of 8.0 years as of December 31, 2019 (up 0.6 year from December 31, 2018);
- a high net to gross rental income ratio;
- a financial occupancy rate of 100%;
- it should be noted that French operations are carried out through Icade Santé, a dedicated subsidiary which was 56.84% owned by Icade as of the end of 2019.

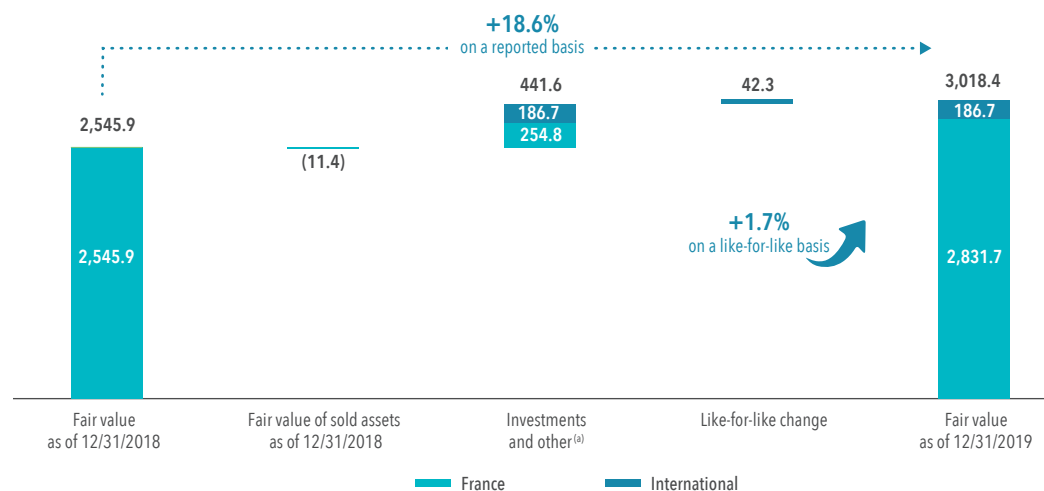
Finally, in accordance with its Strategic Plan, Icade expanded its geographical presence to Germany and Italy in 2019. Assets held outside France now represent €304 million (on a full consolidation basis), i.e. 6% of the total value of the portfolio. Most of these assets are held by Icade Healthcare Europe, a dedicated vehicle which was 59.39% owned by Icade as of the end of 2019.

PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES  
Property Investment Divisions

In terms of total value and floor area	asset value (full consolidation basis)		total floor area (full consolidation basis)	
	(in €m)	% of total portfolio value	floor area (in sq.m)	% of total portfolio floor area
<b>TOTAL FRANCE</b>	<b>4,982</b>	<b>94%</b>	<b>1,719,623</b>	<b>92%</b>
Paris region	686	13%	177,190	9%
Auvergne-Rhône-Alpes	476	9%	163,305	9%
Bourgogne-Franche-Comté	139	3%	48,707	3%
Bretagne	158	3%	54,630	3%
Centre-Val de Loire	154	3%	61,894	3%
Grand Est	162	3%	51,233	3%
Hauts-de-France	391	7%	138,917	7%
Nouvelle-Aquitaine	598	11%	250,136	13%
Normandie	247	5%	80,341	4%
Occitanie	961	18%	363,309	19%
Pays de la Loire	654	12%	235,854	13%
Provence-Alpes-Côte d'Azur	357	7%	94,107	5%
<b>TOTAL INTERNATIONAL</b>	<b>304</b>	<b>6%</b>	<b>156,646</b>	<b>8%</b>
Germany	257	5%	110,173	6%
Italy	47	1%	46,473	2%
<b>GRAND TOTAL</b>	<b>5,286</b>	<b>100%</b>	<b>1,876,269</b>	<b>100%</b>

### 2.4.3. Changes in value of the Healthcare Property Investment portfolio on a proportionate consolidation basis

(in millions of euros)



(a) Includes capex and acquisitions (bulk acquisitions and assets for which Icade's ownership interest increased during the period). Also includes the restatement of transfer duties and acquisition costs, changes in value of assets acquired during the financial year, works to properties sold, changes in transfer duties and changes in value of assets treated as financial receivables.

As of the end of December 2019, the overall value of the Healthcare portfolio increased substantially to €3,018.4 million excluding duties on a proportionate consolidation basis, +€472.5 million more compared to December 31, 2018 (+18.6%).

On a full consolidation basis, the value of the Healthcare Property Investment portfolio stood at €5,286.2 million as of December 31, 2019 vs. €4,484.4 million as of the end of 2018 (+€801.8 million).

This value increase was mainly driven by investments made during the period (€441.6 million, including €415.5 million for acquisitions, i.e. €706.4 million on a full consolidation basis). The year 2019 was characterised by a large number of acquisitions, especially internationally with the purchase of a significant property portfolio in Germany (see paragraph hereinafter).

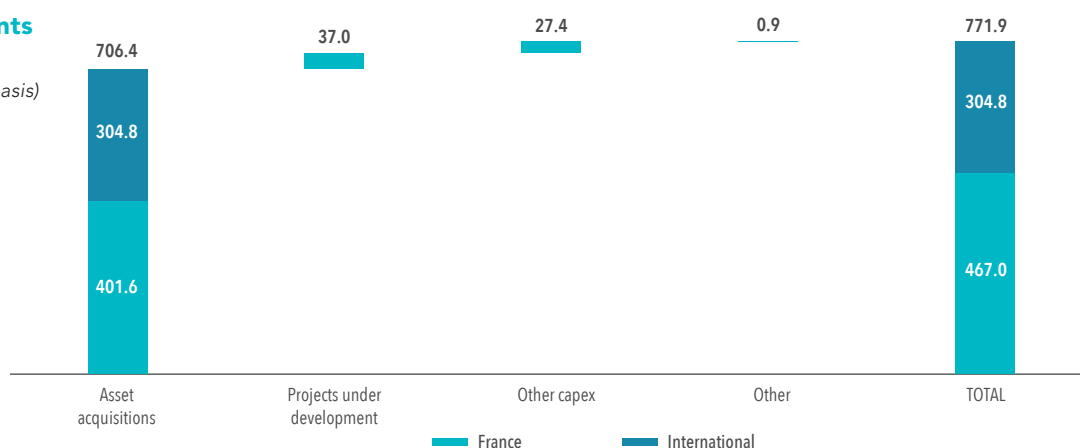
Over the same period and on a like-for-like basis, the value of the portfolio grew by +€42.3 million on a proportionate consolidation basis, i.e. +1.7%. This positive change reflects a favourable trend in the investment market, especially for prime assets.



**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Investment Divisions

## 2.4.4. Investments

(in millions of euros)  
(on a full consolidation basis)



Investments made in the financial year 2019 added up to €771.9 million, substantially higher than in 2018 (+€460.4 million) due to continued acquisitions in France and stepped-up international growth with a total of €753.2 million in the financial year 2019 (including four under a preliminary agreement for €38 million).

### Investments in France (on a full consolidation basis)

Investments totalled €467.0 million, including €401.6 million from asset acquisitions, and related principally to the following transactions:

- on July 31, 2019, the acquisition of a portfolio of 12 facilities (7 nursing homes, 4 post-acute care facilities and a psychiatric facility) for a total of €191.0 million;
- in November 2019, the acquisition of the Confluent Group which owns the Confluent private hospital in Nantes for a total of €194.0 million.

This is in addition to €37.0 million in investments made during the financial year in the development pipeline as part of the following projects:

- project for the construction of the Greater Narbonne private hospital, which is scheduled for completion in Q4 2020 for €15.0 million;

- two completions in 2019 representing €9.8 million in 2019 investments: the Santé Atlantique health complex (Bromélia) in Saint-Herblain and the first phase of the project in Puilboreau.

Other projects in the development pipeline totalled €12.2 million.

Other works and other investments during the financial year totalled €28.4 million.

### International investments (on a full consolidation basis)

Investments in international assets amounted to €304.8 million for the financial year, with a first significant acquisition in Germany in Q4 2019 (a portfolio of 19 nursing homes for €266.0 million). In addition, following the first acquisition of a new nursing home for €12.1 million in Italy, the Healthcare Property Investment Division continued to invest by purchasing six nursing homes for €36.1 million.

### DEVELOPMENT PIPELINE ON A FULL CONSOLIDATION BASIS

Project (€m)	Estimated date of completion	Operator	Number of beds and places	Rental income	Yield on Cost <sup>(a)</sup>	Total cost of project	Remaining to be invested > 2019
Greater Narbonne private hospital - Montredon-des-Corbières	Q4 2020	Elsan	283			47.8	18.5
Jonc Marins post-acute care facility - Le Perreux-sur-Marne	Q3 2021	Korian	136			21.9	21.9
Clinique de l'Atlantique private hospital - Puilboreau	Q2 2020	Ramsay Santé	100			20.0	0.4
Le Parc polyclinic - Caen	Q4 2021	Elsan	288			21.2	17.0
Saint-Charles private hospital - La Roche-sur-Yon	Q1 2022	Sisio	210			14.1	12.9
Pôle Santé Lunellois health complex - Lunel	Q3 2021	Clinipôle	79			11.6	9.4
Mornay post-acute care facility - Saintes	2021	Korian	82			10.2	5.6
<b>PIPELINE - FRANCE</b>			<b>1,178</b>			<b>146.8</b>	<b>85.6</b>
Italy - Gheron portfolio	2020-2021	Gheron	1020			113.0	113.0
Italy - Villalba	Q1 2021	KOS	80			12.8	12.8
Italy - Grosseto	Q1 2021	KOS	120			11.4	11.4
Germany - Tangerhütte	Q2 2020	EMVIA Living	66			7.6	0.1
<b>PIPELINE - OUTSIDE FRANCE</b>			<b>1,286</b>			<b>144.9</b>	<b>137.3</b>
<b>TOTAL PIPELINE</b>			<b>2,464</b>	<b>16.1</b>	<b>5.7%</b>	<b>291.7</b>	<b>222.9</b>

(a) YoC = headline rental income/cost of the project as approved by Icade's governance bodies. This cost includes the carrying amount of land, cost of works (excluding internal costs), carrying costs and any lease incentives.

The total cost of projects in the Healthcare Property Investment development pipeline is estimated at €291.7 million (€16.1 million in potential additional rental income), including €144.9 million of investments in international developments.

The average yield on cost expected for these projects is 5.7%.

This pipeline is fully pre-leased.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Investment Divisions

### 2.4.5. Asset disposals

Disposals completed during the financial year ended amounted to €18.3 million and related primarily to the Ter private hospital in Ploemer and the Pasteur private hospital in Vity-sur-Seine.

### 2.4.6. Adjusted EPRA earnings from Healthcare Property Investment as of December 31, 2019

(in millions of euros)	12/31/2019			12/31/2018		
	Adjusted EPRA earnings from Healthcare Property Investment	Non-recurring <sup>(a)</sup>	Total Healthcare Property Investment	Adjusted EPRA earnings from Healthcare Property Investment	Non-recurring <sup>(a)</sup>	Total Healthcare Property Investment
<b>GROSS RENTAL INCOME</b>	264.7	-	264.7	241.0	-	241.0
<b>NET RENTAL INCOME</b>	263.4	-	263.4	235.9	-	235.9
Net to gross rental income ratio	99.5%	0.0%	99.5%	97.9%	0.0%	97.9%
Net operating costs	(16.2)	-	(16.2)	(12.5)	-	(12.5)
Profit/(loss) from other activities	-	-	-	-	-	-
<b>EBITDA</b>	247.2	-	247.2	223.4	-	223.4
Depreciation and impairment	-	(118.4)	(118.4)	-	(115.4)	(115.4)
Profit/(loss) from acquisitions	-	(7.2)	(7.2)	-	(1.3)	(1.3)
Profit/(loss) on asset disposals	-	(2.4)	(2.4)	-	(0.0)	(0.0)
Share of profit/(loss) of equity-accounted companies	-	-	-	-	-	-
<b>OPERATING PROFIT/(LOSS)</b>	247.2	(128.0)	119.1	223.4	(116.8)	106.6
Cost of net financial liabilities	(32.4)	-	(32.4)	(29.6)	-	(29.6)
Other finance income and expenses	(1.0)	(1.1)	(2.1)	(0.6)	(10.1)	(10.7)
<b>FINANCE INCOME/(EXPENSE)</b>	(33.4)	(1.1)	(34.5)	(30.2)	(10.1)	(40.3)
Tax expense	(2.7)	-	(2.7)	(2.1)	0.6	(1.5)
<b>NET PROFIT/(LOSS)</b>	211.1	(129.1)	81.9	191.0	(126.2)	64.8
Net profit/(loss) attributable to non-controlling interests	91.2	(55.6)	35.6	82.8	(54.7)	28.1
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO THE GROUP</b>	<b>119.8</b>	<b>(73.5)</b>	<b>46.3</b>	<b>108.2</b>	<b>(71.5)</b>	<b>36.7</b>

(a) The "Non-recurring" column includes depreciation charges for investment property, profit/(loss) on disposals, fair value adjustments to financial instruments, and other non-recurring items.

Gross rental income from Healthcare Property Investment stood at €264.7 million, a significant increase of 9.9% compared to December 31, 2018.

The rise in operating costs stems from the growth in portfolio assets and, to a lesser extent, from costs incurred due to stepped-up investments in Europe.

As a result, EBITDA was up +€23.8 million thanks to effective cost control.

The recurring finance expense of the Healthcare Property Investment Division as of December 31, 2019 stood at -€33.4 million, down €3.2 million compared to December 31, 2018 due to the growth in investments and

the resulting increase in debt volume, while the decreasing price effect pulled the Division's average cost of debt below 2%.

Consequently, adjusted EPRA earnings attributable to the Group from Healthcare Property Investment as of December 31, 2019 amounted to €119.8 million, up +10.7% with respect to December 31, 2018.

Net profit attributable to the Group stood at €46.3 million, compared with €36.7 million as of December 31, 2018. This amount notably includes depreciation and impairment losses for the year.

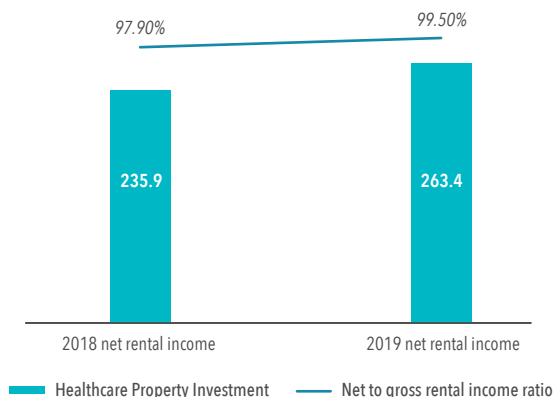
### 2.4.7. Rental income from Healthcare Property Investment as of December 31, 2019

(in millions of euros)	12/31/2018	Asset acquisitions	Asset disposals	New builds / Refurbishments	Leasing activity and index-linked rent reviews	12/31/2019	Total change	Like-for-like change
<b>HEALTHCARE PROPERTY INVESTMENT</b>	<b>241.0</b>	<b>10.6</b>	<b>(1.4)</b>	<b>9.3</b>	<b>5.2</b>	<b>264.7</b>	<b>23.8</b>	<b>2.6%</b>

Driven by portfolio growth, gross rental income from Healthcare Property Investment grew by a solid +9.9% on a reported basis to €264.7 million (+€23.8 million) as of December 31, 2019. On a like-for-like basis, the increase was +2.6%, mostly thanks to index-linked rent reviews.

On a reported basis, growth in gross rental income was driven by completions which contributed +€9.3 million and acquisitions made in France and Italy during the financial year which added +€10.6 million.

NET RENTAL INCOME IN MILLIONS OF EUROS AND NET TO GROSS RENTAL INCOME RATIO



Net rental income from Healthcare Property Investment for the year 2019 totalled €263.4 million, implying a net to gross ratio of 99.5%, up +1.6 pp compared to 2018. This high ratio resulted in particular from early termination payments received during the financial year in connection with the sale of the Ter private hospital in Ploemer and the Pasteur private hospital in Vitry-sur-Seine.

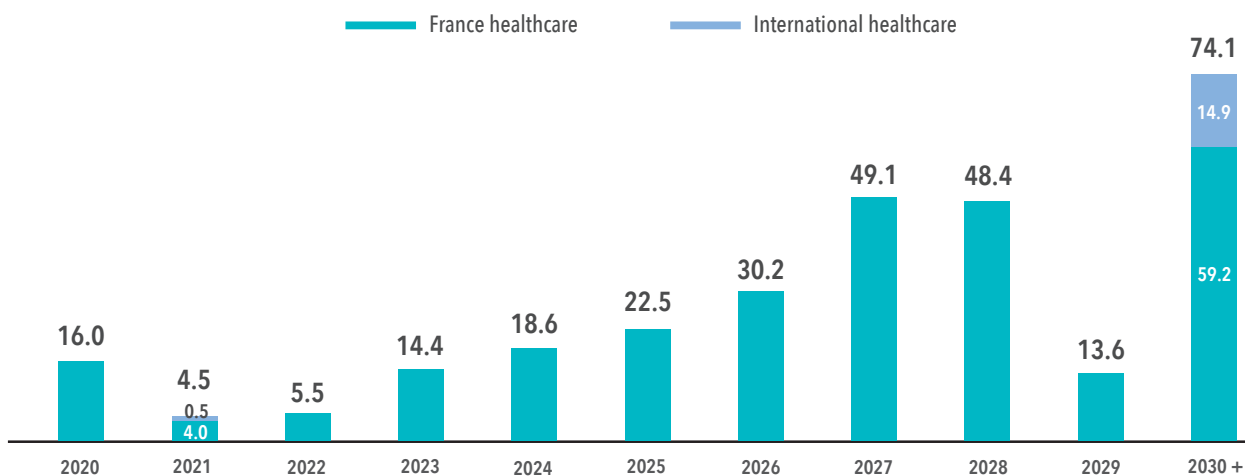
2.4.8. Leasing activity of the Healthcare Property Investment Division

As of December 31, 2019, the financial occupancy rate remained unchanged compared to December 31, 2018, at 100%.

The weighted average unexpired lease term to first break for assets located in France was stable compared to December 31, 2018, at 7.4 years. For the whole Healthcare portfolio including international assets, it stood at 8.0 years (17.9 years on average).

During the financial year, 19 leases were renewed or extended. They had an impact of +0.9 year on the Healthcare Property Investment Division's weighted average unexpired lease term to first break.

LEASE EXPIRY SCHEDULE IN TERMS OF ANNUALISED IFRS RENTAL INCOME (in millions of euros)

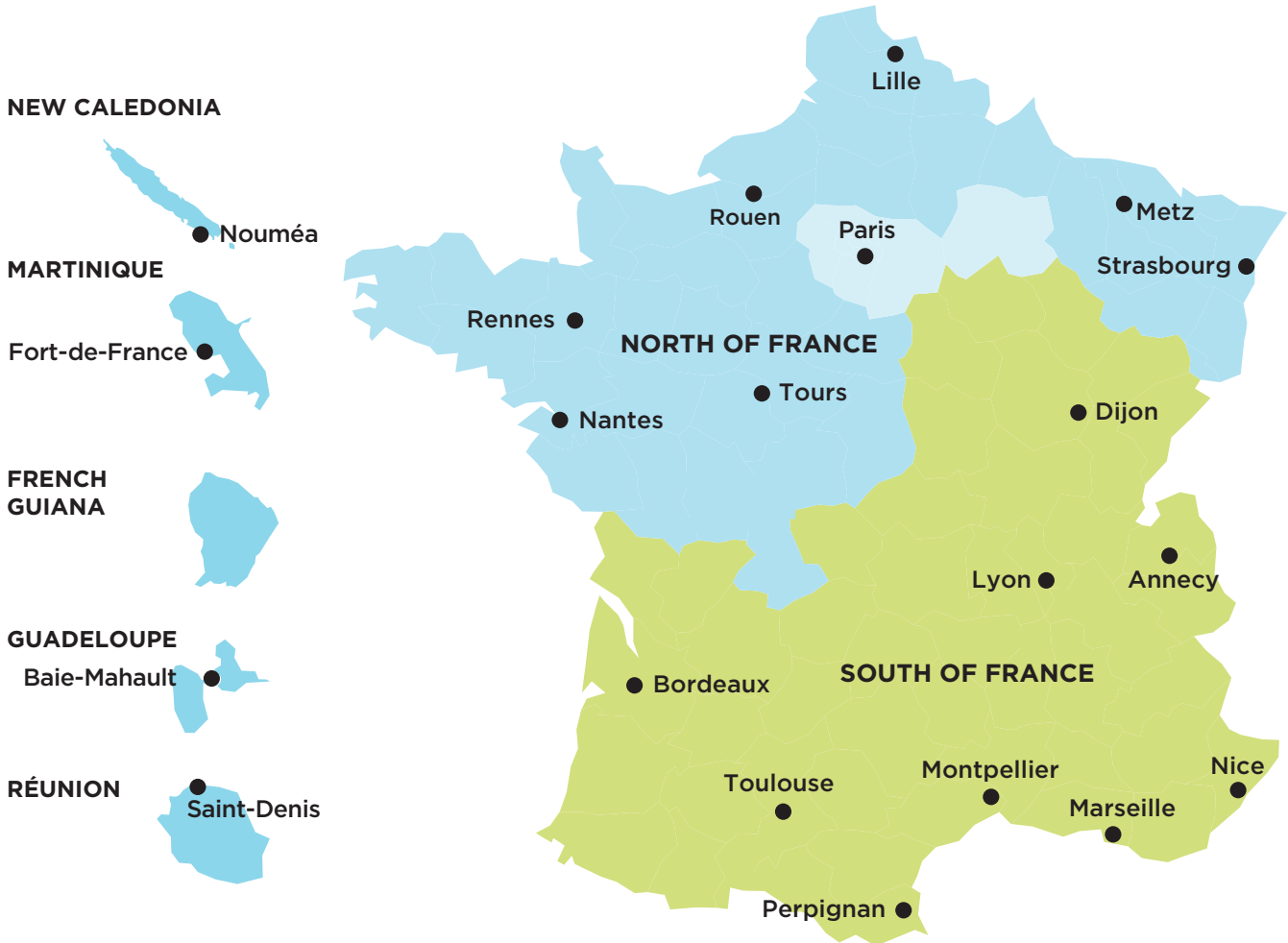


As a percentage of total lease expiries:



### 3. Property Development Division

A leading player in the French property development sector, Icade Promotion operates both in the residential and office segments, generating 80% and 20% of its revenue respectively. The Company conducts business both in Metropolitan France and in the country's overseas departments and territories (DOM-TOM).



## 3.1. Income statement and performance indicators

### SUMMARY TABLE

(in millions of euros)	12/31/2019			12/31/2018		
	Total Property Development	Current	Non-current	Total Property Development	Current	Non-current
<b>Economic revenue</b>	<b>967.8</b>	<b>967.8</b>		<b>1,250.9</b>	<b>1,250.9</b>	
<b>ECONOMIC OPERATING PROFIT/(LOSS)<sup>(a)</sup></b>	<b>48.6</b>	<b>56.7</b>	<b>(8.1)</b>	<b>84.9</b>	<b>88.0</b>	<b>(3.1)</b>
Current economic operating margin (current economic operating profit or loss/revenue)		5.9%			7.0%	
<b>OPERATING PROFIT/(LOSS)</b>	<b>39.7</b>	<b>47.8</b>	<b>(8.1)</b>	<b>73.4</b>	<b>76.5</b>	<b>(3.1)</b>
<b>FINANCE INCOME/(EXPENSE)</b>	<b>(5.2)</b>	<b>(5.0)</b>	<b>(0.2)</b>	<b>(4.1)</b>	<b>(4.1)</b>	<b>0.1</b>
Corporate tax	(4.1)	(6.8)	2.7	(24.5)	(25.5)	1.0
<b>NET PROFIT/(LOSS)</b>	<b>30.3</b>	<b>36.0</b>	<b>(5.7)</b>	<b>44.8</b>	<b>46.8</b>	<b>(2.0)</b>
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO THE GROUP</b>	<b>27.5</b>	<b>33.1</b>	<b>(5.7)</b>	<b>42.4</b>	<b>44.4</b>	<b>(2.0)</b>

(a) Adjustment for trademark royalties and holding company costs.

### Market update

(Sources: INSEE, Observatoire Crédit Logement, CGEDD, SDES et FPI)

Despite an annual price increase of 3.7% recorded in 2019 by INSEE, the housing market was buoyant, with a record volume in the second-hand segment (1,068,000 transactions) and a new-build segment in line with 2018, with 161,561 net orders according to FPI, down 3% year-on-year.

Transaction activity was driven by continued excellent financing conditions for households, against a backdrop of low interest rates maintained by central banks. The average home loan interest rate dropped nearly 31 bps over the year, compared with only 8 bps in 2018, reaching 1.13% in December 2019 according to Observatoire Crédit Logement. Banks also increased lending by easing their down payment requirements while the average loan term was already quite long, at 229 months.

These financial conditions supported net housing orders, which stood at 161,561 units sold in 2019 (including bulk sales), a decrease of only 3% year-on-year. As housing demand has remained strong, owner-occupier buyers are now driving the market with 63,474 orders (-1%), whereas the investor market dropped 5% (59,985 units) as a result of the refocusing of the Pinel tax incentive scheme in areas with the tightest supply-demand balance.

Bulk sales remained strong with 33,102 orders vs. 24,370 just five years ago. Despite a year-on-year decline of 3%, this market segment is expected to ultimately recover to meet the demand from social landlords, which are encouraged by the Elan housing bill to renew their portfolios, while institutional investors have been increasingly turning to the residential segment.

While housing demand has remained strong, supply has been under pressure. Since 2018, the decline in the number of building permits issued due to the upcoming municipal elections has caused a significant slowdown in the planning of new projects. Higher construction and land costs have also had a negative impact over the past few years.

In 2019, building permits relating to the multi-family housing segment (227,500) were down 6.8% compared to 2018, especially in the Paris region where the drop in the number of building permits granted was already strong in 2018 and continued its downward trend. This decrease contrasts with the resilience of housing starts (217,000 for multi-family housing) which fell by only 1% over the same period and now almost match the number of building permits.

In 2019, these negative factors impacting the residential segment resulted in a 14% decrease in new housing supply as identified by FPI and increased prices (+5% in 2019 for new builds according to FPI).

Property developers had to dip into the existing supply to satisfy the demand which consequently reduced the stock of homes available for sale (97,567 units at the end of 2019) by 13% in one year. In particular, supply under development decreased, representing 46% of the stock available at the end of 2019 (vs. 58% mid-2018).

Supply-side measures are more than ever needed to preserve the purchasing power of households. In this context, the High Council for Financial Stability (HCSF) alerted banks about their practices at the end of 2019 (loan terms and debt-to-income ratios). Besides the measures adopted in June 2018 under the Elan housing bill (making more land available for development, freezing the existing standards, limiting third-party objections), new municipal teams will take over in March 2020, which is typically followed by a gradual recovery in the number of building permits being issued. The market will also benefit from the last-minute extension of interest-free loans for another year for zones B2 and C as well as more moderate construction costs (INSEE's ICP-F index recorded an annual increase of 1.1% in Q3 2019 vs. 3.7% a year earlier).

### Competitive position of the Property Development Division

Icade Promotion is a full-service property developer operating throughout Metropolitan France and its overseas departments and territories thanks to its network of 19 local offices. Icade Promotion is actively involved in urban planning and the development of residential, office and public facilities in the French cities and regions.

In the residential segment, Icade Promotion operates as a distributor to institutional investors (social institutional investors (ESHs), real estate investment companies (SCPIs), real estate collective investment schemes (OPCIs) and the intermediate housing fund (FLI)), owner-occupier buyers and individual investors. It is positioned in the entry-level and mid-range categories and it also develops managed residences for students or seniors.

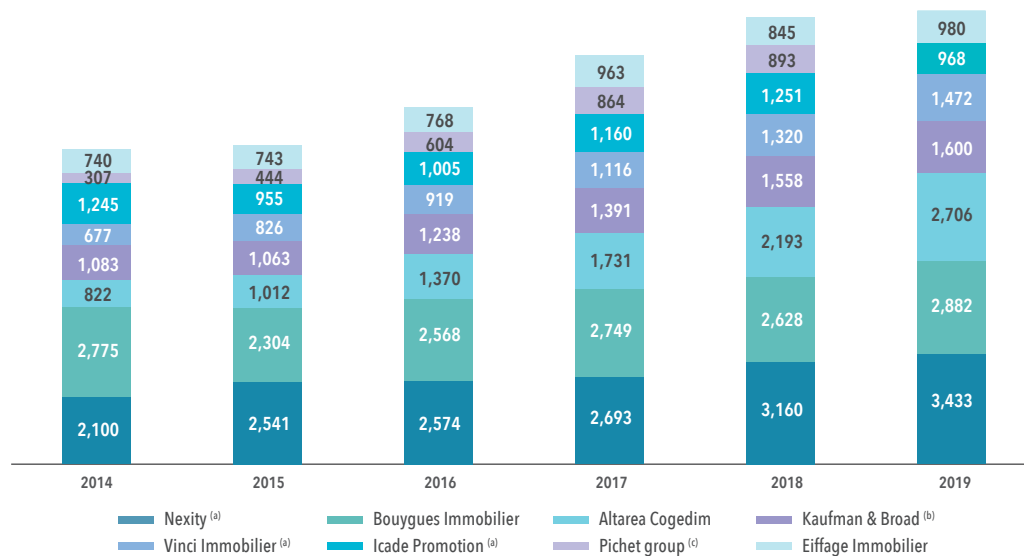
In the Office segment, Icade Promotion has created synergies with the Office Property Investment Division, while continuing to develop office and hotel projects for its clients.

Icade Promotion is one of the leaders in the development of healthcare facilities (public and private hospitals, nursing homes and medical centres). This activity is performed as part of off-plan purchase or property development contracts, or as part of project management support or delegated project management contracts, especially for the Healthcare Property Investment Division, for which Icade Promotion is the exclusive property developer.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Development Division

Icade Promotion is capable of working on all types of solutions and draws on recognised expertise in large-scale, complex and/or mixed-use projects. Icade Promotion is the sixth largest property developer in terms of revenue.

**REVENUES OF THE LARGEST PROPERTY DEVELOPERS FROM 2014 TO 2019** (in millions of euros)

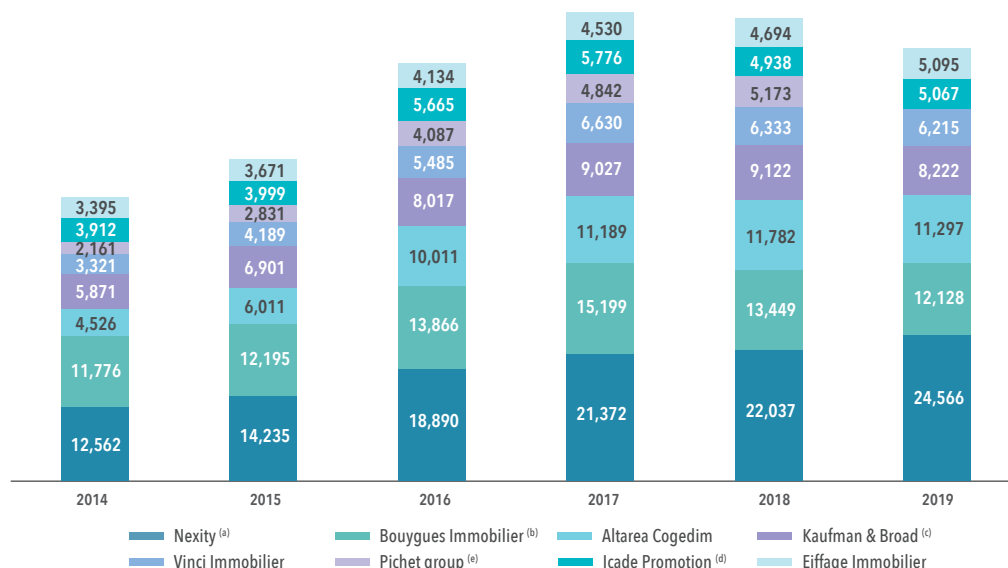


- (a) Revenue including entities accounted for using the equity method.
- (b) Revenue from December 1, N-1 to November 30, N.
- (c) Revenue including taxes (Property Development); 2019 data not available.

**Residential Property Development**

There are several regional and national players involved in this market. As of the end of 2018, Icade Promotion was ranked 7<sup>th</sup> based on the number of housing orders.

**NUMBER OF ORDERS RECORDED BY THE MAIN FRENCH DEVELOPERS BETWEEN 2014 AND 2019**



- (a) Number of housing and subdivision orders, both in France and internationally.
- (b) Number of housing orders, both in France and internationally.
- (c) Results from December 1, N-1 to November 30, N.
- (d) Number of housing orders and building plot reservations.
- (e) 2019 data not available.

Sources: Company data; Innovapresse - Ranking of developers.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Development Division

### Office Property Development

In this segment, Icade Promotion's competitors are the main real estate companies, including Bouygues Immobilier, Nexity, BNP Paribas Real Estate, Altarea Cogedim, GA, and subsidiaries of major construction players, such as Linkcity (Bouygues Construction) and ADIM (Vinci).

This activity can be carried out either as part of off-plan sale contracts or property development contracts (in the latter case, the client is the owner of the land and commissions the developer to build on it).

### Property Development business

Icade Promotion is a full-service player in property development throughout Metropolitan France and its overseas departments and territories. The residential segment accounts for 80% of its revenue and the Office Property Development and Public and Healthcare Amenities Development segments the remaining 20%.

After generating record revenue in 2018, economic revenue in 2019 decreased by 22.6% year-on-year. This was due primarily to a downturn in the office segment, where revenue fell by 42.7% as a result of numerous completions in 2018. Revenue from the residential segment was down 15.7% due to the upcoming municipal elections in May 2020, which are still causing a marked slowdown in the issue of building permits.

However, the strong effort by the residential segment's operational teams resulted in an increase in housing orders (5,067 units in 2019 vs. 4,938 in 2018, i.e. +2.6%), even though the market as a whole declined (-2%). The decrease in housing orders by individuals was more than offset by the growth in orders by institutional investors in the second half of the year.

Accordingly, the 8.1% increase in the backlog (€1,257.4 million as of December 31, 2019 vs. €1,162.8 million as of December 31, 2018) creates a positive outlook for 2020.

The Property Development Division's profitability, as measured by the current economic operating margin (5.9% as of December 31, 2019), is explained by the lower business volume and the sharp rise in construction costs.

In this context, the net current cash flow (NCCF) amounted to €33.1 million as of December 31, 2019.

Net profit attributable to the Group from Property Development as of December 31, 2019 amounted to €27.5 million.

### 3.1.1. Return on equity

(in millions of euros)	12/31/2019	12/31/2018
Net profit/(loss) attributable to the Group	27.9	42.4
Allocated capital <sup>(a)</sup>	164.7	243.9
<b>RETURN ON EQUITY</b>	<b>16.9%</b>	<b>17.4%</b>

(a) Capital allocated to ordinary Property Development activities (excluding long-term land bank and urban development projects) excluding profit/(loss) for the year. This used to be the weighted average value of consolidated equity over the period excluding profit/(loss).

As of December 31, 2019, return on equity (ROE) allocated to ordinary Property Development activities (excluding long-term land bank and urban development projects) stood at 16.9%, in line with the target set by the Group.

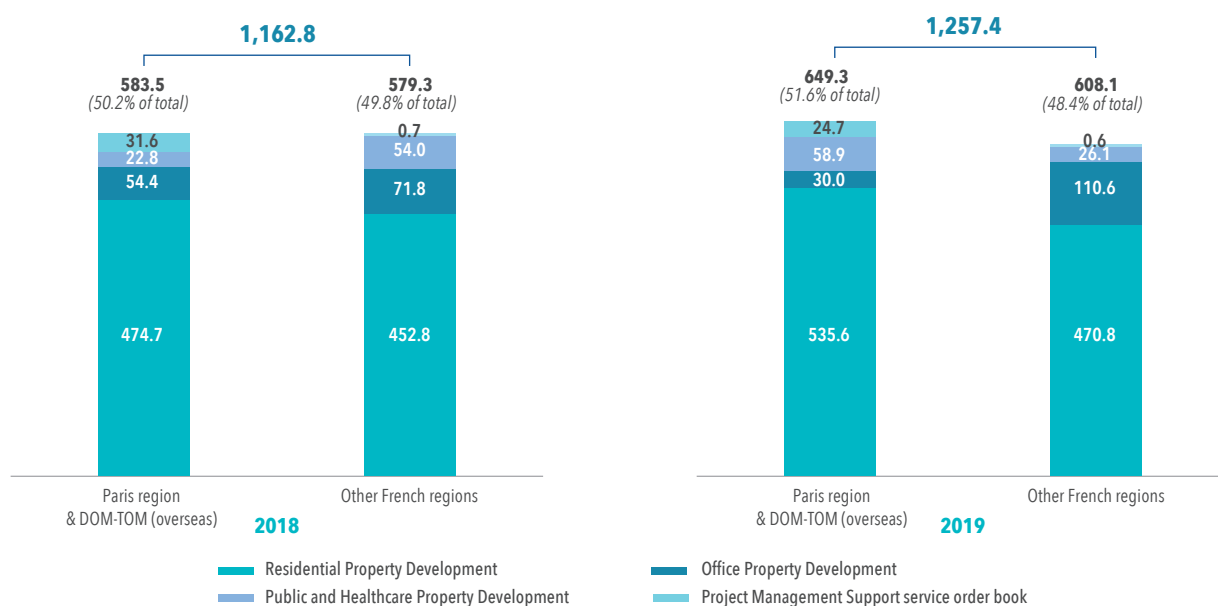
It should be noted that ROE based on the book value of the Property Development Division's equity (including in particular its land holdings and urban development projects) came in at 12.7% as of December 31, 2019.

### 3.1.2. Property Development backlog and service order book

The backlog represents signed orders expressed in terms of revenues (excluding taxes) but not yet recognised for property development projects, based on the stage of completion.

The order book represents service contracts (excluding taxes) that have been signed but have not yet been executed.

(in millions of euros)



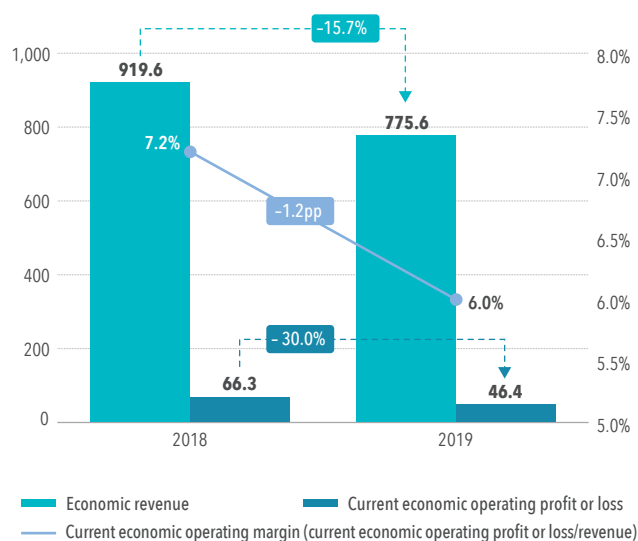
The Property Development Division's total backlog was up 8.1% to €1,257.4 million as of December 31, 2019 from €1,162.8 million as of December 31, 2018.

This change resulted from:

- an 8.5% increase in the Residential Property Development backlog in connection with the high level of housing orders (+7.6% in value terms);
- an 11.2% increase in the Office Property Development and Public and Healthcare Amenities Development backlog thanks to contracts signed in 2019.

## 3.2. Residential Property Development

(in millions of euros)



Following a record-breaking 2018 in terms of sales and construction starts, Residential Property Development revenue was down 15.7% to €775.6 million in 2019, reflecting a slowdown in new housing supply as fewer building permits were issued in a pre-election context.

Reduced housing starts (-22.5%, i.e. 4,716 units as of December 31, 2019 vs. 6,086 units as of December 31, 2018) and sales (-28.4%, i.e. 4,545 units as of December 31, 2019 vs. 6,346 units as of December 31, 2018) contributed to the decline in revenue and were consistent with the current market environment, just a few months away from the 2020 municipal elections.

Current economic operating profit from Residential Property Development dropped to €46.4 million as of December 31, 2019 from €66.3 million a year earlier. This trend was mostly due to lower revenue and less profitable projects as a result of a tight construction market (higher costs and limited availability of construction companies).

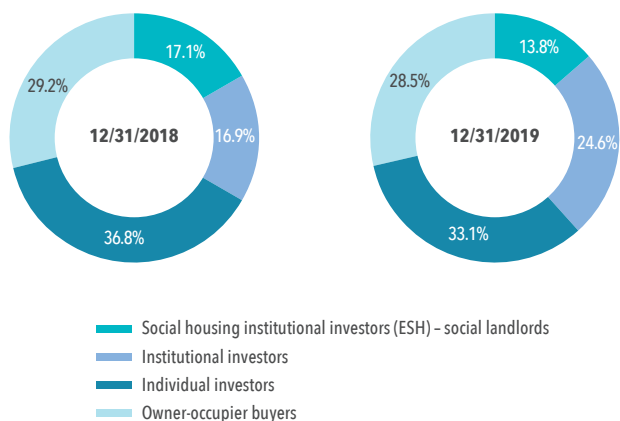
### MAIN PHYSICAL INDICATORS AS OF DECEMBER 31, 2019

	12/31/2019	12/31/2018	Change
<b>PROPERTIES PUT ON THE MARKET</b>			
Paris region & DOM-TOM (overseas)	2,459	2,230	10.3%
Outside the Paris region	3,125	2,924	6.9%
<b>TOTAL UNITS<sup>(a)</sup></b>	<b>5,584</b>	<b>5,154</b>	<b>8.3%</b>
Paris region & DOM-TOM (overseas)	661.3	588.4	12.4%
Outside the Paris region	681.9	578.6	17.8%
<b>TOTAL REVENUE (potential in €m)</b>	<b>1,343.2</b>	<b>1,167.0</b>	<b>15.1%</b>
<b>PROJECTS STARTED</b>			
Paris region & DOM-TOM (overseas)	2,161	3,064	(29.5%)
Outside the Paris region	2,555	3,022	(15.5%)
<b>TOTAL UNITS</b>	<b>4,716</b>	<b>6,086</b>	<b>(22.5%)</b>
Paris region & DOM-TOM (overseas)	560.9	654.1	(14.3%)
Outside the Paris region	570.6	575.0	(0.8%)
<b>TOTAL REVENUE (potential in €m)</b>	<b>1,131.5</b>	<b>1,229.1</b>	<b>(7.9%)</b>
<b>NET HOUSING ORDERS</b>			
Housing orders (in units)	5,067	4,938	2.6%
Housing orders (in €m including taxes)	1,120.6	1,041.3	7.6%
Housing order cancellation rate (in %)	15%	16%	(1.1)pp
<b>AVERAGE SALE PRICE AND AVERAGE FLOOR AREA BASED ON ORDERS</b>			
Average price including taxes per habitable sq.m (in €/sq.m)	4,109	3,851	6.7%
Average budget including taxes per housing unit (in €k)	221.5	211.2	4.9%
Average floor area per housing unit (in sq.m)	53.9	54.8	(1.6%)

(a) "Units" means the number of residential units or equivalent residential units (for mixed-use developments) of any given development. The number of equivalent residential units is determined by dividing the floor area by type (business premises, shops, offices) by the average floor area of residential units calculated as of December 31 of the preceding year.



### BREAKDOWN OF ORDERS BY TYPE OF CUSTOMER



Although market conditions have worsened due to difficulties in obtaining building permits (suspension of many projects in the run-up to the 2020 municipal elections, upcoming adoption of Intercommunal Land-Use Plans (PLUI) in metropolitan areas and the consistently high number of claims), Icade Promotion's operating momentum has allowed it to outperform, with an increased number of properties put on the market and a marked acceleration from H2 2019 (+15.1% in value terms between 2019 and 2018).

Against this backdrop, the Property Development Division's net housing orders as of December 31, 2019 totalled 5,067 orders, up 2.6% in volume

terms compared to the previous year (4,938 orders) and up by 7.6% in value terms. Two opposing trends can be observed:

- on the one hand, in line with the slowdown in the new-home market, orders from individual investors and owner-occupier buyers are down both in percentage and volume terms compared to the previous year (down -4.4 pps to 61.6%);
- on the other hand, thanks to the return of institutional investors to the residential market, bulk orders have increased in the second half of the year (1,469 units), up +4.4 pps to 38.4% for this category of buyers.

The higher average price per housing unit (€221.5k in 2019 vs. €211.2k in 2018) is due to both higher market prices and the location of the Property Development Division's projects which are being put on the market in more expensive areas, particularly in the Paris region.

In value terms, housing starts were down -7.9% both inside and outside the Paris region, resulting from delays in obtaining government permits and the longer time needed to negotiate construction contracts due to a tight construction market (prices and supply).

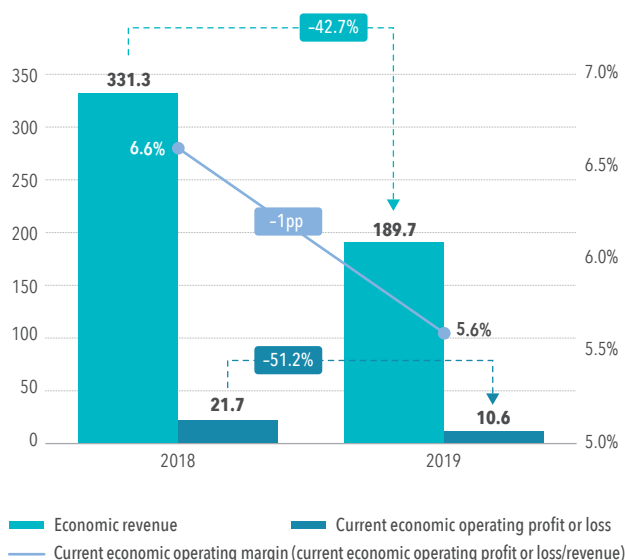
The completed stock is not substantial (1.3% of the total supply). It stood at €15.2 million as of December 31, 2019, down compared to December 31, 2018 (€16.2 million).

### Land portfolio

The portfolio of residential<sup>(1)</sup> land and building plots represented 10,456 units on a proportionate consolidation basis and potential revenue of €2.0 billion<sup>(2)</sup>, remaining stable compared to December 31, 2018 (11,404 units for €2.0 billion).

## 3.3. Office Property Development

(in millions of euros)



As of December 31, 2019, Office Property Development and Public and Healthcare Amenities Development revenue stood at €189.7 million, down from €331.3 million a year earlier. The 18,000-sq.m office project located in Villejuif stands out for its significant contribution to the year's revenue.

Current economic operating profit from Office Property Development and Public and Healthcare Amenities Development decreased to €10.6 million as of December 31, 2019 compared to €21.7 million a year earlier. This is mostly due to lower revenue and, to a lesser extent, lower margins.

### Public and Healthcare Amenities Development

As of December 31, 2019, the portfolio of Public and Healthcare Amenities Development projects was equivalent to 131,762 sq.m (vs. 152,594 sq.m as of December 31, 2018), including 60,721 sq.m under construction. The projects in this portfolio were mostly located outside the Paris region and in the French overseas departments and territories (DOM-TOM). Projects completed during the year represented 14,136 sq.m.

### Office, Hotel and Retail Property Development

As of December 31, 2019, the Property Development Division had a portfolio of Office, Hotel and Retail Property Development projects of around 680,422 sq.m (vs. 668,818 sq.m as of December 31, 2018), including 64,691 sq.m under construction (in particular a 12,737-sq.m building located in Toulouse for the aeronautical equipment manufacturer Latécoère and a 18,000-sq.m building located in Villejuif). In 2019, completions added up to 75,626 sq.m, including the 10,400-sq.m Twist office building in the Clichy-Batignolles development zone, the 14,800-sq.m ECLA Business building in Lille, the 4,692-sq.m Sky-Line II building in Toulouse, and a 10,385-sq.m office building in the Carré de Soie district of Vaulx-en-Velin.

(1) Estimated number of units and revenue from projects for which a preliminary sale agreement for land has been signed and which have not yet been put on the market.

(2) Revenue excluding taxes taking into account the Group's ownership interest in joint ventures over which the Group exercises joint control.

### 3.4. Major projects

In total, potential revenue <sup>(1)</sup> from Icade Promotion amounted to €7.1 billion, representing over 20,600 units for the residential segment and more than 454,800 sq.m for the office segment in the medium term. It includes the land portfolio of the Residential Property Development business, estimated at €2.0 billion as of December 31, 2019, stable compared to December 31, 2018.

This 23% increase from 2018, buoyed primarily by contract awards (+€1.0 billion), confirms Icade Promotion's ability to achieve growth in connection with its new 2020-2024 roadmap.

Main projects awarded in the financial year 2019:

#### ■ **Inventing Bruneseau – Nouvel R Project:**

In March 2019, a consortium of developers made up of AG Real Estate, Icade, Les Nouveaux Constructeurs (lead developer) and Nexity, in conjunction with the retail specialist Frey, was selected as the winner of the "Inventing Bruneseau" call for projects organised by the City of Paris and SEMAPA. Nouvel R involves the development of close to 100,000 sq.m designed to create a real connection between Paris and Ivry-sur-Seine. This ambitious project will make Bruneseau France's first low-carbon neighbourhood.

It includes 25,000 sq.m of office space, 50,000 sq.m of residential units, and 20,000 sq.m of shops and business premises. The entire project is scheduled to be carried out from 2021 to 2025.

#### ■ **Îlot 8.12 in Bordeaux:**

Icade Promotion was selected by the urban planner Bordeaux-Euratlantique to carry out a mixed-use project near the Saint-Jean train station.

The project includes a 450-space multi-storey car park (around 10,000 sq.m), 64 homes (floor area of about 5,000 sq.m) and 350 sq.m of shops (business premises on the ground floor).

The project will stand out for its mainly wood-based structure.

In addition, the multi-storey car park will be designed so as to be partly convertible into offices with a view to anticipating the city's future expansion.

An application for a building permit will be lodged in the spring with the aim of starting construction work in early 2020.

#### ■ **Air France site in Valbonne:**

Following a competitive process held by Air France in November 2018, Icade Promotion was chosen in May 2019 to develop a plot of land located in the town of Valbonne, in the heart of the Sophia Antipolis technology park (Alpes-Maritimes).

This project covers a total floor area of 14,000 sq.m including 6,000 sq.m of residential units and 8,000 sq.m of office space.

Considering today's environmental challenges related to the conservation of fauna and flora, the building permit application is to be submitted in Q3 2020, and the project is scheduled for completion in 2022.

#### ■ **Caen University Hospital (CHU) – Les Grands Jardins de Calix:**

Following a competitive process held by the CHU of Caen in collaboration with the City Council, a group composed of Icade Promotion, the urban developer Shema, and regional property developers Pozzo and Flavia, was chosen to develop close to 8 hectares of land formerly occupied by the Clémenceau hospital.

Icade and its partners aspire to develop a new residential neighbourhood which will be both vibrant and family-friendly. The "Les Grands Jardins de Calix" project involves the development of residential and office buildings representing more than 44,000 sq.m.

Construction is scheduled to start by 2020.

#### ■ **Nanterre Partagée:**

Icade, Crédit Agricole Immobilier and Novaxia won the "Inventing the Greater Paris Metropolis 2" competition for the site of the Nanterre hospital.

As part of its modernisation and refurbishment, the Hospital Accommodation and Care Centre (CASH) of Nanterre will free up over 2 hectares of land which will be reconfigured to open up the hospital to its neighbourhood and provide residents with a new experience.

Around the historical building, which will be preserved and refurbished, this 29,000-sq.m project will consist of housing units, shared housing units, a student residence, a residence for employees on the go, a collaborative café and a Montessori school.

#### ■ **Reinventing Paris 2 project – Gobelins train station:**

On July 11, joint bidders Icade and Segro were chosen for their project on the site of the Gobelins train station following the "Reinventing Paris 2" competition held by SNCF (the French national railway company) and the City of Paris. The project entails the construction by 2024 of a complex consisting of 14,800 sq.m of offices, 4,600 sq.m dedicated to sport, as well as the modernisation of the existing 70,000 sq.m of underground warehouse space.

#### ■ **Chrysalide in Marseille:**

Icade and MAP Architecture were chosen to lead the overhaul of the site of the UNAPEI Alpes Provence association in the Montolivet neighbourhood, in the 4<sup>th</sup> district of Marseille, following a call for projects launched in the spring of 2018.

The project, designed in partnership with CDC Habitat, ADOMA and Banque des Territoires involves the construction of a nearly 12,600-sq.m complex, including 2,900 sq.m for the reconstruction of the association's facilities and construction of 44 housing units as part of the creation of a home for disabled persons (intermediate housing and residence for young workers).

Construction is scheduled to start in 2020, with completion of the project expected in H2 2022.

#### ■ **Woop Up in Montpellier:**

On September 20, Icade was chosen following a competitive process held by SERM for the construction of a 10,142-sq.m hybrid wood and concrete project in lot E2 of the République development zone in Montpellier.

This project, co-developed with REI/Kaleithos, will consist of 107 housing units (81 open market and 26 affordable), 778 sq.m of retail space, 756 sq.m of office space, 488 sq.m of live/work units and 150 sq.m of common space. Construction is scheduled to start at the end of 2020.

#### ■ **Seguin Island in Boulogne-Billancourt:**

A preliminary sale agreement for a 4.2-hectare plot was signed on August 12, 2019 between SPL Val de Seine Aménagement (an urban planning "public-sector local company" [SPL]), the company Développement Boulogne Seguin, and a consortium of three property developers that includes Hines, Icade and Vinci Immobilier.

On this plot of land located in the middle of the island, the consortium plans to develop 123,500 sq.m of office space and 6,500 sq.m reserved for various other uses. These spaces with a total floor area of 130,000 sq.m will include shops, restaurants and recreational facilities capable of breathing life into the centre section, between the cultural areas located at either tip. A 15,000-sq.m public park on the south bank and leisure activities will also be made available. Applications for the required building permits are expected to be lodged in early 2020.

(1) Revenue excluding taxes on a proportionate consolidation basis including backlog, contracts won, stock of units currently for sale and land portfolio.

**PERFORMANCE OF THE GROUP'S BUSINESS ACTIVITIES**  
Property Development Division

■ **Mont de Terre in Lille:**

Following a competitive selection process organised by SNCF (the French national railway company) in July 2018, Icade signed a development agreement for 55,650 sq.m of land in the "Mont de Terre" district of Lille on July 11, 2019.

The project will primarily focus on housing, with around 400 residential units covering 28,200 sq.m. An application for a development permit will be lodged in 2020 and construction is expected to start in 2022/2023.

■ **Réinventer Le Havre:**

On December 10, 2019, as part of the "Réinventer Le Havre" call for projects, the City of Le Havre and its partners selected Icade for the following sites:

- Îlot Flaubert: in partnership with the public hospital group "Groupe Hospitalier du Havre" for the creation of 210 housing units for sale, a seniors' residence with services totalling 110 units, a childcare centre and the new headquarters of "La Ligue Havraise", an association assisting persons with disabilities;
- the former Regional Youth and Sports Centre: conversion into a residence comprising 31 co-living units operated by the company Sharies, with service areas open to the public – co-working space, a fitness studio, event areas and eating areas.

The building permits will be requested in 2020, with work to commence at the end of 2021.

■ **Courbet-Cerdan-République area in Brest:**

Icade, with the Duval Group as co-developer, was selected to construct a mixed-use project with a surface area of 19,545 sq.m, including 183 housing units, a seniors' residence, a co-living residence, a medical centre, shops and offices.

The building permit application will be submitted in H1 2020, with work to commence in 2021.

■ **Boul et Bill in Nantes:**

Icade, with REI Habitat as co-developer, was chosen by development agency SAMOA for the "BOUL & BILL" project, comprising 10,000 sq.m of mixed housing and office space on the Île de Nantes in Nante's République district. This project includes 108 housing units, 2,000 sq.m of offices and 400 sq.m of business premises. Completion is scheduled for 2023.

■ **Paris 2024 Olympics – Saint-Ouen:**

Following a competitive selection process organised by SOLIDEO (public-sector entity tasked with delivering the Olympic facilities), a consortium made up of Icade, Caisse des dépôts (Banque des Territoires) and CDC Habitat has been chosen by the Board of Directors of SOLIDEO to build Block D of the Olympic and Paralympic Village in Saint-Ouen-sur-Seine ("Les Quinconces").

Providing comprehensive, inclusive housing solutions, "Les Quinconces" will include 652 housing units suitable for all: 245 housing units for sale, 93 social housing rental units for families, 99 intermediate housing rental units, a 150-room student residence (Twenty Campus) and a social housing residence with 65 studios prioritising people with disabilities (ADOMA).

The complex will also include a 9,300-sq.m office building, "Les Gradins", designed to facilitate new collaborative and flexible ways of working.

The building permit will be applied for in H1 2020, with work to commence in 2021, and the handover to the Organising Committee for the Olympic Games (OCOG) is scheduled for Q1 2024.

### 3.5. Working capital requirement and debt

(in millions of euros)	12/31/2019 <sup>(a)(b)</sup>			12/31/2018 <sup>(a)(b)</sup>			Change
	IFRS	Reclassification of joint ventures	Total	IFRS	Reclassification of joint ventures	Total	
Residential Property Development	(293.3)	(9.4)	(302.7)	(279.7)	(9.1)	(288.8)	(13.9)
Office Property Development	6.3	13.7	20.0	4.4	(18.6)	(14.2)	34.2
<b>NET WORKING CAPITAL REQUIREMENT - PROPERTY DEVELOPMENT</b>	<b>(287.0)</b>	<b>4.3</b>	<b>(282.7)</b>	<b>(275.2)</b>	<b>(27.8)</b>	<b>(303.0)</b>	<b>20.3</b>
<b>NET DEBT - PROPERTY DEVELOPMENT</b>	<b>153.6</b>	<b>(20.8)</b>	<b>132.8</b>	<b>51.6</b>	<b>6.2</b>	<b>57.9</b>	<b>74.9</b>

(a) A negative number is a net asset, while a positive number is a net liability.

(b) WCR and net debt do not include urban development projects and land owned by the Group.

Net WCR improved by €20.3 million as of December 31, 2019 compared to December 31, 2018.

Net financial liabilities increased by €74.9 million from 2018, due in particular to the dividend paid out for €51.2 million, the acquisition of SARVILEP shares for €8.8 million, and tangible investments (e.g. implementation of OpenID outside the Paris region) for €10 million.

## 4. Other information

### 4.1. Financial data for the past five financial years

Icade - Type of indications	2019	2018	2017	2016	2015
<b>1 - Financial position at year-end</b>					
A Share capital	113,613,795	113,613,795	112,966,652	112,966,652	112,966,652
B Number of issued shares	74,535,741	74,535,741	74,111,186	74,111,186	74,111,186
C Total bonds convertible into shares				0	0
<b>2 - Comprehensive income from continuing operations</b>					
A Revenue excluding tax	262,960,284	298,355,038	284,242,137	295,866,267	312,582,499
B Profit/(loss) before tax, employee profit-sharing, depreciation, amortisation and provisions	398,506,247	303,224,826	246,535,763	271,980,136	417,122,872
C Corporate tax	351,587	4,335,435	(20,627,687)	6,205,103	48,303,767
D Profit/(loss) after tax, depreciation, amortisation and provisions	360,193,009	185,833,282	128,616,134	121,834,718	113,713,289
E Total dividend distribution	358,516,914 <sup>(a)</sup>	342,864,409	317,789,531	295,618,168	275,291,874
<b>3 - Key income statement items (per share)</b>					
A Profit/(loss) after tax and employee profit-sharing, but before depreciation, amortisation and provisions	5.342	4.010	3.605	3.586	4.977
B Profit/(loss) after tax, employee profit-sharing, depreciation, amortisation and provisions	4.832	2.493	1.735	1.644	1.535
C Dividend per share	4.01 <sup>(a)</sup>	4.60	4.30	4.00	3.73
<b>4 - Staff</b>					
A Number of employees at year-end	10	21	11	11	13
B Total payroll expense	7,805,820	6,565,844	4,251,477	4,572,032	4,606,077
C Sums paid for employee benefits (social security, social welfare programmes, etc.)	2,708,194	2,627,514	1,807,147	1,456,242	1,620,221

(a) Subject to the approval of the annual OGM. This sum will be adjusted to the number of shares in existence on the day of the annual OGM.

### 4.2. Payment terms

#### 4.2.1. Accounts payable

The payment terms for accounts payable are detailed below:

Icade's individual accounts (in millions of euros)	Received invoices due but not yet paid at the end of the financial year 2019 <sup>(a)</sup>				
	< 30 days	30 to 60 days	60 to 90 days	> 90 days <sup>(b)</sup>	Total
	2019	2019	2019	2019	2019
Number of invoices	564		10	301	875
Total amount including VAT	3.67	-	0.22	1.27	5.16
Total amount excluding VAT	3.05		0.18	1.06	4.29
<b>PERCENTAGE OF TOTAL PURCHASES MADE DURING THE FINANCIAL YEAR</b>	<b>0.67%</b>	<b>0.00%</b>	<b>0.04%</b>	<b>0.23%</b>	<b>0.94%</b>

(a) No disputed or queried invoices have been excluded from this table.

(b) The number of invoices > 90 days mainly relates to utility bills (energy, water, telephone) for each building.

The payment terms agreed with suppliers are usually between 30 and 60 days. They are generally observed, except for disputes which are dealt with on a case-by-case basis.

## 4.2.2. Accounts receivable

The payment terms for accounts receivable are detailed below:

Icade's individual accounts (in millions of euros)	Issued invoices due but not yet paid at the end of the financial year 2018 <sup>(a)</sup>				Total
	< 30 days	30 to 60 days	60 to 90 days	> 90 days	
Number of invoices					127
Total amount including VAT <sup>(b)</sup>	0.50	1.20	1.60	16.20	19.50
Total amount excluding VAT	0.40	1.00	1.30	13.50	16.20
<b>PERCENTAGE OF TOTAL SALES RECORDED DURING THE FINANCIAL YEAR</b>	<b>0.15%</b>	<b>0.40%</b>	<b>0.49%</b>	<b>5.15%</b>	<b>6.19%</b>

(a) Intra-group balances are excluded from this table (€2 million).

(b) Data shown before taking into consideration the account balances of customers.

## 4.3. Material contracts

### 4.3.1. Contracts

Icade completed a number of significant acquisitions and disposals over the last few financial years (see chapter 6 § 1. "Consolidated financial statements", note 3 "Scope of consolidation").

In terms of financing, Icade continued the optimisation of its financial resources (see § 1.4 "Financial resources" of the chapter on the performance of the Group's business activities).

### 4.3.2. Transactions between consolidated companies of the Icade Group

Related party transactions were made on terms equivalent to those that prevail in arm's length transactions.

### 4.3.3. Regulated related party agreements

No such agreements or commitments were submitted to the Board of Directors for approval during the financial year 2019.

As part of the annual review of regulated related party agreements, the members of the Board of Directors reviewed the previously approved agreements whose performance continued during the financial year 2019.

(See chapter 5 § 5 "Statutory Auditors' special report on regulated related party agreements".)

### 4.3.4. Related party agreements entered into in the ordinary course of business and on arm's length terms

Article L. 225-39, paragraph 2 of the French Commercial Code, as amended by Law No. 2019-486 of May 22, 2019 on the growth and transformation of businesses (the "Pacte" Act), requires the Board of Directors of companies whose shares are admitted to trading on a regulated market to set up a procedure to regularly assess whether related party agreements entered into in the ordinary course of business and on arm's length terms (excluding agreements entered into with wholly owned subsidiaries) meet these conditions.

The Board of Directors has decided to implement such a procedure, it being specified that the persons directly or indirectly involved in these agreements may not participate in this evaluation (Articles 198 of the Pacte Act and L. 225-39, L. 225-87 and L. 225-37-4 of the French Commercial Code).

The process established by the Board of Directors includes a control process and an annual evaluation of related party agreements entered into in the ordinary course of business and on arm's length terms, after considering any comments from the Audit and Risk Committee.

### 4.3.5. Specific clauses relating to the business activities

None.

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# 1. CSR strategy and organisation

## 1.1. 2019 highlights

### Icade's Purpose expressed by its employees

As a result of a year of collaborative work carried out by all its employees, Icade defined its Purpose, which was then submitted for approval to the Board of Directors in November 2019 and approved by its members. Four forums were organised over the course of the year throughout France in order to identify the Purpose's four pillars. In addition, six workshops were held with Icade's stakeholders (shareholders, B2B and B2C clients, local authorities, employees and suppliers). These efforts led to the Purpose being definitively formulated and able to be integrated into all of Icade's activities as early as 2020. The inclusion of the Purpose in the preamble of its Articles of Association will be submitted to the General Meeting for shareholder approval on April 24, 2020.



### CSR is central to Icade's project for the future Athletes' Village

Icade, Caisse des dépôts and CDC Habitat were awarded the contract to build a portion of the Athletes' Village in Saint-Ouen-sur-Seine. They will develop a mixed-use project covering over 48,000 sq.m designed to house 3,000 athletes from around the world. After housing the athletes during the Games, this project designed from the very start with local communities in mind will become a vibrant neighbourhood comprising housing units, student accommodations, offices, business premises, etc. The project is aiming for high environmental performance through a bioclimatic building design and 3,000-sq.m urban forest. It is also committed to obtaining the BiodiverCity and E+C- labels.

### Icade supports the "Business for Nature – Act4Nature France" initiative

Building on its commitment to Act4Nature made in 2018, Icade signed the "Business for Nature – Act4Nature France" manifesto in December 2019. This initiative will be carried out under the aegis of the French Ministry for Ecological and Inclusive Transition. In addition to the ten commitments that were initially made, it includes additional transparency requirements such as posting objectives and measures on a common platform and undergoing an assessment conducted by independent expert bodies within the next two years. Around thirty companies are involved in this initiative to pledge their commitment in preparation for the World Conservation Congress which will be held in June 2020 in Marseille.



### cycle up Icade is part of a circular economy approach with Cycle-Up

**DES RESSOURCES À L'INFINI** Icade entered into a 50/50 joint venture with Egis in 2018 to launch Cycle-Up, a digital platform available to all participants in the construction industry dedicated to the reuse of building materials. In 2019, Cycle-Up was used in 8 renovation and demolition projects involving Icade's assets. The reuse of these building materials made it possible to avoid 65 tonnes of waste generation, equivalent to about 87 tonnes of CO<sub>2</sub> emissions avoided. These projects have also contributed to the local solidarity economy through reliance on professional integration.

### Icade Santé launches its "Quality of Life and CSR in Nursing Homes" Charter

In 2019, Icade Santé drafted a "CSR and Quality of Life in Nursing Homes" Charter with the support of Afnor. It sets out the commitments and criteria with respect to future investments in nursing homes. This Charter includes internal guidelines setting out the criteria related to the residents' well-being, quality of life, safety and supervision.



### New initiatives that promote inclusion and a strong local footprint

In 2019, Icade launched a number of socially responsible initiatives. Community events were organised for its business park tenants in partnership with local companies. Such events included a charity run, an ethical Christmas market in collaboration with local artisans, etc. Icade also helped set up a "Pop-up Job Workshop" to promote employment in the Val-de-Marne area. A dedicated space was set aside for around fifty job seekers over 45 who received seven weeks of coaching at the Orly-Rungis business park. As part of the "Pacte avec les quartiers pour toutes les entreprises" (PAQTE, Pact with Priority Neighbourhoods for All Businesses) implemented by the French government, Icade has strengthened its commitment to secondary school students from priority neighbourhoods. Presentations have been given at their schools or the Company allowing them to discover Icade's various activities.

### Launch of Icade's start-up studio Urban Odyssey – CSR lies at the heart of innovation

In 2019, Icade launched its start-up studio Urban Odyssey in partnership with the HEC Incubator. Dedicated to shaping the cities of tomorrow, its purpose is to scale up innovative solutions in response to the new challenges companies face today. Five start-ups joined the start-up studio in 2019, including three intrapreneurial projects. They are focused on eco-friendly solutions, such as reducing greenhouse gas emissions, urban agriculture and rainwater recycling.



### Icade employees' first charity challenge

Launched in 2019, the goal of the first Icadéens Solidaires charity challenge in which all Icade employees could participate was to encourage them to take as many steps as possible to raise money for charities. In total, over 30 million steps were counted over the 18 days of the challenge, raising €47,000 for 3 children's charities.

## 1.2. Icade's CSR goals

### 1.2.1. Icade's Purpose in line with its CSR goals

Defined in 2019, Icade's Purpose has made CSR issues central to the performance of its duties:

**Designing, Building, Managing and Investing in cities, neighbourhoods and buildings that are innovative, diverse, inclusive and connected with a reduced carbon footprint.**

**Desirable places to live and work.**

**This is our ambition. This is our goal.**

**This is our Purpose.**

As a committed and socially responsible player, Icade strives to accomplish these goals each day through its strategic choices and the implementation of a CSR policy that creates value for all its stakeholders. This is in line with UN Sustainable Development Goal 11, namely "Make cities and human settlements inclusive, safe, resilient and sustainable". Icade has produced a Strategic Plan for the period 2019-2022 in keeping with its Purpose. The Plan includes ambitious CSR commitments focused on three key areas:

- stepping up low-carbon transition and preserving resources;
- developing solutions that include new habits and lifestyles in partnership with local authorities and communities;

- promoting employee skills development, workplace well-being and diversity.

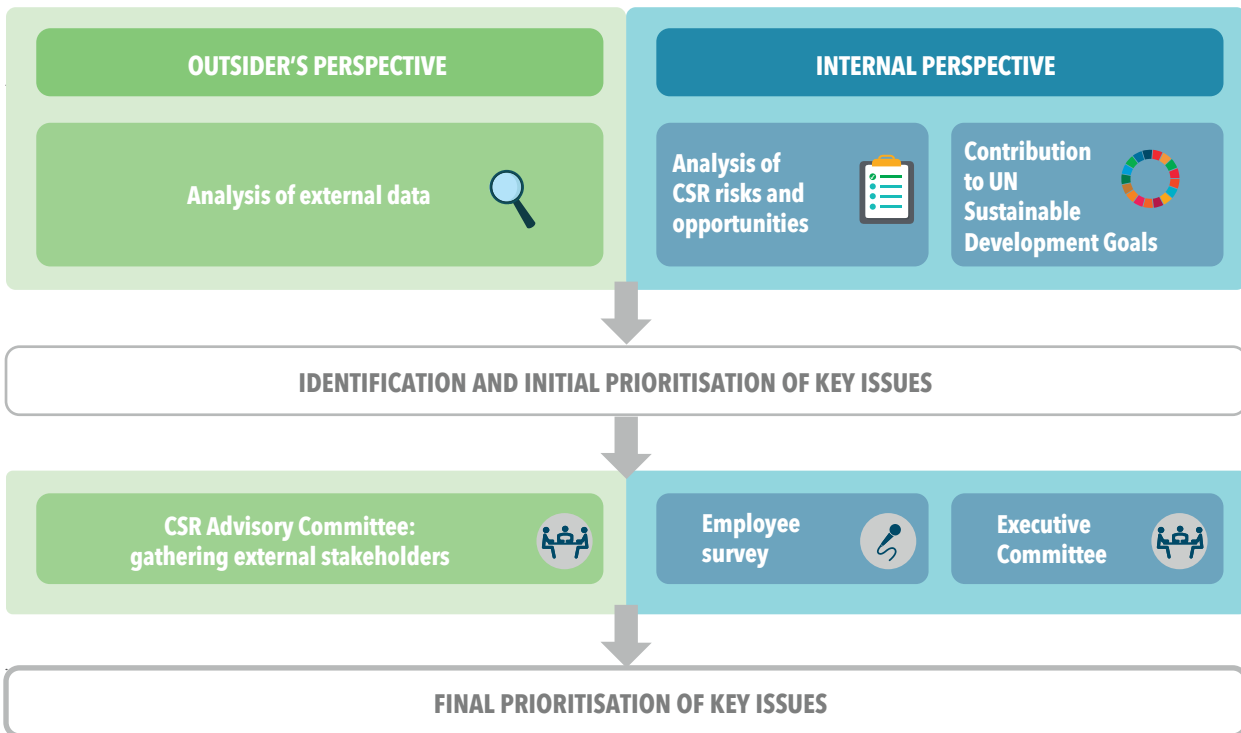
These three key areas have been broken down into five key issues:

- impact of climate change and low-carbon transition;
- scarcity of resources and circular economy;
- preserving biodiversity;
- territorial cohesion and inclusion;
- engagement, agility and collaboration.

These key areas and CSR commitments are the product of the materiality assessment described below.

### 1.2.2. Materiality assessments as a tool for prioritising Icade's CSR issues

The materiality assessment conducted when drafting the 2019-2022 Plan identified and prioritised the most relevant CSR issues in terms of Icade's business, overall strategy and stakeholders' expectations. Icade relied on a number of in-depth studies and a collaborative approach involving employees at every level of the Company and external stakeholders. The methodology used is described below:





Three in-depth studies identified and prioritised the issues:

### 1.2.2.1. Analysis of external data

Icade analysed thousands of data points from publications produced by its competitors and stakeholders, changes to the regulatory framework, latest trends and social media by way of data analytics software. Conducted with Utopies, a sustainable development consulting firm, this analysis identified 95 CSR issues and provided an overall view of major market trends and emerging CSR issues.

### 1.2.2.2. Analysis of CSR risks and opportunities

Icade considers CSR as a tool for improving risk management and as a source of opportunities and value creation. Icade's CSR and Risk Management teams together conducted an in-depth review of the risks and opportunities related to the Company's environmental, social and societal aspects. Close to sixty CSR risks were identified and grouped into 10 categories.

The diagram below outlines Icade's main CSR risks and opportunities:

## ENVIRONMENTAL

### PRINCIPAL RISK AREAS:

- **Impact of climate change and low-carbon transition.**
- **Preservation of resources: circular economy and biodiversity.**
- **Compliance with environmental, health and safety regulations.**

### Principal risks:

- obsolescence and deterioration of the assets;
- business interruption events and projects postponed;
- higher natural resource and energy prices.

### Principal opportunities:

- increased appeal and value of the assets;
- better control of operations;
- increased market shares and improved brand image.

## SOCIETAL

### PRINCIPAL RISK AREAS:

- **Innovation and adaptation to customers' needs.**
- **Customer relations.**
- **Consideration of the needs of local communities.**
- **Responsible procurement.**
- **Business ethics.**
- **Data protection and security.**

### Principal risks:

- legal claims against Icade;
- deterioration in stakeholder relationships;
- assets becoming less attractive;
- damage to brand image and brand value;
- unsuccessful tenders.

### Principal opportunities:

- increased appeal and value of the assets;
- improved stakeholder relationships;
- better operational control;
- increased market shares;
- increased occupancy rates.

## SOCIAL

### PRINCIPAL RISK AREA:

- **Adaptation of skills, workplace well-being and diversity.**

### Principal risks:

- legal claims against Icade;
- deterioration in employee relations;
- lower productivity and loss of competitiveness.

### Principal opportunities:

- transparent, trust-based relationships with employees;
- improved brand image and employer brand;
- improved productivity.

To learn more about CSR risks and related control measures and performance indicators, see section 8 "CSR risks and opportunities and related performance indicators".

### 1.2.2.3. Icade's contribution to UN Sustainable Development Goals

Icade's CSR issues were also prioritised by analysing the 17 UN Sustainable Development Goals (SDGs). Icade identified eight priority goals and five significant goals in connection with its business. Sustainable Development Goal 11 "Sustainable cities and communities" is particularly relevant to Icade's activities and concerns.

#### CONTRIBUTION TO UN SUSTAINABLE DEVELOPMENT GOALS



#### Priority goals

-  **3 - Good health and well-being**
-  **5 - Gender equality**
-  **7 - Affordable and clean energy**
-  **8 - Decent work and economic growth**
-  **9 - Industry innovation and infrastructure**
-  **10 - Reduced inequalities**
-  **11 - Sustainable cities and communities**
-  **12 - Responsible consumption and production**
-  **13 - Climate action**
-  **15 - Life on land**

#### Significant goals

-  **6 - Clean water and sanitation**
-  **16 - Peace, justice and strong institutions**
-  **17 - Partnerships for the goals**

To learn more about the in-depth analysis conducted by Icade, see section 7 "Contributing to UN Sustainable Development Goals".

This threefold analysis of CSR risks and opportunities, SDGs and external data resulted in the first ranking of CSR issues and the identification of emerging topics, such as air quality and data protection.

### 1.2.2.4. Final prioritisation by Icade's stakeholders

Three different types of participants – external stakeholders (CSR Advisory Committee), employees and the Executive Committee – then analysed and reassessed this ranking:

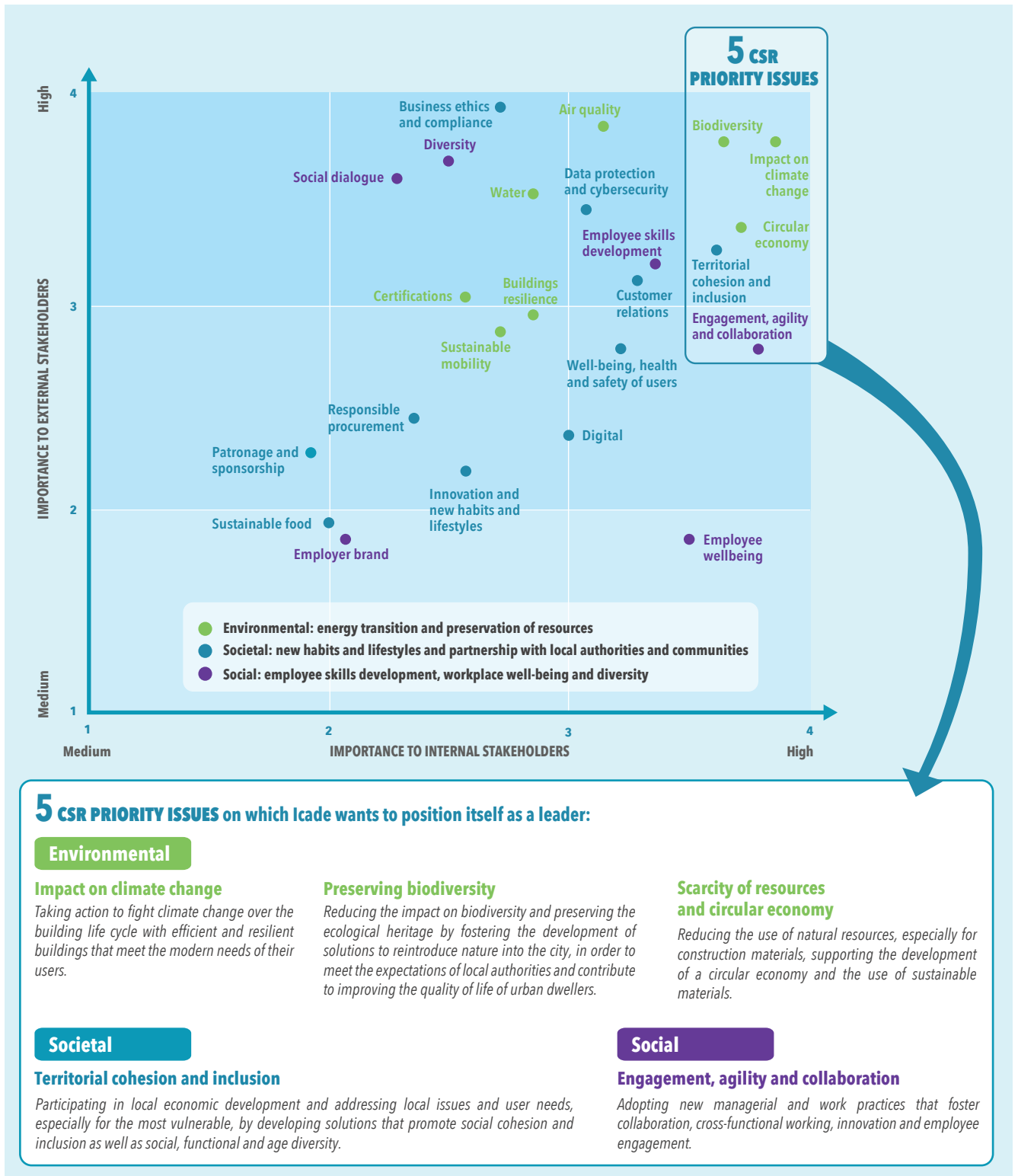
- **CSR Advisory Committee:** chosen for their expertise and commitment, this group of 13 stakeholders – which includes CSR experts, social and solidarity-based economy entities, scientists, entrepreneurs, urban planners, etc. – has provided a forward-looking perspective on social, societal and environmental issues for Icade. Its members have suggested refocusing the Company's strategy on five key issues for which Icade aims to become the leader;

- **employee survey:** Icade employees gave their vision thanks to an online survey that reached a response rate above 50%;
- **Executive Committee:** using all these analyses, the Executive Committee compiled a final ranking of the issues, in order of priority, based on their importance for the business and its stakeholders. This ranking is reflected in the CSR Materiality Matrix.

In order to break down these issues into quantified commitments and action plans incorporated into roadmaps for the Company's business lines, the management committees of each division (Property Development, Office Property Investment, Healthcare Property Investment and Human Resources) organised synergetic focus groups bringing together specialists providing expertise in CSR and the Company's business divisions and operational functions.




















The findings of this collaborative effort are presented as a CSR Materiality Matrix.

1.2.2.5. Icade's CSR Materiality Matrix



All the issues plotted on the matrix are covered by the CSR commitments for 2019-2022. Special attention has been paid to the five key issues that were selected with high goals having been set for CSR commitments and action plans.

### 1.3. Key CSR commitments for 2019-2022 and 2019 results

RISK AREA	2019-2022 COMMITMENTS	2019 RESULTS	
<b>LOW-CARBON TRANSITION AND PRESERVATION OF RESOURCES</b>			
<b>IMPACT OF CLIMATE CHANGE AND LOW-CARBON TRANSITION</b>	<b>Office Property Investment:</b> reduce carbon intensity by 45% between 2015 and 2025 (in kg CO <sub>2</sub> /sq.m/year), i.e. a 5.8% reduction per year.	 CO <sub>2</sub> emissions were reduced by <b>27%</b> between 2015 and 2019, i.e. a 7.5% reduction per year.	
	<b>Property Development:</b> 100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022.	 In 2019, <b>33%</b> of office property developments measuring over 5,000 sq.m and <b>4%</b> of homes were E+C- certified.	
<b>PRESERVATION OF RESOURCES: BIODIVERSITY AND THE CIRCULAR ECONOMY</b>	<b>Office Property Investment:</b> achieve a net positive impact on biodiversity in 50% of business parks by 2022.	 <b>100%</b> of business parks had a net positive impact on biodiversity in 2019.	
	<b>Property Development:</b> implement a reuse process for demolitions over 5,000 sq.m starting in 2020.	 <b>67%</b> of demolitions over 5,000 sq.m applied a reuse process in 2019.	
<b>COMPLIANCE WITH ENVIRONMENTAL, HEALTH AND SAFETY REGULATIONS</b>	<b>Healthcare Property Investment:</b> obtain HQE certification for all new-build projects with a floor area above 7,500 sq.m.	 <b>100%</b> of the Healthcare Property Investment Division's new-build projects above 7,500 sq.m are HQE-certified.	
<b>NEW HABITS AND LIFESTYLES AND PARTNERSHIPS WITH LOCAL AUTHORITIES AND COMMUNITIES</b>			
<b>CONSIDERATION OF THE NEEDS OF LOCAL COMMUNITIES</b>	<b>Office Property Investment:</b> increase the number of local community partnerships in the business parks by 2022.	 <b>25</b> local community initiatives were organised for business park tenants in 2019 (a charity run, an ethical Christmas market, etc.)	
	<b>Property Development:</b> include professional integration commitments in all significant construction projects starting in 2020 and promote local job creation.	 <b>49%</b> of major construction projects included professional integration commitments and the Property Development Division used local suppliers for more than 2/3 of its procurement needs in 2019.	
<b>INNOVATION AND ADAPTATION TO CUSTOMER'S NEEDS</b>	<b>Healthcare Property Investment:</b> set up CSR & innovation committees with at least 70% of healthcare operators by 2020.	 <b>59%</b> of healthcare operators benefited from CSR & innovation committees in 2019.	
<b>CUSTOMER RELATIONS</b>	<b>Office Property Investment:</b> 100% of the main business parks to be covered by the proprietary "Business Park of Excellence" label.	 <b>100%</b> of the main business parks had this label in 2019.	
<b>RESPONSIBLE PROCUREMENT</b>	<b>Icade:</b> integrate CSR criteria into the procurement process.	 <b>85%</b> of the Procurement Department's requests for quotation included CSR criteria in 2019.	
<b>BUSINESS ETHICS</b>	<b>Icade:</b> provide training to 100% of employees exposed to corruption, money laundering and the financing of terrorism by the end of 2019.	 <b>89%</b> of employees identified as "at risk" were trained in 2019.	
<b>DATA PROTECTION AND SECURITY</b>	<b>Icade:</b> provide training in personal data protection to 100% of employees identified as being the most "at risk" by the end of 2022.	 Training began in 2019 and covered <b>94%</b> of employees identified as being the most "at risk".	
<b>EMPLOYEE SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY</b>			
<b>HR POLICY: ADAPTATION OF SKILLS, WORKPLACE WELL-BEING AND DIVERSITY</b>	<b>Icade:</b> fill 25% of positions internally each year starting in 2019.	 <b>25%</b> of positions were filled internally in 2019.	
	<b>Icade:</b> provide training to at least 90% of employees each year starting in 2019.	 <b>92%</b> of employees received training in 2019.	
	<b>Icade:</b> fill 18% of permanent positions with people under the age of 26 starting in 2020.	 <b>16%</b> of permanent positions were filled with people under the age of 26 in 2019.	
 Objective achieved	 Objective partially achieved	 In progress	 Objective not achieved

## 1.4. CSR governance and management

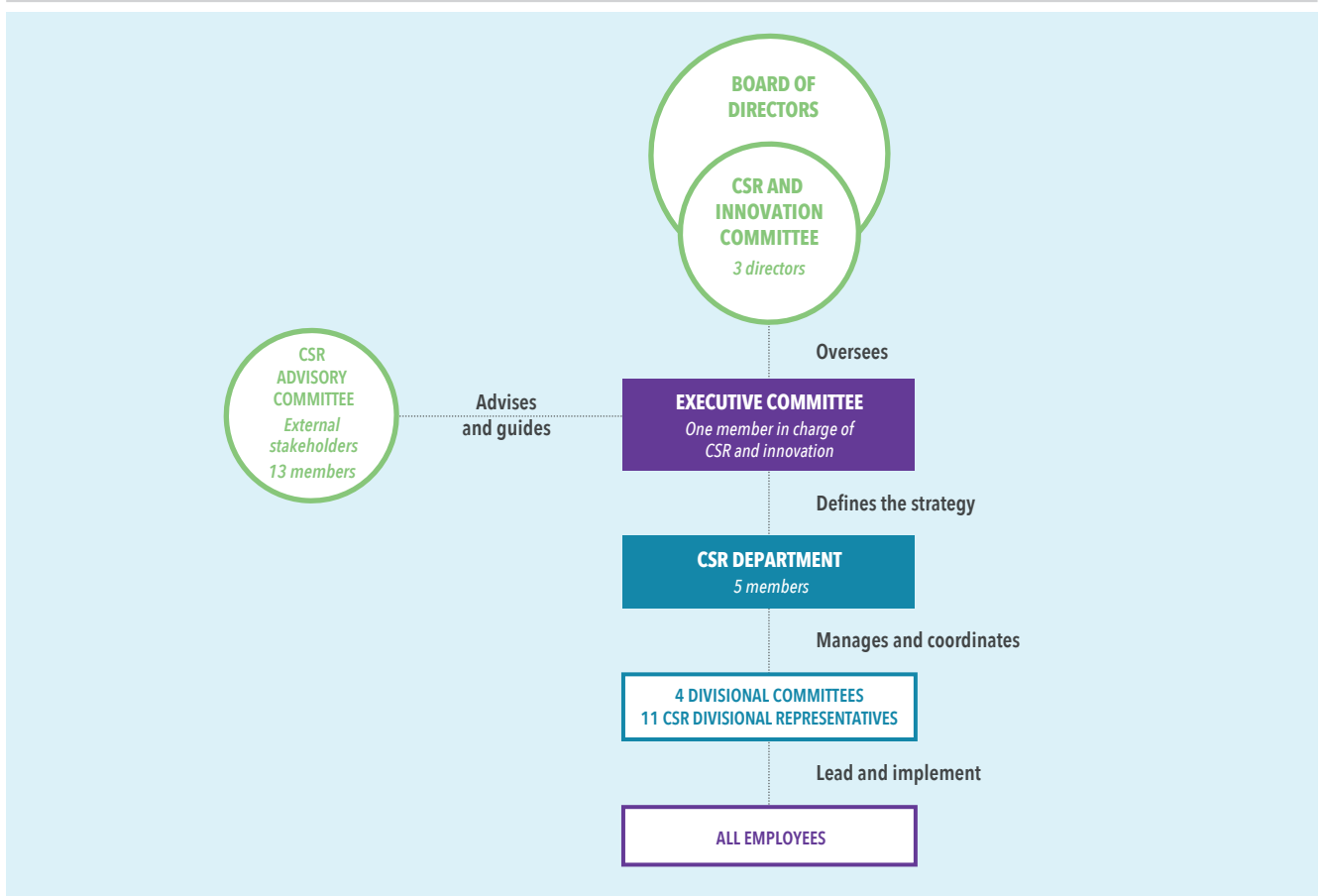
To define and implement its CSR strategy, Icade relies on three governance bodies and a Corporate Social Responsibility Department which report to the Head of CSR and Innovation, a member of the Executive Committee:

- **Innovation and CSR Committee:** composed of three directors<sup>(1)</sup> including two independent directors, this governing body reports to the Board of Directors. It is in charge of prioritising focus areas with respect to innovation and CSR in line with Icade's expansion strategy. This committee met once in 2019;
- **CSR Advisory Committee:** composed of 13 external players chosen for their expertise in and commitment to CSR – scientists, entrepreneurs, urban planners, etc. – the Executive Committee and the Chairman of the Board of Directors, it is tasked with steering

Icade's CSR policy and ensuring its implementation in collaboration with Icade's governance bodies. The committee meets once a year to advise the Company on its CSR priorities;

- **Executive Committee:** composed of 11 members<sup>(2)</sup>, including the Head of CSR and Innovation. It is responsible for defining Icade's CSR strategy;
- **CSR Department:** coordinates commitments and executes action plans to implement Icade's CSR strategy, with the fight against climate change as the top priority. It reports to the Head of CSR and Innovation, a member of the Executive Committee. The department works in close partnership with the business divisions' management committees and CSR divisional representatives which coordinate CSR initiatives for all employees.

### ICADE'S CSR ORGANISATION



Incorporated in the Company's overall strategy, CSR commitments involve the entire management structure and include quantified targets and specific deadlines. In 2019, 100% of managers and 73% of employees had roadmaps including CSR and innovation objectives. As regards the members of the Executive Committee, 10% of their variable remuneration is contingent upon meeting CSR objectives, including climate-related performance.

(1) As of December 31, 2019.

(2) As of February 3, 2020.

## 1.5. An approach in tune with stakeholders

Icade maintains a regular and constructive dialogue with its main stakeholders. The Company has identified nine categories of key stakeholders as a consequence of their level of influence and impact on its CSR strategy and business activities. The table below summarises the preferred forms of dialogue for each one of these categories. *The commitments made and measures taken for these stakeholders are shown in section 5 "CSR commitments for 2019-2022 and progress made in 2019".*

Icade's key stakeholders	Forms of dialogue
Customers	<ul style="list-style-type: none"> <li>■ Customer service, satisfaction surveys, green lease committees, green lease clubs, etc.</li> <li>■ Dedicated websites: the Office Property Investment Division's business park digital platform <a href="http://www.cyg-icade.com/">http://www.cyg-icade.com/</a>, the Property Development Division's website <a href="http://www.icade-immobilier.com/">http://www.icade-immobilier.com/</a> and the digital communication and exchange platform on innovation <a href="https://hub-smartcity.com/">https://hub-smartcity.com/</a></li> <li>■ Social media: LinkedIn, <a href="#">LinkedIn</a>, <a href="#">Youtube</a>, <a href="#">Twitter</a>, <a href="#">Instagram</a>, <a href="#">Facebook</a></li> </ul>
Employees & employee representatives	<ul style="list-style-type: none"> <li>■ Dialogue with social partners</li> <li>■ Annual performance reviews</li> <li>■ Campaigns to assess workplace well-being</li> <li>■ Toll-free helpline providing employee assistance</li> <li>■ Events: Sustainable Development Week, results presentation, New Year's Reception, seminars, etc.</li> <li>■ Internal communication: Intranet, information screens, magazines and in-house newsletters</li> <li>■ Anonymous whistleblower reporting system, available to all employees via an online platform</li> </ul>
Financial and ESG community: investors, institutional and individual shareholders, lenders, credit rating agencies, banks and insurance companies	<ul style="list-style-type: none"> <li>■ Signing both the French Green Business Climate Pledge and Green Bond Pledge in addition to being a founding member of the Corporate Forum on Sustainable Finance</li> <li>■ General Shareholders' Meeting and shareholders' newsletters</li> <li>■ Investor presentations, annual and semi-annual reports, press releases</li> <li>■ Meetings with investors and financial and SRI (Socially Responsible Investments) analysts, and response to ESG rating agency questionnaires</li> </ul>
Elected officials, local authorities and communities	<ul style="list-style-type: none"> <li>■ Signing of the Climate Action Charter and participation in drafting the Climate Plan and resilience programme for the City of Paris</li> <li>■ Signing of the "Business for Nature - Act4Nature France" manifesto</li> <li>■ Participation in several local consultation bodies dedicated to local economic and social development</li> <li>■ Signing of three charters with the Plaine Commune local administrative body: Local Development Charter, Circular Economy and Sustainable Development Charter and Major Projects Charter</li> <li>■ Signing of the "Charter for the development of temporary occupation as a tool to serve the Paris region" by Icade Promotion</li> <li>■ Signing of a partnership with Réseau Entreprendre Val-de-Marne and Seine-Saint-Denis</li> <li>■ Signing of local employment and integration charters</li> <li>■ Partner of Arc de l'Innovation</li> <li>■ Provision of toll-free numbers and suggestion boxes for local residents near construction sites</li> </ul>
Business partners & suppliers: architects, builders, contractors, providers of intellectual services, service providers, Caisse des dépôts Group, start-ups and industrial partners	<ul style="list-style-type: none"> <li>■ Signing of responsible procurement charters and clean construction site charters, regular supplier assessments and participation in drafting a <a href="#">guide for sustainable procurement in the real estate industry</a></li> <li>■ Development of joint projects with start-ups, industrial partners, artists (Art&amp;Design Lab by Icade, an artist residency created by Icade) and Caisse des dépôts Group subsidiaries (CDC Habitat, Transdev, Egis, CDC Biodiversité, etc.)</li> <li>■ Partnership with the HEC Incubator in connection with Urban Odyssey, Icade's start-up studio</li> </ul>
Professional sector: certifiers and labellers, professional associations and regulatory authorities	<ul style="list-style-type: none"> <li>■ Contribution via working groups to regulatory discussions on EU taxonomy, the law on circular economy, the low-carbon label and 2020 environmental regulations</li> <li>■ Development of the new "Smart and connected buildings" label (HQE framework)</li> <li>■ Participation in the certification committee of the NF Housing and NF Living Environment (Cerqual) brands</li> <li>■ Participation in discussions on the drafting of a neighbourhood-wide E+C- label framework and the ACT (Assessing Low-Carbon Transition) initiative with Ademe (French Environmental and Energy Management Agency)</li> <li>■ Active member of several trade groups: EPRA (European Public Real Estate Association), Alliance HQE-GBC (professional alliance for a sustainable built environment), Smart Building Alliance, FPI (French Federation of Real Estate Developers), FSIF (French Federation of Real Estate and Property Investment Companies), OïD (Sustainable Real Estate Forum), C3D (Council of Heads of Sustainable Development), IVD (Institute for Sustainable Cities) and Airparif (a French association monitoring air quality in the Paris region)</li> <li>■ Founding member of ADIVbois, BBCA (French low-carbon building association) and Airlab</li> <li>■ Signing of the Energy Charter of the French "Sustainable Building Plan"</li> </ul>
Associations and NGOs	<ul style="list-style-type: none"> <li>■ Partnerships with associations on the topic of integration: "Les jeunes talents de Plaine Commune" (Young talent from Plaine Commune), "Tous en Stage" (enabling students to carry out a week-long internship offering the opportunity to discover four different companies), "100,000 Entrepreneurs" (introducing young people to the concept of entrepreneurship)</li> <li>■ Partnership agreements between LPO (League for the Protection of Birds), the Office Property Investment Division and Icade Promotion Anney</li> <li>■ Participation in the Nature 2050 programme to restore biodiversity, led by CDC Biodiversité in partnership with the Nicolas Hulot Foundation, the France Nature Environment association, LPO (League for the Protection of Birds) and the French National Museum of Natural History</li> <li>■ Patronage supporting community projects and local cultural activities, and employee involvement in community initiatives (Food Bank, Samusocial of Paris, Étoile de Martin, etc.)</li> <li>■ Founder of the Palladio Foundation, dedicated to taking public interest into account when building the city of tomorrow</li> </ul>
Media and events	<ul style="list-style-type: none"> <li>■ Press releases, press kits, press briefings, articles</li> <li>■ Events: Official openings (Quai 8.2 in Bordeaux, Castel Office in Marseille), groundbreakings (Saintes post-acute care facility, Villars projects in Ivry-sur-Seine), trade shows (SIMI, MIPIM), etc.</li> </ul>
Universities and schools	<ul style="list-style-type: none"> <li>■ Partnerships specialised in recruitment with ESSEC, ESTP and HEC</li> <li>■ Participating in research on green roofs with the Institute of Ecology and Environmental Sciences of Paris and CDC Biodiversité</li> <li>■ Providing support for innovative projects from schools (CentraleSupélec; École Nationale Supérieure d'Architecture de Paris-Val-de-Seine; École Nationale Supérieure de Création Industrielle; Chair in Entrepreneurship, Local Development and Innovation)</li> <li>■ Partnership with CEEBIOS (the European Centre of Excellence in Biomimetics of Senlis)</li> </ul>

## 1.6. External evaluation of Icade's ESG performance

Every year, non-financial rating agencies analyse Icade's CSR performance in the light of industry best practices. Icade uses these evaluations to track its performance and continuously improve its CSR policy. The table below shows Icade's scores in the main ESG classifications.

AGENCY	SCORES	RANKINGS
	 <p>SCORE OUT OF 100</p>	<p><b>2019</b> Sector Leader in the category "diversified assets, listed companies, Western Europe" "Green Star" status</p>
	 <p>PERFORMANCE SCORE FROM E TO A</p>	<p><b>2019</b> In the top 22% of the highest scoring companies in its sector (World)</p>
	 <p>SCORE FROM CCC TO AAA</p>	<p><b>2019</b> Score of AA (on a scale ranging from CCC to AAA)</p>
	 <p>SCORE OUT OF 100 (inverted scale: 0 = negligible risk, 100 = severe risk)</p>	<p><b>2019</b> In the top 5% of the highest scoring listed companies in the real estate investment sector (World)</p>
	 <p>SCORE OUT OF 100</p>	<p><b>2019</b> 3<sup>rd</sup> out of 81 companies in Europe in the Financial Services – Real Estate sector "Advanced" level</p>
	 <p>SCORE FROM D- TO A+</p>	<p><b>2018</b> In the top 5% of the highest scoring companies in the real estate sector (World) "Prime" status</p>
	 <p>SCORE FROM 1 TO 5</p>	<p><b>2019</b> In the top 12% of the highest scoring companies in its sector (World)</p>
	 <p>SCORE OUT OF 100</p>	<p><b>2019</b> 8<sup>th</sup> out of 230 companies on the Gaia index (all sectors, France)</p>

● 2017 ● 2018 ● 2019

Icade's CSR ratings improved in 2019:

- GRESB (Global Real Estate Sustainability Benchmark), a leading international organisation specialising in the assessment of CSR policies implemented by real estate companies, has ranked Icade "Sector Leader" in the category of listed diversified companies in Western Europe. It obtained a score of 84/100 in 2019, up 2 points compared to 2018. Icade continues to be classified as a "Green Star", the highest category;
- by obtaining a score of A- in 2019 from the Climate Disclosure Project (CDP, a non-profit organisation that assesses how companies affect climate change), Icade reached the leadership level. This clearly acknowledges the quality of the Company's policy and actions in the fight against climate change. Icade is above the industry average of B and among the 22% of the highest scoring companies ranked by CDP in its industry;
- Icade received a rating of AA (on a scale ranging from AAA to CCC) from MSCI, an American research company providing ESG assessments and indices, in the 2019 MSCI ESG Ratings assessment;
- in 2019, Icade was ranked thirteenth out of 315 listed real estate investment companies by Sustainalytics, a leading global provider of company ESG assessments. With a score of 11.8/100, Icade has low ESG-risk exposure and is among the 5% highest scoring listed real estate investment companies in the world;
- Icade was ranked third out of 81 European companies in 2019 (vs. sixth out of 37 in 2017) by Vigeo Eiris, a European agency specialised in rating companies on their ESG performance. It also reached the "Advanced" level with a score of 65/100 in 2019, i.e. six points more than in 2017. Icade was included in the Euronext Vigeo France 20 index in 2019. This index is composed of the 20 highest-ranking companies in France in terms of their ESG performance;
- in 2018, Icade received "Prime" status awarded to leading companies in their industries by ISS, an international ESG rating agency. Icade improved its score from C to C+ and was among the top 5% highest scoring real estate companies in the world in 2018. Icade's Green Bond was also rated by ISS in 2018 and received "Approved" status and a score of B (on a scale ranging from D- to A+);

- provided by FTSE Russell, the FTSE4Good index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. With a score of 3.7/5 on this index in 2019, Icade is among the 12% highest scoring companies in its industry worldwide;
- in 2019, Icade ranked eighth out of 230 companies (for all industries combined in France) on the Gaïa index. Created by Ethifinance, a French non-financial research agency, this index measures the degree of involvement of 230 French small and mid caps in dealing with CSR issues.

Icade also received several trophies and awards in 2019:

- for the fifth consecutive year, the quality of Icade's CSR reporting received a Gold Sustainability Award bestowed by EPRA (European Public Real Estate Association). In 2019, Icade was one of the 52 companies to receive this distinction out of the 139 companies tracked by the FTSE EPRA Nareit Developed Europe index. In addition, Icade once again won a Gold Award in the financial category for the quality and transparency of its reporting;
- Icade was recognised for the quality of its Green Bond reporting by the international organisation Climate Bonds Initiative in its "Post-issuance Reporting in the Green Bond Market" report published in March 2019. It received the highest score (25/25) for the breadth of its post-issuance impact report and was awarded the top spot in the world's top 10 ranking. The Climate Bonds Initiative is a non-profit organisation dedicated to promoting investments in projects and assets allowing for a rapid transition to a low-carbon economy that is resilient in the face of climate change;
- in 2019, Icade obtained an overall score of 99/100 for gender equality and the promotion of diversity. This index, under the aegis of the French Ministry of Labour and Secretariat for Gender Equality, measures progress towards gender equality using five objective indicators;
- Icade took second place (*Victoire d'Argent*) at the *Victoires des Leaders du Capital Humain* awards in the "Quality of Working Life" category. This ceremony, organised by Leaders League, publisher of *Décideurs Magazine*, publicly recognises HR innovations.

## 2. Low-carbon transition and preservation of resources

The real estate sector has a major impact on climate change and the use of natural resources. To face these challenges while at the same time developing effective solutions for its customers, Icade has set three priorities with ambitious goals – to facilitate low-carbon transition, promote biodiversity and support initiatives in favour of the circular economy.

### 2.1. Transitioning to a low-carbon pathway

In 2015, the 21<sup>st</sup> session of the UN Conference of the Parties (COP 21) reached a historic agreement in Paris to keep global temperatures from rising more than 2°C, with an ideal target of 1.5°C, by 2100. As the real estate sector is responsible for 25%<sup>(1)</sup> of greenhouse gas emissions in France, Icade has made this the top priority of its CSR strategy. It has implemented two key measures, namely adopting low-carbon solutions and increasing the resilience of assets, to reduce its emissions and create buildings of enduring value. Icade has reaffirmed its commitment by signing the French Business Climate Pledge and the Paris Climate Action Charter.

#### Risks and opportunities related to climate change

To ensure climate action transparency, Icade follows the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), especially in terms of risks and opportunities. Assessing and managing climate-related risks and opportunities effectively is an integral part of an overall risk management process in line with a continuous improvement approach.

Icade faces a number of climate-related risks:

- **transition risks** include regulatory changes (Tertiary renovation decree, energy-climate law, 2020 environmental regulation, etc.), shifts in technology (new materials, equipment and construction methods), shifts in market preferences (changing expectations of customers and investors, restructuring of energy and natural resource markets, etc.) and reputational impacts (image perceived by stakeholders);
- **physical risks** resulting from climate change, in particular extreme events (natural disasters) and recurring events (floods, heat waves, etc.) which may damage the assets or projects and disrupt business operations.

Climate-related issues are also sources of opportunity and sustainable value creation for Icade and its stakeholders (by reducing construction and operating costs, increasing appeal, creating buildings of enduring value and improving their resilience, etc.). *For further information about the analysis of risks and opportunities, see section 8 "CSR risks and opportunities and related indicators".*

(1) French Ministry for Ecological and Inclusive Transition, 2016, <https://www.ecologique-solidaire.gouv.fr/exigences-reglementaires-construction-des-batiments>.



**ICADE'S CARBON FOOTPRINT ARISING FROM ITS OPERATIONS AND SCOPE OF RESPONSIBILITY**

**OFFICE PROPERTY INVESTMENT**  
(scope 1, 2 and 3)



Emissions from energy consumption by office tenants (common and private areas): 15,861 tonnes of CO<sub>2</sub><sup>(1)(2)</sup>

→ **Commitment: -45% in CO<sub>2</sub> intensity between 2015 and 2025**

**PROPERTY DEVELOPMENT**  
(scope 3)



Emissions from building construction (materials, transport and construction waste): 200,921 tonnes of CO<sub>2</sub>

→ **Commitment: 100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022**

**HEALTHCARE PROPERTY INVESTMENT**  
(scope 3)



Emissions from energy consumption by healthcare facility operators (common and private areas): 42,495 tonnes of CO<sub>2</sub><sup>(1)(3)</sup>

→ **Commitment: monitoring energy performance for at least 75% of healthcare operators and offering solutions to improve energy performance for 100% of extensions and major construction projects, starting in 2019**

« **Corporate** »  
(scope 1, 2 and 3)



Emissions from energy consumption by buildings occupied by Icade employees: 101 tonnes of CO<sub>2</sub>

→ **Action plan: measures to reduce energy and carbon use and promote eco-friendly practices**



**ICADE'S LEVEL OF RESPONSIBILITY**



- (1) These consumption data include all energy uses, not just the five uses defined by the French Thermal Regulation (space heating, cooling, lighting, water heating and ventilation).  
 (2) Scope 3 emissions generated by the Office Property Investment Division also include emissions from office tenant commuting which amounted to 36,091 tonnes of CO<sub>2</sub>.  
 (3) As 100% of healthcare facilities are operated by the healthcare providers themselves, Icade has no control over the operation of this type of asset.

**Comments:**

Scope 1 accounts for emissions directly associated with energy (natural gas), scope 2 accounts for emissions indirectly associated with energy (electricity and district heating and cooling) and scope 3 accounts for other indirect emissions (purchased goods and services, transport, etc.)  
 As some assets in the Corporate scope are also included in the Office Property Investment scope, the corresponding emissions have been subtracted from the total in order to avoid double counting (26 tonnes of CO<sub>2</sub>).  
 Emissions offset on a voluntary basis and emissions related to the purchase of green certificates are not included in these calculations, in accordance with the GHG Protocol.

Icade's overall carbon footprint amounted to 295,443 tonnes of CO<sub>2</sub> in 2019. Icade has set ambitious low-carbon goals in proportion to its level of responsibility for each one of its divisions. As regards the Office Property Investment Division, Icade is directly responsible for the energy consumption by the common areas of the property portfolio's controlled buildings. The Company nonetheless decided to go one step further by including both the private areas of controlled office buildings and office buildings entirely managed by tenants in its commitment scope. Icade has also implemented action plans to reduce CO<sub>2</sub> emissions generated by offices occupied by its employees.












As regards the Property Development Division, its carbon footprint is mainly related to building materials for which Icade has a high level of responsibility. As this responsibility is shared with its customers and suppliers, Icade strives to involve all its stakeholders in its low-carbon strategy. Lastly, as regards the Healthcare Property Investment Division, Icade does not control the operation of the assets as they are entirely managed by its healthcare partners. The Company nonetheless works with healthcare operators through various tools and dedicated initiatives.

For further information, see section 6.1. "Icade's carbon footprint".

## Towards a low-carbon pathway

To assess the level of commitment that would be required to achieve a 2°C or 1.5°C pathway, Icade worked with Carbone 4, a consulting firm specialised in climate issues. Icade chose ambitious scenarios from SBT/SDA 2DS<sup>(1)</sup> for the “Services Building” segment and the French National Low-Carbon Strategy<sup>(2)</sup> (SNBC) for the building sector.

As a result, the Office Property Investment Division has defined goals consistent with a “nearly 1.5°C” pathway. The Property Development Division aims to focus on low-carbon labels (E+C- label)<sup>(3)</sup> in order to improve its carbon performance over the whole life cycle of buildings. As Icade is not responsible for operating the Healthcare Property Investment Division’s facilities, its power to act resides in assisting the operators of its healthcare facilities to improve their environmental performance.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Reduce carbon intensity by 45% between 2015 and 2025 (in kg CO<sub>2</sub>/sq.m/year).</li> <li>● Reduce energy intensity by 30% between 2015 and 2025 (in kWh<sub>pe</sub>/sq.m/year).</li> <li>● Reach 20% of renewable energy in the energy mix by 2020.</li> <li>● Gradually adapt the portfolio by making it more resilient in the face of climate change and include a climate risk assessment in the asset acquisition policy by 2022.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Monitor the energy performance of at least 75% of healthcare facility operators starting in 2019.</li> <li>● Offer solutions to improve energy performance for 100% of extensions and major construction projects (façade renovations and sealing) starting in 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022.</li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> </ul>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● CO<sub>2</sub> emissions were reduced by 27% between 2015 and 2019.</li> <li>● Energy consumption was reduced by 17% between 2015 and 2019.</li> <li>● The share of renewable energy in the energy mix reached 20% in 2019, one year ahead of schedule.</li> <li>● An assessment of the physical risks associated with climate change was conducted for all the assets. In 2019, the measures put in place for existing buildings were detailed and a benchmark listing the various ways to adapt to climate change was established.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 76% of the Healthcare Property Investment Division’s operators benefited from energy performance monitoring in 2019.</li> <li>● The objective was met in 2019, with the implementation of measures such as the reinforcement and improvement of insulation and the use of more energy-efficient materials.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● In 2019, 33% of office property developments measuring over 5,000 sq.m and 4% of homes were E+C- certified.</li> </ul>
<p> Objective achieved</p> <p> Objective partially achieved</p> <p> In progress</p> <p> Objective not achieved</p>		

### 2.1.1. Low-carbon property assets

#### Property Development Division

Regulatory developments, such as the future 2020 French Environmental Regulations of which the E+C-label was the precursor, now take into account a building’s carbon performance throughout its life cycle, from the construction phase to the operational phase. To measure its overall impact, carbon assessments are routinely conducted on each and every one of Icade’s new buildings. Icade also aims to obtain the E+C- label (positive energy and low-carbon buildings) for all its offices

measuring over 5,000 sq.m and 33% of homes in 2022 (% based on the number of buildings in projects). As a founding member of BCCA (low-carbon building association) and a member of the Board of Directors of ADIVbois (association for the development of wood-based residential buildings), Icade also takes part in discussions to move the industry forward. For example, the Company participated in the pilot phase of the “Biosourced Building”, BCCA and E+C- labels.

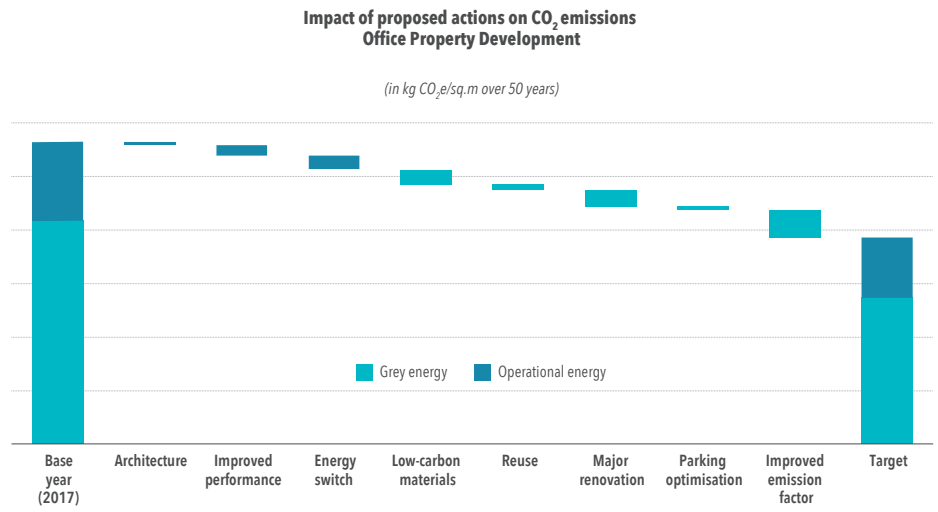
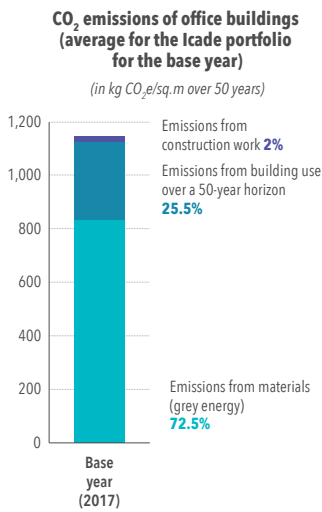
To meet its goals, Icade modelled the CO<sub>2</sub> emissions from its offices and homes and various steps to reduce them.

(1) The Sectoral Decarbonisation Approach (SDA) makes it possible to align emission reduction targets with a 2°C scenario, set by the Science-Based Targets initiative (SBT).

(2) The SNBC’s first version in 2016 consistent with a 2°C pathway aimed to reduce emissions in the building sector by 54% between 2013 and 2028 and 87% between 2013 and 2050. The revised 2019 SNBC consistent with a 1.5°C pathway aims for carbon neutrality by 2050, requiring Icade to reduce its carbon intensity by 47% between 2015 and 2025, 64% by 2030 and 100% by 2050.

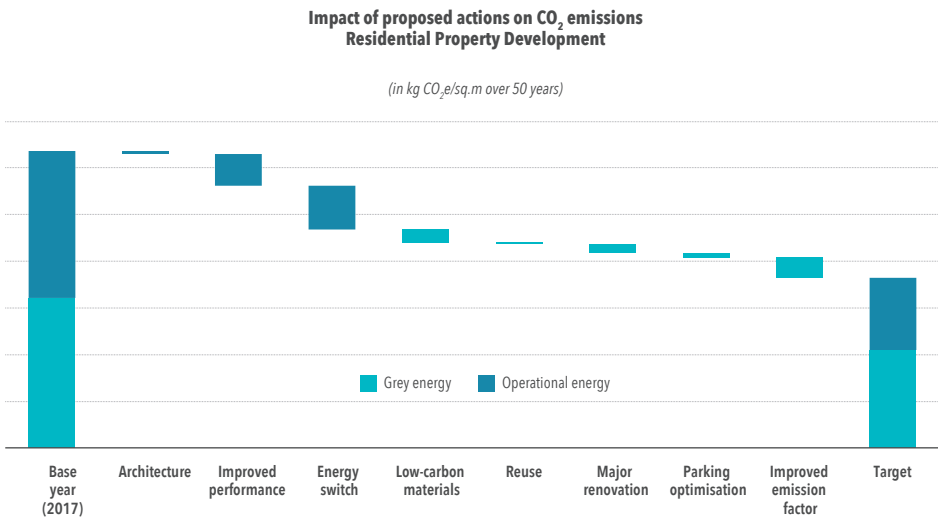
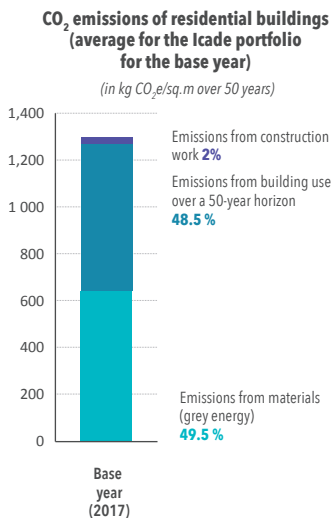
(3) The French government’s E+C- (positive energy and low-carbon buildings) label was established to promote the development of buildings capable of delivering a strong energy/carbon performance over their life cycle. This label is a precursor of the 2020 French Environmental Regulations (RE 2020), which will require new buildings to meet minimum energy and carbon performance requirements.

CO<sub>2</sub> EMISSIONS FROM NEW OFFICES AND STEPS TO REDUCE THEM



Grey energy is the predominant form of energy in office property developments. The focus should therefore be on reducing its consumption, through the use of low-carbon materials, reuse of construction materials and energy renovation.

CO<sub>2</sub> EMISSIONS FROM NEW HOMES AND STEPS TO REDUCE THEM



For residential property developments, emissions from construction are equivalent to emissions associated with a building's energy performance during its operational phase over a 50-year horizon. The main steps that could be taken to reduce these emissions include using energy-efficient equipment and low-carbon energy sources.

**The Property Development Division has implemented a comprehensive action plan to reduce its carbon emissions, overseen by a manager for sustainable materials. It includes:**

- a tool to model carbon performance based on data from the Environmental and Health Declaration Sheets available on the INIES database<sup>(1)</sup>, made available to help operational teams develop a low-carbon strategy suitable for each project;

- a "low-carbon laboratory" developed to fund studies designed to assess the technical and financial feasibility of low-carbon solutions and a guide for operational teams to help them understand and meet E+C- label requirements;
- low-carbon requirements included in the procurement of materials and equipment. For example, Icade always uses FSC®- or PEFC-certified wood and favours wood from local, sustainably managed forests that ensure restocking;
- the use of bio-sourced and reused building materials and bioclimatic architecture. As a result, reliance on wooden joinery for new projects jumped from 1% in 2016 to 18% in 2019. Icade and REI Habitat signed a co-development partnership agreement with respect to wood-

(1) National reference database for environmental and health requirements for buildings.

based construction projects in March 2018. The objective is to complete 200,000 sq.m of hybrid wood and concrete buildings in the next few years. Two projects are being developed in this way, one in Montpellier covering 11,000 sq.m and the other in Nantes, covering 10,000 sq.m;

- the use of renewable energy for 58% of projects in 2019 and energy-efficient equipment. As a result, energy performance in the operational phase exceeds current regulatory requirements: 60% of offices and 77% of homes have outperformed the energy performance thresholds set out in the French Thermal Regulation RT 2012 by at least 10%.

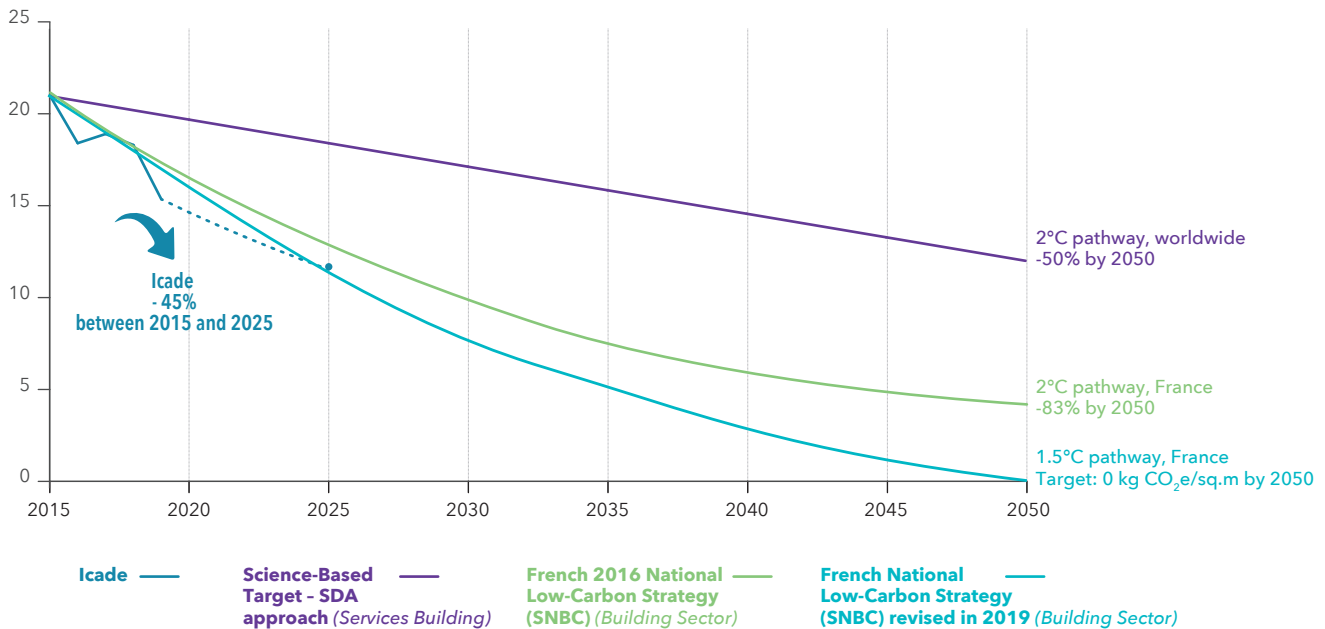
Through these steps taken throughout their life cycle, 33% of offices measuring over 5,000 sq.m and 4% of homes were E+C- certified in 2019, with a target of 100% of offices measuring over 5,000 sq.m and 33% of homes certified in 2022. Life-cycle carbon intensity<sup>(1)</sup> stood at 1,326 kg CO<sub>2</sub>/sq.m for homes in 2019 (down 13% compared to 2017) and 1,092 kg CO<sub>2</sub>/sq.m for offices (up 1% compared to 2017). The Wood'Art

project, soon to emerge in the heart of the Cartoucherie eco-district in Toulouse, embodies this strategy. This 9-storey building complex grouping together 137 residential units, a 100-room hotel and shops is a model of wood-based construction using wood-framed walls, cross-laminated timber and glulam. It has also incorporated terracotta, the emblem of the Pink City, into its façade. The complex aims to obtain the E+C- label with an E3C2 rating.

### Office Property Investment Division

The Office Property Investment Division set a goal to reduce its carbon intensity by 45% between 2015 and 2025, i.e. -5.8% per year, in line with a "nearly 1.5°C" pathway. This commitment covers emissions from the overall energy consumption of the buildings, including controlled consumption (common areas of buildings) and non-controlled consumption (private areas and single-tenant buildings), i.e. scopes 1, 2 and 3 relating to the buildings' energy consumption.

### OFFICE PROPERTY INVESTMENT DIVISION'S LOW-CARBON GOAL WITH RESPECT TO THE 2°C AND 1.5°C PATHWAYS FOR THE REAL ESTATE SECTOR (in kg CO<sub>2</sub>/sq.m/year)

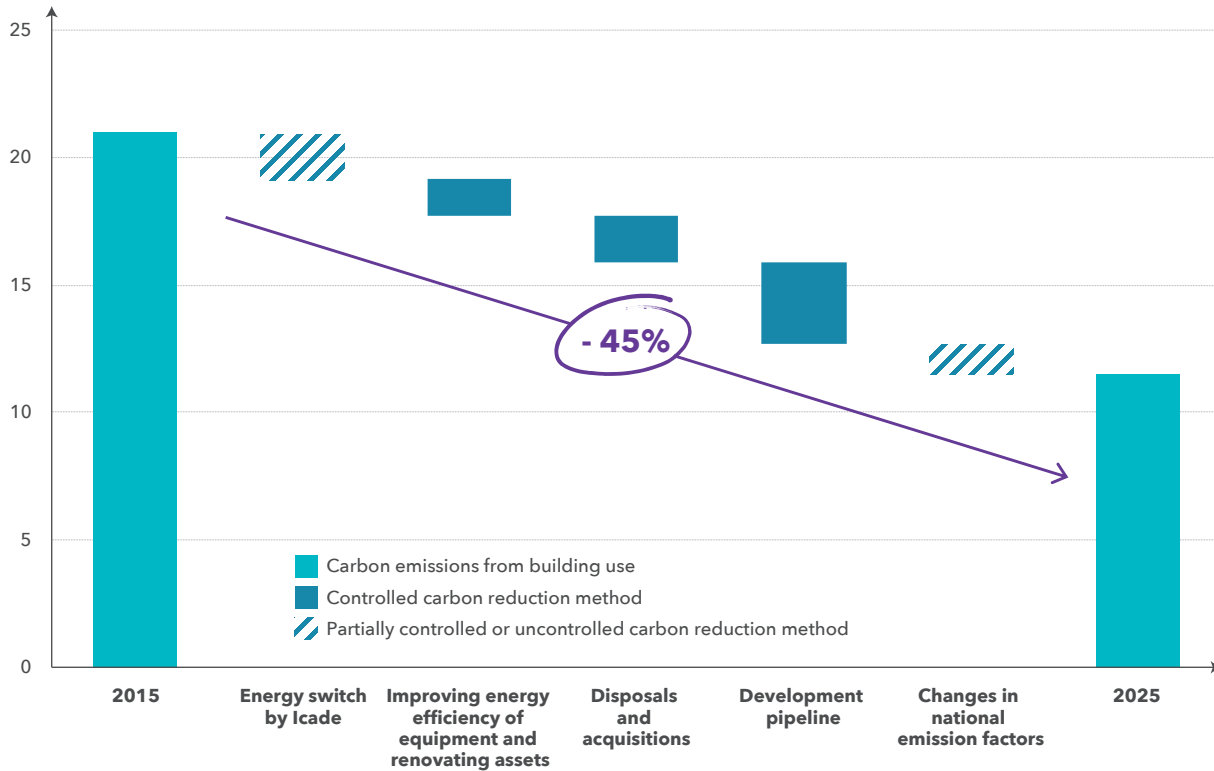


To meet its goals, Icade first set up a reliable automated reporting system for its buildings' energy data, mapping 97% of its portfolio. In addition, energy consumption is monitored in real time using an energy management system, enabling more efficient anomaly detection and correction.

(1) This intensity includes construction-related emissions (including the renewal of materials) and those from buildings in use over a 50-year horizon (the five end uses of energy as defined in French Thermal Regulations, and production and transport of water consumed).

To meet its goals, Icade has implemented an ambitious action plan with a budget of close to €40 million over three years (2019-2022). These measures rely on a modelling tool for assessing the main carbon reduction methods presented below:

**CO<sub>2</sub> EMISSIONS FROM OFFICE PROPERTIES AND STEPS TO REDUCE THEM** (in kg CO<sub>2</sub>/sq.m/year)



**Energy switch:**

- increased use of low-carbon energy sources: this policy aims to replace gas-fired boilers with electric heat pumps or connect buildings to urban heating networks. While Icade strongly supports this second alternative, it ultimately falls within the purview of local authorities;
- increasing the share of renewable energy in the energy mix: In 2019, the percentage of renewable energy in Icade’s energy mix stood at 20% (8% in 2015), enabling it to meet its goal one year ahead of schedule. Renewable electricity sources include the purchase of green certificates (for a total of 45,295 MWh, i.e. 22% of electricity consumption) and on-site energy generation (geothermal energy and solar photovoltaic panels). Indeed, Icade has installed photovoltaic shade structures totalling 4,500 sq.m on the roofs of buildings in the Orly-Rungis business park. Other ways to source renewable energy include connecting buildings to heat networks (as 30% of their consumption comes from renewable energy). Icade intends to rely solely on biogas for its gas consumption in 2020;

**improving energy efficiency of equipment and renovating assets:**

- major renovations: complete building restoration (façades, insulation, technical equipment, etc.);
- replacing heating, cooling and air handling systems with more energy-efficient ones;
- systematic use of LED lighting: installed in 58% of Icade’s assets at the end of 2019, with energy efficiency gains of up to 80%;

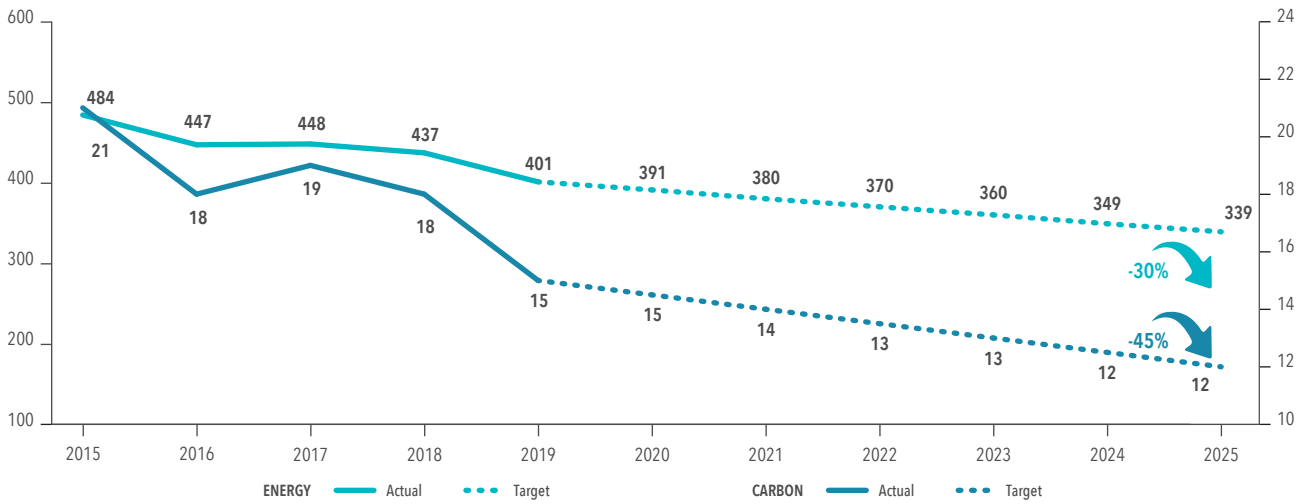
- **asset disposals and acquisitions:** Icade has developed a tool to assess a building’s carbon footprint in connection with acquisitions and investment decisions. For assets generating carbon emissions above the target threshold, Icade factors the need for a renovation plan into its investment decision in order to reduce carbon intensity to levels consistent with its low-carbon objective;
- **development pipeline:** new property developments will substantially contribute to reducing the Office Property Investment Division’s carbon footprint. New buildings can achieve carbon intensity up to 80% lower than the average for Icade’s existing properties;
- **changes in national emission factors:** Icade will benefit from the reduced carbon footprint of France’s energy mix provided for in the country’s energy policies<sup>(1)</sup>. As Icade has no control over these changes, conservative assumptions were used for its modelling.

**Icade has also implemented several measures to involve its customers and partners in its initiatives:**

- **introducing energy performance contracts (EPCs):** this measure sets an energy performance objective for property managers as regards common areas. The contracts covered 82% of the buildings over which Icade had operational control in 2019;
- **green lease committees:** accompanied by action plans and targets for improvement, these committees meet with tenants to raise their awareness and help them reduce their consumption of energy, water and carbon, and waste production. For further information, see section 3.4. “Assisting customers in matters of environmental performance”.

(1) French Law No. 2019-1147 of November 8, 2019 on Energy and Climate aims to reduce the consumption of fossil fuels by 40% by 2030, increase the use of renewable energy and close all coal-fired power plants by 2022.

**ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS**  
(in kWh<sub>pe</sub>/sq.m/year adjusted for unified degree days for energy and in kg CO<sub>2</sub>e/sq.m/year for carbon)



Energy consumption was reduced by 17% between 2015 and 2019. In addition, Icade’s carbon intensity plunged by 27% between 2015 and 2019. Between 2018 and 2019, energy intensity dropped by 8% while carbon intensity dropped by 16%. This downward trend over the past year can mostly be explained by the sale of assets whose energy and carbon intensity was high and the acquisition of more energy efficient assets. It is also attributable to energy efficiency measures such as energy performance contracts, LED lighting, green lease committees and the increased use of renewable energy.

For further information on the Office Property Investment Division’s environmental indicators, see section 6.2. “Tables of environmental indicators of the Office Property Investment Division – EPRA format”.

**In addition to reducing emissions related to its activities, Icade is committed to creating carbon sinks and offsetting its residual emissions:**

In 2019, 46% of emissions mapped by the Office Property Investment Division, i.e. 7,295 tonnes of CO<sub>2</sub>, were offset through the purchase of Certified Emission Reductions (CERs), which contribute to financing carbon emission reduction projects. These offset emissions were not deducted from Icade’s CO<sub>2</sub> emission calculations.

Icade also aims to play a role in the emergence of best practices in this area. Icade, Société forestière de la Caisse des dépôts and the Institute for Climate Economics (ICE) entered into a unique partnership focused on low carbon. This partnership aims to finance a forestry project by applying for the first time the concept of carbon neutrality approved by the French Ministry for Ecological and Inclusive Transition with the “Low-Carbon Label”. Carbon gains from forestry initiatives supported by this project will be certified by this label. In addition, Icade has participated in discussions with several players, including the Centre Scientifique et Technique du Bâtiment (CSTB, the French Scientific and Technical Centre for Construction), to propose additional offsetting methods for renovation projects enabling them to be recognised by this label.

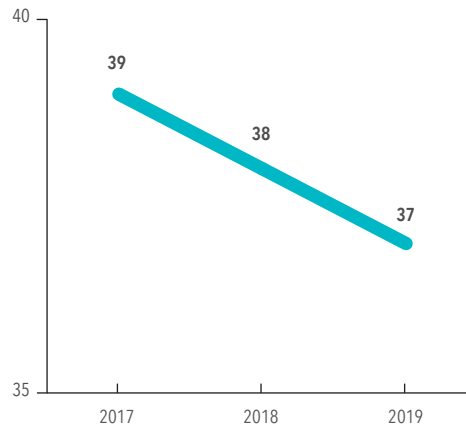
**Healthcare Property Investment Division**

Icade does not control the operation of its healthcare properties. These are entirely managed by their operators. Icade Santé helps them improve their performance in a variety of ways by:

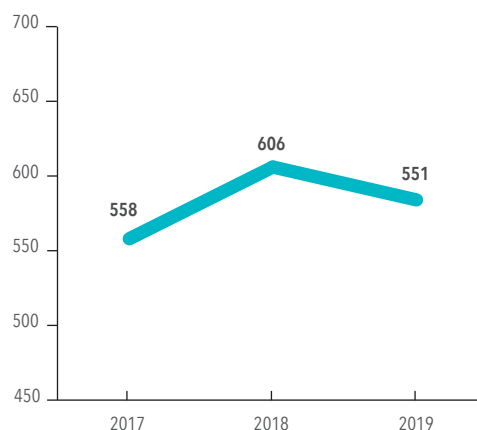
- automating the collection and management of environmental data: 76% of the Healthcare Property Investment Division’s floor area was covered by energy/carbon mapping in 2019, vs. 72% in 2018;
- providing operators with reports on their energy performance, including comparative data and recommendations for corrective action;
- helping operators implement solutions to improve their energy performance: Starting in 2019, Icade Santé made the commitment to offer operators solutions to improve their energy performance for all extensions, major renovation work on façades and sealing. This

objective has been met. For example, for the Pôle Santé République private hospital in Clermont-Ferrand, this led to the flat roof’s insulation being replaced with thicker material offering higher thermal resistance.

**GREENHOUSE GAS EMISSIONS FROM THE HEALTHCARE PROPERTY INVESTMENT DIVISION** (in kg CO<sub>2</sub>e/sq.m/year, on a like-for-like basis)



**ENERGY CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION** (in kWh<sub>pe</sub>/sq.m/year adjusted for unified degree days, on a like-for-like basis)



The energy intensity of the Healthcare Property Investment Division decreased by 1% and greenhouse gas emissions were down by 6% between 2017 and 2019 on a like-for-like basis.

For further information on the Healthcare Property Investment Division's environmental indicators, see section 6.4. "Tables of environmental indicators of the Healthcare Property Investment Division – EPRA format".

### 2.1.2. The necessary adaptation to climate change

The resilience of a building refers to its ability to withstand extreme weather events, especially those associated with climate change. Icade endeavours to assess these various risks in order to adapt its portfolio accordingly.

#### Property Development Division

Committed to developing resilient new assets, Icade has participated in discussions on the new "resilience" section that was added to NF certifications. A majority (85%) of residential projects have obtained

NF Living Environment/Housing and NF HQE certification which includes hazard identification, established procedures and information booklets for future home owners.









#### Office Property Investment Division

Icade is committed to gradually adapting its portfolio by adopting solutions to strengthen its resilience in the face of climate change. To identify suitable solutions, Icade has tasked the specialised Carbone 4 firm with analysing the impact of the risks associated with climate change on all of Icade's property assets based on location, age of the properties, type of construction and the environment. The assessment identified four main climatic hazards: heat waves, droughts, rising average temperatures and floods. In 2019, measures already put in place for existing buildings were detailed in order to determine the net risks and a benchmark was established listing the various ways to adapt to climate change. For example, Icade is working with CDC Biodiversité to introduce plant species in its business parks to reduce urban heat islands and avoid stormwater runoff due to flooding. By 2022, a climate risk assessment will be included in the asset acquisition policy.

## 2.2. Preserving biodiversity and promoting nature in cities

At a time when one million plant and animal species are at risk of extinction including 25% of species in France<sup>(1)</sup>, Icade has reaffirmed its commitment to protecting biodiversity which it considers to be a priority and a way to make its assets more appealing. It has implemented a strategy in favour of a net positive impact on biodiversity that improves the environment and well-being of its inhabitants, making cities more resilient in the face of climate change. Icade has once again shown its

commitment by joining the "Business for Nature – Act4Nature France" initiative under the aegis of the French Ministry for Ecological and Inclusive Transition. This platform will group the commitments made by French companies in preparation for the IUCN<sup>(2)</sup> World Conservation Congress to be held in June 2020. This is a decisive step before the UN Convention on Biological Diversity is held in China in December 2020 and establishes biodiversity guidelines to 2030.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Achieve a net positive impact on biodiversity in 25% of business parks in 2020 and 50% by 2022.</li> <li>Ensure that 100% of the business parks are covered by the EcoJardin label by 2022.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT AND HEALTHCARE PROPERTY INVESTMENT DIVISIONS:</b></p> <ul style="list-style-type: none"> <li>Fund the restoration and preservation of 1 sq.m of natural habitat for each sq.m developed by the Property Investment Divisions as part of developing new projects, starting in 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Achieve a net positive impact on biodiversity in 25% of new builds starting in 2020.</li> </ul>	   	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The objective was surpassed with 100% of business parks with a net positive impact on biodiversity in 2019.</li> <li>100% of the business parks with green spaces were covered by the EcoJardin label in 2019.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT AND HEALTHCARE PROPERTY INVESTMENT DIVISIONS:</b></p> <ul style="list-style-type: none"> <li>100% of the land area developed by the Healthcare Property Investment Division as part of developing new property projects has resulted in the restoration of an equivalent area under Nature 2050. The Office Property Investment Division developed no land in 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The objective was achieved one year ahead of schedule with 36% of new builds with a net positive impact on biodiversity in 2019.</li> </ul>
<p>  Objective achieved                Objective partially achieved                In progress                Objective not achieved         </p>		

### 2.2.1. Icade's impact on biodiversity

A number of Icade's business activities have an impact on biodiversity, including land selection and acquisition, building design and construction, building operation and landscape maintenance. These activities contribute to the expansion of built-on land, although this impact is mitigated in that new construction projects managed by Icade

are partially developed on land that has already been built upon. Potential damage could also stem from light and sound pollution, fragmented habitats, soil sealing and soil pollution. Icade's activities may impact ecosystem diversity, wildlife mobility, the genetic mixing of species and emergence of new species. This could spread pest species and disrupt natural cycles in ecosystems.

(1) 2019 Global Assessment Report on Biodiversity and Ecosystem Services, IPBES.

(2) International Union for Conservation of Nature.

Icade makes every effort to prevent, reduce and offset any adverse impacts on biodiversity over the building life cycle. It is not only a question of creating green space in an urban setting for the sake of landscaping, but also of preserving biodiversity in addition to creating new urban ecosystems. Bringing nature into the city offers many advantages, such as the increased well-being of residents due to green spaces for recreational use, locally grown fresh produce, optimisation of air, waste and water treatment, etc. This is vital to making cities more resilient in the face of climate change, particularly by reducing heat island effects.

### 2.2.2. Innovative tools to prevent, reduce and offset any adverse impacts on biodiversity

#### Integrating biodiversity into new developments

The first way to protect biodiversity consists in preventing adverse impacts during the buildings' design and construction phases. As a result, Icade intends to achieve a net positive impact on biodiversity in 25% of the Property Development Division's new builds starting in 2020. The Property Development Division measures the net positive impact on biodiversity of a project through a higher Biotope Area Factor<sup>(1)</sup> between the pre-project and post-project periods.

For this purpose, property development projects feature biodiversity assessments that are conducted during the design phase. They include the projects' ecological characteristics (protected areas, protected species, etc.) along with proposals for improvement from their design phase.

Icade has also implemented the BiodiverCity label for some projects, such as the "Les Quinconces" project which will include the 2024 Athletes' Village in Saint-Ouen-sur-Seine in addition to creating a 3,000-sq.m urban forest and rooftop gardens.

Lastly, Icade has set up community partnerships at its regional offices, as in Annecy where a partnership with the League for the Protection of Birds (LPO) was formed in January 2020 to devise ways to protect biodiversity in its projects from the design phase onwards.

In 2019, 36% of new builds had a net positive impact on biodiversity.

#### The Office Property Investment Division's business parks with a net positive impact on biodiversity

To measure its business parks' net positive impact on biodiversity, Icade analyses a set of ecological criteria relating to plant and animal life, soil, water and landscape maintenance. Through these efforts, the Company helps to improve the methodologies for assessing biodiversity. Icade has surpassed its objective with 100% of its business parks having a net positive impact on biodiversity in 2019, measured under biodiversity performance contracts.

##### ■ Biodiversity performance contracts:

Signed in 2016 with CDC Biodiversité, biodiversity performance contracts covered 100% of the business parks' surface area in 2019. This innovative initiative aims to introduce nature into cities while improving the quality of life of Icade's business park users. These contracts feature measurable resource and performance indicators with respect to plant and animal life, biological diversity, lower chemical inputs and water use.

CDC Biodiversité's ecologists have defined net positive impact on diversity as an improvement (or stabilisation at optimal level) in 100% of resource indicators and at least 50% of performance indicators which are measured under a biodiversity performance contract. The methodology was revised in 2019 to prioritise, redefine and refine the 18 most relevant indicators. The detailed methodology is available on the Icade website.

Based on the latest study conducted in 2019, 100% of the business parks have a net positive impact on biodiversity, with 100% of the resource indicators and over half of the performance indicators showing positive change. For example, the amount of green space in the Orly-Rungis business park jumped by 81% and the number of natural habitats surged by over 75% in the two business parks.

These positive results were made possible thanks to measures implemented to improve landscape maintenance practices: 0% of chemical plant protection products used, 100% of mulched areas, landscape maintenance staff training, communication campaigns, etc. Efforts will continue to maintain a net positive impact on biodiversity on the sites through the implementation of a sustainable landscape maintenance plan that is adapted to the specificities of each environment by introducing plants, higher-cut grassed surfaces allowed to grow for longer periods, reducing cutting and watering, etc.

These measures are complemented by the inclusion of ecological management criteria in the contracts of the landscape maintenance contractors. This approach was awarded the EcoJardin label, attributed to 100% of the business parks that have green spaces.

##### ■ Moving towards a common indicator to measure a company's biodiversity footprint:

Member of the Business for Positive Biodiversity Club (B4B+ Club) led by CDC Biodiversité, Icade has been involved in creating the Global Biodiversity Score (GBS), a standardised indicator to quantify a company's impact on biodiversity, in collaboration with companies, associations and researchers. Scheduled for 2020, this tool seeks to measure the biodiversity footprint of companies regardless of their business sector.

This new indicator will also improve the measurement method implemented in connection with biodiversity performance contracts.

##### ■ Developing urban agriculture:

Located in the Portes de Paris business park, the aquaponic farm Farmhouse Millénaire is one of the key urban agriculture projects developed by Icade. In addition to vegetable growing and trout farming in a closed-loop ecosystem covering 1,000 sq.m, it organises events related to urban agriculture and the sale of local produce. Icade employees and its business park tenants also have access to shared vegetable gardens and gardening classes.

##### ■ Innovative green roofs:

Icade has conducted several tests to measure the environmental contribution of green roofs. A two-year research project carried out with CDC Biodiversité in the Millénaire business park, in partnership with the Institute of Ecology and Environmental Sciences of Paris, assessed the conditions that would be required to optimise these roofs, including the minimum thickness of trays, species diversity, etc. These roofs provide many environmental benefits such as reducing urban heat island effects and preventing floods. Further to this study, one of the buildings in the Orly-Rungis business park is testing the mutually beneficial combination of green roofs and solar panels as part of the "Dessus Dessous" project. The panels create shade for the plants while the vegetation has a cooling effect on the panels and, as a consequence, extends their lifespan.

#### Nature 2050: restoring the most fragile ecosystems

Nature 2050 – a European programme designed to protect particularly vulnerable ecosystems and natural habitats against climate change – has developed 24 projects in France, including 10 new ones launched in 2019 on over more than 600 hectares. Through this programme, Icade has chosen to fund the restoration and preservation of 1 sq.m of natural habitat for each square metre of land developed for new construction projects carried out by the Healthcare Property Investment and Office Property Investment Divisions until 2050. With the help of Icade, 6,777 sq.m were thus restored and preserved in 2019. In addition, the Property Development Division's office in Marseille decided this year to involve all its projects in this programme for three years.











For example, Nature 2050 has set up an eco-friendly construction site with the League for the Protection of Birds (LPO) that resulted in 3,000 pine trees being planted in the southern Provence-Alpes-Côte d'Azur region. In addition, about 15 construction sites are currently being evaluated by Nature 2050 as part of a call for projects launched by the Greater Paris Metropolis.

(1) The Biotope Area Factor expresses the ratio of the ecologically effective surface area to the total land area.



## 2.3. Integrating the principles of a circular economy into the products and services

Icade implemented a pioneering initiative dedicated to the reuse and recycling of building materials over the building life cycle. It prepared for the Law on circular economy passed in January 2020 by implementing an analysis of waste and reuse materials to identify the reuse potential of materials from demolition projects. These initiatives in support of the circular economy enable Icade to set itself apart through its innovative solutions and reduce its impact on the environment while at the same time generating wealth locally.

2019-2022 COMMITMENTS	RESULTS	COMMENTS	
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Recycle or recover 100% of controlled operational waste in 2020.</li> <li>Implement a reuse process for renovations over 3,000 sq.m starting in 2020.</li> <li>Reduce water consumption below 0.4 m<sup>3</sup>/sq.m/year by 2022, i.e. a 25% reduction between 2015 and 2022.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Make a reuse process available for refurbishments over 3,000 sq.m starting in 2021.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Implement a reuse process for demolitions over 5,000 sq.m starting in 2020.</li> <li>Compile a solution catalogue for improved water management in 2019 to be incorporated into residential and office property developments by 2022.</li> </ul>	     	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The proportion of controlled waste which was recycled or recovered was 72% in 2019.</li> <li>This process will be implemented in 2020.</li> <li>Water consumption was reduced by 17% between 2015 and 2019 (0.44m<sup>3</sup>/sq.m/year in 2019).</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Icade Santé is testing out the implementation of such measures in several pilot projects.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>67% of demolitions over 5,000 sq.m applied a reuse process in 2019.</li> <li>The solution catalogue for improved water management was introduced in 2019 with the solutions proposed being gradually implemented by 2022.</li> </ul>	
 Objective achieved	 Objective partially achieved	 In progress	 Objective not achieved

### 2.3.1. Reducing, reusing, recycling and recovering waste along the whole value chain

Icade is committed to optimising the use of natural resources and systematising the recycling and reuse of building materials over the building life cycle. An issue made all the more important by the fact the construction industry accounts for close to half of natural resource consumption and nearly 40% of waste production in Europe, according to the French Environment and Energy Management Agency (Ademe).

#### Construction waste management and reuse process for new builds and renovations

For HQE-certified new builds and renovations (i.e. 83% of office property developments and 28% of homes), demanding policies have been adopted to manage and reduce construction waste and recover and treat hazardous waste. The Property Development Division aims to ensure that all HQE-certified new builds obtain the level of "very efficient" for "low-disturbance construction site" and "operational waste management".

Starting in 2020, the Property Development Division is committed to routinely relying on the reuse of building materials for demolitions over 5,000 sq.m and has already implemented this process in 67% of them in 2019. An analysis of the use of waste and reuse materials will be conducted on each project, detailing all the materials that could be recovered or reused, whether to be sold on the market or used in other Icade projects. Similarly, the Office Property Investment Division is dedicated

to making this process a routine part of renovations above 3,000 sq.m starting in 2020. The Healthcare Property Investment Division is also committed to making a reuse process available for all refurbishments over 3,000 sq.m starting in 2021.

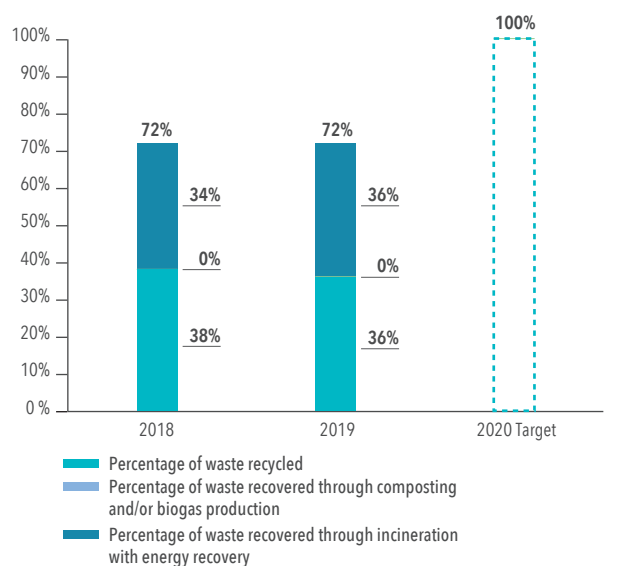
In 2018, Icade launched Cycle-Up, a digital platform dedicated to the reuse of building materials (guidance, analyses and networking) as part of a 50/50 joint venture with Egis. Icade has already called upon this start-up in connection with 8 projects. This includes the demolition of an 8,000-sq.m building in Marseille for which Cycle-Up conducted analyses of the use of waste and reuse materials which led to recovered materials being donated to local associations.

After close to two years, Cycle-Up has shown very promising results. Through the platform's 203 transactions, the reuse of building materials avoided 161 tonnes of waste generation, cutting CO<sub>2</sub> emissions by 663 tonnes and saving future owners over €1 million. Cycle-Up also promotes professional integration through its partnership with Ares, a professional integration specialist responsible for transporting, selectively removing and warehousing Cycle-Up's building materials.

#### Office Property Investment Division: operational waste management for existing assets

The Office Property Investment Division tracks the percentage of its recycled or recovered waste as a total amount and by type of recovery, i.e. material, energy, composting and/or biogas production. In 2019, 72% of controlled operational waste was recycled or recovered, with 36% recycled and 36% recovered for energy generation.

**PROPORTION OF RECYCLED OR RECOVERED WASTE OF OFFICES AND BUSINESS PARKS** (as a % of total tonnes)



Icade aims to recycle or recover 100% of its controlled operational waste in 2020. It is exploring different ways to achieve this, ranging from recovering waste on-site to improving sorting techniques:

**Setting up waste collection and sorting units in office buildings and business parks:**

Icade has introduced several waste sorting and recovery solutions in its business parks, including Ecobase dedicated to waste sorting and recovery in the Orly-Rungis business park. Other dedicated solutions have also been implemented in a number of buildings not located in business parks. Icade plans to go further by organising shared waste collection with local authorities and setting up waste collection and sorting areas in each building not part of a business park. Icade has focused its efforts on the five major waste streams (paper/cardboard, metals, plastics, glass and wood) and diversified the collection of other specific waste, such as cigarette butts.

**Collecting used items:**

Icade has put in place collection processes for about ten types of used items (batteries, electronic appliances, toys, etc.) in its business parks, in collaboration with government-approved waste collection and treatment companies and associations. For example, it has participated in the "Recycling means helping" campaign organised by Ecologic, a waste collection and treatment company. In total, 15,000 computers and 53 tonnes of electrical waste were collected, raising €20,800 for AFM-Telethon. At the end of 2019, the initiative was expanded to other buildings, in which these processes for collecting electrical and electronic waste will become a permanent fixture.

**Support and solutions available to tenants:**

In addition to these measures, Icade supports its tenants through green lease committees, bodies dedicated to co-developing plans to improve the environment, particularly as regards waste management. They have helped to increase waste recovery in several buildings managed by tenants by setting up waste sorting bins and organising awareness-raising campaigns and fun activities to encourage sorting.

The Office Property Investment Division plans to develop its products and services and offer its tenants a "zero waste office" solution in conjunction with entrepreneurs, intrapreneurs, industry players and customers. The objective is to develop a digital platform to be used as a tool to measure performance and a marketplace for solutions.

**Employee awareness:**

Since 2017, employees at Icade headquarters have been made aware of the importance of reducing their waste and use of paper as part of the Open ID project, an initiative that has gradually been implemented outside the Paris region accompanied by a paperless office policy. Since relocating to Icade's new headquarters in Issy-les-Moulineaux, paper consumption has been slashed by over 50%. In addition, around 300 employees organised into teams competed against each other in a "Zero Waste Challenge" which included daily contests in 2019.

**2.3.2. Reducing water consumption**

Although water supply is not a material issue for Icade, it nonetheless endeavours to reduce its consumption of this natural resource. A solution catalogue for water management for all of Icade's divisions has been compiled for use by its operational teams. The catalogue provides information on best practices, feedback on wastewater management, rainwater collection and water conservation which will gradually be implemented in existing properties and new builds.

**Property Development Division**

All of Icade's new builds systematically obtain NF certification, which implies stringent water management requirements for both water consumption in the operational phase and the impact on the soil during construction.

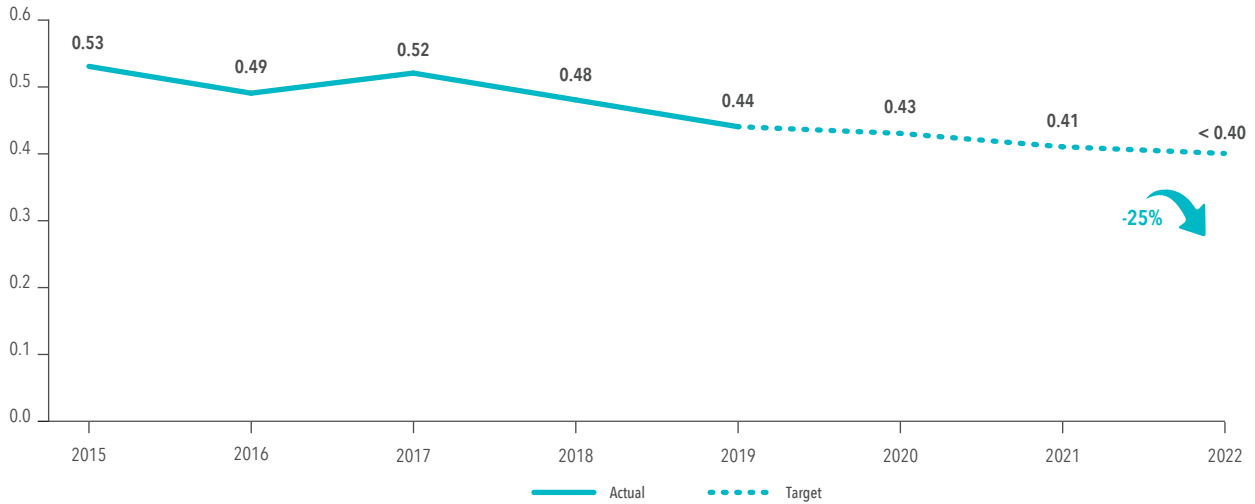
**Office Property Investment Division**

Various tools for measuring and managing water consumption have been implemented, including:

- mapping the water distribution network combined with monthly meter readings has enabled Icade to monitor the condition of the equipment in office buildings. Icade has automated the collection and analysis of data to better manage its consumption;
- the installation of retention basins in certain business parks reduces rainwater runoff and avoids saturating sewage treatment plants during periods of heavy rainfall. Icade has installed rainwater collection systems for watering and sanitary facilities, limited automatic watering and used plants that require little water;
- through Icade's green lease committees and green lease clubs, tenants are encouraged to adopt water management best practices, including the installation of water-efficient fixtures, metre readings, environmentally friendly practices, etc.;
- in 2018, Icade launched the innovative Bocage Urbain project in its Portes de Paris business park. This modular urban planning and landscaping solution, which has now been patented, is designed to manage urban runoff. Rooftop rainwater is collected in watertight, plant-filled containers at the base of the buildings. The main advantages of this approach include reduced runoff, self-sufficient irrigation and enhanced biodiversity.



**WATER CONSUMPTION IN OFFICES AND BUSINESS PARKS** (in m<sup>3</sup>/sq.m/year)



Water consumption decreased by 17% between 2015 and 2019 (in m<sup>3</sup>/sq.m/year) and by 8% between 2018 and 2019. This decrease is mainly due to the sale of assets whose water intensity was high and the acquisition of assets with greater water efficiency in 2019. It also resulted from the implementation of the measures referred to above

(water leak detection system, retention basins, rainwater collection, less automatic watering, etc.).

For further information about water consumption and waste production, on a total and like-for-like basis, see section 6.2. "Tables of environmental indicators of the Office Property Investment Division – EPRA format".

## 2.4. Integrating the best certification and labelling standards

Icade considers environmental labels and certifications to be strategic tools that ensure the environmental and social performance of its assets. A pioneer in the field, it is involved in testing new standards to prepare for upcoming regulations and meet the needs of its customers.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Increase in-use certified office space by +5% per year through to 2022.</li> <li>● Obtain ISO 14001 certification for all business parks each year.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Obtain HQE certification for all new-build projects with a floor area above 7,500 sq.m each year starting in 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Obtain HQE certification for 100% of offices and 35% of homes each year starting in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>⚪</li> </ul>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● In-use certified office space increased by 20% in 2019 vs. 2018 on a like-for-like basis.</li> <li>● 100% of business parks have been ISO 14001-certified since 2016. Icade intends to maintain this performance.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● All of the Healthcare Property Investment Division's projects above 7,500 sq.m aim to obtain HQE certification.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● In 2019, 83% of offices and 28% of homes were HQE-certified, slightly below the objective. Icade will reinforce its efforts to achieve this objective in 2020.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Objective achieved</li> <li>⚪ Objective partially achieved</li> <li>🕒 In progress</li> <li>⊗ Objective not achieved</li> </ul>		

### 2.4.1. Icade, a pioneer in new certifications and labelling

Icade continuously tests new standards, as demonstrated by its recent projects: as regards carbon and energy performance, the Thémis office building, completed in 2017 in Paris, is one of the first office developments to obtain BBCA (low-carbon building) certification and the French government's E+C- label (with an E2C2 rating), a precursor of the upcoming French Environmental Regulations; as regards the well-being and comfort of occupants, the Sky 56 building in Lyon obtained the Well label in 2017 and Open, Icade's headquarters, was the first building to obtain the OsmoZ label (by Certivéa) in 2018. Icade was the first private real estate player to receive HQE certification for office buildings in 2005, the BiodiverCity® label in 2014 and the "Biosourced Building" label in 2015.

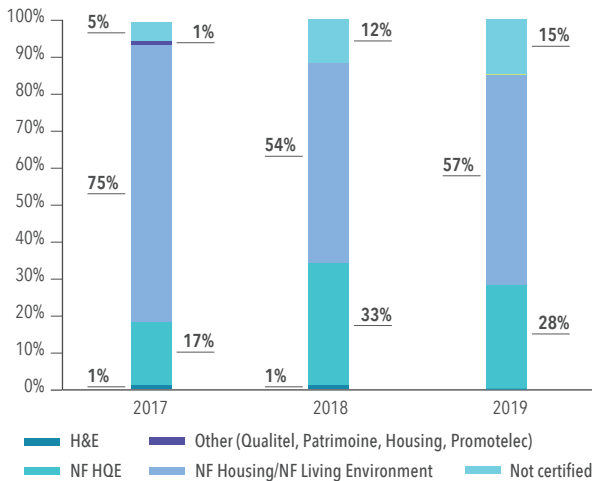
Icade is also involved in developing new standards related to building connectivity. The PB5 Tower in La Défense obtained one of the first WiredScore labels in France, with a Gold rating, and four other sites aim to obtain the R2S (Ready to Service) label developed by Smart Building Alliance (SBA), with a framework shared by the HQE-GBC association.

### 2.4.2. Developing environmental certifications for new builds and existing properties

#### Property Development Division

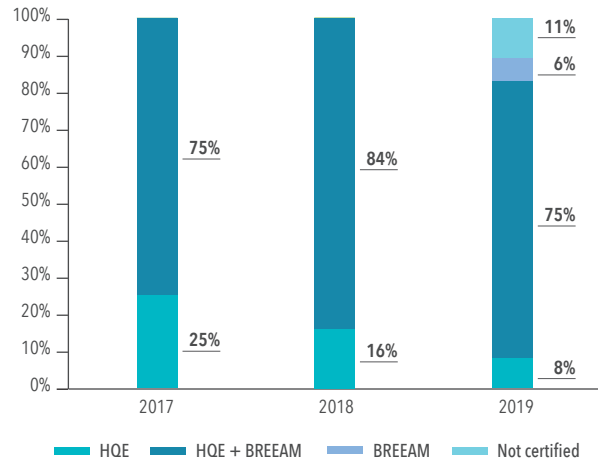
In 2019, 85% of residential projects obtained one of the NF certifications (HQE/Housing/Living Environment) and 28% obtained NF HQE environmental certification (% in terms of floor area of buildings in projects). Among HQE-certified projects, 57% had a "Good" rating, 18% had a "Very Good" rating and 25% had an "Excellent" rating.

#### CERTIFICATIONS OF RESIDENTIAL PROJECTS



83% of office starts have obtained HQE certification, with 75% of them having both HQE and BREEAM certifications. 6% of them have only BREEAM certification. Among HQE-certified projects, 30% have a "Very Good" rating and 70% have an "Excellent" rating. Among BREEAM-certified projects, 8% have a "Good" rating, 60% have a "Very Good" rating and 32% have an "Excellent" rating.

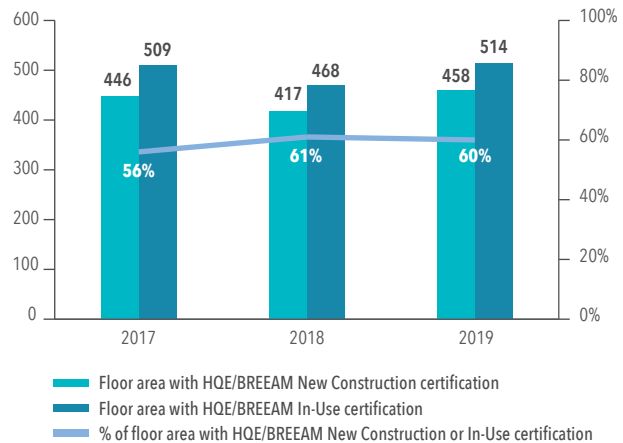
#### CERTIFICATIONS OF OFFICE PROJECTS



#### Office Property Investment Division

Icade is committed to implementing environmental certification for its existing properties, projects under development and acquisitions. Planned acquisitions and disposals are also assessed based on their certifications and labels. In-use certified space increased by 20% between 2018 and 2019 on a like-for-like basis, exceeding the objective of +5% per year. In 2019, 60% of the property portfolio was HQE- and/or BREEAM-certified (construction and/or in-use).

#### OFFICE AND BUSINESS PARK FLOOR SPACE CERTIFIED HQE/BREEAM (in thousands of sq.m and % in terms of floor area)



100% of Icade's business parks are ISO 14001-certified. The Office Property Investment Division ensures the implementation of an environmental management system for its business parks and buildings.



**IN-USE CERTIFICATION OF OFFICES AND BUSINESS PARKS BY RATING**

**HQE in-use certification by rating**



**BREEAM In-Use certification by rating**

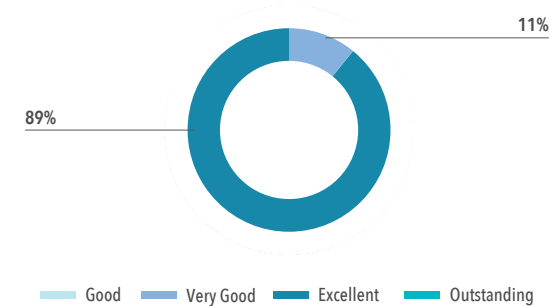


Among HQE In-use-certified projects, 13% have a "Very Good" rating, 42% have an "Excellent" rating and 45% have an "Outstanding" rating. Among BREEAM In-use-certified projects, 66% have a "Very Good" rating and 34% have an "Excellent" rating.

**Healthcare Property Investment Division**





Icade Santé has achieved its goal to obtain HQE certification for all its development projects with a floor area above 7,500 sq.m. In 2019, 85% of total new projects obtained HQE certification (for all its development projects combined), including 11% with a "Very Good" rating and 89% with an "Excellent" rating. For example, the Greater Narbonne private hospital, developed with the Elsan group and scheduled for completion in 2020, is aiming for HQE certification with an "Excellent" rating. The building's architect selected a bioclimatic design, with interior comfort ensured through the use of healthy materials. The complex's energy supply comes from district heating and cooling with 70% from wood sources.

**HQE CONSTRUCTION CERTIFICATION OF HEALTHCARE FACILITIES BY RATING**



**2.5. Developing solutions for sustainable mobility**

The transport sector accounts for 39% of greenhouse gas emissions in France<sup>(1)</sup> at a time when 70% of French commuters drive to work<sup>(2)</sup>. To reduce its impact, Icade sees to it that its buildings are located close to public transport. In addition, Icade makes every effort to develop innovative sustainable mobility solutions. These initiatives contribute to both the greater comfort of users and the increased appeal of its assets.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Equip 100% of offices and business parks with charging stations for electric vehicles by 2019.</li> <li>Implement at least one ecomobility solution in addition to the existing charging stations for electric vehicles in all business parks and offices by 2021.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Develop at least 75% of projects less than a five-minute walk from public transport each year starting in 2019.</li> <li>Routinely add a sustainable mobility solution to all new office and residential developments by 2022.</li> </ul>	   	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>90% of business parks and offices were equipped at the end of 2019. Efforts will be made to equip 100% of the property portfolio in 2020.</li> <li>49% of business parks and offices have implemented one ecomobility solution in addition to charging stations for electric vehicles.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>79% of projects were located less than a five-minute walk from public transport in 2019.</li> <li>A catalogue of sustainable mobility solutions will be made available to the operational teams in early 2020 for the purpose of implementing new mobility alternatives by 2022.</li> </ul>

 Objective achieved  
  Objective partially achieved  
  In progress  
  Objective not achieved

(1) Ademe, 2018, <https://www.ademe.fr/expertises/mobilite-transports/chiffres-cles-observations/chiffres-cles>.

(2) Ademe, 2018, <https://presse.ademe.fr/2018/03/plans-de-mobilite-le-rac-lademe-et-cci-france-aident-les-entreprises.html>.

### Property Development Division

Committed to sustainable mobility, the Property Development Division sees to it that its assets are less than a five-minute walk (400 metres) from public transport. In 2019, 79% of its projects met this criterion.

Starting in 2022, Icade is committed to offering future home owners at least one ecomobility solutions such as a car-sharing service, charging stations for electric vehicles, bicycle-sharing services, etc. To achieve this objective, a catalogue of sustainable mobility solutions will be compiled in 2020.

### Office Property Investment Division

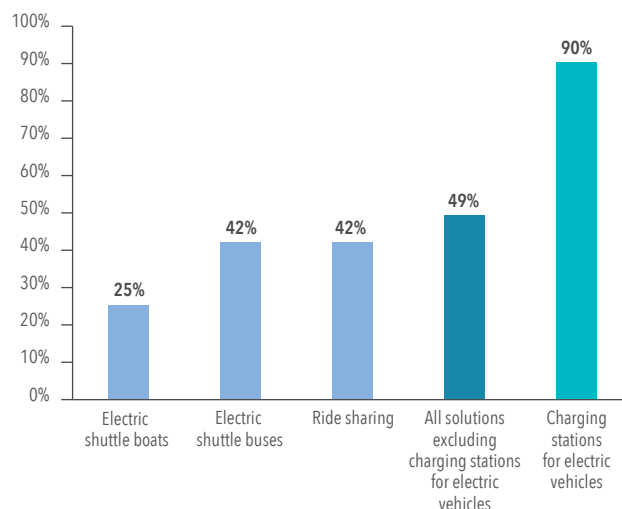
The Office Property Investment Division has adopted a proactive policy in terms of ecomobility. It provides a wide range of alternative means of transport to private vehicles and ensures that assets are close to public transport: 94% of its assets are less than 400 metres (a five-minute walk) from public transport.

The main solutions offered include:

- **electric shuttle boats and buses:** all of the business parks offer private electric shuttle buses which connect to public transport and some business parks are equipped with all-electric shuttle boats for the tenants;
- **electric vehicles, car sharing, ride sharing and bicycles:** charging stations for electric vehicles and ride-sharing solutions are available on 90% and 42% of the combined floor area of offices and business parks, respectively;
- **Icade helps its customers:** it provides its tenants with the opportunity to meet to exchange ideas on mobility and puts them in touch with service providers able to help them find solutions to meet their needs. In addition, mobility monitoring committees have been organised

by the Office Property Investment Division every six months in the business parks to discuss solutions that could be applied across the different parks.

#### ECOMOBILITY SOLUTIONS OF THE OFFICE PROPERTY INVESTMENT DIVISION



In 2019, greenhouse gas emissions related to transport used by business park and office users stood at 36,091 tonnes of CO<sub>2</sub> (scope 3).

## 2.6. Maintaining a commitment to sustainable finance

### Icade contributes to the development of new sustainable finance instruments

Sustainable finance policies and solutions are undergoing rapid and far-reaching changes that are sources of opportunity for committed companies and investors. To contribute to this progress, Icade has become involved in several professional associations and business groups.

Following its inaugural €600 million Green Bond issue in September 2017, Icade signed the Green Bond Pledge in December 2017. The Company then took part in the Corporate Forum on Sustainable Finance in January 2019 alongside 22 other issuers, representing about two-thirds of European green bonds. Its objective is to contribute to the development of financial instruments under the umbrella of sustainable finance. In 2019, the Forum published five position papers in response to the European Union's consultations for the Sustainable Finance Initiative. It also initiated a dialogue with the main rating agencies about their ESG assessment methodologies. As a member of the European Public Real Estate Association's (EPRA) sustainable development committee, Icade has also contributed to EPRA recommendations on technical taxonomy for the real estate sector as part of the European Union's Sustainable Finance Initiative. They aim to include energy efficiency and renewable energy projects and an approach for analysing the life cycle<sup>(1)</sup>.

Lastly, Icade contributed to the preparation of the "Suggested Impact Reporting Metrics for Green Building Projects" document from the Green Bond Principles, published in 2019.

### An inaugural Green Bond issued in 2017

#### A rigorous selection process for green assets and projects

The proceeds from the Green Bond issued in 2017 are used to finance or refinance green assets and projects for the Office Property Investment Division selected based on stringent criteria over a building's entire life cycle.

The proceeds from this green issue are used for:

- the construction and renovation of "green" office buildings in France (green assets) meeting the following three cumulative criteria: HQE and/or BREEAM certification with a minimum rating of "Very Good", distance from public transport less than or equal to 400 metres and green lease committees;
- investments in favour of environmental transition made in the existing property portfolio (green projects): energy efficient equipment enabling energy savings of at least 20% and/or reducing CO<sub>2</sub> emissions by 20%, renewable energy and ecomobility solutions.

This green bond complies with the "Green Bond Principles 2017" issued by the International Capital Market Association (ICMA) and was subject to an independent second party opinion provided by ESG rating agency Sustainalytics, available on Icade's website.

(1) EPRA's position papers on the Sustainable Finance Initiative are available via this link <https://www.epra.com/sustainability/sustainability-regulation/sustainable-finance>.



### Cross-functional approach and reporting commitments

The Green Bond Committee – composed of several Executive Committee members and representatives of the divisions and departments involved (Finance, CSR, Office Property Investment, Portfolio Management, Investments and Legal) – meets once a year to select the assets and projects associated with the green bond.

The annual report on monitoring the allocation of proceeds and compliance with the eligibility criteria is reviewed by an independent third party, PricewaterhouseCoopers. It includes:

- the list of assets and projects financed;
- the environmental benefits of the assets and projects financed, measured by output and impact indicators, in addition to a methodological guide for quantifying emissions avoided.

The main results as of December 31, 2018 from the second Green Bond report were as follows:

- in 2018, seven HQE/BREEAM-certified assets totalling 158,000 sq.m and three types of green projects were financed or refinanced by the Green Bond. They represented 938 tonnes of CO<sub>2</sub> emissions avoided (including 69% from green assets and 31% from green projects);
- in 2018, 40% of the proceeds were allocated to financing activities (vs. 20% in 2017) and 60% to refinancing, surpassing the goal of allocating one-third of the proceeds to financing.

In 2018, the quality of Icade's Green Bond was recognised by the ESG rating agency ISS with "Approved" status and the grade of B (on a scale ranging from D- to A+). In addition, Icade was awarded the top spot in the world's top 10 ranking for the quality of Green Bond reporting by the Climate Bonds Initiative in its March 2019 report "Post-issuance Reporting in the Green Bond Market".





All documentation relating to the Green Bond is available on Icade's website: <https://www.icafe.fr/en/finance/financing/green-financing>.

## 3. New habits and lifestyles and partnerships with local authorities and communities

Icade contributes to the economic development, social cohesion and quality of life of the areas in which it operates, by developing new, innovative real estate solutions and services. Well-being, more flexible uses, close ties to local communities and community activities that address the needs of the most vulnerable all serve one goal – to design and build cities and neighbourhoods that are diverse, inclusive and connected.

### 3.1. Contributing to territorial cohesion and inclusion

Real estate companies play a crucial role in reinvigorating local communities and economies. Icade has made territorial cohesion and inclusion one of its priorities for 2019-2022. Its various initiatives are designed to strengthen ties and bolster long-term cooperation with local communities and authorities. They contribute to revitalising neighbourhoods and promoting the well-being of inhabitants and inclusion of the most vulnerable.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Increase the number of local community partnerships in the business parks between 2019 and 2022.</li> </ul>		<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 25 local community initiatives were organised for business park tenants in 2019 (a charity run, an ethical Christmas market, etc.).</li> </ul>
<p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Adapt real estate solutions to help healthcare operators improve the quality of patient care starting in 2019.</li> <li>● Develop a Code of Ethics setting out the quality requirements for investing in nursing homes in 2019.</li> </ul>	 	<p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Icade launched an audit process to assess the quality of patient care in its healthcare facilities in 2019 in order to provide improvement solutions to healthcare operators.</li> <li>● The Code was finalised in 2019 and will be implemented starting in 2020 for new investments.</li> </ul>
<p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Include professional integration commitments for all projects with construction costs over €20 million starting in 2020 and promote local job creation.</li> </ul>		<p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 49% of major construction projects included professional integration commitments and the Property Development Division used local suppliers for more than 2/3 of its procurement needs in 2019.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

### 3.1.1. Dialogue and partnerships with local players

#### Office Property Investment Division

##### Joint action with local players

Icade is actively involved alongside various local bodies dedicated to local economic and social development. For example, the Company works in close partnership with Plaine Commune, a local administrative body encompassing nine municipalities in which nearly half of Icade's business park floor area and many development projects are located. In 2018, Icade signed several charters in connection with this area, especially on the circular economy, sustainable development and professional integration. In addition, a local development charter, first signed by Icade in 2005 and renewed in 2018, provides for local employment and training.

##### Concrete action to support local job creation and socially responsible initiatives involving tenants

In order to increase the appeal of its business parks and contribute to the economic and social development of the areas in which they are located, Icade has stepped up its efforts in favour of local job creation, solidarity and culture for its tenants. For example, Icade organised a job fair in partnership with the Val-de-Marne Chamber of Commerce and Industry in the Orly-Rungis business park in 2019. The purpose of the event was to allow job seekers to meet the business park's tenant companies. Icade also supported the "Pop-up Job Workshop" initiative undertaken by the employment committee for the Val-de-Marne area by making temporarily vacant space available to job seekers over 45. In addition, Icade supports entrepreneurs and business buyers most likely to create jobs locally. As part of these efforts, partnerships were signed with the "réseaux Entreprendre Val-de-Marne" and "réseaux Entreprendre 93" networks in 2018.

Icade has also organised socially responsible initiatives in partnership with local associations and companies in its business parks. Examples include an ethical Christmas market in collaboration with local artisans, clothes collections, charity runs, workshops in support of UNICEF (a UN agency partnered with the City of Rungis), redistribution of surplus food from company restaurants to associations, etc. Cultural activities were also organised with local partners, such as the Rungis Theatre and street artists. In 2019, 25 local community initiatives were organised in the business parks, attracting a growing number of tenants.

#### Healthcare Property Investment Division

Icade Santé helps to improve the quality of healthcare in its facilities. It provides on-site audits for its healthcare operators to assess the adequacy of existing facilities in dealing with new medical practices. These audits will identify new solutions for adapting the properties to optimise their quality of care as well as the well-being of patients and caregivers alike.

Icade Santé is also committed to ensuring quality care for the dependent elderly. In 2019, it developed a "CSR and Quality of Life in Nursing Homes" Charter which sets out commitments and criteria with respect to future investments in nursing homes. Drafted with the support of the French standardisation agency AFNOR, the charter includes an internal framework encompassing over 100 criteria related to well-being, quality of living environments, resident safety and care, used as part of the acquisition due diligence process.

#### Property Development Division

The Property Development Division supports local economic and social development and shows this support through the signing of charters with local authorities and the inclusion of professional integration commitments in construction projects. Icade aims to make professional integration a routine part of construction projects, with professional integration representing at least 5% of total working hours for projects with construction costs over €20 million starting in 2020 (vs. €50 million under the previous plan). In 2019, almost half of major construction projects and 33% of all construction projects regardless of size included a professional integration commitment.

Local integration plays a key role in the success of property development projects. The new "Terres de Versailles" neighbourhood, whose construction is scheduled to begin in 2020, is a prime example of community involvement. Developed in partnership with the City of Versailles and an ecosystem of various local players, this mixed-use project combines innovation, education and environmental ambition. It will include homes, shops, a school, a childcare centre, a micro-farm, a permaculture training centre, shared gardens, etc. In addition, Icade has developed innovative projects to strengthen ties with local players, namely companies, artists and residents. It made vacant space in the Portes de Paris business park available to artists, designers and architects for five months in 2019, allowing them to develop solutions to address urban challenges through the Art&Design Lab. The "Paglissade" project – aimed at converting construction site fencing into spaces offering services to residents, such as community libraries – exemplifies the projects developed in this context. Eager to further pursue this type of innovative project, the Property Development Division signed a charter for the development of temporary occupation as a tool to serve the Paris area in 2019.

### 3.1.2. Employee engagement promoting the inclusion of the most vulnerable

For Icade, socially responsible initiatives that involve all its employees are a strong driver of inclusion, creating forward momentum and proactive employee engagement in favour of local communities.

#### ■ Initiatives targeting long-term unemployed youth:

Since 2010, Icade has partnered with the Plaine Commune Young Talent Club and launched and co-managed the initiative in the area. The club assists young people in Seine-Saint-Denis with their search for training or a job by organising coaching sessions and meetings with companies. This programme has helped 272 young people since 2010 and proven its relevance with 77% of its participants having signed permanent or fixed-term employment contracts or received vocational training.

Icade strengthened its commitment to long-term unemployed youth in 2018 by adhering to the "Pacte avec les quartiers pour toutes les entreprises" (PAQTE, Pact with Priority Neighbourhoods for All Businesses) launched by the French government. This initiative seeks the inclusion of young people from priority neighbourhoods through awareness-raising campaigns, training and recruitment. As a result, Icade now also reaches out to the youngest among them by organising sessions to present its activities to secondary school students in priority neighbourhoods through the "Tous en Stage" and "100,000 Entrepreneurs" associations. In this regard, Icade organised multi-day sessions in 2019 to present its activities to "troisième" students (Year 10 in the UK, Ninth grade in the US) featuring on-site visits and fun-filled workshops to foster interaction. Some of its employees also met with the students to discuss their jobs. In addition, Icade regularly organises extracurricular activities with schools located in the areas in which it operates. Examples include cultural field trips, such as visiting the Musée d'Orsay with students from vocational schools in the Plaine Commune area. The Company also supported a climate change challenge for students from Bartholdi high school in Saint-Denis.



**Skills sponsorship agreement to support emergency accommodation associations:**

Icade aims to allow willing employees to share their expertise to support projects that tangibly contribute to the fight against poverty and social exclusion in connection with emergency accommodations. Under a skills sponsorship agreement, Icade lent its project management support expertise to help Samusocial of Paris create its first accommodation and healthcare centre at the Charles-Foix public hospital in Ivry-sur-Seine. Completed in 2019, the centre can accommodate up to 190 people. A second skills sponsorship agreement with regard to emergency accommodations will be signed in 2020.

**Solidarity days to promote social inclusion where Icade operates:**

In 2019, Icade continued to organise solidarity days in the areas in which it operates. In total, 70 employees participated in five solidarity days organised both inside and outside the Paris region. For example, Icade organised a solidarity day for the accommodation centre of Samusocial of Paris in Ivry-sur-Seine, mobilising around 30 employees to landscape its gardens.

**3.1.3. Functional, social and age diversity**

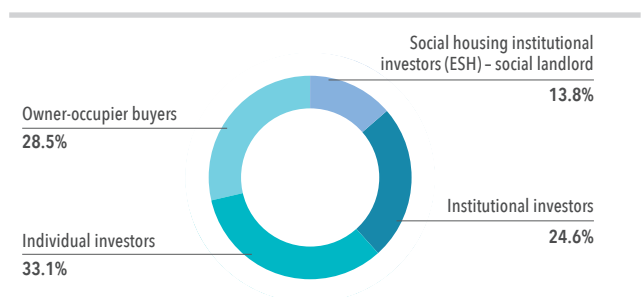
For Icade, diversity – whether social, functional or age – is both a societal commitment and a key factor in urban development.

**Property Development Division**

The Property Development Division seeks to foster social cohesion in the neighbourhoods it develops by factoring diversity criteria into its projects.

The breakdown by type of customer is balanced, with buyers of social housing units and owner-occupier buyers representing 42.3% of Icade’s orders.

**BREAKDOWN OF ORDERS BY TYPE OF CUSTOMER IN 2019**



Icade created Synergies Urbaines which aims to develop large-scale projects and authentic, bio-inspired cities that respect their cultural heritage and environment.

The “Bruneseau Seine” project, co-developed with Les Nouveaux Constructeurs, AG Real Estate and Nexity with first completions scheduled in 2024, is in line with this approach. This new 95,000-sq.m neighbourhood features 25,000 sq.m of office space, 47,000 sq.m of housing (owner-occupier units, participative housing, residences for seniors and students, etc.), 23,000 sq.m of shops, artisan boutiques, business premises, coworking areas and a hotel. This project will ensure seamless urban continuity between Paris and Ivry-sur-Seine.

To meet the needs of small and medium-sized cities, Icade has designed the “Mix’Cité” programme dedicated to developing medical-social projects which include a mix of complementary property types – social housing, owner-occupier units, residences for students and seniors, nursing homes, medical services, etc. These facilities will also promote interaction between residents of different ages. Based on the pooling of space, services and employees, the Mix’Cité programme optimises construction and operating costs and creates a social bond between the residents. After the first project built in Montaigu (Vendée) in 2015, other similar projects have been developed including the over 12,000-sq.m Chrysalide complex in Marseille due for delivery in 2022. It will be home to the Chrysalide association’s headquarters and inclusive housing units for persons with disabilities and this ESAT’s<sup>(1)</sup> employees.

**3.1.4. Sponsorship and patronage**

Icade considers sponsorship and patronage to be important drivers of local development. In 2019, Icade spent €1.7 million funding various sporting, cultural and community activities.

For example, the Company donated close to €47,000 to three associations, namely L’Étoile de Martin, Les Amis de Mikhy and Le Centre Damien de Molokai, as part of a charity challenge open to all its employees.

In addition, the Company is committed to sponsoring 15-year-old Prithika Pavade from Saint-Denis until 2024, in preparation for her participation in the Olympic Games. Icade also supports the Saint-Denis Table Tennis Club where she trains. This commitment is representative of the close ties between Icade and the Plaine Commune area.

(1) Centres that facilitate the social and professional integration of people with disabilities.



## 3.2. Innovating with employees and the ecosystem of stakeholders

Against the backdrop of changing urban habits and lifestyles, innovation plays a key role in meeting future societal challenges, promoting more responsible lifestyles and creating long-term value for all stakeholders.

In 2015, Icade created a department dedicated to innovation, composed of four employees and, since 2018, from two to six young graduates have been enrolled each year in its Innovation Graduate Programme. Alongside an Innovation Commitments Committee overseen by the Executive Committee, the Innovation Department manages an in-house Innovation Fund with an annual budget of €2 million.

An Advisory Board, made up of outside specialists, assists the Innovation Department. In 2019, its members met to discuss key trends shaping society and assess their impact on lifestyles and the real estate business.

Icade's innovation initiatives rest on two pillars: "Innovation Transformation" to help Icade's businesses integrate innovation into their practices and "New Business" focused on exploring new markets by creating nimble start-ups with Urban Odyssey, Icade's start-up studio.

### "Innovation Transformation"

This pillar aims to help employees familiarise themselves with innovation and create an ecosystem composed of intrapreneurs, start-ups and city stakeholders by working closely with local communities. Its objectives: involvement at a very early stage to adapt processes and solutions and expand the scope of pilot projects and solutions proposed by existing start-ups to better meet the needs of customers and partners. Four components have been defined:

- create a culture of innovation for all employees: monitoring processes (innovation library and monthly newsletters), conferences, workshops, training and involving recent hires enrolled in the Innovation Graduate Program in innovation projects carried out in Icade's divisions;
- promote intrapreneurship: in total, four projects were supported and financed by the Innovation Commitments Committee in 2019, including:
  - Kiwi Homes: this 2.0 manager designs and manages co-living buildings adapted to the needs of a new generation of workers. The first co-living project is currently being developed in the Portes de Paris business park,
  - Walixo: this zero office waste solution is based on a web platform accessible to all company players to facilitate and improve the oversight of their waste management. It provides access to innovative solutions in addition to waste reporting and monitoring tools.

Depending on their potential, projects may then be nurtured in the Urban Odyssey start-up studio to accelerate their growth (see the "New Business" section). This is the case for Ambu'Stage, a geolocation solution for patients developed by Icade Santé employees and Icade Promotion's Healthcare Expertise Department. Tested in a healthcare facility in 2018, it has now been incubated for six months;

- Open Innovation with external start-ups: co-founder of the "Real Estate of the Future" incubation programme supported by Paris&Co, Icade works with around twenty partners each year by testing solutions developed by start-ups. This is the case for the "Dessus Dessous" project launched with the start-up Solstyce, which combines solar panels and green roofs;
- Open Innovation in local communities and academia: Icade spearheads an ecosystem of partners to gain insight into the city of tomorrow. Examples include CEEBIOS (the European Centre of Excellence in Biomimetics of Senlis), École Nationale Supérieure d'Architecture Paris Val-de-Seine (National School of Architecture), Chair in Entrepreneurship, Local Development and Innovation established by the University of Paris 1 Panthéon-Sorbonne, etc. For local communities, Icade has made its business parks and expertise as an urban developer available to conduct on-site pilot projects as part of the "Quartiers d'Innovation Urbaine" (Urban Innovation Districts) scheme led by Urban Lab. As a result, Icade tested an urban design solution in 2018. This modular urban landscaping solution is designed to manage and recover urban runoff. This project became Vertuo in 2019, a start-up accelerated at Urban Odyssey.

In addition to these efforts to incite all its employees to innovate, Icade aims to encourage the large-scale implementation of innovations in cities and the real estate industry through the creation of start-ups:

### "New Business" with Urban Odyssey, Icade's start-up studio









Launched in 2019 by Icade in partnership with the HEC Incubator, the start-up studio Urban Odyssey at Station F is dedicated to shaping the cities of tomorrow. Its purpose is to scale up innovative solutions in response to the new challenges companies face today. Urban Odyssey aims to co-create 4 to 6 start-ups each year with outside entrepreneurs and Icade's intrapreneurs. Projects that join the start-up studio benefit from three advantages – funding, an immediate impact on business through unique access to the Group's activities, and the resources and expertise made available by the HEC Incubator. Five start-ups joined the start-up studio in 2019, including three intrapreneurial projects. They are focused on eco-friendly solutions, such as reducing greenhouse gas emissions, urban agriculture and rainwater recycling.

### 3.3. Improving occupants' well-being and adapting to new habits and lifestyles

The real estate market is transforming itself to take into account new needs and build comfortable homes and workspaces that foster agility and collaborative work. Icade develops innovative products and services that meet the needs of new ways of living and working.

#### 3.3.1. Guaranteeing the well-being, health and safety of occupants

As the well-being, health and safety of occupants are key issues, Icade has adopted a comprehensive strategy that includes proven solutions, pilot projects and performance indicators.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● Compile a catalogue of solutions to measure and manage indoor air quality and improve communication with users by 2020.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Implement campaigns to analyse air quality in multi-tenant buildings over 15,000 sq.m by 2022.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● For HQE-certified projects over 7,500 sq.m, ensure that at least 75% of floor space is composed of low-emitting materials starting in 2020.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Implement measures to improve indoor air quality in at least 75% of residential development projects starting in 2019.</li> </ul>	      	<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● The catalogue of solutions to measure and manage indoor air quality was introduced in 2019 with the solutions proposed being gradually implemented by 2022.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 91% of multi-tenant buildings over 15,000 sq.m benefited from an air quality assessment in 2019.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● The objective was met in 2019, one year ahead of schedule.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 85% of residential development projects included measures to improve indoor air quality in 2019.</li> </ul>
<p>  Objective achieved                Objective partially achieved                In progress                Objective not achieved         </p>		

#### Measures to improve air quality

A key factor contributing to the comfort and health of occupants, air quality has become a growing concern for Icade's stakeholders. For this reason, the Company has made it an important part of its new CSR strategy.

The Office Property Investment Division is testing two solutions:

- **indoor air quality sensors:** Icade is a partner of Airparif (a French association approved by the French Ministry for Ecological and Solidarity Transition responsible for monitoring air quality in the Paris region) and a founding member of Airlab (an ecosystem of players called upon to find innovative air quality solutions). As part of this initiative, Icade has been testing two solutions to measure indoor air quality at its headquarters for a one-year period since April 2019 in partnership with Veolia. Around twenty micro-sensors continuously measure indoor air quality and quantitative data is complemented by an occupant survey. The findings will determine whether these types of solutions should be implemented on a larger scale;
- **green walls to reduce pollution in cities:** the two "urban trees" (consisting of moss walls that act as a natural filter which purifies the air) tested in La Défense with the start-up Green City Solution, are innovative outdoor air filter solutions designed for urban settings. Icade plans to install a new generation of "city trees" in other locations, suitable for improving urban air quality.

The Office Property Investment Division is also committed to launching campaigns to analyse air quality in all multi-tenant buildings over 15,000 sq.m by 2022 in order to put in place solutions tailored to each asset. In 2019, 91% of buildings benefited from these campaigns.

The Healthcare Property Investment Division is committed to ensuring that at least 75% of floor, wall and ceiling space of all HQE-certified projects is composed of low-emitting materials starting in 2020. The objective was met one year ahead of schedule in 2019.

The Property Development Division also put in place a series of measures to improve air quality. As regards the air quality of its NF Housing/Living Environment-certified projects, Icade has routinely used low-polluting materials (ranked A or A+), installed ventilation systems and conducted on-site inspections to assess their effectiveness. For some types of housing units, Icade offers its customers air quality sensors together with a mobile app to monitor results and identify the parameters to adjust to create a healthier indoor environment. 85% of housing units included measures to improve air quality in 2019.

To further implement measures to improve air quality in its three divisions, Icade compiled a catalogue of dedicated solutions in 2019 in collaboration with the operational teams from its various divisions.

### Solutions to promote health and well-being in the business parks

Business park tenants benefit from a range of services that promote their health and well-being. Examples include sports and relaxation areas, fitness and yoga group classes, shared gardens and so much more. Among these services, the "Icade Athletics" solution encourages business park tenants to take part in sport.

In 2019, Icade also conducted awareness-raising activities on health-related themes such as preventing high cholesterol and diabetes.

### Guaranteeing the health and safety of occupants

The Office Property Investment Division's health and safety policy includes a variety of measures, including security systems, fire safety systems, heightened security measures for high-rise buildings and the most exposed strategic assets (access controls and additional security staff). The business parks are also all equipped with video surveillance systems. In addition, Icade's Health and Safety Department is involved in the development, construction and acquisition projects undertaken by the Company's various divisions.

### Certifications guaranteeing health and safety

ISO 14001 and HQE In-Use certifications, which cover most of the property assets whose operation is controlled by Icade (83%), provide







for additional measures to ensure the occupants' health and safety. These certifications cover pollution (air, water and soil), operating incidents (fires, floods, etc.), comfort (hygrothermal, sound and visual), emergency situation management, accessibility, etc. Lastly, all of the business parks have been retrofitted to ensure access for those with limited mobility or who are visually impaired.

In 2019, Icade reported 14 health and safety incidents. They mainly related to minor environmental pollution, heat waves and people injured in accidents. These incidents had no major impact on the tenants or the Company. The causes of such incidents were analysed and appropriate procedures were put in place where needed.

### Reducing noise pollution on construction sites and ensuring a satisfactory level of acoustic comfort in new builds

New builds offer a high level of acoustic comfort in the operational phase, with noise levels two times lower than the regulatory thresholds. Homes with NF Living Environment certification enjoy reduced noise pollution thanks to quieter equipment, reinforced insulation and absorbent materials. Particular attention is also paid during the construction phase. HQE-certified buildings have introduced green construction site charters which limit noise levels.

## 3.3.2. Adapting to changing habits and lifestyles to better meet occupant needs

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Ensure that 100% of the main business parks are covered by the proprietary "Business Park of Excellence" label.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Have a positive Net Promoter Score (NPS) on project completion by 2020 and an improved score between 2020 and 2022.</li> </ul>	  	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>100% of the main business parks had this label in 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The Net Promoter Score will be released in 2020. Up until 2019, Icade continued to release a customer satisfaction index on project completion, which stood at 6.1/10.</li> </ul>
<p>  Objective achieved                Objective partially achieved                In progress                Objective not achieved         </p>		

### Office Property Investment Division

#### ■ A range of services to improve the quality of life in business parks:

Whether it involves a wide array of eating areas, shared gardens, ride-sharing or the creation of communities through fun-filled group activities and regularly-scheduled events, Icade endeavours to develop services that enhance CSR excellence and the quality of working life.

Icade's business parks were awarded the "Business Park of Excellence" label by an external certifying body. Covering all the main business parks since 2018, the "Business Park of Excellence" label encompasses 60 requirements and close to 200 performance indicators (green spaces, connectivity, wellness, etc.). Several satisfaction surveys have been conducted in the parks in order to assess tenant feedback and identify strengths and areas for improvement.

#### ■ Real estate solutions responding to new ways of working:

Icade offers a wide array of real estate solutions tailored to changing business needs by developing alternative workspaces that are both versatile and flexible:

- Grow Up (formerly "Maison des Start-up"): located in the Portes de Paris business park, this 1,000-sq.m site hosts start-ups, allowing them to interact with local players and companies present in the park;

- Smartdesk: these co-working areas tailored for various uses (meeting rooms, creativity workshops, networking events, etc.) are available in four locations (Paris, La Défense, Nanterre and Rungis);
- Smartroom: conducive to exchanging ideas, this 880-sq.m event space in the Orly-Rungis business park offers services for work sessions organised as a workshop, seminar or other type of event.

These solutions, grouped in 2019 under the brand name Imagin'Office, assist companies in transforming their workspaces and offer them a range of services that contribute on a daily basis to improving the quality of life.

#### ■ Customer service that meets tenants' needs in the business parks:

Business park tenants are provided with accessible customer service whose quality is regularly monitored. In 2019, 87% of requests were answered in less than 24 hours.



## Healthcare Property Investment Division

To help healthcare facility operators improve the quality of patient care, Icade assesses the adequacy of its real estate solutions in dealing with new medical practices. For this purpose, in 2019 Icade developed an audit to assess the performance of healthcare facilities and strengthen its partnerships with operators. These audits began in 2019 and will continue to be conducted in 2020. Icade Santé also supports new medical practices, such as the growth of outpatient care, by offering innovative solutions. The Ambu'Stage application, developed by Icade's intrapreneurs in partnership with start-ups, is the first service for the geolocation of patients and their portable lockers. Ambu'Stage enables caregivers to locate patients, track their movements and reassure their families during their outpatient stay. Tested in a healthcare facility as early as 2018, the application will be available in three additional facilities in 2020. A new version intended for the emergency departments of healthcare facilities has been added.

In addition, CSR & innovation committees created in 2018 make it possible to co-develop action plans promoting innovation, patient wellness and the facilities' environmental performance in partnership with their operators. In 2019, 59% of the Healthcare Property Investment Division's floor area was covered by a CSR and Innovation committee.

## Property Development Division

Improving customer satisfaction is one of Icade's top priorities. The customer satisfaction index on project completion stood at 6.1/10 in

2019. Icade has continued to step up its efforts to improve customer satisfaction.








### ■ Focus on customers in the Icade Store:

Icade will continue to open Icade Stores. This multi-purpose setting is where property is sold and potential customers are informed. Its showroom of home interiors and materials aims to facilitate the property acquisition process so as to provide a successful customer experience. After the first store was launched in the Millénaire business park in the north of Paris in 2018, four other Icade Stores opened their doors in major French cities outside Paris in 2019. They will gradually be present in all of Icade's local offices.

### ■ A digital and personalised customer journey:

The Property Development Division offers its future home buyers an improved 100% digital customer journey with new features. In 2019, new property developments enabled customers to co-design a bespoke home using the digital platform Imagin'Home even before applying for a building permit. In addition to existing services, the platform makes it possible for future home owners to sign an electronic reservation agreement in the showroom or reserve directly online, track the progress of their construction project and customise the interior of their future dwelling using a 3D home design program. Icade has also introduced a mobile app which facilitates punch list clearance by providing customers with a dedicated space where they can declare any items that need correcting and track their resolution online.

### 3.3.3. Using digital technology to improve performance and the user experience

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Include "e-clauses" in 90% of new-build leases starting in 2020. </li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Ensure that 100% of housing units are smart or connected in 2019. </li> <li>● Develop 100% of new offices and homes using BIM in 2022. </li> </ul>		<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Lease "e-clauses" are being drawn up and will be introduced in 2020. The purpose of these "e-clauses" is to establish a digital trust framework between lessor and lessee.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● 100% of housing units were smart or connected in 2019.</li> <li>● 34% of new offices and homes were developed using BIM in 2019.</li> </ul>
<p>  Objective achieved                Objective partially achieved                In progress                Objective not achieved         </p>		

The digital revolution requires companies to undergo profound transformations and reinvent how they do business and even their business itself. As an honorary member of the Smart Building Alliance (SBA) – an organisation bringing together more than 300 participants interested in the challenges facing the cities of tomorrow – Icade is actively involved in digital transition. It is committed to developing new solutions to better meet the needs of companies and adapting its own internal organisation for greater efficiency:

### ■ Design, construction and operation: building information modelling (BIM), a tool that promotes sustainable cities:

By using a collection of building data to digitally create a 3D model that covers from the building's design to its future use by the occupants, building information modelling helps reduce costs, optimises the resources used and facilitates the flow of information between the project's various participants. Icade has drafted its own BIM charter for all its divisions to promote and harmonise best practices. Several of the Office Property Investment Division's projects have already implemented BIM and use it in the operational phase. Over a third of new office and residential projects were developed using BIM in 2019. These first experiences have made it possible to develop solutions adapted to the most frequent functional and

technical issues Icade encounters, such as making projects more reliable in the pre-design phase. These solutions, in addition to guidelines and procedures for all of Icade's developments and business lines, will be implemented on a larger scale starting in 2020. To assist employees with this initiative, a BIM training programme is currently being launched.

### ■ Marketing and services: a digital journey:

Personalised digital tools have been developed for all of Icade's solutions to facilitate communication between the different stakeholders. While home buyers have access to a dedicated portal and the co-design platform Imagin'Home, office property customers can book co-working spaces and promote interaction among business park user communities via an online platform.

### ■ New habits and lifestyles: 100% smart and connected homes:

The Property Development Division works hard to provide its customers with homes with internet access. Through these efforts, all new homes have been equipped with fibre optic broadband so buyers have internet access from the very first day and with a home automation system to remotely control home devices.

**CORPORATE SOCIAL RESPONSIBILITY**

New habits and lifestyles and partnerships with local authorities and communities

**■ Certifications and labels:**

Icade regularly makes its properties available as testing grounds for new labels. For example, several Icade buildings have already obtained WiredScore certification, which evaluates the quality of the connectivity provided to occupants. Another example involves the “Smart and connected buildings” label, issued by the certification body Certivéa. It is based on the requirements of the R2S (Ready to Service) label, developed by the Smart Building Alliance (SBA) and HQE-GBC association. It reflects the level of security of the networks installed in the buildings when new technologies are introduced









(connected objects, home automation). Several of Icade’s projects are aiming to obtain this label.

**■ Data protection:**

As regards the collection and processing of personal data in the course of its business, Icade undertakes to comply with current regulations (for further information, see section 3.6 “Ensuring business ethics”). In 2020, the Office Property Investment Division will include an “e-clause” in commercial leases to establish a legal, digital trust framework between the tenants and their landlord.

**3.4. Assisting customers in matters of environmental performance**

Icade is committed to educating and assisting users with respect to improve their environmental performance as part of a co-design approach. Above and beyond a building’s intrinsic quality, its environmental performance is directly impacted by the behaviour and habits of its users.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Reach 100% of green lease clauses in 2019.</li> <li>Maintain the goal of 100% of green lease committees.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Set up CSR &amp; innovation committees with at least 70% of healthcare operators by 2020.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Offer an e-learning module on eco-friendly practices and the building’s proper handling to all buyers starting in 2020.</li> </ul>	   	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>96% of green lease clauses were signed in 2019. The goal of 100% was maintained for 2020.</li> <li>The goal of 100% of green lease committees was once again reached in 2019.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>59% of healthcare operators benefited from CSR &amp; innovation committees in 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The e-learning module on eco-friendly practices will be available in 2020.</li> </ul>
 Objective achieved  Objective partially achieved  In progress  Objective not achieved		

**Office Property Investment Division**

Icade helps its customers to better control their consumption in two ways. Since 2010, the Company has included green lease clauses in leases for retail and office space over 2,000 sq.m. These clauses set out benchmarks for energy and water consumption and waste generation, making it possible to measure any improvements. In 2019, 96% of the property portfolio’s leases subject to French Environmental Regulations (50% of the assets) included green lease clauses. In addition, green lease committees now assist all tenants having signed a green lease clause. These regular meetings make it possible for tenants and their landlord to co-develop action plans to reduce a building’s environmental impact. For example, a tenant in one of the buildings in the Portes de Paris business park reduced its energy consumption by 15% and CO<sub>2</sub> emissions by 13% between 2018 and 2019. These results were obtained thanks to the sealing and insulation work performed on the roof. In addition, existing light bulbs were replaced with LED bulbs and lighting is now controlled by the building management system.

**PROPORTION OF FLOOR AREA COVERED BY REGULATORY GREEN LEASE CLAUSES AND GREEN LEASE COMMITTEES**



Icade has also chosen to roll out “nudges” in several assets as a way to encourage tenants to adopt eco-friendly practices.

### Healthcare Property Investment Division

The Healthcare Property Investment Division has stepped up its efforts to assist operators. In 2019, indicators of energy consumption and CO<sub>2</sub> emissions were monitored for 76% of the floor area of healthcare facilities. This database provides operators with comprehensive reports in addition to comparative data and recommendations for corrective action. Icade Santé routinely provides its operators with solutions to improve their energy performance if they decide to carry out extension projects or major works involving façade restoration and sealing.









Since 2018, Icade Santé has also supported its healthcare partners by inviting them to attend CSR & innovation committee meetings. These meetings make it possible to discuss many topics, such as energy, air quality, the circular economy, innovation, etc. with the aim of implementing co-developed action plans. For example, pilot projects that included reuse processes through the Cycle-Up platform were identified during CSR & innovation committee meetings.

### Property Development Division

Recognising that customers have high expectations with respect to the operational environmental performance of buildings, Icade goes beyond its role as a property developer as it takes into account these expectations through project commissioning. This quality-assurance process guarantees the expected energy performance of buildings. In addition, it ensures that the resources that would be required to meet performance targets set during the construction in several areas, namely energy consumption, acoustic comfort and ventilation, are provided. Certifications and standards systematically encompass these guarantees. This includes HQE and BREEAM certification for office projects and NF Housing/Living Environment certification covering most of Icade's housing projects. In addition to these certifications, the Property Development Division provides future home buyers with a digital user guide via extranet. This guide collects any information and advice relevant to energy performance improvement and home maintenance. To further assist customers, the Property Development Division intends to make an e-learning module on eco-friendly practices available to buyers in 2020.

## 3.5. Reinforcing our responsible procurement policy and supplier relationships

Like everyone else in the real estate business, Icade makes a large volume of purchases and has an extensive network of suppliers. Efforts should therefore be made in this direction to reduce the Company's overall carbon footprint. As a large organisation, Icade is able to help its suppliers improve their practices. Icade's main suppliers are construction service providers, including general contractors and separate contractors specialised in structural works, plumbing, excavation and electricity in addition to architecture firms.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● Implement the Responsible Procurement Charter on 100% of the new service provision contracts for the Office Property Investment Division, 100% of the construction contracts for the Healthcare Property Investment Division and 100% of the new-build construction sites of the Property Development Division (excluding jointly developed projects) starting in 2019.</li> <li>● Continue efforts to integrate CSR criteria into the procurement process starting in 2019.</li> <li>● Increase procurement from the sheltered work sector by 50% between 2018 and 2022.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Conduct a CSR evaluation of 100% of the main service providers and co-develop an action plan in partnership with all the suppliers with scores below 50/100 starting in 2019.</li> </ul>	      	<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● The objective has almost been met with 100% of the new service provision contracts for the Office Property Investment Division, 100% of the construction contracts for the Healthcare Property Investment Division and 94% of the new-build construction sites of the Property Development Division (excluding jointly developed projects) including this Charter in 2019.</li> <li>● 85% of the Procurement Department's requests for quotation included CSR criteria in 2019.</li> <li>● Procurement from the sheltered work sector decreased by 3% between 2018 and 2019. Efforts will be reinforced to achieve this objective by 2022.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● The objective was met in 2019.</li> </ul>
<p>  Objective achieved                Objective partially achieved                In progress                Objective not achieved         </p>		

### 3.5.1. Responsible Procurement Charter

The Responsible Procurement Charter applicable to Icade's three divisions is contractually binding on suppliers with regard to a range of topics, such as employment and integration, respect for human and labour rights, prevention of environmental risks and pollution, etc. This Charter covers new service provision contracts and construction contracts for the Office Property Investment Division's projects (excluding

joint development projects whose administrative and/or technical management is not controlled by Icade). The scope of the Charter was extended to include the Healthcare Property Investment Division in 2019. It was recently updated to include compliance with new ethical business regulations, the French Anti-Corruption Sapin II Law and the EU General Data Protection Regulation, as well as some social issues, such as the freedom of association and harassment prevention.

### 3.5.2. Incorporating environmental and social criteria into the request for quotation process

Icade has set out a series of specific requirements in connection with social and environmental matters, which have been enforced for several years:

**□ Sustainable materials and systems:**

New builds are required to use materials and products that comply with rigorous standards regarding the protection of health and the environment – Class A or A+, Ecolabel and/or NF Environment labels for adhesives, FSC® or PEFC labels for wood, etc.

**□ Protecting the environment and biodiversity:**

Specific clauses encourage landscape maintenance contractors to use techniques and products that respect the environment.

**□ Employing vulnerable workers:**

Icade has set a goal to increase procurement from the sheltered work sector by 50% between 2018 and 2022 and reinforce measures to assist buyers. Icade also aims to systematically include professional integration commitments for all major projects with construction costs over €20 million starting in 2020 (49% in 2019).

**□ Local employment:**

Icade is an advocate of local procurement. Over 2/3 of the Property Development Division’s procurement is obtained from local suppliers.

**□ Fight against illegal employment:**

To ensure that the companies working for Icade comply with the French Labour Code, the Company’s three divisions require construction subcontractors and service providers to register on a supplier compliance platform.

**□ Safety requirements for suppliers and subcontractors:**

To ensure compliance with the French Labour Code in matters of safety, an independent specialist will monitor the extent of compliance with safety rules for all of Icade’s construction projects.

**Inclusion of CSR criteria in requests for quotation issued by the Procurement Department:**








In 2019, after having set up a Procurement Department, Icade sought to introduce more stringent requirements and put in place a framework to incorporate CSR criteria that are specific to each type of supplier. The Company partnered with OID (Sustainable Real Estate Forum) and co-led the creation of a responsible procurement guide for the real estate sector with Gecina. As part of this effort, a list of responsible procurement criteria was established for around fifty different types of real estate suppliers. Drawing on this guide, selected CSR criteria were incorporated into the specifications of 85% of the Procurement Department’s quotation requests in 2019. For example, with respect to quotation requests for joinery, two criteria were taken into account – the environmental performance for technical aspects (acoustic and thermal insulation) and the use of wood from local, sustainably managed forests.

**Assessment of suppliers and subcontractors:**

In 2019, 100% of the main suppliers of Icade’s Office Property Investment Division were evaluated by the specialised agency EcoVadis based on CSR criteria. Suppliers with a score below 50/100 are encouraged to draft an action plan in partnership with Icade to improve their practices. For example, thanks to Icade’s support, a supplier specialised in building maintenance improved its performance in environmental, social, human rights and business ethics matters. As a result, its score jumped from 42/100 to 62/100, placing it in the top 5% of the highest scoring suppliers by this agency in 2019.

### 3.6. Ensuring business ethics

A thorough understanding of regulatory, reputational and social responsibility issues that relate to business ethics is essential for Icade and its stakeholders. Icade has taken a proactive approach to ensure compliance with these rules of good conduct.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● Provide training in the fight against corruption, money laundering and the financing of terrorism to 100% of employees identified as “at risk” by the end of 2019.</li> <li>● Provide fraud risk training to 100% of employees identified as “at risk” by the end of 2020.</li> <li>● Provide training in the best practices for personal data protection to 100% of employees identified as being the most “at risk” by the end of 2022.</li> </ul>	  	<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● 89% of employees identified as “at risk” were trained in 2019.</li> <li>● Fraud prevention training will be introduced in 2020.</li> <li>● Training began in 2019 and covered 94% of employees identified as being the most “at risk”.</li> </ul>
<p>  Objective achieved                      Objective partially achieved                      In progress                      Objective not achieved             </p>		





## Managing the business ethics policy

Icade's business ethics policy implemented by its Compliance Department includes measures to prevent and fight against corruption, the money laundering and the financing of terrorism, tax evasion and fraud. It also encompasses measures for protecting personal data and monitoring compliance with rules of professional conduct and business ethics. All of these activities are overseen by the Audit and Risk Committee which reports to the Board of Directors. An independent internal Compliance Officer is responsible for assisting employees in implementing the rules of conduct laid down in the Code of Ethics and related procedures.

## Code of Ethics and whistleblower system

In accordance with the Sapin II Law, the Code of Ethics has been made available to all employees and temporary staff on Icade's website and via the intranet. This Code sets out Icade's commitments and principles and helps to build a culture of compliance, ethics and integrity.

More specifically, the Code of Ethics governs:

- dealings with customers, suppliers, intermediaries, shareholders and interest representatives;
- the fight against money laundering and the financing of terrorism (AML/CFT);
- the fight against corruption;
- fraud;
- competition-related matters and intellectual property;
- the financing of political life;
- patronage and sponsorship;
- gifts and invitations, received or given;
- conflicts of interest;
- sensitive, inside information and insiders;
- social dialogue and respect for fundamental rights;
- protection of persons: health and safety, the fight against discrimination and harassment;
- protection of confidential data and privacy;
- protection of the environment.

A secure online whistleblowing platform is available around the clock for any employee wishing to confidentially report any risk of non-compliance. Icade undertakes to ensure that no employee is discriminated or retaliated against for having reported a violation.

## Measures to prevent and fight against money laundering and the financing of terrorism

As regards the fight against money laundering and the financing of terrorism (AML/CFT), Icade has taken steps to control these risks through:

- AML/CFT risk mapping;
- a collection of documents including the policy and procedures of each business division;
- a process for assessing the integrity of both customers and transactions ("KYC");
- online and face-to-face training for 89% of employees identified as being the most "at risk" at the end of 2019.

## Measures to prevent and fight against corruption (French Sapin II Law)

As regards the prevention and fight against corruption, Icade has put measures in place to control these risks:

- compliance risk mapping;
- an e-learning awareness module provided to all employees and new hires. 92% of employees were made aware of the fight against corruption through e-learning courses and/or information sessions at the end of 2019;
- using a tool to perform integrity due diligence on third parties;
- dedicated procedures regarding the declaration of gifts and benefits, conflicts of interest, prevention of insider trading and the prevention and fight against fraud.

An evaluation of these measures has been conducted both internally and externally by an independent firm.

## Fight against tax evasion

The team dedicated to taxation ensures compliance with the OECD BEPS (Base Erosion and Profit Shifting) Project which aims to counter tax optimisation strategies, particularly in relation to the international expansion of the Healthcare Property Investment Division's activities. In accordance with applicable rules on tax transparency, Icade files an annual country-by-country reporting form (No. 2258) with French tax authorities and conducts no business with Non-Cooperative Countries and Territories.

In 2019, Icade introduced a policy to fight against tax evasion together with a best practice guideline which was made available to all employees.

## Protection of personal data

Icade undertakes to comply with the EU General Data Protection Regulation (GDPR) on the collection and processing of personal data<sup>(1)</sup> in the course of its business. Icade makes every effort to collect personal data that are adequate, relevant and not excessive in relation to the specific and explicit purposes for which they are processed and to maintain the confidentiality and security of any such data.

An online GDPR awareness module is available for employees who also have the choice of being assisted and advised by Icade's Data Protection Officer. In 2019, 94% of employees identified as being the most "at risk" received training in personal data protection.

## Monitoring compliance with rules of professional conduct and business ethics

In 2019, Icade recorded 18 incidents relating to business ethics, including 15 associated with external fraud. These incidents had no impact on Icade's operations.

No violations were found following an audit to assess ethics-related compliance conducted by Internal control. No legal proceedings relating to corruption or AML/CFT are pending. In addition, Icade was not found guilty of any business ethics violations during the year. Lastly, no breach or violation of rules of professional conduct was reported through the whistleblower system in 2019.

## Increased reliance on mediation

Icade is committed to relying more heavily on mediation in the event of conflict by including standard clauses providing for judicial mediation in the main contracts (leases, sponsorship and patronage agreements, etc.).







(1) Personal data means any information relating to an identified or identifiable natural person. An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an electronic address, an identification number, location data, an IP address, an online identifier or to one or more factors specific to the physical, physiological, genetic, psychological, economic, cultural or social identity of that natural person (source: CNIL).





## 4. Employee skills development, workplace well-being and diversity

To anticipate and keep pace with the changing needs of the Company and its employees, Icade has adopted an ambitious human resource management policy. This policy is based on developing employee skills in a collaborative and stimulating work environment, offering a healthy work-life balance and stepping up measures promoting diversity. It aims to attract the best talent and ensure the Company's success.

### 4.1. Developing employee skills, agility and engagement

Icade seeks to offer employees a stimulating career path with opportunities for advancement, thus increasing their involvement and engagement. Reflected in Icade's employer brand, this policy focuses on developing employee skills, agility, mobility and collaborative work.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<ul style="list-style-type: none"> <li>Fill 25% of positions internally each year starting in 2019.</li> </ul>		<ul style="list-style-type: none"> <li>25% of positions were filled internally in 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Provide training to at least 90% of employees each year starting in 2019.</li> </ul>		<ul style="list-style-type: none"> <li>92% of employees received training in 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Provide training in the role of Positive Energy Manager (MEPOS) to at least 90% of managers by 2020.</li> </ul>		<ul style="list-style-type: none"> <li>The Positive Energy Manager (MEPOS) training programme will be implemented in 2020.</li> </ul>
<ul style="list-style-type: none"> <li>Train at least 90% of the employees eligible to receive job-specific training courses starting in 2019.</li> </ul>		<ul style="list-style-type: none"> <li>100% of sales managers and 20% of developers received training in 2019. The implementation of the training programme for developers will be completed in 2020.</li> </ul>
<ul style="list-style-type: none"> <li>Make 80% of employees aware of CSR issues by 2019.</li> </ul>		<ul style="list-style-type: none"> <li>The objective was met with 84% of employees having participated in CSR awareness training in 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Provide all employees with the opportunity to participate in community events starting in 2019.</li> </ul>		<ul style="list-style-type: none"> <li>In 2019, 100% of employees were given the opportunity to participate in a community event.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

#### 4.1.1. Workforce

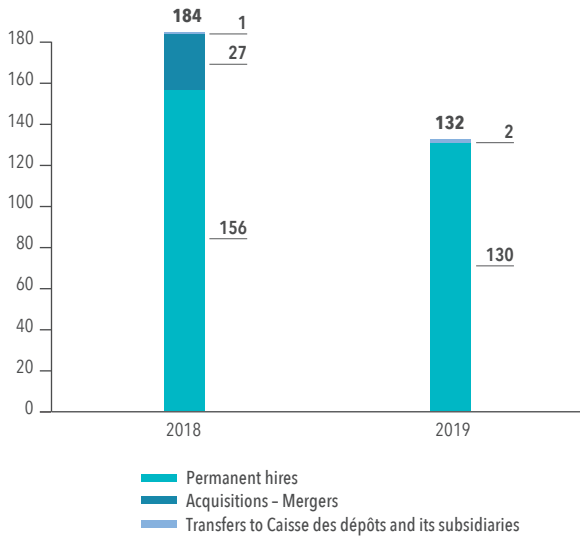
##### WORKFORCE BY CATEGORY AND TYPE OF CONTRACT

	2019	2018
<b>TOTAL REGISTERED WORKFORCE AT THE END OF THE PERIOD (EXCLUDING INTERNS)</b>	<b>1,174</b>	<b>1,186</b>
Year-on-year change	(1)%	5.1%
Like-for-like change	(1)%	2.7%
<b>WORKFORCE BY CATEGORY (EXCLUDING INTERNS)</b>		
Women	341	323
Men	447	467
<b>Executives</b>	<b>788</b>	<b>790</b>
Women	281	298
Men	105	98
<b>Non-executives</b>	<b>386</b>	<b>396</b>
<b>WORKFORCE BY CONTRACT TYPE (INCLUDING INTERNSHIPS AND TEMPORARY CONTRACTS)</b>		
Permanent contract	1,104	1,131
Fixed-term contract	21	20
Work-study/apprenticeship	49	35
Internship	4	4
Temporary contract (annual FTE)	15	11
<b>ORGANISATION OF WORKING TIME</b>		
Number of part-time employees	57	72

Icade's workforce decreased slightly, down 1% on a total and like-for-like basis.

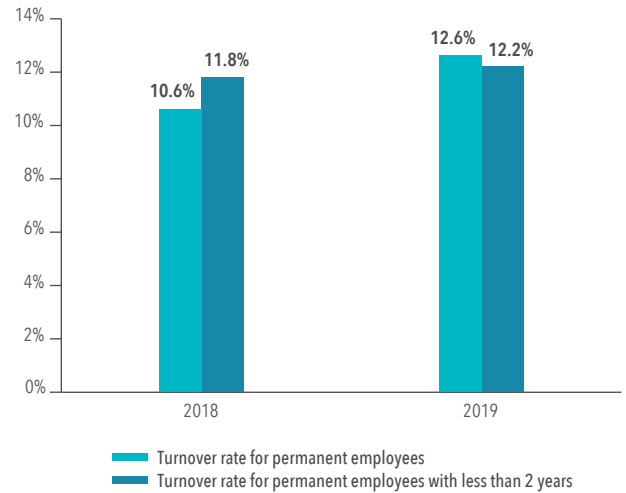
## Hires and departures (by reason) in 2018 and 2019

### NUMBER OF HIRES – PERMANENT EMPLOYMENT CONTRACTS

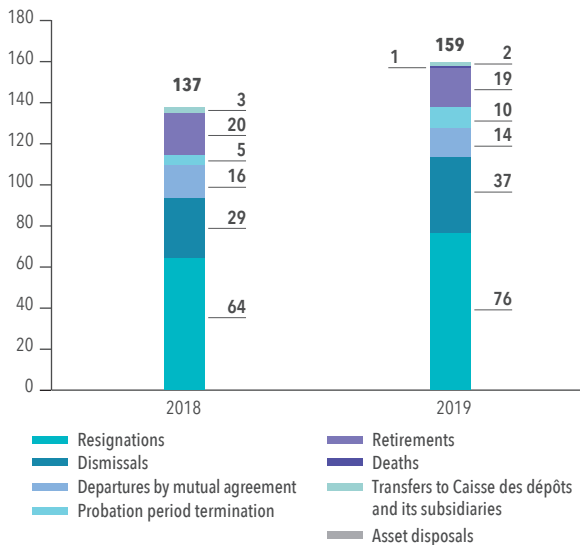


The employees are all located in France, with 65% in the Paris region (“Île-de-France”) and 35% outside the Paris region. 99.5% of the employees outside the Paris region are from the Property Development Division.

### TURNOVER RATE FOR PERMANENT EMPLOYEES AND TURNOVER RATE FOR PERMANENT EMPLOYEES WITH LESS THAN 2 YEARS’ SERVICE IN 2018 AND 2019



### NUMBER OF DEPARTURES – PERMANENT EMPLOYMENT CONTRACTS



The turnover rate for permanent employees overall and for permanent employees with less than 2 years’ service was up slightly in 2019 due to a dynamic job market. It nonetheless remained at a reasonable level of around 12%.

#### 4.1.2. Developing employee skills and agility

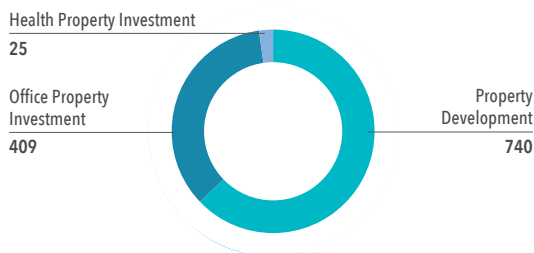
Developing the skills of its employees has been key to Icade’s success. In 2019, 92% of employees received at least one form of training, with an average of 21 hours of training per employee. Training expenses represented 3.2% of the total payroll.

This policy is based on several principles:

- **promoting new ways of working and adapting managerial practices:** as part of its Open ID HR transformation project which aims to promote collaborative work and agility, Icade has created dynamic work environments (also called “Flex Office”) while providing high-quality IT and digital tools. First launched in its headquarters in 2017, Open ID has gradually been implemented in Icade’s local offices since 2019. To support these transformations, managers receive training in change management and are introduced to a new management philosophy through a Positive Energy Manager (MEPOS) programme. In 2019, the MEPOS Lab was set up with four conferences on collective intelligence, team dynamics, confidence and resilience. The implementation of the training programme for managers will be completed in 2020;
- **anticipating changes in the business environment:** Icade’s innovative digital projects have led the Company to develop new skills and encourage employees to acquire additional knowledge. For example, the “Icade et moi” programme helped employees who were administrative assistants and sales managers become customer relationship managers as a new digital platform designed for customers was being launched. Specific training programmes were put in place for the Property Development Division’s sales managers and developers, as these two professions are undergoing radical change. 100% of sales managers and 20% of developers participated in these programmes in 2019. The implementation of the training programme for developers will be completed in 2020;

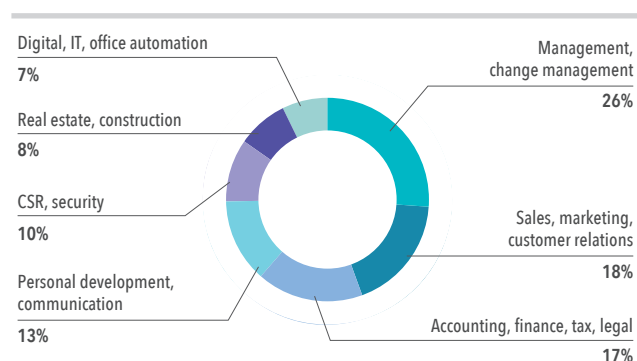
The Property Development Division has the largest share of the workforce (63%).

### WORKFORCE BY DIVISION IN 2019



- encouraging employees to become actively involved in their development:** each year, Icade's online training platform, which is available to all employees, introduces new training modules. For example, three new modules on finance were added in 2019. In addition, Icade regularly organises "Rencontres du Hub" (thematic conferences) which enable employees to discover new market trends;
- assisting intrapreneurs:** the Innovation Department supports employees in a variety of ways, notably by making a database called an innovation library available and providing financial support for intrapreneurial projects. Some intrapreneurship projects may also become start-ups in partnership with outside entrepreneurs and the incubator founded with HEC (for further information, see section 3.2);
- promoting employee awareness and commitment in favour of CSR and business ethics:** 84% of employees completed CSR awareness training modules at the end of 2019. Employees have also completed awareness training modules on the Code of Ethics, the fight against corruption (French Sapin II Law) and the EU General Data Protection Regulation (GDPR).

#### BREAKDOWN OF TRAINING HOURS BY MAJOR SUBJECT AREA IN 2019



In 2019, the area of training with the highest number of hours was "Management, change management", reflecting the introduction of change management training in connection with customer relationship management, manager training on the quality of working life (QWL) and prevention of psychosocial risks. Training relating to sales, marketing and customer relationship management represents the area of training with the second highest number of hours, mainly due to a programme dedicated to sales teams.

#### 4.1.3. Promoting internal mobility and improving the employer brand

Icade promotes internal mobility as much as possible: 25% of recruitment was conducted internally on average in 2019, in line with the target set by the Company.

This approach is based on various measures:

- annual performance review:** in 2019, 93% of employees met with their managers to discuss their past performance and future prospects;
- career interviews:** in 2019, HR teams conducted 96 career interviews;
- a job and career planning process:** introduced in 2015 and complemented by an agreement signed in 2016 and then renewed in 2019, it includes a set of tools that maintains the employees' skills and allows them to adapt to changes and transformations in the real estate business so they can advance throughout their careers;

- talent pools managed by Caisse des dépôts:** Icade participates in these pools to select high-potential managers capable of assuming managerial positions in the Group;
- Icade's mobility talent pool:** employees can now post data about their skills on a dedicated online platform that matches them to internal job openings.

In addition, Icade has developed its employer brand through the following initiatives, which are especially helpful when its needs cannot be filled internally:

- employee referral programme:** employee referral campaigns and incentive bonuses diversify Icade's recruitment sources for some positions;
- recruiting chatbot:** the interactive tool "IK2" accessible via Facebook Messenger facilitates the recruiting process by allowing candidates to quickly get their questions answered about the Company and its activities;
- employee advocacy:** in order to promote the employer brand to attract new talent, this approach encourages employees to spread Icade's messages on professional networking sites;
- onboarding:** in 2019, three employee onboarding seminars allowed around 144 newly hired employees to discover the Company, its culture and activities.

#### 4.1.4. Employees committed to a socially and environmentally responsible company

Icade assists employees in a variety of ways to reinforce their awareness of CSR issues:

- integrating CSR and innovation objectives into individual road maps:** this was the case for 73% of employees and 100% of managers in 2019. In addition, since 2016, 10% of the variable remuneration of Executive Committee members has been contingent upon meeting CSR and innovation objectives;
- training and raising awareness:** employees have access to training on CSR issues (buildings' energy performance, reuse materials, etc.). They were also educated about the importance of eco-friendly practices at Icade's headquarters and local offices through a Zero Waste Challenge organised in 2019;
- supporting participation in the community:** employees have the option of getting involved in community activities sponsored by the Company. This involvement is both meaningful and a source of motivation for the employees. In 2019, 100% of employees were given the opportunity to participate in community events:
  - solidarity challenge: launched in 2019, this charity challenge is open to all Icade employees. Using an application to count their steps, they were encouraged to take as many steps as possible. The number of steps was converted into donations to three associations chosen by the employees;
  - skills sponsorships: the first skills sponsorship project was completed in 2019. It involved project management support for the creation of an accommodation and healthcare centre at Charles-Foix public hospital in Ivry-sur-Seine, designed to care for 190 isolated individuals. In total, 625 hours of sponsorship were devoted to the project. A new skills sponsorship involving emergency accommodations will be put in place in 2020;
  - solidarity leave: it allows employees to accept a long-term assignment at an association while continuing to receive 75% of their salary. In 2019, an employee left for the Philippines and Japan on solidarity leave to take part in environmental awareness initiatives;

- solidarity days: five solidarity days were organised both inside and outside the Paris region, bringing together 70 employees to assist associations such as the Food Bank;
- donation collections: they made it possible to collect over 300 kg of toys, clothing and books for the Rejoué, La Cravate Solidaire and Recyclivre associations.

#### 4.1.5. Sharing the earnings

To involve employees in the Company's performance, Icade has introduced an incentive remuneration policy which includes individual variable remuneration and employee savings schemes.

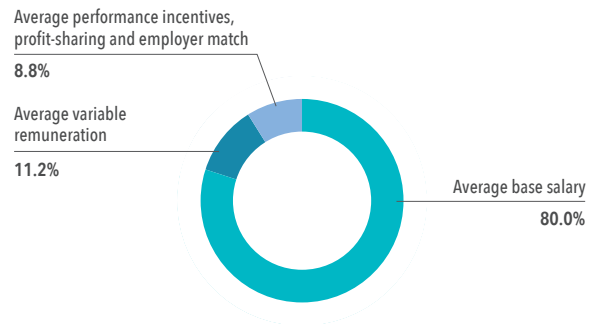
In 2019, the average salary of permanent employees stood at a gross amount of €56,122, i.e. up 3.2% compared to 2018, assuming staff numbers remained unchanged.

Individual variable remuneration is calculated based on the Company's earnings and whether the employee's specified goals have been reached. In 2019, 81% of employees received a variable component representing on average 11.2% of their total remuneration, which includes a base salary, variable component, performance incentives and profit-sharing. Icade voluntarily complied with a measure adopted by the French government on emergency economic and social measures. As a result, the Company paid a special purchasing-power bonus in 2019 to 608 employees (52% of the workforce in 2019) totalling around €380,000. Performance incentives, profit-sharing and employer match represented on average 8.8% of total remuneration in 2019 vs. 8.0% in 2018. Thanks to a new, more

advantageous agreement reached with social partners for the 2017-2019 period, employees had the opportunity to invest their performance incentives in a group savings plan (PEG), group retirement savings plan (PERCOG), etc.

In October 2018, Icade's Board of Directors approved the grant of 40 bonus shares to all permanent employees. The Board also approved a new performance share plan for some of Icade's key employees and those of its subsidiaries, subject to performance conditions based on Icade's strategic objectives and service conditions. These new plans aim to better align Company and employee interests.

#### BREAKDOWN OF AVERAGE TOTAL REMUNERATION IN 2019



## 4.2. Improving the quality of working life and promoting employee well-being

As an office property player, Icade is well aware of the close relationship between working conditions and employee well-being. The Company has developed a proactive approach that promotes the quality of working life, provides a testing ground for new services and features workspaces that showcase its expertise.

2019-2022 COMMITMENT	RESULTS	COMMENT
<ul style="list-style-type: none"> <li>Implementation of an action plan for each team having identified areas for improvement during the Wittyfit campaigns which assessed workplace well-being, starting in 2019.</li> </ul>		<ul style="list-style-type: none"> <li>The campaigns were conducted at the end of 2019 and action plans will be implemented for each team in 2020. The deadline for meeting the objective was extended to 2020.</li> </ul>

Objective achieved   
 Objective partially achieved   
 In progress   
 Objective not achieved

#### 4.2.1. Well-being and quality of working life

As part of its Open ID project – including both the relocation to the new Open headquarters and the reorganisations and moves outside the Paris region – the emphasis has been on creating open, flexible spaces that promote efficiency, teamwork, creativity and workplace well-being. In 2019, six new Open IDs were opened with more to follow in 2020.

#### Measures to promote a healthy work-life balance

In addition to a number of services and benefits that help its employees better balance their personal and professional lives – namely concierge services, videoconferencing, telemedicine consultations, leisure activities, etc. – Icade now offers all of its employees the option to telecommute: 31% of them chose to do so in 2019. Employees may also use one of the four co-working areas provided by Icade in Paris and

on its outskirts. To further promote work-life balance, Icade drafted a charter on the "right to disconnect" in 2018.

Meet'Icade, an initiative created by Icade employees, brings together employees of all ages and roles through cultural and leisure activities such as sophrology, theatre, oenology, etc. In 2019, around 100 employees participated in these activities.

#### Tools for monitoring and managing the quality of working life

Icade measures the effectiveness of its policy concerning the quality of working life via a dedicated platform in partnership with Wittyfit. This platform collects feedback from employees to assess their work-life balance, workloads, etc. A new countrywide campaign was launched at the end of 2019 and action plans will be drawn up for each team in 2020 based on the findings obtained.

This tool is in addition to a social barometer carried out by Caisse des dépôts, which was updated for the last time in 2018 with a response rate of 49%. It showed that 74% of the respondents are satisfied with their work situation with improved results on autonomy, relations with colleagues and managers, employee recognition and the availability of equipment.

### A recognised commitment

Icade's Open headquarters was the first office building in France to receive the OsmoZ label in 2018. Developed by the certification body Certivéa, this label measures workplace well-being by taking into account six issues, namely environmental health, healthy living, work-life balance, communication and social cohesion, building functionality and collaborative work. This certification reflects the quality of living environments, the HR policy and the services made available to employees.

### 4.2.2. Occupational health and safety

In 2019, the absenteeism rate and severity rate were slightly up while the frequency rate was down.

#### OCCUPATIONAL HEALTH AND SAFETY INDICATORS

	2019	2018
Frequency rate	2.1	5.26
Severity rate	0.23	0.13
Number of fatal accidents	0	0
Number of illnesses reported during the year	0	0
Absenteeism rate <sup>(a)</sup>	3.81%	3.42%

(a) Absenteeism includes all the days of absence for illness (occupational disease, other illness), days of absence for work/commuting accidents, absences for family events (special days off) and days of absence for other reasons (unpaid absences, authorised unpaid absences, unjustified absences, short-term leave without pay, paid holiday leave based on prorated thirteenth month pay).

In accordance with Ordinance No. 2017-1386 of September 22, 2017 on the "new organisation of social and economic dialogue in businesses", the Health, Safety and Working Conditions Committees (CHSCT) were replaced by the Economic and Social Committee in 2019. Merged into the Economic and Social Committee, the Health, Safety and Working Conditions Commission (CSSCT) is actively involved in Icade's health and safety policy and responsible for assessing professional risks. The Economic and Social Committee is consulted on all major projects related to working conditions. At the same time, local representatives chosen by geographic area have been appointed to maintain local social dialogue and act as a liaison with the Economic and Social Committee and the CSSCT.

### Occupational safety

A "single risk assessment document" provides a framework for Icade's health and safety policy. As part of the Open ID transformation project and to take into account new work environments, the document was updated with the CSSCT and will be gradually implemented in all of

Icade's offices. To meet the challenges posed by these transformations, the initiatives introduced to manage psychosocial risks – including workplace harassment prevention measures, the availability of a social worker, a toll-free line, etc. – have been reinforced by a prevention plan and support programme for managers and employees. In 2019, Icade supplemented these initiatives with measures to prevent sexual harassment and sexist behaviour through an *ad hoc* procedure, dedicated staff members and an awareness module. In 2020, the Company will continue to offer an awareness programme to all its managers on psychosocial risks and the quality of working life.

Lastly, Icade is committed to raising employee awareness of lifesaving techniques through fire safety and first aid training. Supplier health and safety is also one of Icade's top priorities. To that end, Icade commits its suppliers through its Responsible Procurement Charter to ensure that their activities cause no harm to the health and safety of its employees, subcontractors, project participants, surrounding communities and users of their products and services (for further information, see section 3.5.).

### Occupational health

Icade's headquarters offers on-site health services, including a telemedicine booth in partnership with H4D. This booth makes it possible for employees to perform their own check-ups or consult a physician via videoconferencing. Services also include osteopathy and massages. Since introducing the telemedicine booth in 2016, 65% of headquarters staff has consulted a physician via videoconferencing and 100% of them are willing to repeat the experience. In addition to its other initiatives, Icade makes sports activities available (running coaches, discounted membership fees at sports clubs, etc.).

### 4.2.3. Productive social dialogue

Icade complies with French labour law and the fundamental conventions of the International Labour Organization (ILO) on the freedom of association and the right to collective bargaining, in addition to forced or compulsory labour and child labour. In addition, all of the employees are covered by collective bargaining agreements and employee representative bodies which have now been merged into the Economic and Social Committee. Employee representative bodies are systematically involved in the Company's major strategic and operational projects.

Agreements already in place guarantee the means of operation of the employee representatives elected and appointed and the trade unions, whether it involves the provision of premises, access to electronic messaging or the intranet. In 2019, Icade strengthened social dialogue through a new agreement on reconciling a professional activity with the performance of employee representative duties. This agreement aims to:

- assist employee representatives in the performance of their duties while ensuring their continued employment;
- ensure the principle of non-discrimination is applied in matters of remuneration and career advancement;
- enhance the image of the role of elected and appointed employee representative and acknowledge the skills acquired in the course of their duties through a skills recognition system in line with job and career planning.

In 2019, 34 meetings were held with union representatives. Seven new agreements and two amendments were entered into.



The following main agreements are currently in effect:

- agreements on job and career planning (2019) to better anticipate the skills that are essential to a company;
- agreement on the prevention of psychosocial risks and quality of working life (2019) to increase managerial awareness of psychosocial risks;
- replacement collective agreement (2019) providing additional coverage to reimburse medical expenses;
- agreement on disabilities (2019) to promote the continued employment, inclusion and appropriate working conditions of people with disabilities at Icade;
- agreement on reconciling a professional activity with the performance of employee representative duties (2019);
- the 2018 agreement on elected and appointed representatives, and agreements on the pre-electoral memorandum of understanding and electronic voting of January 2019;
- agreement on the special purchasing-power bonus of January 31, 2019;
- amendments to the 2018 group savings plan (PEG) and group retirement savings plan (PERCOG) agreements, 2017 performance incentive agreements and 2006 employee profit-sharing agreements: these agreements reflect Icade's intention to reward the collective performance of its employees;
- agreement on gender equality (2017) to ensure the fair treatment of employees regardless of gender and a better work-life balance;
- intergenerational agreement (2017) to promote the employability of young people, the continued employment of older workers and skills transfers;
- teleworking agreement (2017) to improve work-life balance;
- leave donation agreement (2017) enabling an employee caring for a child, spouse or elderly relative with an illness or disability or having suffered a serious accident to benefit from days donated by their colleagues;
- amendment to the collective agreement on the Time Savings Account (2017): the days saved up in time savings accounts can be used for personal or professional projects or in connection with solidarity and/or community activities.

### 4.3. Promoting diversity in all its forms

Since 2011, a diversity policy officer has ensured that steps are taken to eliminate discrimination and promote workplace diversity. Both of these measures are drivers of Icade's social cohesion and performance.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
<ul style="list-style-type: none"> <li>● Increase the proportion of women managers from 31% in 2018 to 34% in 2022.</li> <li>● Fill 18% of permanent positions with people under the age of 26 starting in 2020.</li> <li>● Reach 5% of work-study trainees in the workforce starting in 2020.</li> <li>● Maintain the proportion of employees over the age of 55 at 16% until 2022.</li> </ul>		<ul style="list-style-type: none"> <li>● The proportion of women managers stood at 31% in 2019. Measures are being implemented to achieve the objective.</li> <li>● 16% of permanent positions were filled with people under the age of 26 in 2019.</li> <li>● Work-study trainees represented 4.2% of the workforce in 2019, vs. 3% in 2018.</li> <li>● Employees over the age of 55 represented 15% of the workforce in 2019.</li> </ul>
<p>  Objective achieved                Objective partially achieved                In progress                Objective not achieved         </p>		

#### 4.3.1. Developing age diversity

Icade has implemented measures to keep older workers over 55 in employment and increase the hiring of people under the age of 26 as part of the 2017 intergenerational agreement.

#### Involving and motivating young people

Icade strives to attract young talent through a number of measures:

- **Graduate Programme:** since 2018, from 2 to 6 talented young graduates from top-tier universities have been enrolled in the Innovation Graduate Programme each year. They devote 18 months to an innovation project (co-living spaces, application services for operators, etc.) before moving on to learn about one of Icade's business lines;
- **Y Board:** over the past two years, employees under 35, who are called upon to share their opinions with managers, were asked to

reflect on Icade's strategic issues. In 2019, two projects emerged through their efforts, one of which being Imagin'Office. This solution assists companies in transforming their workspaces and offers them a range of services that contribute to improving the quality of working life. This project recently joined Icade's start-up studio "Urban Odyssey". These initiatives will continue with additional Y Board meetings scheduled for 2020;

- **school partnerships:** Icade has formed partnerships with ESTP, ESSEC and HEC to promote the hiring of young graduates;
- **developing work-study programmes and internships:** Icade uses work-study programmes and temporary contracts as a valuable tool to spot and hire young talent.

Young people under 26 represented 7% of the workforce and 16% of permanent hires in 2019, up compared to 2018. Work-study trainees represented 4.2% of the workforce in 2019 (vs. 3% in 2018).

## Keeping older workers in employment

Older workers represented 15% of the Company's workforce in 2019, stable compared to 2018. Icade has introduced a series of specific measures to promote their continued employment and facilitate their transition to retirement. These measures include career interviews, retirement preparation courses and retirement information group meetings. Icade also assists employees over 58 by crediting hours to their Time Savings Accounts for the time they devote to solidarity days. Signed in 2019, the agreement on job and career planning provides for measures supporting older workers such as the availability of part-time work or phased retirement plans. Icade assumes the additional pension contributions needed for the employee to retire with a full pension.

### 4.3.2. Ensuring gender equality

The French government encourages companies to become increasingly involved in promoting gender equality, as reflected in the French law "for the freedom to choose one's professional future" which came into force in 2019. With an overall score of 99/100 on the gender equality index introduced by the French Ministry of Labour and Secretariat for Gender Equality, Icade has reaffirmed its commitment in this regard.

Entered into in 2017, the gender equality agreement covers the following issues:

- recruitment and gender diversity in all areas of the workforce;
- equal access to training;
- career promotion and path;
- remuneration;
- work-life balance;
- communication.

### Remuneration

Following an initial study conducted in 2016, additional funds were made available to offset gender pay gaps in 2017 and 2018. In 2019, a new study based on major and detailed occupational groups and collectively agreed pay scale indices was conducted. Among nine categories of employees, only one presented an average gender pay gap above 5%. Additional funds were made available in 2019 to reduce the pay gaps observed.

### Work-life balance

Several initiatives have been put in place to improve work-life balance. Examples include a pilot programme for working parents granting access to emergency childcare, enrolment in a private childcare centre paid for by the Company, continued payment of the employee's salary when on paternity leave, an online platform providing solutions for families, etc.

### Women's representation in management

The proportion of women managers remained stable at 31% in 2019. An updated action plan was implemented to achieve the objective of 34% by 2022. A support plan and dedicated mentoring programme have been made available to female employees identified as having managerial potential.

### 4.3.3. Creating a more inclusive environment for workers with disabilities

Icade renewed its agreement on the professional inclusion of people with disabilities for the fourth time in 2019. It provides for a range of measures in addition to those set out in previous agreements: accompanying employees dealing with the disability of a family member, increased funding for prepaid service vouchers (CESU) and company-wide access to the "Comptoir des solutions" platform dedicated to innovations developed by start-ups to offset disabilities.

The agreement covers the following areas:

- keeping people with disabilities in employment: on a regular basis, Icade encourages its employees to declare their disability. In 2019, 43 Icade employees were officially recognised as disabled, representing 3.7% of the workforce. In addition, nine workstations have been adapted with the help of experts;
- taking disabilities into account in everyday work: 22 employees benefited from at least one of the measures put in place to improve the comfort and quality of working life (pre-paid service vouchers for the disabled, transport assistance, etc.);
- organising awareness-raising campaigns to change the way people see disability: Hand'Icade, a disability awareness e-learning module, is available to all employees and awareness-raising events are organised during the European Disability Employment Week (EDEW). In addition, Icade participated in the DuoDay initiative in 2019 that enabled a person with disabilities to shadow an Icade employee for one day to discover the Company and its property development business;
- procurement from the sheltered work sector: totalling €108,423 in 2019, an awareness-raising campaign is conducted by the diversity policy officer for the procurement teams. In 2019, Icade created a new role of nationwide ambassador in order to significantly increase recourse to the sheltered work sector.

In 2019, associations dedicated to people with disabilities received a total of €56,026 thanks to the apprenticeship tax paid by Icade.

### 4.3.4. Promoting social inclusion

For the past few years, Icade has encouraged its employee volunteers to help long-term unemployed young people find jobs, particularly through its partnership with *Les jeunes talents de Plaine Commune* ("Young talent from Plaine Commune") (for further information, see section 3.1.).

Icade is also involved in the *Pacte Avec les Quartiers pour Toutes les Entreprises* (PAQTE, "Pact with Priority Neighbourhoods for All Businesses") implemented by the French government. This initiative seeks the inclusion of young people from priority neighbourhoods<sup>(1)</sup>. In this regard, Icade organised sessions to present its activities to "troisième" students (Year 10 in the UK, Ninth grade in the US) from priority neighbourhoods through the "Tous en Stage" association starting in 2018. These efforts continued in 2019 with the "100,000 Entrepreneurs" association and employee outreach to various secondary schools.

Icade also promotes inclusion on its work sites and has set a goal to make professional integration a routine part of construction projects, with professional integration representing at least 5% of total working hours for projects with construction costs over €20 million starting in 2020.

(1) Priority neighbourhoods are socially disadvantaged areas. These neighbourhoods fall within the purview of the French Ministry of Urban Affairs, as set forth in the Planning Law of February 21, 2014 on urban areas and urban cohesion, identified based on per capita income.



## 5. CSR commitments for 2019-2022 and progress made in 2019

2019-2022 commitments	Scope	Indicators	Base year	Results			Objectives	Time horizon	Progress	Comments		
				2017	2018	2019						
<b>LOW-CARBON TRANSITION AND PRESERVATION OF RESOURCES</b>												
<b>1. TRANSITIONING TO A LOW-CARBON PATHWAY</b>	Office Property Investment	Reduction in carbon intensity between 2015 and 2025 (in kg CO <sub>2</sub> /sq.m/year)	2015	(10)%	(13)%	(27)%	(45)%	2025		Energy and carbon intensity improved significantly between 2015 and 2019. This is due to the delivery of an ambitious action plan: implementation of energy efficiency measures, use of low-carbon and renewable energy sources, integration of carbon efficiency into investment decisions, development of efficient buildings.		
		Reduction in energy intensity between 2015 and 2025 (in kWh <sub>pe</sub> /sq.m/year)	2015	(7)%	(10)%	(17)%	(30)%	2025				
		Proportion of renewable energy in the energy mix		17%	19%	20%	20%	2020				
	Healthcare Property Investment	Gradually adapting the portfolio by making it more resilient in the face of climate change and including a climate risk assessment in the asset acquisition policy			N/Ap.	N/Ap.	In progress	Achieved	2022		An assessment of the physical risks associated with climate change was conducted for the portfolio as a whole. A review of measures put in place was carried out for existing buildings. A benchmark listing the various ways to adapt to climate change was established.	
		Proportion of property assets covered by energy performance monitoring			51%	72%	76%	75%	2019 to 2022		76% of the Healthcare Property Investment Division's operators benefited from energy performance monitoring and recommendations to improve their performance.	
		Proportion of façade renovations and sealing work and major extensions for which solutions to improve energy performance were made available			N/Ap.	N/Ap.	100%	100%	2019 to 2022		Icade Santé supports its operators by routinely offering them solutions to improve their energy performance as part of extensions and major works involving the building envelope of their facilities.	
		Proportion of offices over 5,000 sq.m with the E+C- label			N/Ap.	N/Ap.	33%	100%	2022		Icade has been gradually implementing the experimental E+C- label in its new-build projects. The Company introduced an action plan to reduce carbon emissions throughout the life cycle of its developments: use of bio-sourced and reused building materials, use of renewable energy, tools made available to operational teams, etc.	
Proportion of residential units with the E+C- label			N/Ap.	N/Ap.	4%	33%	2022					
<b>2. PRESERVING BIODIVERSITY AND PROMOTING NATURE IN CITIES</b>	Office Property Investment	Proportion of business parks with a net positive impact on biodiversity			N/Av.	N/Av.	100%	25% 50%	2020 2022		The objective was surpassed with 100% of business parks with a net positive impact on biodiversity in 2019.	
		Proportion of business parks covered by the EcoJardin label			100%	100%	100%	100%	2019 to 2022		100% of the business parks with green spaces were covered by the EcoJardin label in 2019.	
	Office and Healthcare Property Investment	Proportion of land area developed by the Property Investment Divisions as part of developing new projects which is offset by funding the restoration of an equivalent area of natural habitat			100%	100%	100%	100%	2019 to 2022		100% of the land area developed by the Property Investment Divisions as part of developing new property projects resulted in the restoration of an equivalent area under the Nature 2050 programme.	
	Property Development	Proportion of new builds with a net positive impact on biodiversity			N/Ap.	15%	36%	25%	2020 to 2022		Biodiversity improved on the sites of 36% of new builds launched in 2019 between the pre-project and post-project periods.	
<b>3. INTEGRATING THE PRINCIPLES OF A CIRCULAR ECONOMY INTO THE PRODUCTS AND SERVICES</b>	Office Property Investment	Proportion of controlled operational waste that is recycled or recovered			N/Ap.	72%	72%	100%	2020 to 2022		In 2019, 72% of controlled operational waste was recycled or recovered, with 36% recycled and 36% recovered for energy generation.	
		Proportion of renovations over 3,000 sq.m covered by a reuse process			N/Ap.	N/Ap.	N/Ap.	100%	2020 to 2022		This reuse process will be implemented in 2020.	
		Reduction in building water consumption (in m <sup>3</sup> /sq.m/year)	2015	(2)%	(9)%	(17)%	(25)%	2022		Water consumption was reduced by 17% between 2015 and 2019.		
	Healthcare Property Investment	Proportion of refurbishments over 3,000 sq.m for which a reuse process was made available			N/Ap.	N/Ap.	N/Ap.	100%	2021 to 2022		Icade Santé is testing out the implementation of such measures in several pilot projects.	
	Property Development	Proportion of demolitions over 5,000 sq.m that include a reuse process			N/Ap.	N/Ap.	67%	100%	2020 to 2022		67% of demolitions over 5,000 sq.m applied a reuse process in 2019.	
<b>4. INTEGRATING THE BEST CERTIFICATION AND LABELLING STANDARDS</b>	Office Property Investment	Rate of annual increase in office floor area with in-use certification			+ 5%	+ 9%	+ 20%	+ 5%	2019 to 2022		In-use certified office floor area increased by 20% in 2019 compared to 2018 on a like-for-like basis.	
		Proportion of ISO 14001-certified business parks			100%	100%	100%	100%	2019 to 2022		100% of business parks have been ISO 14001-certified since 2016. Icade intends to maintain this performance.	
	Healthcare Property Investment	Proportion of new-build projects over 7,500 sq.m with HQE certification			N/Ap.	N/Ap.	100%	100%	2019 to 2022		All of the Healthcare Property Investment Division's projects above 7,500 sq.m obtained an HQE certification with a "Very Good" or "Excellent" rating.	
	Property Development	Proportion of new homes with HQE certification			18%	34%	28%	35%	2019 to 2022		In 2019, 83% of offices and 28% of homes were HQE-certified, slightly below the objective. Icade will reinforce its efforts to achieve this objective in 2020.	
		Proportion of new offices with HQE certification			100%	100%	83%	100%	2019 to 2022			
	<b>5. DEVELOPING SOLUTIONS FOR SUSTAINABLE MOBILITY</b>	Office Property Investment	Proportion of business parks and offices equipped with charging stations for electric vehicles			81%	96%	90%	100%	2019 to 2022		90% of business parks and offices were equipped at the end of 2019. Efforts will be made to reach 100% in 2020.
			Proportion of business parks and offices having implemented at least one ecomobility solution in addition to charging stations for electric vehicles			N/Ap.	N/Ap.	49%	100%	2021 to 2022		49% of business parks and offices have implemented one ecomobility solution in addition to charging stations for electric vehicles: ride sharing, electric shuttle buses and river shuttles, car sharing, etc.
Property Development		Proportion of new projects located less than a five-minute walk from public transport			81%	80%	79%	75%	2019 to 2022		79% of projects were located less than a five-minute walk from public transport in 2019.	
		Proportion of new office and residential developments including a sustainable mobility solution			N/Ap.	N/Ap.	N/Ap.	100%	2020 to 2022		A catalogue of sustainable mobility solutions will be made available to operational teams in early 2020 for the purpose of implementing new mobility alternatives by 2022.	

N/Av.: not available, N/Ap.: not applicable

Objective achieved Objective partially achieved In progress Objective not achieved

2019-2022 commitments	Scope	Indicators	Base year	Results			Objectives	Time horizon	Progress	Comments
				2017	2018	2019				
<b>NEW HABITS AND LIFESTYLES AND PARTNERSHIPS WITH LOCAL AUTHORITIES AND COMMUNITIES</b>										
<b>1. CONTRIBUTING TO TERRITORIAL COHESION AND INCLUSION</b>	Office Property Investment	Number of local community partnerships in business parks	2019	N/Ap.	N/Ap.	25	Upward	2022		25 local community initiatives were organised for business park tenants in 2019 (a charity run, an ethical Christmas market, etc.).
	Healthcare Property Investment	Adapting real estate solutions to help healthcare operators improve the quality of patient care		N/Ap.	N/Ap.	Achieved	Achieved	2019 to 2022		Icade put in place an audit process to assess the quality of patient care in its healthcare facilities in 2019 in order to provide improvement solutions to healthcare operators.
		Developing a Code of Ethics setting out the quality requirements for investing in nursing homes		N/Ap.	N/Ap.	Achieved	Achieved	2019		The Code was finalised in 2019 and will be implemented starting in 2020 for new investments.
<b>2. IMPROVING OCCUPANTS' WELL-BEING AND ADAPTING TO NEW HABITS AND LIFESTYLES</b>	Property Development	Proportion of projects with construction costs over €20 million including professional integration commitments		N/Ap.	N/Ap.	49%	100%	2020 to 2022		49% of major construction projects included professional integration commitments in 2019. This measure will be extended to 2020.
	Icade	Compiling a catalogue of solutions to measure and manage indoor air quality and fostering communication with users		N/Ap.	N/Ap.	In progress	Achieved	2019 to 2022		A catalogue of solutions for measuring and managing indoor air quality was set up in 2019 with the solutions proposed gradually implemented by 2022.
		Proportion of main business parks having the "Business Park of Excellence" proprietary label		0%	100%	100%	100%	2019 to 2022		100% of the main business parks had this label in 2019.
	Office Property Investment	Proportion of new-build leases including an "e-clause"		N/Ap.	N/Ap.	N/Ap.	90%	2020 to 2022		"E-clauses" are being drawn up and will be introduced in 2020.
		Proportion of multi-tenant buildings over 15,000 sq.m having benefited from an air quality assessment		N/Ap.	N/Ap.	91%	100%	2022		91% of multi-tenant buildings over 15,000 sq.m benefited from an air quality assessment in 2019.
	Healthcare Property Investment	Proportion of HQE-certified projects over 7,500 sq.m with low-emitting materials accounting for at least 75% of floor area		N/Ap.	N/Ap.	100%	100%	2020 to 2022		The objective was met one year ahead of schedule.
		Net Promoter Score (NPS) on project completion		N/Ap.	N/Ap.	N/Ap.	> 0	2020 to 2022		The Net Promoter Score will be released in 2020.
	Property Development	Proportion of new homes which are smart and/or connected		N/Ap.	N/Ap.	100%	100%	2019 to 2022		100% of homes were smart or connected in 2019.
		Proportion of new offices and homes developed using BIM		N/Ap.	N/Ap.	34%	100%	2022		34% of new offices and homes were developed using BIM in 2019.
		Proportion of residential development projects including measures to improve indoor air quality		92%	87%	85%	> 75%	2019 to 2022		85% of development projects included measures to improve indoor air quality in 2019.
<b>3. ASSISTING CUSTOMERS IN MATTERS OF ENVIRONMENTAL PERFORMANCE</b>	Office Property Investment	Proportion of floor area covered by a regulatory green lease clause		97%	99%	96%	100%	2019 to 2022		96% of green lease clauses were signed in 2019. The deadline for meeting this goal of 100% was extended to 2020.
		Proportion of floor area covered by green lease committees		89%	100%	100%	100%	2019 to 2022		The goal of 100% of green lease committees was once again reached in 2019.
	Healthcare Property Investment	Proportion of healthcare operators covered by CSR & innovation committees		N/Ap.	N/Ap.	59%	70%	2020 to 2022		59% of healthcare operators benefited from CSR & innovation committees in 2019.
	Property Development	Proportion of buyers having access to an e-learning module on eco-friendly practices and the buildings' proper handling		N/Ap.	N/Ap.	N/Ap.	100%	2020 to 2022		The e-learning module will be available in 2020.
<b>4. REINFORCING OUR RESPONSIBLE PROCUREMENT POLICY AND SUPPLIER RELATIONSHIPS</b>	Icade	Rate of increase in procurement from the sheltered work sector	2018	N/Ap.	N/Ap.	(3)%	+ 50%	2022		Procurement from the sheltered work sector decreased by 3% between 2018 and 2019. Efforts will be reinforced to achieve this objective by 2022.
		Integrate CSR criteria into the procurement process		N/Ap.	N/Ap.	Achieved	Achieved	2019 to 2022		85% of the Procurement Departments' requests for quotation included CSR criteria in 2019.
<b>5. ENSURING BUSINESS ETHICS</b>	Office Property Investment	Proportion of the main service providers evaluated on CSR criteria		100%	100%	100%	100%	2019 to 2022		All of the main service providers were evaluated by EcoVadis in 2019 and the assessment led to the drafting of action plans for those with a score below 50/100.
		Proportion of employees identified as "at risk" who received training in the fight against corruption, money laundering and the financing of terrorism		N/Ap.	N/Ap.	89%	100%	2019		89% of employees identified as "at risk" were trained in 2019.
		Proportion of employees identified as "at risk" who received fraud risk training		N/Ap.	N/Ap.	N/Ap.	100%	2020		Fraud prevention training will be introduced in 2020.
		Proportion of employees identified as being the most "at risk" who received training in the best practices for personal data protection		N/Ap.	N/Ap.	94%	100%	2022		Training began in 2019 and covered 94% of employees identified as being the most "at risk".
<b>EMPLOYEE SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY</b>										
<b>1. DEVELOPING EMPLOYEE SKILLS, AGILITY AND ENGAGEMENT</b>	Icade	Proportion of employees who received training		80%	100%	92%	90%	2019 to 2022		The objective was met with 92% of employees having received training in 2019.
		Proportion of positions filled internally		33%	28%	25%	25%	2019 to 2022		25% of positions were filled internally in 2019, in line with the target.
		Proportion of eligible employees who received job-specific training		N/Ap.	N/Ap.	53%	90%	2019 to 2022		100% of sales managers and 20% of developers received training in 2019. The implementation of the training programme for developers will be completed in 2020.
		Proportion of managers who received training in the role of Positive Energy Manager (MEPOS)		N/Ap.	N/Ap.	N/Ap.	90%	2020		The MEPOS training programme will be implemented in 2020.
		Proportion of employees made aware of CSR issues		22%	61%	84%	80%	2019		The objective was met with 84% of employees having participated in CSR awareness training in 2019.
		Proportion of employees given the opportunity to participate in a community event		N/Ap.	N/Ap.	100%	100%	2019 to 2022		In 2019, 100% of employees were given the opportunity to participate in a community event.
<b>2. IMPROVING THE QUALITY OF WORKING LIFE AND PROMOTING WELL-BEING</b>	Icade	Implementation of an action plan for each team having identified areas for improvement during the Wittyfit campaigns which assessed workplace well-being		N/Ap.	N/Ap.	In progress	Achieved	2019 to 2022		The campaigns were conducted at the end of 2019 and action plans will be implemented for each team in 2020. The deadline for meeting the objective was extended to 2020.
<b>3. PROMOTING DIVERSITY IN ALL ITS FORMS</b>	Icade	Proportion of women managers		30%	31%	31%	34%	2022		The proportion of women managers stood at 31% in 2019. Measures are being implemented to achieve the objective.
		Proportion of permanent positions filled externally by people under the age of 26		15%	21%	16%	18%	2020 to 2022		People under the age of 26 represented 16% of permanent hires in 2019.
		Proportion of work-study trainees in the workforce		N/Ap.	N/Ap.	4.2%	5%	2020 to 2022		Work-study trainees represented 4.2% of the workforce in 2019, vs. 3% in 2018.
		Proportion of employees over the age of 55		16%	15%	15%	16%	2019 to 2022		Employees over the age of 55 represented 15% of the workforce in 2019.

N/Av.: not available, N/Ap.: not applicable

Objective achieved Objective partially achieved In progress Objective not achieved

## 6. Summary tables and CSR indicators

### 6.1. Icade's carbon footprint

Using this consolidated carbon footprint assessment, it is possible to better identify the contribution of each one of Icade's divisions to its overall carbon footprint and differentiate between the emissions for which Icade is directly responsible (scope 1 and 2) and emissions for which the responsibility is shared with customers and suppliers (scope 3). 2018 figures were

Responsibility	Type of emission	Source of emissions	Scope of the relevant activity	2019 (tonnes CO <sub>2</sub> e)	2019 (%)	2018 (tonnes CO <sub>2</sub> e)	2018 (%)	Change between 2018 and 2019
Icade is directly responsible	Direct emissions (scope 1)	Direct emissions from stationary combustion	Office Property Investment: emissions from consumption of natural gas by common areas of multi-tenant office buildings whose operation is controlled by Icade	3,992	1%	4,809	N/Av.	(17.0)%
	Indirect emissions (scope 2)	Indirect emissions from electricity consumed	Office Property Investment: emissions from electricity consumed by common areas of multi-tenant office buildings whose operation is controlled by Icade	2,348	1%	2,485	N/Av.	(5.5)%
		Indirect emissions from steam, heat or cold consumed	Office Property Investment: emissions from consumption of district heating or cooling by common areas of multi-tenant office buildings whose operation is controlled by Icade	1,997	1%	2,269	N/Av.	(12.0)%
		Emissions from energy consumption not included in the categories "direct emissions" and "electricity indirect emissions"	Office Property Investment: upstream emissions and T&D losses for energy consumed by common areas of multi-tenant office buildings whose operation is controlled by Icade	2,116	1%	2,381	N/Av.	(11.2)%
Responsibility shared with customers and suppliers	Other indirect emissions (scope 3)	Downstream leased assets	Office Property Investment: emissions from energy consumption by the private areas of multi-tenant office buildings and total energy consumption by single-tenant office buildings whose operation is not controlled by Icade	5,484	2%	4,825	N/Av.	13.7%
			Healthcare Property Investment: emissions from energy consumption by healthcare facilities whose operation is not controlled by Icade <sup>(a)</sup>	42,495	14%	38,110	N/Av.	11.5%
		Transport related to visitors and customers	Office Property Investment: carbon emissions from tenant commuting	36,091	12%	37,733	N/Av.	(4.4)%
		Procurement of products and services	Property Development: emissions from building construction (materials, transport and construction waste)	200,921	68%	N/Av.	N/Av.	N/Av.
		<b>TOTAL</b>			<b>295,443</b>	<b>100%</b>	<b>N/AV.</b>	<b>N/AV.</b>

(a) As 100% of healthcare facilities are operated by the healthcare providers themselves, Icade has no control over the operation of this type of asset.

## 6.2. Tables of environmental indicators of the Office Property Investment Division – EPRA format

### ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019: CONTROLLED AND NON-CONTROLLED ASSETS

Indicator	EPRA code	Unit	Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data (common areas)		Non-controlled data (private areas)			
			2019	2018	2019	2018	2019	2018
Total electricity consumption	Elec-Abs	MWh <sub>pe</sub>	151,128	159,646	112,705	126,094	104,328	68,193
Total district heating & cooling consumption	DH&C-Abs	MWh <sub>pe</sub>	17,839	20,602	0	0	2,554	1,659
Total fuel consumption	Fuels-Abs	MWh <sub>pe</sub>	23,619	28,458	16	16	1,031	1,095
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>pe</sub></b>	<b>192,586</b>	<b>208,705</b>	<b>112,721</b>	<b>126,111</b>	<b>107,913</b>	<b>70,947</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	398	442	398	442	405	458
Energy intensity per person – primary energy	Energy-Int	kWh <sub>pe</sub> /pers.	5,971	6,626	5,971	6,626	6,081	6,864
Energy intensity per floor area – primary energy – weather adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	400	433	400	433	406	455
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>pe</sub> /sq.m	187	211	187	211	165	188

### ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of total energy consumption which is estimated		%	7%	2%	7%	2%
Electricity consumption from renewable sources purchased from utility suppliers (green certificates)	Elec-Abs/LfL	MWh <sub>pe</sub>	113,682	N/Av.	113,682	N/Av.
Electricity consumption from renewable sources generated on site (solar photovoltaic)	Elec-Abs/LfL	MWh <sub>pe</sub>	1,143	N/Av.	1,143	N/Av.
Electricity consumption purchased from the grid (excluding green certificates)	Elec-Abs/LfL	MWh <sub>pe</sub>	253,335	N/Av.	253,335	N/Av.
<b>Total electricity consumption</b>	<b>Elec-Abs/LfL</b>	<b>MWh<sub>pe</sub></b>	<b>368,161</b>	<b>353,934</b>	<b>368,161</b>	<b>391,398</b>
Energy consumption from district heating and cooling generated from renewable sources	DH&C-Abs/LfL	MWh <sub>pe</sub>	5,734	N/Av.	5,734	N/Av.
Energy consumption from district heating and cooling generated from non-renewable sources	DH&C-Abs/LfL	MWh <sub>pe</sub>	14,659	N/Av.	14,659	N/Av.
<b>Total district heating &amp; cooling consumption</b>	<b>DH&amp;C-Abs/LfL</b>	<b>MWh<sub>pe</sub></b>	<b>20,393</b>	<b>22,260</b>	<b>20,393</b>	<b>21,887</b>
<b>Total fuel consumption</b>	<b>Fuels-Abs/LfL</b>	<b>MWh<sub>pe</sub></b>	<b>24,666</b>	<b>29,569</b>	<b>24,666</b>	<b>25,639</b>
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>pe</sub></b>	<b>413,220</b>	<b>405,763</b>	<b>413,220</b>	<b>438,923</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	400	444	400	425
Energy intensity per person – primary energy	Energy-Int	kWh <sub>pe</sub> /pers.	6,000	6,666	6,000	6,373
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	401	437	401	425
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>pe</sub> /sq.m	182	207	182	193

**GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019:  
CONTROLLED AND NON-CONTROLLED ASSETS.**

Indicator	EPRA code	Unit	Total basis							
			Controlled assets						Non-controlled assets	
			Controlled data (scope 1 and 2)		Controlled data on upstream emissions and T&D losses (scope 3)		Non-controlled data (scope 3)		Scope 3	
			2019	2018	2019	2018	2019	2018	2019	2018
Direct greenhouse gas emissions	GHG-Dir-Abs	tonnes CO <sub>2</sub> e	3,992	4,809	843	1,016	0	0	0	0
Indirect greenhouse gas emissions	GHG-Indir-Abs	tonnes CO <sub>2</sub> e	4,311	4,714	1,231	1,316	2,498	2,794	2,987	2,031
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>8,302</b>	<b>9,523</b>	<b>2,074</b>	<b>2,332</b>	<b>2,498</b>	<b>2,794</b>	<b>2,987</b>	<b>2,031</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	17	19	17	19	17	19	11	13
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/pers./year	252	290	252	290	252	290	168	197

**GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019**

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of total greenhouse gas emissions which are estimated		%	6%	2%	6%	1%
Direct greenhouse gas emissions	GHG-Dir-Abs/LfL	tonnes CO <sub>2</sub> e	4,835	5,825	4,835	5,030
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO <sub>2</sub> e	11,026	10,855	11,026	11,608
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>15,861</b>	<b>16,680</b>	<b>15,861</b>	<b>16,638</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	15	18	15	16
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/pers./year	230	274	230	242

**WASTE PRODUCTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019:  
CONTROLLED AND NON-CONTROLLED ASSETS**

Indicator	EPRA code	Unit	Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data (common areas)		Non-controlled data (private areas)			
			2019	2018	2019	2018	2019	2018
Proportion of waste recycled	Waste-Abs	%	36.0%	38.4%	43.0%	29.1%	40.1%	34.4%
Proportion of waste recovered through composting and/or biogas production	Waste-Abs	%	0%	0.3%	6.6%	8.0%	5.3%	10.2%
Proportion of waste incinerated with energy recovery	Waste-Abs	%	35.6%	33.7%	40.6%	44.0%	41.8%	33.5%
<b>PROPORTION OF TOTAL RECYCLED OR RECOVERED WASTE</b>	<b>Waste-Abs</b>	<b>%</b>	<b>71.5%</b>	<b>72.4%</b>	<b>90.2%</b>	<b>81.1%</b>	<b>87.2%</b>	<b>78.1%</b>
Proportion of hazardous waste	Waste-Abs	%	0.01%	0.01%	0.1%	0.4%	2.3%	2.5%
Proportion of recycled or recovered hazardous waste	Waste-Abs	%	100%	100%	100%	9.3%	82.3%	77.1%
Proportion of recycled or recovered non-hazardous waste	Waste-Abs	%	71.6%	72.3%	90.3%	81.4%	87.3%	78.2%
<b>TOTAL WEIGHT OF WASTE</b>	<b>Waste-Abs</b>	<b>Tonnes/year</b>	<b>5,627</b>	<b>6,188</b>	<b>850</b>	<b>1,159</b>	<b>2,936</b>	<b>2,050</b>

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables and CSR indicators

**WASTE PRODUCTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019**

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of weight of waste which is estimated		%	18%	15%	18%	10%
Proportion of waste recycled	Waste-Abs/LfL	%	37.9%	36.4%	37.9%	38.6%
Proportion of waste recovered through composting and/or biogas production	Waste-Abs/LfL	%	2.3%	3.4%	2.3%	3.6%
Proportion of waste incinerated with energy recovery	Waste-Abs/LfL	%	38.0%	34.9%	38.0%	33.3%
<b>PROPORTION OF TOTAL RECYCLED OR RECOVERED WASTE</b>	<b>Waste-Abs/LfL</b>	<b>%</b>	<b>78.1%</b>	<b>74.7%</b>	<b>78.1%</b>	<b>75.4%</b>
Proportion of hazardous waste	Waste-Abs/LfL	%	0.7%	0.6%	0.7%	0.7%
Proportion of recycled or recovered hazardous waste	Waste-Abs/LfL	%	82.6%	71.5%	82.6%	75.7%
Proportion of recycled or recovered non-hazardous waste	Waste-Abs/LfL	%	78.1%	74.7%	78.1%	75.4%
<b>TOTAL WEIGHT OF WASTE</b>	<b>Waste-Abs/LfL</b>	<b>Tonnes/year</b>	<b>9,413</b>	<b>9,396</b>	<b>9,413</b>	<b>9,477</b>

**WATER CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019: CONTROLLED AND NON-CONTROLLED ASSETS**

Indicator	EPRA code	Unit	Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data		Non-controlled data		2019	2018
			2019	2018	2019	2018		
<b>TOTAL WATER CONSUMPTION</b>	<b>Water-Abs</b>	<b>m<sup>3</sup></b>	<b>289,047</b>	<b>345,440</b>	<b>34,518</b>	<b>22,763</b>	<b>128,406</b>	<b>68,128</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	0.42	0.49	0.42	0.49	0.48	0.44
Building water intensity	Water-Int	litre/pers./day	29.2	33.6	29.2	33.6	33.3	30.4

**WATER CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019**

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of total water consumption which is estimated		%	41%	36%	41%	18%
<b>TOTAL WATER CONSUMPTION</b>	<b>Water-Abs/LfL</b>	<b>m<sup>3</sup></b>	<b>451,971</b>	<b>436,331</b>	<b>451,971</b>	<b>452,961</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	0.44	0.48	0.44	0.44
Building water intensity	Water-Int	litre/pers./day	30.2	33.0	30.2	30.3

## 6.3. Tables of environmental indicators for the Corporate scope – EPRA format

There is no difference between the total scope and the like-for-like scope as the Corporate scope remained unchanged in 2018 and 2019.

### ENERGY CONSUMPTION FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

Indicator	EPRA code	Unit	Like-for-like basis	
			Corporate	
			2019	2018
Electricity consumption from renewable sources purchased from utility suppliers (green certificates)	Elec-Abs/LfL	MWh <sub>pe</sub>	2,534	2,784
Electricity consumption from renewable sources generated on site (solar photovoltaic)	Elec-Abs/LfL	MWh <sub>pe</sub>	0	0
Electricity consumption purchased from the grid (excluding green certificates)	Elec-Abs/LfL	MWh <sub>pe</sub>	1,644	2,042
<b>Total electricity consumption</b>	<b>Elec-Abs/LfL</b>	<b>MWh<sub>pe</sub></b>	<b>4,177</b>	<b>4,826</b>
Energy consumption from district heating and cooling generated from renewable sources	DH&C-Abs/LfL	MWh <sub>pe</sub>	0	0
Energy consumption from district heating and cooling generated from non-renewable sources	DH&C-Abs/LfL	MWh <sub>pe</sub>	0	0
<b>Total district heating &amp; cooling consumption</b>	<b>DH&amp;C-Abs/LfL</b>	<b>MWh<sub>pe</sub></b>	<b>0</b>	<b>0</b>
<b>Total fuel consumption</b>	<b>Fuels-Abs/LfL</b>	<b>MWh<sub>pe</sub></b>	<b>42</b>	<b>33</b>
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>pe</sub></b>	<b>4,219</b>	<b>4,859</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	360	414
Energy intensity per person – primary energy	Energy-Int	kWh <sub>pe</sub> /pers.	5,398	6,127
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	360	414
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>pe</sub> /sq.m	142	162

### GREENHOUSE GAS EMISSIONS FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

Indicator	EPRA code	Unit	Like-for-like basis			
			Corporate (scope 1 and 2)		Controlled data on upstream emissions and T&D losses (scope 3)	
			2019	2018	2019	2018
Direct greenhouse gas emissions	GHG-Dir-Abs/LfL	tonnes CO <sub>2</sub> e	7	6	1	1
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO <sub>2</sub> e	64	74	28	33
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>71</b>	<b>79</b>	<b>30</b>	<b>34</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	9	10	9	10
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/pers./year	129	145	129	145

### WASTE PRODUCTION FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

Indicator	EPRA code	Unit	Like-for-like basis	
			Corporate	
			2019	2018
Proportion of waste recycled	Waste-Abs/LfL	%	39.3%	44.7%
Proportion of waste recovered through composting and/or biogas production	Waste-Abs/LfL	%	0.0%	0.1%
Proportion of waste incinerated with energy recovery	Waste-Abs/LfL	%	53.0%	47.7%
<b>PROPORTION OF TOTAL RECYCLED OR RECOVERED WASTE</b>	<b>Waste-Abs/LfL</b>	<b>%</b>	<b>92.4%</b>	<b>92.5%</b>
Proportion of hazardous waste	Waste-Abs/LfL	%	0.1%	0.0%
Proportion of recycled or recovered hazardous waste	Waste-Abs/LfL	%	100%	N/Ap.
Proportion of recycled or recovered non-hazardous waste	Waste-Abs/LfL	%	92.4%	92.5%
<b>TOTAL WEIGHT OF WASTE</b>	<b>Waste-Abs/LfL</b>	<b>Tonnes/year</b>	<b>62</b>	<b>64</b>

WATER CONSUMPTION FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

Indicator	EPRA code	Unit	Like-for-like basis	
			Corporate	
			2019	2018
<b>TOTAL WATER CONSUMPTION</b>	<b>Water-Abs/LfL</b>	<b>m<sup>3</sup></b>	<b>3,967</b>	<b>4,021</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	0.34	0.34
Building water intensity	Water-Int	litre/pers./day	23.4	23.7

## 6.4. Tables of environmental indicators of the Healthcare Property Investment Division – EPRA format

As the healthcare facilities are operated by the healthcare providers themselves, the Healthcare Property Investment Division has no control over the operation of this type of asset. The assets are therefore 100% non-controlled by Icade.

ENERGY CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2018 AND 2019

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	76%	72%	76%	76%
Proportion of total energy consumption which is estimated		%	15%	9%	15%	17%
Total electricity consumption	Elec-Abs/LfL	MWh <sub>pe</sub>	463,912	420,972	463,912	476,518
Total district heating & cooling consumption	DH&C-Abs/LfL	MWh <sub>pe</sub>	3,966	2,852	3,966	4,225
Total fuel consumption	Fuels-Abs/LfL	MWh <sub>pe</sub>	153,515	138,139	153,515	159,690
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>pe</sub></b>	<b>621,394</b>	<b>561,962</b>	<b>621,394</b>	<b>640,434</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	540	546	540	557
Energy intensity per bed or place – primary energy	Energy-Int	kWh <sub>pe</sub> /bed or place/year	44,039	44,917	44,039	44,852
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	551	584	551	606
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>fe</sub> /sq.m	293	295	293	303

GREENHOUSE GAS EMISSIONS OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2018 AND 2019

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Scope 3		Scope 3	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	76%	72%	76%	76%
Proportion of total greenhouse gas emissions which are estimated		%	16%	9%	16%	19%
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO <sub>2</sub> e	42,495	38,110	42,495	44,037
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>42,495</b>	<b>38,110</b>	<b>42,495</b>	<b>44,037</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	37	37	37	38
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/bed or place/year	3,012	3,046	3,012	3,084



WATER CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2018 AND 2019

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	49%	57%	49%	49%
Proportion of total water consumption which is estimated		%	23%	32%	23%	2%
<b>TOTAL WATER CONSUMPTION</b>	<b>Water-Abs/LfL</b>	<b>m<sup>3</sup></b>	<b>883,820</b>	<b>918,539</b>	<b>883,820</b>	<b>907,755</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	1.19	1.11	1.19	1.22
Building water intensity	Water-Int	litre/bed or place/year	97,391	93,968	97,391	97,264

WASTE PRODUCTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION

Discussions are being held between Icade and its operators concerning waste monitoring and recovery, taking into account the specificity of medical waste and its disposal routes.

## 6.5. Classified Facilities for Environmental Protection

Classified Facilities for Environmental Protection are mainly the buildings' heating and cooling equipment, whose management is ensured as part of the business parks' ISO 14001 certification.

	2019
Air conditioning equipment	12
Gas-fired equipment	15
Electrical equipment	2
<b>TOTAL</b>	<b>29</b>

## 6.6. Table of HR indicators

The workforce is reported without interns, except in special cases specified in the table.

	2019	2018
<b>REGISTERED WORKFORCE</b>		
<b>Total workforce at the end of the period</b>	<b>1,174</b>	<b>1,186</b>
Absolute change	(1.0)%	5.1%
Like-for-like change	(1.0)%	2.7%
Average monthly registered workforce	1,161	1,161
<b>Workforce by division</b>		
Office Property Investment	409	419
Healthcare Property Investment	25	25
Property Development	740	742
<b>Workforce by region</b>		
Paris region	761	757
Outside the Paris region	413	429
<b>Workforce by category</b>		
Executives	788	790
Non-executives	386	396
<b>Workforce by contract type (including internships and temporary contracts)</b>		
<b>Permanent contract</b>	<b>1,104</b>	<b>1,131</b>
Women	586	590
Men	518	541
<b>Fixed-term contract</b>	<b>21</b>	<b>20</b>
Women	12	16
Men	9	4
<b>Work-study/apprenticeship</b>	<b>49</b>	<b>35</b>
Women	24	15
Men	25	20
<b>Internship</b>	<b>4</b>	<b>4</b>
Women	4	2
Men	0	2
<b>Temporary contract (annual FTE)</b>	<b>15</b>	<b>11</b>
Women	14	10
Men	1	1
<b>CHANGES IN WORKFORCE</b>		
<b>Permanent hires</b>		
External permanent hires	130	156
Acquisitions - Mergers	0	27
Transfers from Caisse des dépôts and its subsidiaries	2	1
<b>TOTAL</b>	<b>132</b>	<b>184</b>
<b>Departures of permanent employees</b>		
Resignations	76	64
Dismissals	37	29
Departures by mutual agreement	14	16
Probation period termination	10	5
Retirements	19	20
Deaths	1	0
Transfers from Caisse des dépôts and its subsidiaries	2	3
Disposals	0	0
<b>TOTAL</b>	<b>159</b>	<b>137</b>
Turnover rate for permanent employees	12.6%	10.6%
Turnover rate for permanent employees with less than 2 years' service	12.2%	11.8%

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables and CSR indicators

	2019	2018
<b>ORGANISATION OF WORKING TIME</b>		
<b>Employees, supervisors and non-autonomous executives</b>		
Average number of actual working hours per week	37.5	37.5
<b>Autonomous executives</b>		
Number of days worked per year	211	210
<b>Number of part-time employees</b>		
Women	56	70
Men	1	2
<b>TOTAL</b>	<b>57</b>	<b>72</b>
<b>SOCIAL DIALOGUE</b>		
% of employees covered by collective bargaining	100%	100%
Number of agreements signed during the year	9	3
Number of agreements relating to occupational health and safety signed during the year	1	0
<b>REMUNERATION</b>		
<b>Fixed remuneration (average annual base salary of permanent employees as of December 31 excluding sales managers, Executive Committee members and corporate officers)</b>		
Executives	64,809	63,441
Non-executives	32,082	31,422
<b>TOTAL</b>	<b>56,122</b>	<b>54,791</b>
<b>Variable remuneration</b>		
Average variable remuneration <b>(in %)</b>	11.2%	10.7%
Average performance incentive, profit-sharing and employer matched contributions <b>(in %)</b>	8.8%	8.0%
<b>Number of categories of employees<sup>(a)</sup> with a gender pay gap &gt; 5%</b>	<b>1</b>	<b>N/Av.</b>
<b>SKILLS AND CAREER</b>		
<b>Training</b>		
Total number of training hours for permanent employees	20,990	N/Av.
Training expenses <b>(in euros)</b>	2,590,725	2,598,593
Proportion of payroll dedicated to training <b>(in %)</b>	3.16%	3.26%
Number of permanent employees trained	1,016	N/Av.
<b>Average number of training hours per permanent employee trained</b>	<b>21</b>	<b>N/Av.</b>
Women	20	N/Av.
Men	22	N/Av.
Executives	19	N/Av.
Non-executives	25	N/Av.
<b>Proportion of permanent employees trained (in %)</b>	<b>92%</b>	<b>100%</b>
<b>Career management</b>		
% of positions filled internally	25%	28%
<b>% of employees who had an annual performance review</b>		
Women	93%	98%
Men	93%	99%
Executives	90%	99%
Non-executives	100%	98%
<b>TOTAL</b>	<b>93%</b>	<b>99%</b>

(a) Categories of employees are defined based on collectively agreed pay scale indices.

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables and CSR indicators

	2019	2018
<b>HEALTH AND SAFETY</b>		
<b>Absenteeism</b>		
Absenteeism rate	3.81%	3.42%
<b>Breakdown of hours of absence</b>		
Illness (excluding part-time sick leave)	91%	91%
Workplace/commuting accident	3%	3%
Family events	1%	1%
Other causes	6%	5%
<b>Accidents</b>		
Number of workplace accidents	4	10
Number of commuting accidents	3	4
Frequency rate	2.10	5.26
Severity rate	0.23	0.13
Number of fatal accidents	0	0
<b>Occupational illnesses</b>		
Number of illnesses reported during the year	0	0
<b>DIVERSITY</b>		
<b>Gender equality</b>		
% of women on the Executive Committee	30%	44%
% of women managers	31%	31%
% of women in the workforce	53%	52%
<b>Breakdown of the workforce by age</b>		
< 26 years old	6.8%	6.2%
26-39 years old	34.4%	35.5%
40-55 years old	43.5%	43.7%
> 55 years old	15.2%	14.7%
<b>Average age</b>		
Executives	43.1	43.2
Non-executives	41.4	41.9
Average length of service <b>(in years)</b>	10.2	10.4
<b>Disability</b>		
Number of employees officially recognised as disabled	43	44
Amount of services paid to the sheltered work sector <b>(in euros)</b>	108,423	112,094

## 7. Contribution to UN Sustainable Development Goals

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs). These 17 goals, broken down into 169 targets to be achieved by 2030, contribute to the three pillars of sustainable development in order to ensure environmental, social and societal prosperity throughout the world. These SDGs call upon the private sector, civil society and governments to act.

In order to ensure its contribution and to be actively involved in this initiative, Icade decided to benchmark its CSR strategy against these ambitious goals. As a result, in 2017, the Company conducted an analysis based on methodology from SDG Compass, which is supported by the United Nations Global Compact and WBCSD (World Business Council for Sustainable Development) and a study carried out by the World Green Building Council relating to the contribution of green buildings to SDGs.

This study matched each of Icade's material CSR issues, commitments and initiatives with the 169 SDG targets. As a result, this bottom-up analysis identified 32 relevant targets consistent with 13 overall goals to which Icade can make a major contribution.

The selected goals were ranked based on two priority levels, depending on Icade's potential degree of contribution to each one of them:

- priority goals: these are the most strategic goals, for which Icade wants to position itself as a leader, and which it has already integrated into its products and services or has the intention to do so. Eight goals are considered to be a priority:



- significant goals: these are goals which are relevant to Icade's business activities and that are also integrated into its strategy. Five goals are considered to be significant:



Icade has identified three types of possible contributions to the Sustainable Development Goals:

- contribution through operational efficiency: this includes Icade's initiatives to improve its internal operations and the effectiveness of its processes;
- contribution through the development of new products and services: Icade's contribution to these goals opens up new market opportunities through the development of new products, services and solutions to meet major societal challenges;
- contribution through its societal commitment: Icade's contribution to these goals is not central to its business, but the Company wants to become involved because it considers it to be part of its societal responsibility.

This analysis made it possible to identify Icade's main contributions to SDGs for the purpose of prioritising the issues and defining the CSR commitments for 2019-2022. The method used is detailed in section 1.2.2. "Materiality assessments as a tool for prioritising Icade's CSR issues". The following table was updated in 2019.

Icade's contribution to SDGs			SDG targets relevant to Icade <sup>(*)</sup>	Key commitments, results and measures taken by Icade for each target
Operational efficiency	Developing new products and services	Societal commitment		
			<b>Three relevant targets from SDG 3:</b> - promote mental health and well-being (target 3.4); - give access to quality essential healthcare services at an affordable price (target 3.8); - reduce the number of deaths and illnesses from air, water and soil pollution (target 3.9).	<ul style="list-style-type: none"> <li>Health innovations: optimised outpatient care, telemedicine booth with H4D, wellness areas and fitness trails in the business parks, etc.;</li> <li>measures to promote the quality of working life, Well and OsmoZ labels;</li> <li>measures to promote air, water and soil quality in Icade's buildings, micro-sensors to measure indoor air quality tested in partnership with Veolia and Airparif, compiling a catalogue of solutions to measure and manage indoor air quality.</li> </ul>
			<b>Two relevant targets from SDG 7:</b> - increase the share of renewable energy in the energy mix (target 7.2); - double the global rate of improvement in energy efficiency by 2030 (target 7.3).	<ul style="list-style-type: none"> <li>20% of renewable energy in the Office Property Investment Division portfolio's energy mix in 2019, meeting the objective one year ahead of schedule;</li> <li>-17% in the energy consumption of offices and business parks between 2015 and 2019 (vs. target of -30% between 2015 and 2025);</li> <li>€40 million action plan dedicated to energy efficiency and a low-carbon strategy between 2019 and 2022 for the Office Property Investment Division;</li> <li>the goal is for all new offices measuring over 5,000 sq.m and 33% of new homes to be E+C- certified in 2022.</li> </ul>
			<b>Four relevant targets from SDG 8:</b> - promote entrepreneurship, innovation and the growth of small- and medium-sized enterprises (target 8.3); - achieve decent work and equal pay for equal work (target 8.5); - reduce the proportion of youth not in employment, education or training (target 8.6); - protect labour rights and promote safe and secure working environments for all workers (target 8.8).	<ul style="list-style-type: none"> <li>Launch of Urban Odyssey, Icade's start-up studio which aims to co-create 4 to 6 start-ups each year, a real estate solution dedicated to start-ups (Grow Up, Icade's accelerator);</li> <li>agreements relating to gender equality, disability and age diversity;</li> <li>16% of permanent positions filled by people under the age of 26 in 2019;</li> <li>1/3 of construction projects included professional integration commitments and 2/3 of procurement was obtained from local suppliers in 2019;</li> <li>employee involvement in helping young people from priority neighbourhoods find employment;</li> <li>responsible procurement charters and supplier CSR evaluations;</li> <li>policies dealing with health, safety and the quality of working life.</li> </ul>
			<b>Two relevant targets from SDG 9:</b> - develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being (target 9.1); - increase access to information technology (target 9.c).	<ul style="list-style-type: none"> <li>Five start-ups joined Icade's start-up studio which is involved in developing environmentally friendly innovations;</li> <li>new property solutions and services: flexible workspaces, shared green spaces, sustainable mobility, certified buildings, etc.;</li> <li>100% connected homes, pilot company for the "Smart and connected buildings" label, use of 3D building information modelling (BIM).</li> </ul>
			<b>Five relevant targets from SDG 11:</b> - ensure access for all to safe and affordable housing (target 11.1); - provide access to safe, affordable, accessible and sustainable transport systems for all (target 11.2); - enhance capacities for sustainable urban planning and participatory management (target 11.3); - reduce the adverse environmental impact of cities, paying special attention to air quality, waste management and access to green spaces (targets 11.6 and 11.7).	<ul style="list-style-type: none"> <li>Social housing units and owner-occupied units represented 42% of Icade's housing orders in 2019;</li> <li>soft mobility services (car sharing, ride sharing, electric shuttles, etc.). In 2019, 79% of new projects were located less than a five-minute walk from public transport;</li> <li>employment and sustainable development charters signed with local authorities, participation in local consultation bodies;</li> <li>measures to improve air quality and responsible waste management for existing properties and new builds, EcoJardin-labelled green spaces for 100% of business parks and development of urban agriculture in the business parks.</li> </ul>
			<b>Three relevant targets from SDG 12:</b> - achieve the sustainable management and efficient use of natural resources (target 12.2); - reduce waste generation (target 12.5); - ensure that people everywhere have the relevant information and awareness for sustainable development (target 12.8).	<ul style="list-style-type: none"> <li>Use of materials and products that comply with rigorous standards regarding the protection of health and the environment (Class A or A+);</li> <li>paperless office policy, on-site waste recycling and recovery;</li> <li>reuse process for major refurbishments and demolitions;</li> <li>72% of controlled operational waste from the Office Property Investment Division was recycled or recovered in 2019 (target of 100% by 2020);</li> <li>84% of employees received CSR awareness training in 2019, green lease committees for office tenants (100% in 2019), CSR &amp; innovation committees with healthcare operators (59% in 2019), user guides for property buyers to help raise awareness about eco-friendly practices.</li> </ul>
			<b>Two relevant targets from SDG 13:</b> - strengthen resilience and adaptive capacity to climate change (target 13.1); - improve awareness-raising on climate change for all (target 13.3).	<ul style="list-style-type: none"> <li>Assessment of the risks associated with the physical impact of climate change on assets in order to adapt the office properties;</li> <li>85% of housing projects were covered by NF Living Environment and NF Living Environment HQE certifications which guarantee a satisfactory level of resilience;</li> <li>raising the awareness of employees and customers (employee training, green lease committees, CSR &amp; innovation committees, user guides for property buyers).</li> </ul>
			<b>Three relevant targets from SDG 15:</b> - ensure the conservation, restoration and sustainable use of ecosystems (target 15.1); - promote the sustainable management of forests (target 15.2); - halt the loss of biodiversity (target 15.5).	<ul style="list-style-type: none"> <li>100% of business parks and 36% of new builds had a net positive impact on biodiversity in 2019;</li> <li>restoration of 6,777 sq.m of biodiversity by the Property Investment Divisions as part of the Nature 2050 programme;</li> <li>use of FSC<sup>®</sup> or PEFC-certified wood.</li> </ul>
			<b>Two relevant targets from SDG 5:</b> - end all forms of discrimination against women (target 5.1); - ensure women's effective participation for leadership (target 5.5).	<ul style="list-style-type: none"> <li>Gender equality agreement: solutions for working parents, raising the awareness of recruitment agencies, special budget to bridge the gender pay gap.</li> </ul>
			<b>Two relevant targets from SDG 6:</b> - increase water-use efficiency and ensure sustainable withdrawals of freshwater (target 6.4); - support and strengthen the participation of local communities in improving water management (target 6.b).	<ul style="list-style-type: none"> <li>-17% in water consumption for the Office Property portfolio between 2015 and 2019;</li> <li>rainwater collection systems, reduced automatic watering and exploring innovative solutions to manage urban runoff;</li> <li>raising the awareness of employees and customers (employee training, green lease committees, green lease clubs, CSR &amp; innovation committees, user guides for property buyers).</li> </ul>
			<b>Two relevant targets from SDG 10:</b> - promote the inclusion of all, irrespective of age, sex, disability, etc. (target 10.2); - ensure equal opportunity by eliminating discriminatory practices and promoting appropriate policies (target 10.3).	<ul style="list-style-type: none"> <li>Agreements relating to gender equality, disability and age diversity;</li> <li>disability awareness e-learning module.</li> </ul>
			<b>One relevant target from SDG 16:</b> - reduce corruption and bribery in all their forms (target 16.5).	<ul style="list-style-type: none"> <li>Code of Ethics, a compliance officer, know-your-customer framework, anonymous whistleblower system and risk mapping;</li> <li>89% of employees identified as "at risk" trained in the fight against corruption and money laundering.</li> </ul>
			<b>One relevant target from SDG 17:</b> - promote partnerships, especially public-private and civil society partnerships (target 17.17).	<ul style="list-style-type: none"> <li>Partnerships and working groups with institutions, local governments, industrial players, start-ups, artists, schools and associations.</li> </ul>

\* Further information about SDG targets referred to in this table is available on the following website: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>.

## 8. CSR risks and opportunities and related performance indicators

The management of Icade's risks relies on an internal control framework overseen by the Audit and Risk Committee. It is based on a risk map which is updated every six months. This map results from a combined approach – a bottom-up approach where detailed risks (operational and financial) are identified by operational and functional managers and a top-down approach where major risks are assessed by the Executive Committee.

The risks included on the risk map are assessed based on their criticality, i.e. their potential impact and their probability of occurrence. This assessment results in action plans and procedures being introduced, whose effectiveness is checked on a regular basis by 270 control points, overseen by the Audit, Risk, Compliance and Internal Control Department.

Icade considers CSR as a tool for improving risk management and as a source of opportunity and value creation. In 2017, Icade's CSR and Risk Management teams together conducted an in-depth review of the risks and opportunities related to the environmental, social and societal aspects. It was based on regulatory monitoring, a review of the most significant studies, an industry benchmark in addition to an analysis of Icade's contribution to UN Sustainable Development Goals and a materiality assessment. It was then updated in 2018 and 2019 (for further information, see section 1.2). In 2019, over 60 CSR risks were so identified (i.e. around 30% of the 200 risks included in the map).

The opposite table outlines Icade's main CSR risks and opportunities, their impact, control measures, solutions implemented and the key performance indicators for the risks. They are also referred to in chapter 4 "Risk factors". They include the financial risks related to the effects of climate change on operations, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) that was assembled at the behest of the G20 and Financial Stability Board (FSB). These climate risks are detailed in section 2.1. Icade recorded no provisions or coverage for environmental liabilities for the financial year 2019.

Themes	Description	Associated risks and opportunities	Impact	Main risk control measures and solutions implemented	Performance indicators
Impact of climate change and low-carbon transition	<ul style="list-style-type: none"> <li>Degree of alignment of Icade's strategy with a 2°C or 1.5°C pathway;</li> <li>compliance with Icade's CSR commitments with respect to climate change;</li> <li>transition towards a low-carbon economy;</li> <li>impact of climate change on the assets and their use;</li> <li>scarcity of resources, higher energy prices.</li> </ul>	<p><b>Risks:</b> obsolescence of assets, higher energy prices, business interruption events, damage to an asset, project postponement, damage to brand image due to failure to comply with low-carbon commitments.</p> <p><b>Opportunities:</b> attractiveness and value of the assets, operational control, occupancy optimisation, improved brand image due to compliance with low-carbon commitments.</p>		<p>Key climate commitments: reducing the Office Property Investment Division's carbon intensity by 45% between 2015 and 2025 with 100% of new offices over 5,000 sq.m and 33% of new homes having the E+C- label in 2022. These goals are based on action plans:</p> <ul style="list-style-type: none"> <li>Office Property Investment: an energy efficiency and low-carbon development plan with a €40 million budget between 2019 and 2022; conducting an assessment of the risks associated with the physical impact of climate change on assets in order to gradually adapt the properties;</li> <li>Healthcare Property Investment: energy/carbon mapping and suggesting improvements co-developed with healthcare operators;</li> <li>Property Development: use of bio-sourced and reused building materials and bioclimatic architecture, developing buildings with the E+C- label (positive energy and low-carbon buildings).</li> </ul> <p>For further information, see section 2.1.</p>	<p><b>Office and Healthcare Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>energy intensity and carbon intensity*.</li> </ul> <p><b>Healthcare Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>proportion of healthcare operators covered by energy mapping and recommendations for improved energy performance.</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>proportion of offices and homes with the E+C- label (% based on the number of buildings in projects)*;</li> <li>carbon intensity*.</li> </ul>
Preservation of resources: circular economy and biodiversity	<ul style="list-style-type: none"> <li>Compliance with Icade's CSR commitments with respect to biodiversity;</li> <li>including opportunities related to the re-use of building materials in construction, renovation and demolition works.</li> </ul>	<p><b>Risks:</b> decreased attractiveness and loss of market share, damage to brand image due to failure to comply with biodiversity commitments.</p> <p><b>Opportunities:</b> attractiveness and value of assets, increased market share, improved brand image due to compliance with biodiversity commitments.</p>		<p>Icade strives to prevent, reduce, and offset any adverse impacts on biodiversity throughout the building life cycle, and aims to reach a target of 25% of net positive impact on biodiversity in its business parks by 2020 and 50% by 2022, and 25% for its new builds by 2020. As regards the circular economy, Icade has made commitments and implemented measures with respect to reuse processes, waste recovery and water management.</p> <p>For further information, see sections 2.2 and 2.3.</p>	<p><b>Office and Healthcare Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>water intensity (in m<sup>3</sup>/sq.m/year)*.</li> </ul> <p><b>Office Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>proportion of recycled or recovered waste*;</li> <li>proportion of business parks with a net positive impact on biodiversity.</li> </ul> <p><b>Healthcare Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>proportion of developed land in which investments were made as part of Nature 2050*.</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>proportion of new builds with a net positive impact on biodiversity*.</li> </ul>
Compliance with environmental, health and safety regulations	<ul style="list-style-type: none"> <li>Compliance with environmental regulations: pollution, energy consumption, etc.;</li> <li>compliance with health and safety regulations: asbestos, air quality, water quality, etc.</li> </ul>	<p><b>Risks:</b> postponement or cost increase for a project, incident affecting an asset, legal claims against Icade.</p> <p><b>Opportunities:</b> attractiveness and value of the assets, occupancy optimisation, operational control.</p>		<p>Environmental, health and safety risk management is ensured through a robust framework comprising environmental management systems, certifications (ISO 14001, NF, HSE, BREEM, etc.), regulatory monitoring, environmental impact studies, assessment and maintenance of technical facilities, and evaluation and internal monitoring systems (biodiversity performance contracts, energy audits, etc.).</p> <p>For further information, see sections 2.1, 2.2, 2.3, 2.4 and 3.3.</p>	<p><b>Office and Healthcare Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>proportion of floor area covered by an environmental certification (% in terms of floor area of buildings in projects)*.</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>proportion of offices, homes and "other activities" covered by an environmental certification*.</li> </ul>
Innovation and adaptation to customers' needs	<ul style="list-style-type: none"> <li>Adapting products and services to new habits and lifestyles: teleworking, co-working, well-being, digitalisation, etc.;</li> <li>integrating innovation into products and services and bids for tenders, anticipating new labels and certifications.</li> </ul>	<p><b>Risks:</b> obsolescence of assets, decrease in asset value, loss of market share.</p> <p><b>Opportunities:</b> attractiveness and value of the assets, occupancy optimisation, increased market share.</p>		<p>Icade's innovation initiatives rest on two pillars, namely helping Icade's businesses integrate innovation into their practices and exploring new markets by creating nimble start-ups supported through Urban Odyssey, Icade's start-up studio. With an annual budget of €2 million, these initiatives support its divisions:</p> <ul style="list-style-type: none"> <li>for example, the Office Property Investment Division develops real estate solutions adapted to new practices in office environments under the brand name Imagin'Office;</li> <li>the Healthcare Property Investment Division assists healthcare operators in integrating new healthcare practices through the implementation of innovative solutions such as Ambu'stage;</li> <li>the Property Development Division develops creative products and services such as the home co-design platform Imagin'home.</li> </ul> <p>For further information, see sections 3.2 and 3.3.</p>	<p><b>Healthcare Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>proportion of CSR &amp; innovation committees*.</li> </ul>
Customer relations	<ul style="list-style-type: none"> <li>Brand promise and image;</li> <li>user experience, effectiveness of marketing tools;</li> <li>responsible marketing practices.</li> </ul>	<p><b>Risks:</b> deterioration in the customer relationship, legal claims against Icade.</p> <p><b>Opportunities:</b> improving the customer retention and recommendation rates.</p>		<p>Each of Icade's divisions develops solutions to promote interaction with its customers, to improve customer journey and user experience through digital platforms, customer surveys, after-sales service, new services, performance assessment audits, etc.</p> <p>For further information, see section 3.3.</p>	<p><b>Office Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>proportion of the main business parks awarded the Business Park of Excellence label*.</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>Net Promoter Score (NPS) on project completion*.</li> </ul>
Consideration of the needs of local communities	<ul style="list-style-type: none"> <li>Integrating local needs into bids for tenders: local issues and challenges, professional integration, proposals for appropriate cultural and sporting services, etc.;</li> <li>considering the social situation in the main locations where the Company operates and taking measures supporting priority neighbourhoods;</li> <li>joint action with local stakeholders: local authorities, local communities, associations, etc.</li> </ul>	<p><b>Risks:</b> unsuccessful tenders, declining attractiveness of assets.</p> <p><b>Opportunities:</b> increased market share, occupancy optimisation, improved right to operate.</p>		<p>Icade maintains a regular, active dialogue with local communities:</p> <ul style="list-style-type: none"> <li>concerted efforts with local players and initiatives promoting local job creation, professional integration and solidarity;</li> <li>employee engagement promoting the inclusion and education of the most vulnerable;</li> <li>development of functional, social and age diversity for existing properties and new builds.</li> </ul> <p>For further information, see sections 1.5 and 3.1.</p>	<p><b>Office Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>Number of local community partnerships in the main business parks*.</li> </ul> <p><b>Healthcare Property Investment Division:</b></p> <ul style="list-style-type: none"> <li>implementing a Code of Ethics setting out the quality requirements for investing in nursing homes*.</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>proportion of construction projects with professional integration commitments.</li> </ul>
Responsible procurement	<ul style="list-style-type: none"> <li>Worksite safety and labour law compliance;</li> <li>compliance with commitments made by suppliers and subcontractors in the responsible procurement charters: environmental protection, fair commercial practices, etc.;</li> <li>compliance with Icade's CSR commitments relating to procurement from the sheltered work sector.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, deterioration in the customer relationship.</p> <p><b>Opportunities:</b> operational control, improved customer relationships.</p>		<p>Icade's responsible procurement policy is based on:</p> <ul style="list-style-type: none"> <li>the signing of responsible procurement charters by its suppliers and assessing compliance with the charter;</li> <li>the inclusion of CSR criteria in the request for quotation process: sustainable materials and equipment, biodiversity, professional integration, procurement from the sheltered work sector, fight against illegal employment, safety requirements for suppliers and subcontractors, etc.</li> </ul> <p>For further information, see section 3.5.</p>	<p><b>Office Property Investment and Property Development Divisions:</b></p> <ul style="list-style-type: none"> <li>proportion of suppliers having signed the responsible procurement charter*.</li> </ul>
HR policy: adaptation of skills, workplace well-being and diversity	<ul style="list-style-type: none"> <li>Adaptation of skills to the Company's strategy: anticipation of needs, adaptability, attractiveness and key skills retention;</li> <li>workplace well-being and diversity: measures in favour of the quality of working life, preventing discrimination and harassment, managing restructuring, social dialogue.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, lower productivity, loss of competitiveness, deterioration in employee relations.</p> <p><b>Opportunities:</b> improved productivity, ensuring the Company's growth.</p>		<p>Icade's HR policy endeavours to develop expertise, create a collaborative and stimulating work environment, offer a healthy work-life balance, improve workplace well-being and promote diversity.</p> <p>For further information, see section 4.</p>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>proportion of permanent employees having received training*.</li> <li>proportion of work-study trainees in the workforce*.</li> <li>proportion of women managers*.</li> <li>total workforce and breakdown of employees by gender, age and geographic area*.</li> </ul>
Business ethics	<ul style="list-style-type: none"> <li>Prevention of the risk of corruption, money laundering, financing of terrorism, fraud, collusion, conflict of interest and illegal insider trading.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, damage to brand image and brand value.</p> <p><b>Opportunities:</b> establishing transparent, trust-based relationships with stakeholders, improving brand image and optimising brand value.</p>		<p>The Audit, Risk, Compliance and Internal Control Department manages Icade's business ethics policy which includes the prevention and fight against corruption, money laundering and the financing of terrorism, and the fight against tax evasion and fraud. The policy is based on a Code of Ethics, a compliance officer, risk mapping, a know-your-customer framework, regular employee training and an anonymous whistleblower system.</p> <p>For further information, see section 3.6.</p>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>proportion of employees identified as "at risk" having received training in the fight against money laundering and the financing of terrorism (AML/CFT), and compliance with the Sapin II anti-corruption law*.</li> </ul>
Data protection and security	<ul style="list-style-type: none"> <li>Cybersecurity;</li> <li>compliance with regulations governing the use of data.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, loss of strategic data, reduced productivity, deterioration in customer relationships.</p> <p><b>Opportunities:</b> operational control, improved customer relationships.</p>		<p>Icade's cybersecurity policy is overseen by the IT and Security Department and implemented through dedicated procedures: business continuity plan, system protection and redundancy, etc. A Data Protection Officer ensures compliance with the EU General Data Protection Regulation, and employees are made aware of the subject matter through e-learning courses.</p> <p>For further information, see sections 3.3.3 and 3.6.</p>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>proportion of employees made aware of the EU General Data Protection Regulation (GDPR)*.</li> </ul>

Regulatory
 Reputational
 Operational
 Financial
 Physical

\* Tests of details were used by the independent third-party body to audit key performance indicators.

## 9. Summary of the reporting scope and methods

### 9.1. Reporting standards and choice of indicators

To monitor the progress of its environmental, social and societal performance, Icade has adopted key performance indicators in connection with its CSR commitments. Each indicator was selected by Icade for its relevance to its business activities, strategy and main risks in accordance with the requirements relating to the non-financial performance statement and expectations of its stakeholders (materiality assessment updated in 2018). These indicators are also in line with recommendations set out in international standards, such as the Global

Reporting Initiative (GRI) standards published in October 2016 and the GRI "Real Estate Sector Supplement", version 4 (GRIG4) as well as the EPRA "Sustainability Best Practices Recommendations Guidelines" of September 2017.

A detailed fact sheet is provided for each indicator in Icade's CSR reporting procedure available on the Company's website.

### 9.2. Reporting period

The period selected for annual reporting is the calendar year from January 1 to December 31, 2019.

### 9.3. Reporting scope

#### 9.3.1. Scope of environmental and societal data

##### Office Property Investment Division

The scope of environmental and societal reporting for the Office Property Investment Division is based on the consolidated financial reporting scope that is set out in the management report. Only majority-owned assets are included in non-financial reporting and accounted for on a full consolidation basis.

Depending on the environmental or societal performance indicators, the Office Property Investment Division considers several reporting scopes:

- **financial reporting scope:** the portfolio of the Office Property Investment Division for financial year N includes all the assets held as of December 31, N which make up the total floor area, including leasable and non-leasable floor area. It is used for some indicators across Icade's property portfolio or business parks, such as: risk assessment related to climate change, services available to tenants, the proportion of renewable energy in the energy mix, Classified Facilities for Environmental Protection (ICPEs) and green leases. Some indicators are exclusively dedicated to business parks, such as: the EcoJardin label, indicators used to measure the "net positive impact on biodiversity", access for those with limited mobility or who are visually or hearing impaired, ISO 14001 certification and the Business Park of Excellence label;
- **"CSR" reporting scope:** is obtained by excluding the following assets from the financial reporting scope: assets being or soon to be renovated, assets with low occupancy rates, assets under

development/construction, assets sold during the year, assets in use for less than one year over the full calendar year (acquired less than one year ago or undergoing works during the year) and "special" assets whose use presents a particular environmental profile and which are not significant enough in number to constitute an entire category by themselves (warehouses, data centres, television studios, industrial facilities, etc.) and business premises not mainly composed of offices (less than 50% of the leased floor area is office space). Indicators for the CSR reporting scope include: HQE/BREEAM certifications for offices and business parks, energy performance contracts, LED lighting, indoor air quality assessments and solutions, eco-mobility solutions, distance of the properties from public transport, transport-related CO<sub>2</sub> emissions, health and safety measures for the assets, etc.;

- **"mapped floor area" reporting scope:** subject to an assessment of certain key environmental indicators such as energy, carbon, water and waste and charging stations for electric vehicles;
- **"corporate" reporting scope:** includes the buildings occupied by Icade, some of which it does not own, like its current headquarters building "Open" that was sold in 2018. As a result, the Corporate scope is a separate category rather than a subcategory of the "CSR" or "mapped floor area" scope as these only include buildings owned by Icade.

The CSR reporting scope of the Office Property Investment Division solely includes office assets, classified into two categories: offices not part of any business park (referred to as "offices") and offices located in business parks (referred to as "business parks").

#### SCOPE OF THE OFFICE PROPERTY INVESTMENT DIVISION AS OF 12/31/2019

	Total floor area (in sq.m)	CSR reporting scope (in sq.m)	Mapped floor area (in sq.m)	% mapped	% of controlled buildings	% of non-controlled buildings
Business parks	738,827	330,343	325,199	98%	95%	5%
Offices	931,741	735,665	707,925	96%	65%	35%
<b>OFFICE PROPERTY INVESTMENT DIVISION</b>	<b>1,670,568</b>	<b>1,066,008</b>	<b>1,033,124</b>	<b>97%</b>	<b>74%</b>	<b>26%</b>
Corporate	11,723	11,723	11,723	100%	100%	0%

In the CSR scope covering 1,066,008 sq.m, mapped buildings represented 1,033,124 sq.m at the end of 2019, i.e. 97% of the floor area. Assets identified as “controlled” are properties whose operation is fully or partially controlled by Icade. Assets identified as “non-controlled” are properties owned by Icade but fully operated by the tenant (single-tenant buildings). Floor area identified as “controlled” is floor area in multi-tenant buildings whose operation is controlled by Icade (common areas of the controlled buildings). Floor area identified as “non-controlled” consists of the private areas of controlled buildings on the one hand and non-controlled buildings on the other hand.

### Healthcare Property Investment Division

The scope of environmental and societal reporting for the Healthcare Property Investment Division is based on the consolidated financial reporting scope that is set out in the management report. Depending on the environmental or societal performance indicators, the Healthcare Property Investment Division considers several reporting scopes:

- ❑ **financial reporting scope:** includes all the healthcare properties held as of December 31, N which make up the total floor area, including leasable and non-leasable floor area. No CSR indicator is calculated for this scope;
- ❑ **“CSR” reporting scope:** includes the healthcare properties of the financial reporting scope and the extensions made in year N-1 on

existing buildings. The following assets are excluded: assets being or soon to be renovated, assets with low occupancy rates, assets under development/construction, assets sold during the year, healthcare properties in use for less than one year over the full calendar year (acquired less than one year ago or undergoing works during the year), extension works completed during the year and nursing homes. The indicators for the CSR scope include CSR & innovation committees and solutions to improve air quality;

- ❑ **“mapped floor area” reporting scope:** includes the healthcare properties whose environmental indicators (energy, carbon and water) were mapped during the financial year. The water indicator covers less floor space than the energy and carbon indicators due to the impossibility to obtain data from certain local water suppliers which do not have digital data collection portals. Waste indicators are not currently monitored for the Healthcare Property Investment Division due to the specificity of medical waste and its disposal routes.

In contrast to the Office Property Investment Division which controls the vast majority of its assets, the Healthcare Property Investment Division does not control the operation of its healthcare properties. As part of its partnerships with healthcare operators, Icade owns the properties but its tenants have total control over the operation of the buildings, on both operational and environmental levels.

### SCOPE OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION AS OF 12/31/2019

	Total floor area (in sq.m)	CSR reporting scope (in sq.m)	Mapped floor area - energy and carbon (in sq.m)	% mapped - energy and carbon	Mapped floor area - water (in sq.m)	% mapped - water	% of controlled buildings	% of non-controlled buildings
<b>HEALTHCARE PROPERTY INVESTMENT DIVISION</b>	<b>1,876,269</b>	<b>1,508,380</b>	<b>1,149,931</b>	<b>76%</b>	<b>742,292</b>	<b>49%</b>	<b>0%</b>	<b>100%</b>

The floor area of mapped healthcare properties for energy and carbon indicators equals 1,149,931 sq.m, i.e. 76% of the CSR scope. The floor area of healthcare properties covered by the collection of water consumption indicators equals 742,292 sq.m, i.e. 49% of the CSR scope.

A number of indicators exclude amendments with respect to assignment and assumption of contract<sup>(2)</sup>: responsible procurement, impact on health of building materials, HQE certification, solutions to improve energy performance and reuse materials analysis.

### Healthcare Property Investment Division’s new projects

The scope used is that of the Healthcare Property Investment Division’s projects for which construction has been started during the financial year (work order has been approved). These projects have been broken into four sub-scopes:

- ❑ new builds, i.e. new projects developed by the Healthcare Property Investment Division;
- ❑ extension works on the property portfolio’s existing buildings;
- ❑ refurbishment works, i.e. modifying the structure of existing buildings;
- ❑ major renovation works on façades and sealing<sup>(1)</sup>.

While most indicators are calculated upon approval of a work order, some specific indicators are calculated from the moment the work order is approved to project completion (e.g. HQE certifications, impact on health of building materials) or in the completion phase (e.g. completions of projects developed using BIM, newly developed land which is offset by funding the restoration of an equivalent area of natural habitat).

### Property Development Division

The scope used is that of the buildings and projects for which construction has been started during the financial year (the work order has been approved), corresponding to the consolidated financial reporting scope as defined in the management report. No exclusions with respect to the financial scope have been applied.

All the environmental and societal indicators of the Property Development Division are included in this scope, except for the following:

- ❑ breakdown of orders by type of customer (scope: number of housing orders during the year);
- ❑ proportion of home buyers having access to an e-learning module on eco-friendly practices (scope: housing units completed);
- ❑ Net Promoter Score (scope: projects completed).

(1) They relate to works as set out in Article 606 of the French Civil Code: <https://www.legifrance.gouv.fr/affichCodeArticle.do?idArticle=LEGIARTI000006429505&cidTexte=LEGITEXT000006070721&dateTexte=18040209>.

(2) An amendment with respect to assignment and assumption of contract is a particular type of amendment establishing the transfer to and assumption of contractual obligations by a legal person that is not party to the original contract.





## PROPERTY DEVELOPMENT DIVISION SCOPE AS OF 12/31/2019

	Number of property development projects	(in sq.m, gross internal area as defined by the French Thermal Regulation)	Floor area	Mapped floor area (in %)
Residential	64		301,894	100%
Offices	6		59,790	100%
Other activities (Healthcare, Amenities)	9		57,605	100%
<b>TOTAL</b>	<b>77</b>		<b>419,289</b>	<b>100%</b>

It should be noted that two of the projects are mixed-use, combining office and business premises. Both duplicates have been subtracted from the total number of projects.

### 9.3.2. Scope of labour-related data

Labour-related data is consolidated for all of Icade's business lines and divisions included in the scope of financial consolidation.

## 9.4. Change in scope

There has been no major change in the scope in 2019.

## 9.5. Reporting process

### 9.5.1. Organisation of reporting

Employees from different areas of the Company are involved in the CSR reporting process across the Office Property Investment, Healthcare Property Investment and Property Development Divisions and the HR Department. Contributors are responsible for collecting, inputting and consolidating the data generated by the network of reporters in business IT systems and the CSR reporting tool. Data approvers review and approve the data inputted by the contributors. The CSR Department is the second-level approver for all the indicators pertaining to the three divisions and HR Department. It ensures data reliability and its proper consolidation in non-financial reporting. The data is ultimately checked by an independent third-party body.

### 9.5.2. Reporting tools

A CSR reporting and management tool was introduced in 2019 to automate data imports from the various business IT systems and allow for the manual input of some indicators. All CSR data is consolidated and validated directly through this tool by internal approvers and an independent third-party body. For further information about the business IT systems associated with the CSR tool, please refer to the CSR reporting procedure available on Icade's website.

## 9.6. Methodological clarification

### 9.6.1. Methodological clarifications with respect to the energy, carbon, water and waste indicators for the Office Property Investment Divisions and Healthcare Property Investment Divisions

#### Estimation of unavailable consumption data

Data on the consumption of utilities (energy, water, waste) which has not been collected on the entry closure date can be estimated based on the procedures set out in the reporting protocol available on Icade's website.

To assess the actual environmental performance of Icade's portfolio, environmental indicators are calculated based on a 100% occupancy rate including the total consumption of the common and private areas. Sites with a very low occupancy rate (an occupancy rate below 20% over the course of the year) are excluded from the reporting scope.

#### Weather adjustment

To remove weather variations and enable energy consumption within the reporting scope to be compared from one year to another, the raw data has been adjusted using a methodology proposed by the national weather service Météo-France. The data was adjusted based on weather conditions in 2015, which was chosen by Icade as the base year for the Office Property Investment Division's energy intensity commitments.

#### Calculation method on a total and like-for-like basis

To meet EPRA's reporting recommendations, Icade has reported the environmental indicators of the Office and Healthcare Property Investment Divisions on a total and like-for-like basis.

Like-for-like data includes all historical data for a specific property portfolio that remains unchanged for three years, i.e. from January 1, year N-2 to December 31, year N for the Healthcare Property Investment Division and for two years, i.e. from January 1, year N-1 to December 31, year N for the Office Property Investment Division. For assets which were newly added to the mapping process in year N, data is collected ex post for years N-2 and N-1 and integrated into the calculations. Data that cannot be collected ex post is estimated using the most recently available data.

#### Adjustment of the Office Property Investment Division's energy consumption and carbon emissions in 2018

An adjustment was made following the detection of an error with regard to the inclusion of energy consumption data from some district heating or cooling networks in 2018. An impact of around 8% was adjusted retroactively on the Office Property Investment Division's 2018 energy and carbon data in the EPRA tables in this document.

### 9.6.2. Methodological clarifications with respect to labour-related data indicators

#### Training in the fight against corruption, money laundering and financing of terrorism (AML/CFT) for employees identified as "at risk"

The target group taken into account to calculate this indicator includes the Property Development Division's sales managers and the Office Property Investment Division's asset managers. The indicator at the end of 2019 (89%) was calculated by adding together the total percentage of employees trained in 2018 (16%) and 2019 (73%).

#### Data protection training for employees identified as "at risk"

The target group considered in calculating this indicator includes employees from the Group's Legal Department and the Property Development Division's Legal Department.

#### Average gender pay gap

For the indicator on the employee categories with an average gender pay gap above 5%, such categories are defined in accordance with the pay scale indices set out in Icade's collective agreement. There are 30 collectively agreed pay scale indices at Icade and nine employee categories.

## 9.7. Methodological changes

Under the 2019-2022 Plan, new indicators have been defined in order to better manage and reflect Icade's performance across its various CSR issues. Methodological clarifications associated with these new indicators are set out in the reporting procedure available on Icade's website. For some indicators which were already in the previous plan, methodological adjustments were made to better reflect Icade's CSR performance. The main changes are described below.

### 9.7.1. Methodological changes for the Office Property Investment Divisions and Healthcare Property Investment Divisions

#### Calculating greenhouse gas emissions and carbon intensity for the Property Investment Divisions

In 2018, Icade conducted an in-depth review of its carbon accounting methods as part of defining its 2019-2022 Strategic Plan in order to include the best practices set out in the Greenhouse Gas Protocol, EPRA Sustainability Guidelines and carbon footprint assessment. Carbone 4, a consulting firm specialised in climate action strategy, assisted Icade in these efforts. Based on its recommendations, Icade made several adjustments to its carbon calculation method.

It should be noted that Icade continues to use a location-based method by accounting for its greenhouse gas emissions based on national or local emission factors in accordance with GHG Protocol and EPRA recommendations.

### 9.6.3. Fight against food waste, fight against food insecurity, respect for equitable and sustainable food and animal welfare

Article L. 225-102-1 of the French Commercial Code, amended in October 2018 by Law No. 2018-938 "for a balance in commercial relations in the agricultural and food sector and healthy and sustainable food accessible to all" requires that information relating to the fight against food waste, the fight against food insecurity, the respect for animal welfare and equitable and sustainable food be included in the non-financial performance statement. These issues were not considered to be material by Icade, which, in the course of its business activities, has very limited power to act and responsibility with regard to these various topics. Consequently, there is little reporting on these issues in the CSR chapter. This is due to the following reasons:

- the topics of food waste, food insecurity and the respect for equitable and sustainable food are mainly related to the food services available in some of its portfolio's assets. However, Icade does not control the vast majority of these food services as it has entered into no direct contracts with the food service providers operating on its properties. Icade has nonetheless gone beyond the scope of its responsibility by setting up vegetable gardens and urban farms in its business parks and headquarters and by organising workshops to educate its tenants and employees about healthy and sustainable food;
- for the same reasons, Icade's impact on animal welfare is limited given its business activities. Icade nonetheless addresses this topic through the measures put in place to promote biodiversity.

- **Emission factors:** for years prior to 2019, Icade used carbon conversion factors taken from the Order dated September 15, 2006 for gas and electricity. Since 2019, Icade has used the most recent emission factors available as of the reporting date, reflecting the most recent changes in the carbon intensity of France's energy mix. These factors are taken from ADEME's (French Environment and Energy Management Agency<sup>(1)</sup>) carbon database for electricity and fuels (natural gas, fuel oil, propane). The emission factors used for district networks are taken from the most recent version of the Order on the CO<sub>2</sub> content of district heating and cooling networks (last updated on April 11, 2018).

- **Calculating the upstream portion:** in addition to the combustion emission factors set out in the Order, Icade includes the upstream portion, i.e. 10% of the combustion emission factor for the relevant district heating and cooling network (carbon footprint assessment method). These changes were retroactively applied to historical carbon intensities since 2015 (base year for the Office Property Investment Division's carbon objectives).

- **Renewable energy:** to comply with the GHG Protocol, Icade no longer deducts its CO<sub>2</sub> emissions avoided by buying green certificates (which guarantee the purchase of renewable energy) from the calculation of the Office Property Investment Division's overall carbon intensity. This change was applied to historical carbon intensities since 2015 that have been reported as part of its carbon reduction commitment and its pathway to 2025.

(1) In the carbon database, emission factors were last updated as of the reporting date in December 2018 for electricity, in 2015 for natural gas and 2017 for fuel oil and propane. For further information: <http://www.bilans-ges.ademe.fr>.

## Office Property Investment Division's indicators that measure the net positive impact on biodiversity

In 2019, the list of indicators used to assess the ecological quality of Icade's business parks in connection with biodiversity performance contracts was revised by CDC Biodiversité and Écosphère after areas of improvement were identified for some indicators (insufficiently detailed protocols, overly complex indicators or those that have proven to be inadequate). The revised list of indicators is the result of work to simplify and refine them. The number of indicators was ultimately reduced from 21 to 18. The new indicators have been recalculated retroactively from 2014 to be able to assess any changes. The Mauvin business park, representing less than 5% of all business park floor space, was not included in this review due to the very limited amount of green space on the site as a whole and highly built environment which leave little room to improve biodiversity. Further information on the methodology for assessing the net positive impact on biodiversity is available on Icade's website.

### 9.7.2. Methodological changes for the Property Development Division

#### Calculating greenhouse gas emissions

As in the case of its Property Investment Divisions, Icade modified its carbon accounting methods for the Property Development Division. As a result, it revised and refined its carbon tool with the support of Carbone 4.

■ **Construction phase:** assumptions used to measure CO<sub>2</sub> emissions produced in the construction phase of its projects under development have been clarified and refined. These emissions relate to building materials (grey energy), transport and on-site waste. Using around forty input data points for each project with respect to floor area, property type, the design of various aspects of the project (joinery, number of floors, façades, etc.) and the building materials used for each aspect, the tool applies the relevant emission factors to assess the carbon impact of the project's grey energy. This tool uses median carbon footprints (or the most conservative estimate in the absence of the data) of each type of solution, using statistical analysis obtained from the INIES<sup>(1)</sup> database. This information will be gradually supplemented by the actual parameters of the relevant construction products and equipment when they become available.

## 9.8. External assurance

For the purpose of obtaining an outside opinion on the completeness and accuracy of its non-financial data reporting process, Icade has commissioned Mazars, in its capacity as an independent third-party body, to carry out the following verifications:

■ verification of compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;

■ **Operational phase:** this tool also calculates CO<sub>2</sub> emissions produced in the operational phase over a 50-year horizon for its projects under development consistent with a life-cycle carbon accounting approach. These emissions result from the energy consumption of the five end uses as defined in French Thermal Regulations (space heating, water heating, lighting, cooling and auxiliary equipment) and emissions generated by the treatment and transport of water which will be consumed by the buyers. Emission factors taken from the E+C- label framework are used for this calculation.

■ **Scopes:** Icade provides information on its carbon intensity in two separate scopes:

- reporting scope: represents actual emissions in the construction phase of projects built in year N and only includes emissions related to grey energy and construction. *This consumption is provided in section 6.1 "Icade's carbon footprint";*
- "commitment" scope: demonstrates Icade's willingness to provide information on its carbon performance over the whole life cycle of buildings and includes construction data from the reporting scope and operational data over a 50-year horizon. *This data is provided in section 2.1.*

#### Professional integration commitments used for construction projects

Icade has imposed stricter requirements as regards its commitment on the proportion of major construction projects which include professional integration commitments. Projects with construction costs over €20 million, not €50 million as previously required, must now include these commitments, with professional integration accounting for at least 5% of total working hours.

### 9.7.3. Methodological changes related to labour-related data:

#### Scope adjusted for training-related indicators

Icade has limited the scope of several training-related indicators to permanent employees considered more relevant for these indicators: hours of training by gender and by category, hours of training per subject, proportion of employees having received training, training and awareness modules on CSR and business ethics.

■ verification of the accuracy of the disclosures pursuant to paragraph 3 of I and II of Article R. 225-105 of the French Commercial Code, namely the results of the policies, including key performance indicators and actions, relating to the main risks.

*The independent third-party body's report is shown in section 12. "Independent third-party body report on the non-financial performance statement".*

(1) INIES is a reference database containing environmental and health information on construction products, equipment and services for buildings sold in France. It provides Environmental and Health Declaration Sheets (FDES) for construction products, Product Environmental Profiles (PEP) for equipment, utility service data (energy, water, etc.) and material life cycle inventories in line with French regulatory requirements.

## 10. Summary of investor feedback

In preparing the CSR chapter of its 2019 universal registration document, Icade sought to better understand investor expectations to ensure the relevance of this document and have the opportunity to refine its format and content. To accomplish this, the Company conducted a survey among ten ESG/SRI analysts and portfolio managers from both French and international investment companies between July and November 2019 with the help of the sustainable development consulting firm Utopies. The findings of this work made it possible to adapt this CSR chapter and identify areas where the reporting can be improved in the future.

### Main expectations expressed by investors and responses made

#### Increase the transparency of the analysis of CSR risks and opportunities in the CSR chapter

A summary of this analysis has been provided at the beginning of the CSR chapter in section 1.2 and its relevance to the materiality matrix has been made clear. A detailed analysis is provided in section 8.

#### Clarify CSR governance

The presentation of CSR governance was revised in section 1.4. in order to underscore the appointment of a new Head of CSR and Innovation in the Executive Committee and to clarify the role of the various governance bodies. The composition of the CSR Advisory Committee is provided in the CSR section of Icade's website.

#### Strengthen the ties between the business and its CSR policy

In 2019, Icade unveiled its Corporate Purpose which is in line with its CSR strategy and key priorities as described in section 1.2.

#### Provide more information about the low-carbon strategy

Following recommendations that were made, several items were added to section 2.1. "Transitioning to a low-carbon pathway":

- a graphic representation of Icade's carbon footprint assessment;
- information on the low-carbon strategy and methodology used to define it, in line with a 2°C or 1.5°C pathway, broken down into objectives for the three divisions;
- action plans reported by division.

In addition, Icade has incorporated recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), notably by including an analysis of risks and opportunities associated with climate change in sections 2.1. and 8.

Lastly, Icade's comprehensive carbon footprint assessment encompassing scopes 1, 2 and 3 has been added in section 6.1.

#### Provide more detail on the certification level obtained by the property portfolio and new projects

A breakdown of the portfolio by certification level has been added for the main environmental certifications (HQE, BREEAM) for each division in section 2.4.

#### Provide more information on the socio-economic value created for local communities and the social impact of Icade's activities

Some information, such as the percentage of procurement needs fulfilled by local suppliers, has been added in section 3.5. Icade will examine the possibility of including new indicators to measure its social impact in its next publication.

# 11. Non-Financial Performance Statement, Global Reporting Initiative and EPRA Correspondence Tables

**CORRESPONDENCE TABLE FOR THE SECTIONS OF CHAPTER 3 OF THE 2019 UNIVERSAL REGISTRATION DOCUMENT WITH THE DECREE NO. 2017-1265 OF AUGUST 9, 2017 ON THE DISCLOSURE OF NON-FINANCIAL INFORMATION.**

Heading	Section of the universal registration document
<b>BUSINESS MODEL</b>	
<b>Summary of the business model</b>	<b>Chapter 1 section 4</b>
<b>Description of the main business activities and geographic distribution</b>	
Office Property Investment Division	Chapter 2 section 2.3
Healthcare Property Investment Division	Chapter 2 section 2.4
Property Development Division	Chapter 2 section 3
<b>Key figures</b>	
Key figures for the Office Property Investment Division	Chapter 1 section 5 and chapter 2 section 2.3.7
Key figures for the Healthcare Property Investment Division	Chapter 1 section 5 and chapter 2 section 2.4.7
Key figures for the Property Development Division	Chapter 1 section 5 and chapter 2 sections 3.1, 3.2 and 3.3
<b>Key stakeholders</b>	<b>Chapter 3 section 1.5</b>
<b>Competitive position</b>	
Office Property Investment Division	Chapter 2 sections 2.3.1 and 2.3.2
Healthcare Property Investment Division	Chapter 2 sections 2.4.1 and 2.4.2
Property Development Division	Chapter 2 section 3.1
<b>Position in the business ecosystem – types of suppliers and service providers</b>	<b>Chapter 3 section 3.5</b>
<b>Outlook</b>	<b>Chapter 1 section 7</b>
<b>CSR RISKS AND OPPORTUNITIES AND RELATED CONTROL MEASURES</b>	<b>CHAPTER 3 SECTIONS 1.2 AND 8</b>
<b>POLICIES, RESULTS AND KEY PERFORMANCE INDICATORS</b>	<b>CHAPTER 3 SECTIONS 5 AND 8</b>
<b>SOCIAL AND ENVIRONMENTAL IMPACT OF BUSINESS ACTIVITIES</b>	
Social impact	Chapter 3 sections 3 and 4
Environmental impact	Chapter 3 section 2
<b>CLIMATE CHANGE</b>	<b>CHAPTER 3 SECTIONS 1.3, 2.1, 2.5, 6.1, 6.2, 6.3 AND 6.4</b>
<b>CIRCULAR ECONOMY</b>	<b>CHAPTER 3 SECTION 2.3</b>
<b>RESPECT FOR HUMAN RIGHTS</b>	<b>CHAPTER 3 SECTIONS 3.5, 4.2.3 AND 4.3</b>
<b>COLLECTIVE AGREEMENTS</b>	<b>CHAPTER 3 SECTION 4.2.3</b>
<b>FIGHT AGAINST DISCRIMINATION, PROMOTION OF DIVERSITY</b>	<b>CHAPTER 3 SECTION 4.3</b>
<b>MEASURES IN SUPPORT OF PEOPLE WITH DISABILITIES</b>	<b>CHAPTER 3 SECTION 4.3.3</b>
<b>FIGHT AGAINST CORRUPTION</b>	<b>CHAPTER 3 SECTIONS 3.5 AND 3.6</b>
<b>FIGHT AGAINST TAX EVASION</b>	<b>CHAPTER 3 SECTION 3.6</b>
<b>FIGHT AGAINST FOOD WASTE</b>	<b>CHAPTER 3 SECTION 9.6.3</b>
<b>FIGHT AGAINST FOOD INSECURITY, RESPECT FOR ANIMAL WELFARE AND EQUITABLE AND SUSTAINABLE FOOD</b>	<b>CHAPTER 3 SECTION 9.6.3</b>

**CORPORATE SOCIAL RESPONSIBILITY**

Non-Financial Performance Statement, Global Reporting Initiative and EPRA Correspondence Tables

**CORRESPONDENCE TABLE BETWEEN THE UNIVERSAL REGISTRATION DOCUMENT AND THE REAL ESTATE SECTOR SUPPLEMENT OF THE GLOBAL REPORTING INITIATIVE AND EPRA'S SUSTAINABILITY BEST PRACTICES RECOMMENDATIONS GUIDELINES**

ICADE is in accordance with the GRI standards with the "Core" option and follows the EPRA recommendations of September 2017. The specific disclosures presented are based on aspects that could be considered material.

GRI code	EPRA code	General standard disclosures	Section of the universal registration document	External assurance
<b>GENERAL INDICATORS</b>				
<b>Organisational profile</b>				
102-1		Report the name of the organisation	Chapter 8 section 1	
102-2		Report the primary brands, products, and services	Chapters 1 and 2	
102-3		Report the location of the organisation's headquarters	Chapter 8 section 1	
102-4		Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Chapter 2 sections 2.1, 2.2, 2.3 and 2.4	
102-5		Report the nature of ownership and legal form	Chapter 8 section 1	
102-6		Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Chapter 2	
102-7		Report the scale of the organisation	Chapter 1 sections 1, 3 and 5 and Chapter 2 sections 1, 2 and 3	
102-8		Detailed information on the workforce	Chapter 3 sections 4.1 and 6.6	X
102-9		Describe the organisation's supply chain	Chapter 3 sections 1.5 and 3.5	
102-10		Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Chapter 2 section 1.1	
102-11		Report whether and how the precautionary approach or principle is addressed by the organisation	Chapter 3 sections 1.2, 1.4 and 8	
102-12		List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Chapter 3 section 1.5	
102-13		List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation participates	Chapter 3 section 1.5	
<b>Strategy</b>				
102-14		Provide a statement from the most senior decision-maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Message from Frédéric Thomas; Interview of Olivier Wigniolle	
102-15		Information related to key risks, opportunities and impacts	Chapter 3 sections 1.2 and 8, and chapter 4	
<b>Ethics and integrity</b>				
102-16		Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Chapter 3 section 3.6	
<b>Governance</b>				
102-18		Report the governance structure of the organisation, including committees of the highest governance body Identify any committees responsible for decision-making on economic, environmental and social impacts	Chapter 3 section 1.4 and chapter 5 section 2	
102-21		Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Chapter 3 sections 1.2, 1.4 and 1.5	
102-22	Gov-Board	Report the composition of the highest governance body and its committees	Chapter 5 section 2	
102-24	Gov-Selec	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Chapter 5	
102-25	Gov-Col	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders	Chapter 3 section 3.6 and chapter 5 sections 2 and 4	
<b>Stakeholder engagement</b>				
102-40		Provide a list of stakeholder groups engaged by the organisation	Chapter 3 section 1.5	
102-41		Collective bargaining agreements	Chapter 3 section 4.2.3	
102-42		Report the basis for identification and selection of stakeholders with whom to engage	Chapter 3 section 1.5	
102-43		Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Chapter 3 sections 1.2, 1.4 and 1.5	



GRI code	EPRA code	General standard disclosures	Section of the universal registration document	External assurance
102-44		Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Chapter 3 sections 1.2 and 1.5	
<b>Report profile</b>				
102-45		List all entities included in the organisation's consolidated financial statements or equivalent documents	Chapter 1 section 1 and chapter 6 section 1 (note 13.5)	
102-46		Explain the process for defining the report content and the aspect boundaries	Chapter 3 sections 1.2 and 9	
102-47		List all the material aspects identified in the process for defining report content	Chapter 3 sections 1.2, 5 and 9	
102-48		Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	Chapter 3 section 9	
102-49		Report significant changes from previous reporting periods in the scope and aspect boundaries	Chapter 3 section 9	
102-50		Reporting period (such as fiscal or calendar year) for information provided	Chapter 3 section 9	
102-51		Date of most recent previous report (if any)	March 31, 2020	
102-52		Reporting cycle	Chapter 3 section 9	
102-53		Provide the contact point for questions regarding the report or its contents	Daphné Millet <a href="mailto:daphne.millet@icade.fr">daphne.millet@icade.fr</a>	
102-54		Report the "in accordance" option the organisation has chosen and the GRI content index	Chapter 3 section 11	
102-55		GRI content index	Chapter 3 section 11	
102-56		Report the organisation's policy and current practice with regard to seeking external assurance for the report	Chapter 3 section 12	
103-1		Explain the process for defining the report content and the aspect boundaries	Chapter 3 sections 1.2 and 9	
103-2		Explain the management approach and its components	Chapter 3	
103-3		Evaluation of the management approach	Chapter 3	
<b>ECONOMIC INDICATORS</b>				
<b>Anti-corruption</b>				
205-2		Communication and training on anti-corruption policies and procedures	Chapter 3 section 3.6	X
205-3		Confirmed incidents of corruption and actions taken	Chapter 3 section 3.6	
<b>ENVIRONMENTAL INDICATORS</b>				
<b>Materials - management approach</b>				
301-1		Materials used by weight or volume	Chapter 3 sections 2.3, 6.2, 6.3 and 6.4	
<b>Energy - management approach</b>				
302-1	Elec-Abs	Energy consumption within the organisation	Chapter 3 sections 2.1, 6.2 and 6.3	X
302-2	Elec-Lfl DH&C-Abs DH&C-Lfl Fuels-Abs Fuels-Lfl			
302-2		Energy consumption outside of the organisation	Chapter 3 sections 2.1, 2.5, 6.2 and 6.4	X
302-4		Reduction of energy consumption	Chapter 3 sections 2.1 and 3.4	X
302-5		Reductions in energy requirements of products and services	Chapter 3 sections 2.1, 2.4, 2.5 and 3.4	X
CRE1	Energy-Int	Energy intensity	Chapter 3 sections 2.1, 6.2, 6.3 and 6.4	X
<b>Water - management approach</b>				
303-1	Water-Abs Water-Lfl	Total water withdrawal by source	Chapter 3 sections 2.3 and 6.2, 6.3 and 6.4	X
CRE2	Water-Int	Water intensity	Chapter 3 sections 2.3, 6.2, 6.3 and 6.4	X
<b>Biodiversity - management approach</b>				
304-2		Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Chapter 3 section 2.2	X
<b>Emissions - management approach</b>				
305-1	GHG-Dir-Abs	Direct greenhouse gas (GHG) emissions (Scope 1)	Chapter 3 sections 2.1, 6.1, 6.2 and 6.3	X
305-2	GHG-Indir-Abs	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Chapter 3 sections 2.1, 6.1, 6.2 and 6.3	X
305-3		Other indirect greenhouse gas (GHG) emissions (Scope 3)	Chapter 3 sections 2.1, 2.5, 6.1, 6.2 and 6.4	X
305-4	GHG-Int	Greenhouse gas (GHG) emissions intensity	Chapter 3 sections 2.1, 6.1, 6.2, 6.3 and 6.4	X
305-5		Reduction of greenhouse gas (GHG) emissions	Chapter 3 sections 2.1, 3.4, 6.1, 6.2, 6.3 and 6.4	X
CRE3		Greenhouse gas emissions intensity from buildings	Chapter 3 sections 2.1, 6.1, 6.2, 6.3 and 6.4	X
CRE4		Greenhouse gas emissions intensity from new construction and redevelopment activity	Chapter 3 sections 2.1 and 6.1	X

**CORPORATE SOCIAL RESPONSIBILITY**

Non-Financial Performance Statement, Global Reporting Initiative and EPRA Correspondence Tables

<b>GRI code</b>	<b>EPRA code</b>	<b>General standard disclosures</b>	<b>Section of the universal registration document</b>	<b>External assurance</b>
<b>Effluents and waste - management approach</b>				
306-2	Waste-Abs Waste-Lfl	Total weight of waste by type and disposal method	Chapter 3 sections 2.3, 6.2 and 6.3	X X
<b>SOCIAL INDICATORS</b>				
<b>Employment - managerial approach</b>				
401-1	Emp-Turnover	Total number and rates of new employee hires and employee turnover by age group, gender and region	Chapter 3 sections 4.1 and 6.6	
<b>Occupational health and safety - management approach</b>				
403-1		Percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programmes	Chapter 3 sections 4.2 and 6.6	
403-2	H&S-Emp	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Chapter 3 sections 4.2 and 6.6	
<b>Training and education - management approach</b>				
404-1	Emp-Training	Average hours of training per year per employee by gender, and by employee category	Chapter 3 sections 4.1 and 6.6	X
404-3	Emp-Dev	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Chapter 3 sections 4.1 and 6.6	
<b>Diversity and equal opportunity - management approach</b>				
405-1	Diversity-Emp	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Chapter 3 sections 4.1, 4.3, 6.6	X
405-2	Diversity-Pay	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Chapter 3 sections 4.3, 6.6 and chapter 9	
<b>Local communities - management approach</b>				
413-1	Comty-Eng	Operations with significant actual and potential negative impacts on local communities	Chapter 3 sections 3.1 and 3.3	
<b>Supplier social and environmental assessment - management approach</b>				
414-1		Report the percentage of new suppliers that were screened using human rights criteria	Chapter 3 section 3.5	
<b>Customer health and safety - management approach</b>				
416-1	H&S-Asset	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Chapter 3 sections 2.4, 3.3 and 3.5	X
416-2	H&S-Comp	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Chapter 3 sections 3.3 and 3.5 and chapter 4 section 2	
CRE8	Cert-Tot	Type and number of certification, rating and labelling schemes for new construction, occupation and redevelopment	Chapter 3 section 2.4	X



## 12. Independent third-party body report on the non-financial performance statement

### Financial year ended December 31, 2019

Dear Shareholders,

In our capacity as an independent third-party body, a member of the Mazars network, Statutory Auditor of the Icade SA company, accredited by Cofrac Inspection under number 3-1058 (scope available on [www.cofrac.fr](http://www.cofrac.fr)), we hereby report to you on the consolidated non-financial performance statement for the financial year ended December 31, 2019 (hereinafter the "Statement") presented in the management report, pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

### Responsibility of the Company

The Board of Directors is responsible for preparing a Statement in accordance with legal and regulatory provisions, that includes a reference to its business model, a presentation of the main non-financial risks it faces, a description of the policies implemented to limit these risks and the results of such policies, including key performance indicators.

The Statement has been drawn up in accordance with the Company's reporting guidelines (hereinafter the "Guidelines") whose key elements are available on request from the Company's head office.

### Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics governing our profession. In addition, we have implemented a quality control system comprising documented policies and procedures to ensure compliance with applicable legal and regulatory requirements, ethical requirements and professional standards.

### Responsibility of the Independent Third-Party Body

On the basis of our work, our responsibility is to express a limited assurance conclusion on:

- compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the accuracy of the information provided in accordance with paragraph 3 of I and II of Article R. 225-105 of the French Commercial Code, namely the results of the policies, including key performance indicators and actions, relating to the main risks, hereinafter the "Information".

However, it is not our responsibility to express an opinion on the Company's compliance with other legal and regulatory provisions, particularly pertaining to risk mitigation plans and plans for the fight against corruption and tax evasion, or on the compliance of products and services with relevant regulations.

### Nature and scope of our work

We performed our work described hereinafter in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement, and with ISAE 3000<sup>(1)</sup>:

- We reviewed the entity's business performance and that of all the entities included in the scope of consolidation, as well as the main risks;
- We assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, impartiality and comprehensibility and taking into account best industry practices where appropriate;
- We verified that the Statement covers each disclosure category provided for in paragraph III of Article L. 225-102-1 on social and environmental matters, as well as on human rights and the fight against corruption and tax evasion;
- We verified that the Statement discloses the information provided for in II of Article R. 225-105, where this information is relevant to the main risks and that it provides, where applicable, an explanation of the reasons for non-disclosure of the information required by the 2<sup>nd</sup> paragraph of III of Article L. 225-102-1;
- We verified that the Statement includes a reference to the business model and a description of the main risks associated with the entity's business activities, including, where relevant and proportionate, the risks arising from its business relations, products and services, as well as policies, actions and results, including key performance indicators for the main risks;
- We consulted documentary sources and conducted interviews to:
  - assess the process for selecting and approving the main risks and the consistency of the results and key performance indicators selected for the main risks and policies presented, and
  - substantiate the qualitative information (actions and results) that we considered to be the most important (presented in Appendix 1). Regarding the risks, our work was carried out in the relevant Departments.

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

## CORPORATE SOCIAL RESPONSIBILITY

Independent third-party body report on the non-financial performance statement

- We verified that the Statement covers the consolidated scope, namely all the entities included in the scope of consolidation in accordance with Article L. 233-16 within the limits specified in the Statement;
- We have taken note of the internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure that the Information is both complete and accurate;
- Regarding the key performance indicators and other quantitative results that we considered to be material (presented in Appendix 1), we used:
  - analytical procedures to verify that data collected is properly consolidated and that any changes to the data are consistent;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with the supporting documents. This work covers all the consolidated data selected for these tests;
- We assessed the consistency of the Statement in its entirety based on our understanding of the Company.

We believe that the work we have performed based on our professional judgement allows us to express a limited assurance conclusion. A higher level of assurance would have required us to carry out more extensive procedures.

### Means and resources

Our work was carried out by a team of six people during a total of six weeks between November 2019 and March 2020.

We conducted around twenty interviews with the individuals responsible for preparing the Statement, representing the CSR Department; Environmental Transitions Department; HR Department; Audit, Risk, Compliance and Internal Control Department; Innovation, Institutional Relations and Communication Department; and business divisions (Office Property Investment, Healthcare Property Investment and Property Development Divisions).

### Conclusion

Based on our work, we have not identified any significant misstatement that causes us to believe that the non-financial performance statement fails to comply with relevant regulatory requirements and that the Information, taken as a whole, has not been fairly presented, in compliance with the Guidelines.

*Paris La Défense, March 16, 2020*

The independent third-party body

**Mazars SAS**

Edwige REY

*Partner, CSR & Sustainable Development*

## Appendix 1: Information considered most important

### Qualitative information (actions and results) relating to the main risks

- Implementation of a Code of Ethics for investments in nursing homes
- Impact of climate change
- Preservation of resources: circular economy and biodiversity
- Compliance with environmental, health and safety regulations
- Innovation and adaptation to customers' needs
- Customer relations
- Consideration of the needs of local communities
- Adaptation of skills, workplace well-being and diversity

### Quantitative indicators including key performance indicators

- Social indicators:  
Total workforce and breakdown of employees by gender, age and geographic area; Absenteeism rate; Proportion of work-study trainees in the workforce; Proportion of women managers; Proportion of permanent employees who received training (Total number of permanent employees who received training/average number of employees; Total number of permanent employees who received training/total number of permanent employees).
- Environmental indicators:  
Proportion of floor area (office and other activities) and projects (residential) covered by an environmental certification – Property Development Division; Proportion of floor area covered by an environmental certification – Office and Healthcare Property Investment Divisions; Proportion of offices and homes with the E+C- label – Property Development Division; Carbon intensity – Property Development Division; Proportion of new builds with a net positive impact on biodiversity (projects for which the Biotope Area Factor improves between the baseline assessment and the post-project assessment) – Property Development Division; Proportion of developed land for which investments are made as part of Nature 2050 – Healthcare Property Investment Division; Energy intensity adjusted for unified degree days and carbon intensity – Office and Healthcare Property Investment Divisions; Water intensity – Office and Healthcare Property Investment Divisions; Proportion of recycled or recovered waste – Office Property Investment Division.
- Societal indicators:  
Proportion of CSR & innovation committees – Healthcare Property Investment Division; Proportion of suppliers who have signed the Responsible Procurement Charter – Office Property Investment and Property Development Divisions; Proportion of main business parks having the "Business Park of Excellence" label – Office Property Investment Division; Customer satisfaction index on project completion – Property Development Division; Proportion of employees identified as "at risk" who received training in AML/CFT and the Sapin II Act; Proportion of employees made aware of the EU General Data Protection Regulation (GDPR); Number of local and community partnerships in the main business parks – Office Property Investment Division.

# 4. RISK FACTORS

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# 1. Risk management and control

## 1.1. General organisation of risk management

Icade is a major player in the French property market and is exposed to general sectoral and financial risks, as well as specific risks inherent in its operational activities.

Effectively managing these risks contributes to the performance of the Group's strategy, especially in terms of asset value and business expansion.

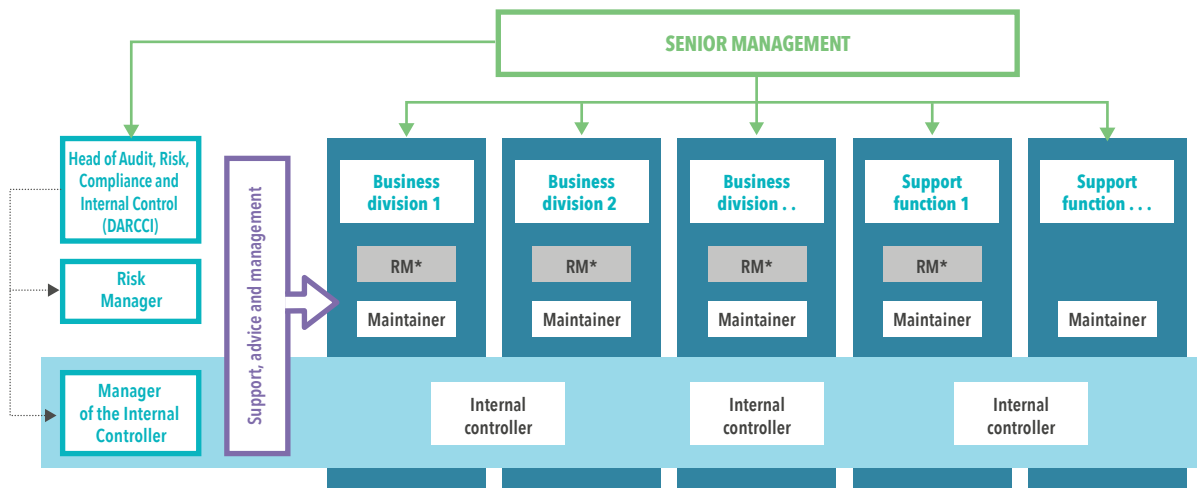
Risk management allows management to identify events which might have an impact on the Company's staff, assets, environment, objectives or reputation and thus maintain these risks at an acceptable level,

in particular through an internal control framework, which is intended to ensure:

- ▣ compliance with laws and regulations;
- ▣ compliance with the directions and guidelines defined by senior management and the Board of Directors;
- ▣ the proper functioning of the Company's internal processes;
- ▣ the reliability of financial information.

Generally speaking, it contributes to the management of its activities, the effectiveness of its operations, and the efficient use of its resources.

The risk management framework covers all of the Group's business activities and is implemented under the responsibility of the members of the Executive Committee in charge of the different business divisions (Office Property Investment, Healthcare Property Investment and Property Development) and support functions (Finance, Human Resources and Communication departments).



\* RM – Risk Management correspondent.

Each division has its own organisational chart and delegations of authority, where the main duties, tasks and responsibilities of each employee are detailed. The duties assigned to each employee are defined in job description files.

To ensure risk management and internal control, each Executive Committee member is assisted by:

- ▣ an internal controller in charge of keeping the risk map up-to-date, assessing the efficiency of internal control on a regular basis (second level controls) and maintaining the incident database;
- ▣ a person responsible for updating delegations of authority and internal procedures, as well as implementing action plans.

The Audit, Risk, Compliance and Internal Control Department (DARCCI) ensures the implementation and monitoring of the framework, under the authority of the CEO:

- ▣ it assists employees and management in identifying and rating risks and draws up risk maps specific to each business line, detailing the corresponding control mechanisms and control points;
- ▣ it regularly assesses the effectiveness of the framework through successive checks carried out by a network of internal controllers specialised by division but managed centrally;
- ▣ it conducts specific audits according to a control plan revised each year by the Audit and Risk Committee or upon request from senior management.

The Audit and Risk Committee and the Board of Directors are informed of the results of these audits every six months.

## 1.2. Principal risk factors

The most material risks to which the Company's activities are exposed are assessed through risk maps produced according to two complementary and independent approaches:

- a top-down approach: the Company's **major risks** are reported and rated biannually by the members of the Executive Committee. The top 10 risks are identified by the Risk Committee (a sub-committee of the Executive Committee). Their potential impact is estimated by the Risk Management Department;
- a bottom-up approach: the **detailed risks (operational and financial)** are reported biannually by the heads of business and functional units. Control mechanisms are in place to minimise the occurrence or impact of each identified risk (internal procedures, specific control points, etc.). The net risk score, after taking into account control mechanisms, is obtained by combining the estimated probability of occurrence of the risk and its impact.

The Risk Management Department reports on the consistency between the two approaches to the Risk Committee (a sub-committee of the Executive Committee) and then to the Audit and Risk Committee.

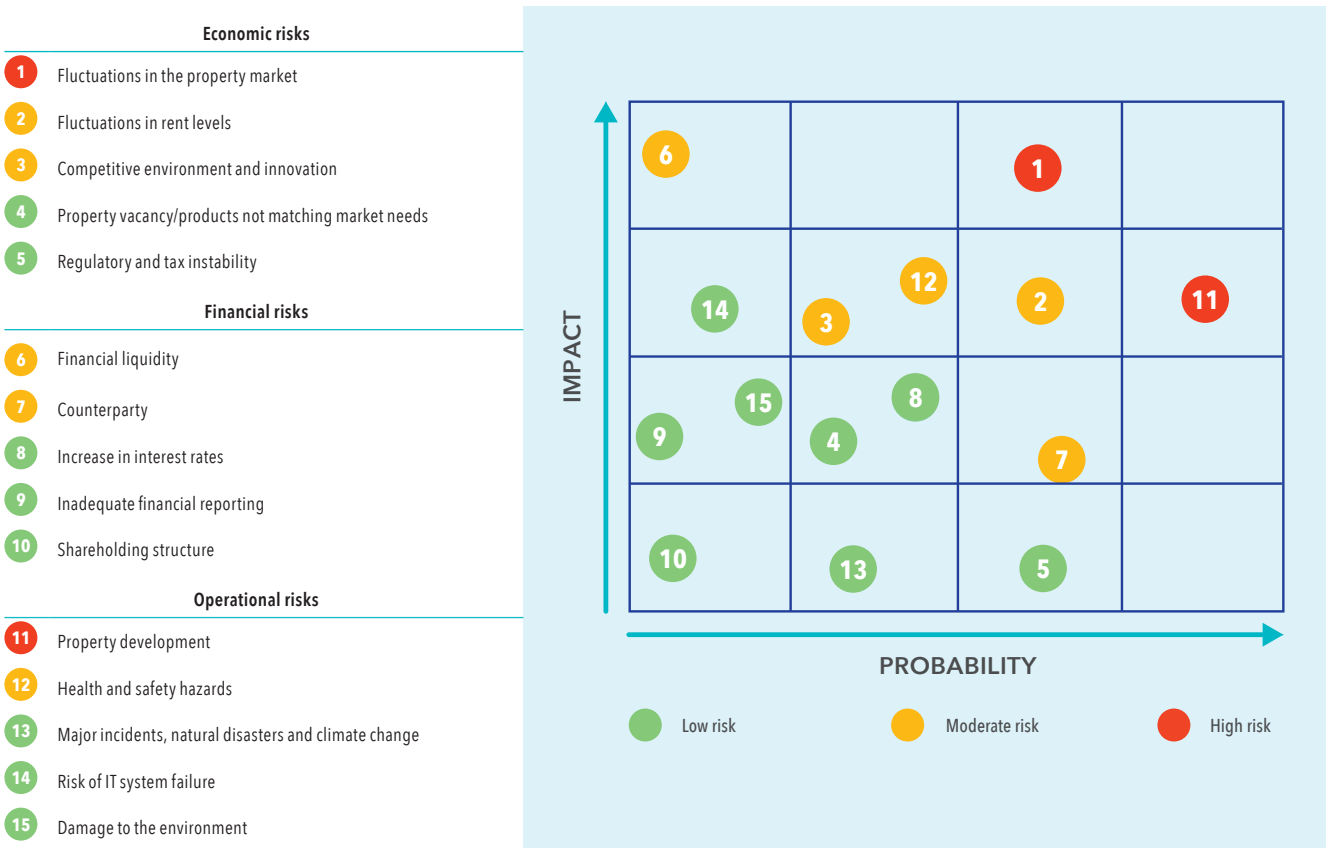
As of December 31, 2019, approximately 200 risks had been mapped.

Environmental, social and societal risks, which are included in these maps, were thoroughly reviewed in 2017. They are updated yearly based on regulatory changes and Icade's CSR commitments. In 2019, these risks represented about a quarter of mapped risks. *More details can be found in chapter 3, appendix 8. "CSR risks and opportunities".*






The most material risks to which the Group is exposed are described below, classified by category and in descending order of net risk (after taking into account control mechanisms).











The Covid-19 health crisis that started in March 2020 will impact the Company's risks. The Company's current assessment of the situation is shown in chapter 1, §.7 "Subsequent events and outlook" of this universal registration document.

### PRINCIPAL RISKS BY TYPE



Below is a detailed analysis of the main risks.

Risks	Impact and year-on-year change	Main risk control measures and solutions implemented
<p><b>1 Fluctuations in the property market</b></p> <p>In the Paris region and in other major French cities, the office property market is cyclical and prices vary according to supply and demand for offices from property investors.</p> <p>The new-home market is less volatile, although it follows broadly the same trends.</p> <p>In addition to the general economic environment, these markets are influenced by key factors such as the availability of modern properties, interest rates, the availability of credit, and personal taxation, which are beyond the Company's control and are difficult to anticipate.</p>	 <p>→</p>	<p><b>On the business volume and the achievement of the strategic plan:</b></p> <ul style="list-style-type: none"> <li>Implementation and profitability of the plan for investments and disposals of mature assets of the Property Investment Divisions.</li> <li>Demand volume in property development, execution of acquisition plans for building land, and profit margins on the projects.</li> </ul> <p><b>On the portfolio value and NAV</b></p>
<p><b>2 Fluctuations in rent levels</b></p> <p>Rental income stems from long-term lease commitments which are reviewed annually, based primarily on upward or downward changes in the cost-of-construction index (ICC) and the tertiary activities rent index (LAT), both defined by INSEE (French Institute of Statistics and Economic Studies).</p> <p>Upon expiry of an existing lease (3, 6, 9 or 12 years), the Company is subject to the uncertainties of the rental market when renewing the lease or re-letting the vacated space.</p> <p><i>The lease expiry schedule is shown in chapter 2 § 2.3.8. and 2.4.7.</i></p> <p>In this highly competitive market, macroeconomic conditions (especially economic activity and employment) have an impact on turnaround times for re-letting the properties and on their rents (estimated rental value).</p>	 <p>→</p>	<ul style="list-style-type: none"> <li>Rent levels of new and renewed leases.</li> <li>Asset valuation.</li> <li>Longer vacancy periods.</li> </ul>
<p><b>3 Competitive environment and innovation</b></p> <p>The home purchase, property investment and rental markets are highly fragmented markets, with a vast number of local, national and international investors.</p> <p>In each of these markets, Icade competes with companies that have larger market shares and more human and financial resources.</p> <p>Competition is especially high when buying land and available properties, as well as in terms of rents and prices of services offered.</p>	 <p>→</p>	<ul style="list-style-type: none"> <li>Strategic weakening.</li> <li>Missed opportunities.</li> <li>Difficulty in achieving business objectives.</li> </ul>
<p><b>4 Vacancy in rental properties/products not matching market needs</b></p> <p>As a long-term investor, Icade is exposed to the risk of obsolescence, significantly increasing the risk of prolonged vacancy:</p> <ul style="list-style-type: none"> <li>a range of products and services that may not adequately respond to the needs of the property market in terms of location, product mix or technical performance;</li> <li>similarly, there is a risk that the existing properties might become obsolete over time due to changes in technologies, habits, customers' environmental and well-being expectations, etc.</li> </ul> <p><i>Historical occupancy rates for the portfolio are shown in chapter 2 § 2.3.8. and 2.4.7.</i></p>	 <p>→</p>	<ul style="list-style-type: none"> <li>Financial goals not achieved.</li> <li>Decline in portfolio value and NAV.</li> </ul>
<p><b>5 Regulatory and tax instability</b></p> <p>Real estate activities are subject to a large number of regulations in many areas: urban planning, construction, operation permits, health and safety, environment, property management, laws applicable to lease agreements, consumer law, corporate law, securities regulations, and corporate and personal taxation.</p> <p><b>SIIC tax regime</b></p> <p>Icade is subject to the tax regime applicable to listed real estate investment companies (SIIC), under which it is treated as tax transparent in respect of corporate tax related to its property leasing activities (property development is subject to the ordinary tax regime), subject to compliance with specific obligations, especially in terms of dividend distribution. If the Company were to breach any of these obligations, it would be subject to ordinary corporate tax for the relevant financial years and could potentially lose its status.</p>	 <p>→</p>	<ul style="list-style-type: none"> <li>Positive or negative deviation of the business volumes of the Property Investment and Property Development Divisions compared to the Medium-Term Plan (e.g. taxation of individual investors).</li> <li>Deviation of the profitability of projects from the Medium-Term Plan (construction standards, service charges recovered from tenants, taxation levels, etc.).</li> <li>Deterioration in financial performance if the Company becomes subject to corporate tax.</li> <li>Deterioration in the Company's value.</li> </ul>
		<p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Product diversification: Icade diversifies its portfolio across offices (c. 55%), business parks (c. 16%), and healthcare properties (c. 26%).</li> <li>Geographic diversification: The Office and Healthcare Property Investment Divisions invest exclusively in France's most dynamic geographic areas (Paris region and major French cities). In addition, the Healthcare Property Investment Division has been expanding into major European countries (Germany, Italy, etc.).</li> <li>Synergies between the Group's Property Development and Property Investment business lines.</li> <li>Property Development order book: Property development teams strive to keep the value of land for which projects are under development below the level of twice the annual revenue.</li> <li>Assets measured at cost with no impact on unrealised capital gains.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Regular monitoring of property markets by the Portfolio Management Department.</li> <li>Biannual appraisals performed by independent property valuers and checked against internal valuations.</li> <li>Business plans fully consistent with the Company's Medium-Term Plan are prepared on an asset-by-asset basis by the Asset Management teams.</li> </ul> <p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Signing long-term leases allowing for highly stable rental income over time. <i>The weighted average unexpired lease term of the portfolio as of the end of 2019 is shown in chapter 2 § 2.3.8. and 2.4.7.</i></li> <li>Rental risk is spread across more than 1,200 leases. The 10 most important tenants of the Office Property Investment Division account for 32.1% of annualised rental income.</li> <li>Lease terms and the high level of dispersion of leases help smooth the impact of any fluctuations in the rental market on rental income.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Rent reviews based on a wide basket of indices for Office Property Investment assets. The breakdown is shown in chapter 2 § 2.3.8.</li> <li>Monitoring of tenant turnover: in practice, based on the historical tenant turnover, only 20% to 30% of break options are exercised.</li> </ul> <p><b>In these markets, Icade has clear competitive advantages:</b></p> <ul style="list-style-type: none"> <li>The Group's rental property portfolio provides its corporate clients with a variety of property solutions. Its products are aimed at all market segments (office space for start-ups, business centres with shared services, premises with all types of layouts in the business parks, office buildings and office campuses).</li> <li>Its land bank, which is unique in the Paris region, provides the Company with a high degree of control over its long-term growth.</li> <li>As an integrated real estate player, the Company has dedicated teams with all the expertise and experience needed to carry out complex urban development, infrastructure and property development projects, both for itself and for third-party clients, through the fruitful collaboration between its Property Development Division and its Office and Healthcare Property Investment Divisions.</li> <li>An open innovation approach through a start-up studio (Urban Odyssey), intrapreneurs and external partners (start-ups, schools, local authorities and communities and large companies).</li> </ul> <p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Business and investments are focused on the most dynamic geographic areas of Greater Paris and large regional cities, where demand is stronger and less volatile.</li> <li>Diversification of the property solutions in terms of product ranges and property uses (conventional leases, Maison des Start-Up, Smartdesks...).</li> <li>Implementation of an asset management policy focused on new or recent assets with the best certifications and labels (HQE, BREEAM, E+C-, etc.).</li> <li>Implementation of multiannual programmes for the modernisation and energy transition of existing buildings.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>New-build development programmes are jointly prepared by the asset management and development teams of the Icade's Property Development Division.</li> <li>Risk limits for speculative developments are defined by the Commitment Committees.</li> <li>Proactive operational monitoring of lease expiries by the Asset Management teams (lease extensions, early renewals, etc.).</li> </ul> <p>These technical, legal and tax regulations are constantly monitored by Icade and the trade associations to which it belongs (French Real Estate Companies Federation (FSIF), French Real Estate Developers Federation (FPI), etc.) in order to anticipate the impact of any changes.</p> <ul style="list-style-type: none"> <li>Proactive monitoring of obligations related to the SIIC tax status by the in-house tax department (ownership interests, breakdown of business activities, required distribution level, etc.).</li> </ul>

Risks	Impact and year-on-year change	Main risk control measures and solutions implemented
<b>FINANCIAL RISKS</b>		
<p><b>6 Financial liquidity</b> As part of its strategy, Icade relies largely on debt to finance its growth. As a result, it is subject to liquidity risk—when its existing debt reaches maturity, it needs to find new funds in order to finance its growth plan.</p>	 	<ul style="list-style-type: none"> <li>Difficulties in financing the growth plan.</li> <li>Increased finance costs.</li> </ul>
<p><b>7 Bank counterparty</b> As a result of its banking transactions, which mainly consist of cash investments, loans, drawdowns of credit lines and interest rate derivatives, Icade is exposed to a risk of default by its bank counterparties.</p> <p><b>Insurance counterparty</b> The financial risks linked to incidents in property assets and Group operations are transferred to insurers, exposing Icade to a risk of insolvency of the insurer.</p> <p><b>Customer</b> The economic environment and changes in habits or technologies may result in some firms or business sectors experiencing financial difficulties, causing late payments or even enterprise deaths.</p>	 	<ul style="list-style-type: none"> <li>Failure of a financing counterparty creating a liquidity risk.</li> <li>Reputational risk if the Company is unable to meet its payment obligations.</li> <li>Ineffective insurance coverage.</li> <li>Deterioration in the financial and cash position.</li> <li>Risk of non-payment.</li> </ul>
<p><b>8 Increase in interest rates</b> The Group is exposed to the risk that increases in interest rates may affect the variable-rate portion of its debt. This portion accounted for 22% of gross debt as of December 31, 2019.</p>	 	<ul style="list-style-type: none"> <li>Increase in the cost of debt.</li> <li>Reduction in the profitability of projects.</li> </ul>
<p><b>9 Inadequate financial reporting</b> Publication of financial statements that may contain misstatements, whether caused by errors or fraud, of such a nature as to distort investors' assessment of performance (incomplete or incorrect recognition of complex transactions, errors in the upstream data processing channels, etc.).</p>	 	<ul style="list-style-type: none"> <li>Legal claims against the Company.</li> <li>Icade's image tarnished in the market.</li> </ul>
<p><b>10 Shareholding structure</b> Caisse des dépôts et consignations directly holds 39% of the voting rights in the Company. In the event of low turnout from other shareholders at General Shareholders' Meetings, it might be able to have the resolutions proposed to the Ordinary General Meeting approved or rejected, including those relating to the appointment of members of the Board of Directors, the approval of financial statements or the distribution of dividends. Additionally, Caisse des dépôts and related companies control 8 seats on the Board of Directors (out of a total of 15).</p>	 	<ul style="list-style-type: none"> <li>Compliance with governance rules.</li> </ul>
		<p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Prudent financial policy illustrated by a target LTV ratio of around 40%.</li> <li>Diversified funding sources (intermediated and non-intermediated debt) and maturities, which are well-spread over time.</li> <li>Increase in undrawn bank credit lines, representing €1,763 million, i.e. 3 years and 9 months' worth of repayments of the existing debt.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Anticipating financing needs over a rolling five-year period as part of the Medium-Term Plan and defining these needs more precisely over a period of 12 to 18 months as part of cash curve management.</li> <li>Centralised monitoring of Group treasury and debt.</li> <li>Centralised monitoring of covenants, mainly the LTV ratio and ICR. As of December 31, 2019, Icade's credit rating by Standard &amp; Poor's was BBB+.</li> </ul> <p>As of December 31, 2019, as was the case at the end of the previous financial years, the Group complied with all its bank covenants:</p> <ul style="list-style-type: none"> <li>reaching the most restrictive LTV covenant (52%) would require a €2,747 million decrease in asset value, i.e. 19% (assuming debt remains constant);</li> <li>reaching the most restrictive ICR covenant (2x) would require either a €190 million increase in 2019 finance costs, or a €379 million decrease in EBITDA.</li> </ul> <p>The liquidity, interest rate, and counterparty risk policies are set by the Risk, Rates, Treasury and Financing Committee (CRTTF), implemented by the Finance Department and regularly presented to the Audit and Risk Committee.</p> <p>Based on this work, Icade considers that its resources are appropriate to its liquidity requirements. <i>Additional numerical data are shown in chapter 2 § 1.4.</i></p> <ul style="list-style-type: none"> <li>Diversification of funding sources. The portion of debt not granted by financial intermediaries (which is subject to a risk spread over a large number of counterparties) reached 67% at the end of 2019.</li> <li>Commitments are limited to major European banks with long-term ratings of A-/A3 and exposure is spread among different banks.</li> <li>The Group's property assets and public liability are insured with Axa.</li> <li>Sector diversification of assets and customers (aside from the specific exposure to the health sector).</li> <li>Rental risk is spread across a portfolio of over 1,200 leases. The 10 largest tenants of the Office Property Investment Division represent 32.1% of annualised rental income.</li> </ul> <p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Use of fixed-rate financial instruments.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Centralised management of a portfolio of interest rate derivatives. These derivatives, which are intended to fix interest rates (swaps) or to set a maximum interest rate level (caps), are used solely for hedging purposes. Icade's hedging policy requires a minimum level of debt hedging for the coming years. <i>Numerical data on interest rate hedges are shown in chapter 2 § 1.4.</i></li> <li>Centralised production of accounting and financial information based on standardised procedures for the flow and processing of information.</li> <li>Integrated IT systems enabling extensive and secure automation of data processing.</li> <li>Detailed budget analysis which ensures the relevance of the financial information generated.</li> <li>The financial statements are formally approved by the Board of Directors after hearing the conclusions of the Audit and Risk Committee and the Statutory Auditors.</li> <li>Strict framework for financial communication.</li> <li>Compliance with the Afep-Medef Code of Corporate Governance.</li> <li>Sub-committees of the Board of Directors chaired by independent Directors.</li> </ul>



Risks	Impact and year-on-year change	Main risk control measures and solutions implemented	
<b>OPERATIONAL RISKS</b>			
<p><b>11 Property development</b></p> <p>As part of its operations as a property developer for its own account (Property Investment Divisions) or on behalf of third parties (Property Development Division), Icade is exposed to a number of technical and financial risks related in particular to:</p> <ul style="list-style-type: none"> <li>obtaining government permits (third-party objections to building permits, approval of the Departmental Commission for Commercial Development [CDAC], etc.);</li> <li>technical ability to undertake projects (construction standards and uncertainties); and</li> <li>complying with schedules and anticipated costs.</li> </ul> <p>These projects are also exposed to the uncertainties of the property investment (Property Development Division) and/or rental property markets (Property Investment Divisions).</p>		<ul style="list-style-type: none"> <li>Abandonment of projects that may have an impact on the business volume and earnings.</li> <li>Delays in project completions.</li> <li>Increase in production and distribution costs, affecting the profitability of projects.</li> </ul>	<p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Limiting Group exposure to property development for third parties to a maximum of 10% of its equity.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Operational management of projects by dedicated property development teams.</li> <li>Project management structure in line with the size and technical complexity of the projects (general contractors vs. separate subcontractors, consultancy firms, quantity surveyors, etc.).</li> <li>Property development projects for third parties only start when they have been at least partially pre-sold (off-plan sales). The proportion of current projects that have been pre-let or pre-sold is shown in chapter 2 § 3.</li> </ul>
<p><b>12 Health and safety hazards</b></p> <p>Property construction and operation may expose building site personnel and employees, as well as the users of the Group's properties to health and safety hazards.</p>		<ul style="list-style-type: none"> <li>Legal claims against Icade.</li> <li>Deterioration in the customer relationship.</li> </ul>	<ul style="list-style-type: none"> <li>Prevention of health and safety risks: many actions are undertaken to limit the occurrence and severity of such hazards, including regular technical inspections, monitoring of Classified Facilities for Environmental Protection (ICPE) under the French Environmental Code, monitoring of asbestos technical reports, implementation of fire alarms, regular maintenance of technical installations or vocational training for property management teams.</li> <li>Constantly monitoring technical innovations and planning works to bring the buildings into compliance with new standards.</li> <li>Systematising the use of specialised health &amp; safety service providers (H&amp;S coordinators) in construction and renovation projects.</li> <li>Updating regularly the Single Document and submitting it to the Economic and Social Committee (CSE).</li> </ul>
<p><b>13 Major incidents</b></p> <p>In collaboration with their service providers, property management teams constantly ensure the preservation of the properties through the maintenance and control of equipment and buildings, as well as the implementation of management and alert systems (building management systems, fire detection, etc.).</p> <p><b>Natural disasters and climate change</b></p> <p>Property assets are sensitive to higher average temperatures and the increase in extreme weather events (floods, heat waves, drought).</p>		<ul style="list-style-type: none"> <li>Decline in asset values.</li> <li>Decline in the business volume and earnings.</li> <li>Financial impact of remedial and business interruption actions.</li> </ul>	<p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Low concentration of the property portfolio. No individual asset accounts for more than 10% of the total value of the property portfolio.</li> <li>Having comprehensive insurance policies based on the reinstatement value of the properties and covering operating losses.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Crisis management plans for risks such as floods, fire, terrorist attacks, explosions and construction site accidents within the framework of ISO 14001 commitments.</li> <li>Analysis conducted on the risks associated with the physical impact of climate change on assets in order to gradually adapt the properties (see chapter 3).</li> </ul>
<p><b>14 IT system failure</b></p> <p>Part of Icade's business relies on the use of an extensive and open IT system which is based on complex databases facing a risk of failure, whether accidental or malicious.</p>		<ul style="list-style-type: none"> <li>Loss of strategic data.</li> <li>Reduced productivity.</li> <li>Legal claims against Icade regarding the handling of personal data.</li> </ul>	<p><b>Strategic:</b></p> <ul style="list-style-type: none"> <li>Business continuity plan which sets out the relocation of teams and the restoration of IT systems (hardware, software and database access). This plan is regularly tested and can be activated in the event of physical destruction or unavailability of IT facilities or systems.</li> </ul> <p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>Physical and logical protection of IT facilities, networks, applications and databases.</li> <li>Real-time redundancy of IT production systems on remote sites.</li> <li>Monitoring and backup systems.</li> </ul> <p>These different protections are regularly tested by the IT Department.</p>
<p><b>15 Damage to the environment</b></p> <p>Icade's activities are not subject to a specific industrial risk. However,</p> <ul style="list-style-type: none"> <li>the construction and operation of office property involve a risk of damaging the environment (CO<sub>2</sub> emissions, biodiversity, water and waste, etc.);</li> <li>some technical installations, such as heat or cold generators, use potentially contaminating fluids.</li> </ul>		<ul style="list-style-type: none"> <li>Legal claims against Icade.</li> <li>Growth in asset value over time.</li> </ul>	<ul style="list-style-type: none"> <li>Icade is firmly committed to a policy of reducing the environmental footprint of its activities by making very ambitious commitments, particularly with respect to reducing greenhouse gases and energy consumption, circular economy, biodiversity and sustainable mobility. <i>These commitments are detailed in chapter 3.</i></li> <li>In the existing properties, a monitoring framework is in place for all the mandatory controls to be performed on technical installations by specialist property management teams (HSE). Around 3,000 controls are performed, traced and monitored each year.</li> <li>Energy transition policy which reduces the risks of pollution.</li> </ul>

## 2. Internal control and risk management procedures

Internal control aims to prevent and control the risk of not achieving the objectives set out by Icade, in terms of asset protection, compliance with laws and regulations or the proper functioning of internal processes, including in regard to the production of financial information.

The framework is implemented in the Company through:

- a control environment in accordance with the French Financial Markets Authority's (AMF) recommendations, implemented in all of the Group's business activities. It is the subject of a documented annual self-evaluation;
- delegations of authority;
- procedures governing the Group's operational and financial activities in order to control the risks, in particular with performance tests (first level) made by the operational and functional teams. The Audit, Risk, Compliance and Internal Control Department (DARCCI) ensures that procedures are followed and coordinates their regular updating.

In particular, the production of financial information is a standardised process which covers the flow and processing of information:

- the procedures for preparing the financial statements explicitly specify, for each operational or financial process, the involved parties, schedules and information medium,
- accounting principles and methods, accounts processing and charts of accounts are standardised and ensure the consistency of information processing across the Group,
- regulatory reporting (quarterly, semi-annual and annual) is published by press release after approval is obtained and according to a formal procedure and schedule. The half- and full-year financial statements are only made public after being formally approved by the Board of Directors;
- a permanent control plan (second level), which aims to ensure the effective implementation of operational control measures. This control plan is implemented by the network of cross-functional internal controllers headed by DARCCI.

The checks intended to ensure the comprehensiveness, truthfulness and accuracy of accounting entries as well as the relevance of reported information include:

- interface checks, and checks of the consistency of data entered into the interface against upstream systems in order to ensure the integrity of information production systems. The accounting and financial information system is primarily based on integrated IT tools which are adapted to the Group's activities and maintained by an internal IT team,

- specific documentation for special transactions, in order to ensure that the associated accounting entries are justified and traceable,
- a detailed budget analysis carried out by the management control team explains any deviations from forecasts and confirms that relevant financial information is being produced.

The identified key control points (about 270) are reviewed at least every two years, on a rotational basis, with particular attention paid to those covering highly critical risks (biannually) and those whose previous assessment was not fully satisfactory. Checks are independently performed (by members of other business lines) using sampling methods. The use of specialised software ensures the completeness, traceability and documentation of findings and conclusions.

In 2019, 181 control points were checked (67% of total control points), a level equivalent to the previous financial year. It should be noted that some control points relating to high risks were checked twice. Overall, these checks revealed a non-compliance rate of 6%, similar to 2018 (4%);

- a list of incidents which makes it possible to adjust risk criticality and control measures;
- an internal audit plan (periodic control or third level) for key processes, decentralised entities and significant projects is detailed by the Internal Audit Department (DARCCI) in order to provide assurance on the compliance of the operations (risk identification and assessment, appropriate and effective coverage), their effective management and planning. About ten audits are performed every year;
- a continuous improvement plan, which compiles the action plans resulting from internal audit and which is being implemented by operational teams.

In addition, Icade is covered by the periodic internal control procedures implemented by the Caisse des dépôts et consignations Group.

An update on these elements is provided biannually at Risk Committee (a sub-committee of the Executive Committee) and Audit and Risk Committee meetings. The Audit Committee meets specifically to discuss the updating of major risks and the related action plans. It pays special attention to the implementation of audit recommendations and reports on its work to the Board of Directors.

## 3. Insurance and disputes

### 3.1. Insurance

#### 3.1.1. General presentation of Icade's policy regarding insurance

For several years, Icade has had a policy of limiting the number of its insurance brokers.

This approach is part of a process of rationalisation and standardisation within Icade, particularly in order to secure competitive rates, perpetuate risk cover, ensure better control of cover and more efficient claims management, facilitated by notification of the Insurance Department, which may intervene in the event of major claims or physical injury claims.

Depending on the activities concerned, Icade's main insurance companies are: (i) Axa for professional liability insurance; (ii) Axa for comprehensive property insurance; (iii) Albingia and Axa for 'damage to works' insurance (*dommages-ouvrage*), insurance for building companies not participating in the construction work (*constructeur non réalisateur*, CNR) and contractor's all risks insurance (*tous risques chantier*, TRC); (iv) Axa for public liability insurance under the Hoguet Act; and (v) Allianz for 'fleet car insurance' (*contrats Flotte*) and 'employer non-owned car liability coverage' policies (*contrats Auto Mission*).

#### 3.1.2. Risk prevention and assessment of the Company's insurance cover

The diversity of activities in which Icade engages means that risks are covered depending on each business's own insurance obligations and on the main risks identified.

In collaboration with its broker, Icade endeavours to maintain a level of cover that it deems appropriate to each identified risk, subject, among others, to limitations related to the insurance market and according to an estimate of the amount it considers reasonable to cover and the probability of occurrence of a claim.

#### 3.1.3. Icade's main insurance policies

Insurance policies taken out by Icade can be schematically grouped into two main categories: (i) compulsory insurance pursuant to legal or regulatory provisions, and (ii) insurance taken out by Icade in addition to compulsory insurance so as to provide cover for certain other risks.

Due to the large number of business activities undertaken by Icade and the numerous types of insurance policies taken out within the framework of its activities, this section only provides a summary of the main insurance policies taken out by Icade.

##### 3.1.3.1. Main compulsory insurance

Compulsory insurance varies primarily according to Icade's two main business areas: Property Development and Property Investment.

###### 3.1.3.1.1. Property Development

Icade has the compulsory insurance required by Law No. 7812 of January 4, 1978 covering completed works (called 'damage to works' insurance), and the insurance covering the liability of the builder, property developer or vendor in relation to buildings to be built or that were completed less than 10 years ago (called '10-year public liability insurance' (*responsabilité civile décennale*), or insurance for building companies not participating in the construction work (*constructeur non réalisateur*, CNR)).

Damage to works insurance is taken out by anyone acting as project owner, vendor or agent of the project owner who has building work carried out. This insurance must be taken out as soon as work starts on site and is primarily intended to pre-finance the repair of any problems

occurring that fall within the scope of the ten-year warranty. This insurance primarily covers damage which compromises the integrity of a building or which, by affecting any of its constituent parts or any of its fixtures or fittings, makes it unfit for its purpose. This property insurance therefore follows the building and is transferred to purchasers and then to their successors, in the event of a subsequent sale. The damage to works insurer can take legal action against those responsible for the problems, including Icade, if it were to have participated in the building operations in such a way that it is responsible for those problems.

Ten-year liability insurance (or insurance for building companies not participating in the construction work (CNR)) covers ten-year building liability for the company that carried out the construction work (or building company that did not participate in the construction work), that is, the payment for repairs to a building in which Icade was involved as builder, developer or vendor where it was held liable on the basis of the presumption principle established by Articles 1792 et seq. of the French Civil Code. This guarantee only covers the construction cost of buildings for non-housing projects and the amount of repairs for housing projects.

It should be noted that courts tend to widen the scope of vendors' and contractors'/subcontractors' liabilities beyond the minimum legal obligations.

###### 3.1.3.1.2. Property Investment

The Property Investment business requires taking out comprehensive P&C insurance to cover the assets. Cover is very comprehensive with low excesses. In order to protect the Property Investment Division from the consequences of any loss of rent following an incident, a five-year policy was negotiated, allowing Icade to benefit from a very high level of cover.

Regarding fitting out works and major renovations, Icade decided to take out 'damage to works' insurance (*dommages-ouvrage*) and insurance for building companies not participating in the construction work (*constructeur non réalisateur*, CNR). Icade decided to protect its construction projects by taking out 'contractor's all-risk' insurance (*tous risques chantier*).

##### 3.1.3.2. Other major insurance taken out by Icade

###### 3.1.3.2.1. Optional insurance covering construction risks

This includes primarily 'contractor's all-risk' insurance (*tous risques chantier*) and various policies supplementing the developer's public liability cover as well as certain specific risks such as fire and natural disasters.

###### 3.1.3.2.2. Optional insurance covering operations

As part of its Property Investment business, Icade takes out comprehensive property insurance specifically covering owner's public liability and damage (up to a maximum sum corresponding to the reinstatement value of the property). This also includes insurance covering any loss of rent due to the potential unavailability of a property for a period of up to 60 months.

###### 3.1.3.2.3. Public liability insurance

All of Icade's subsidiaries carry professional liability insurance as part of a Group policy.

This 'all-risks except' policy is taken out with Axa France IARD and specifically covers the financial consequences of liabilities stemming from applicable law (tort, negligence and contractual public liability) which may be incumbent on the insured due to or in the course of its business activities as a result of any damage and/or loss caused to third parties.

#### 3.1.3.2.4. Other insurance

Icade has also taken out other insurance policies covering various risks.

These include in particular:

- 'fleet car insurance' and 'employer non-owned car liability coverage' policies for those employees who use their own vehicles for work;
- IT all-risk insurance;
- environmental risk insurance;
- cyber risk insurance.

The insurance policies taken out provide extensive protection that goes beyond that required by law. This important choice was made possible by negotiations on cover and fees with our broker SATEC and insurance companies.

#### 3.1.3.3. Cover and excesses

##### 3.1.3.3.1. Cover

The main cover taken out by Icade under these insurance policies currently in force can be summarised as follows:

- with regard to construction insurance, work undertaken is covered up to its cost of completion (works and fees);

- with regard to comprehensive property insurance, buildings are covered up to their reinstatement value, although sometimes subject to a per-claim limit defined by the policy;
- with regard to public liability, the Group policy for Icade and some of its subsidiaries offers a limit of approximately €50 million;
- with regard to other insurance, it usually includes limits based on the replacement values of the damaged goods.

##### 3.1.3.3.2. Excesses

The main excesses applicable in the insurance policies taken out by Icade which are currently in force can be summarised as follows:

- with regard to construction insurance ('damage to works'), the policies taken out by Icade and its subsidiaries do not usually carry an excess; the 'contractor's all-risk' and 'insurance for building companies not participating in the construction work (CNR)' policies are subject to excess payments of €7,500 and €1,500, respectively;
- with regard to comprehensive property insurance, Icade's policies carry limited excesses that vary according to the nature of the cover;
- with regard to public liability, the Group policy for Icade and some of its subsidiaries has a general excess of €45,734;
- the policies taken out under 'other insurance' have minor excesses.

## 3.2. Disputes

Icade and its subsidiaries are parties (i) to a number of claims or disputes in the normal course of their business activities, primarily property development in respect of construction matters and urban planning permits, as well as (ii) a number of other claims or disputes which, if they prove to be admissible and given the amounts in question, their possible recurrence and their impact in terms of image, might have a significant adverse impact on Icade's business, financial results and position.

Where appropriate, these claims or disputes are covered by provisions recorded in the financial statements of the companies concerned for the year ended December 31, 2019, depending on their likely outcome and where it was possible to estimate their financial consequences. Thus, at least every six months, Icade's Legal Department prepares a list of all the disputes involving Icade and its subsidiaries, indicating the amount of the potential liability for each significant case or dispute in order to allow the Group's Finance Department to determine any provisions to be recognised.

As of December 31, 2019, provisions for disputes amounted to €48.3 million for the Group as a whole.

Icade considers that these provisions represent reasonable cover for these claims and disputes.

In addition, as part of the acquisition of the stake held by Eurazeo in ANF Immobilier in 2017, Eurazeo gave Icade a specific uncapped warranty in respect of certain identified disputes involving former managers of ANF Immobilier, which was exercised during the financial year ended. In return, Eurazeo retains some rights relating to monitoring these disputes.

#### Declaration relating to disputes

There are no other government, legal or arbitration proceedings, including any proceedings of which the Company is aware, which are pending or threatening and which may have, or have had in the last 12 months, a significant impact on the financial position or profitability of the Company and/or Group.

# 5. CORPORATE GOVERNANCE REPORT

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# 1. Report framework and reference code

## Corporate governance report

This corporate governance report was drawn up by the Board of Directors in accordance with the last paragraph of Article L. 225-37 of the French Commercial Code.

The information contained herein takes into account, in particular, Annex 1 of Commission Delegated Regulation (EU) No. 2019/980 of March 14, 2019, AMF Recommendation No. 2012-02 as amended on December 3, 2019, the 2019 AMF report and the activity report of December 2019 of the High Committee of Corporate Governance (HCGE).

This report was prepared with the support of the General Secretary, Legal Department and Human Resources Department.

It was presented to the Appointments and Remuneration Committee before being approved by the Board of Directors at its meeting on March 13, 2020.

## Afep-Medef Code

The Company's approach to corporate governance is based on the Afep-Medef Code of Corporate Governance for listed companies ("Afep-Medef Code"), as decided by the Board of Directors on December 11, 2008. Icade announced this decision in a press release on December 12, 2008. This Code, which was last revised in January 2020, is available online at: <http://www.afep.com>.

In accordance with the Afep-Medef Code, Article L. 225-37-4 of the French Commercial Code and AMF Recommendation No. 2012-02 as amended on December 3, 2019, the following table presents the provisions from the Afep-Medef Code with which Icade is not in full compliance and explains the reasons behind this deviation.

### Disregarded provision

### Justification

#### Ongoing information

(Article 26.1 of the Reference Code: "All the elements of remuneration of corporate officers, whether potential or vested, must be made public immediately after the Board meeting at which they were approved.")

The elements of remuneration of corporate officers, whether potential or vested, are not made public immediately after the Board meeting at which they were approved, but when the universal registration document and the explanatory statement on the resolutions are published.

#### Annual variable remuneration of executive corporate officers

(Article 25.3.2 of the Reference Code: "Quantitative criteria, which are not necessarily financial criteria, must be simple, relevant and suited to the corporate strategy. Quantitative criteria must be used predominantly.")

The annual variable remuneration of the Chief Executive Officer, which may not exceed 12.5% of the annual base remuneration, is determined based on specific objectives, including financial and qualitative objectives.

The variable component of remuneration based on financial goals represents 6.25% of the annual base remuneration, and the one based on qualitative goals represents 6.25% of the annual base remuneration. As such, quantitative criteria are not strictly predominant in determining the overall annual variable remuneration of the Chief Executive Officer.

Given the weight of the variable component relative to the fixed component, and the suitability of these qualitative criteria to the Company's strategy, it was deemed appropriate to maintain equal weights for the financial and qualitative criteria in the annual variable remuneration of the Chief Executive Officer.

## 2. Governance

### 2.1. Board of Directors

#### 2.1.1. Composition of the Board of Directors and its committees on the date of filing the universal registration document



On the recommendation of the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting held on February 14, 2020, co-opted the following persons as directors for the remainder of their predecessors' terms of office:

- Olivier Fabas to replace Carole Abbey after she resigned;
- Laurence Giraudon to replace Jean-Marc Morin after he resigned.

#### COMMITTEES OF THE BOARD OF DIRECTORS



**15**  
MEMBERS

**40%**  
OF WOMEN

**1/3**  
OF INDEPENDENT  
DIRECTORS

**90%**  
ATTENDANCE RATE

**53**  
AVERAGE AGE

**CHANGES IN THE COMPOSITION OF GOVERNANCE BODIES DURING THE FINANCIAL YEAR 2019**

Governance body	Date	Departure	Appointment/co-option	Reappointment
General Meeting	04/24/2019		Emmanuel Chabas	
	04/24/2019			Caisse des dépôts et consignations
	04/24/2019	Céline Senmartin	Wael Rizk	
	04/24/2019	André Martinez	Gonzague de Pirey	
Board of Directors	04/24/2019		Frédéric Thomas <i>(Chairman of the Board of Directors)</i>	
	04/24/2019		Florence Péronneau <i>(Vice-Chairwoman)</i>	
	04/24/2019			Olivier Wigniolle <i>(CEO)</i>
	10/17/2019 <i>(effective 10/18/2019)</i>	Nathalie Tessier	Marianne Louradour <sup>(a)</sup>	
Appointments and Remuneration Committee	04/24/2019		Marie-Christine Lambert	
	04/24/2019	Frédéric Thomas	Emmanuel Chabas	
Strategy and Investment Committee	04/24/2019	André Martinez	Frédéric Thomas	
Innovation and CSR Committee	04/24/2019	Florence Péronneau	Gonzague de Pirey	
	10/17/2019	Guillaume Poitral	Florence Péronneau	
	10/17/2019 <i>(effective 10/18/2019)</i>	Nathalie Tessier	Sophie Quatrehomme	

(a) The co-option of Marianne Louradour as director will be proposed for ratification at the General Meeting on April 24, 2020.
















**CHANGES IN THE COMPOSITION OF GOVERNANCE BODIES AS OF THE DATE OF THIS UNIVERSAL REGISTRATION DOCUMENT**

Governance body	Date	Departure	Appointment/co-option	Reappointment
Board of Directors	02/14/2020	Carole Abbey	Olivier Fabas <sup>(a)</sup>	
	02/14/2020	Jean-Marc Morin	Laurence Giraudon <sup>(a)</sup>	

(a) The co-option of Laurence Giraudon and Olivier Fabas as directors will be proposed for ratification at the General Meeting on April 24, 2020.



**OVERVIEW OF THE COMPOSITION OF THE BOARD OF DIRECTORS AND ITS COMMITTEES AS OF THE DATE OF THIS UNIVERSAL REGISTRATION DOCUMENT**

	Personal information				Experience	Role on the Board				Membership of a committee			
	Age	Gender	Nationality	Number of shares	Number of offices held in listed companies (excluding (cade)	Independence	Date of first appointment	End of term of office	Years of service on the Board	Audit and Risk Committee	Appointments and Remuneration Committee	Strategy and Investment Committee	Innovation and CSR Committee
Frédéric Thomas	63	M		1	2		05/23/2016	2020 GM	4		✓		
Caisse des dépôts, represented by Virginie Fernandes	45	F		28,895,618	1		09/30/2016	2023 GM	4		✓	✓	
Emmanuel Chabas	43	M			4		04/24/2019	2023 GM	1		✓		
Gonzague de Pirey	45	M		1	0	✓	04/24/2019	2023 GM	1				✓
Olivier Fabas	37	M		1	0		02/14/2020	2021 GM	0				
Jean-Paul Faugère	63	M		220	1		12/20/2012	2021 GM	8			✓	
Laurence Giraudon	50	F		1	0		02/14/2020	2020 GM	0				
Marie-Christine Lambert	66	F		10	0	✓	12/06/2011	2020 GM	9	✓	✓ Chairwoman		
Marianne Louradour	54	F		1	0		10/17/2019	2022 GM	1				
Olivier Mareuse	56	M		1	2		05/31/2011	2021 GM	9	✓			
Florence Péronnau	62	F		5	0	✓	05/23/2016	2020 GM	4		✓	✓ Chairwoman	✓
Guillaume Poitrinal	52	M		10	0	✓	06/29/2018	2022 GM	2			✓	
Sophie Quatrehomme	43	F		1	0		03/15/2018	2022 GM	2				✓ Chairwoman
Georges Ralli	71	M		775	1	✓	05/23/2016	2020 GM	4	✓ Chairman	✓		
Wael Rizk	41	M		1	0		04/24/2019	2023 GM	1				

In accordance with the provisions of the Articles of Association, the Company is administered by a Board of Directors comprised of three to eighteen members whose appointment or removal is decided at a General Meeting. Every director must own at least one share during their term of office. Directors, whether natural or legal persons, shall continue in office for a term of four (4) years and are subject to mandatory retirement at a certain age. Directors may be reappointed subject to the same conditions.

POSITIONS, OFFICES AND BIOGRAPHIES OF THE MEMBERS OF THE BOARD OF DIRECTORS AS OF DECEMBER 31, 2019



**Frédéric THOMAS**  
Chairman of the Board of Directors  
Member of the Strategy and Investment Committee  
63 years old  
Nationality: French

**First appointed as director:**  
General Meeting of 05/23/2016

**End of term of office:**  
General Meeting to be held in 2020 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**  
27, rue Camille-Desmoulins  
92130 Issy-les-Moulineaux, France

**Expertise and professional experience**

Frédéric Thomas began his career with Crédit Agricole's Pas-de-Calais regional bank in 1982, where he held various positions, including Head of Financing from 1993 to 1996, and later Head of Networks from 1996 to 2000. In 2000, Frédéric Thomas was appointed Deputy CEO of Crédit Agricole's Charente-Maritime Deux-Sèvres regional bank. In 2007, Frédéric Thomas became CEO of the Crédit Agricole Normandie-Seine regional bank and Chairman of Crédit Agricole Technologies. He has been a member of the Board of Adicam since 2010.

From 2015 to 2019, Frédéric Thomas was CEO of Crédit Agricole Assurances and CEO of Prédica.

Frédéric Thomas graduated in agronomic engineering from ENSA Rennes and holds a "DESS" postgraduate degree in business administration.

Frédéric Thomas has been Chairman of the Board of Directors of Icade since April 24, 2019.

**Other offices and positions currently held**

**Member of the Executive Committee**

- Crédit Agricole SA<sup>(a)(b)</sup>

**Chief Executive Officer**

- Crédit Agricole Assurances<sup>(a)(b)</sup>

- Prédica<sup>(b)</sup>

**Director**

- Pacifica SA<sup>(b)</sup>

- Spirica SA<sup>(b)</sup>

- CA Indosuez Wealth Management (SA)<sup>(b)</sup>

- CAGIP SAS<sup>(b)</sup>

- LCL SA<sup>(b)</sup>

**Member of the Board of Directors**

- Adicam (SARL)<sup>(b)</sup>

**Permanent representative of CAA, director**

- Caci SA<sup>(b)</sup>

**Non-voting director**

- La Médicale de France SA<sup>(b)</sup>

**Vice-Chairman**

- CA Vita (SPA)<sup>(b)</sup>

- Groupement français des Bancassureurs<sup>(b)</sup>

**Chairman and permanent representative of Prédica**

- Fonds stratégique de participations (SICAV)<sup>(b)</sup>

**Permanent representative of CAA, legal entity serving as Chairperson**

- Crédit Agricole Assurances Solutions SAS<sup>(b)</sup>

**Member of the Supervisory Board**

- Crédit Agricole Innovations & Territoires SAS<sup>(b)</sup>

**Chairman of the Supervisory Board**

- F/I Venture (SAS)<sup>(b)</sup>

**Offices and positions held in the past five years and which have expired**

**Chief Executive Officer**

- Crédit Agricole Normandie-Seine regional bank

**Chairman**

- Crédit Agricole Technologies et Services

- Delta

- Progica SAS

**Director**

- LCL (SA, issuer of listed debt securities)

- Crédit Agricole Services

- Ifcam

- Acticam

- Cité de l'Agriculture

- CA Leasing & Factoring

- NCI Normandie Capital Investissement

**Representative of the Normandie-Seine regional bank**

- Uni Expansion Ouest

**Managing Director**

- SCI Montaigne

- SEP Normandie Seine

**Permanent representative of Prédica, member of the Supervisory Board**

- CA Grands Crus SAS

**Member of FNCA (Fédération Nationale du Crédit Agricole)**

- Member of the HR commission

- Vice Chairman of the national union office

**Non-voting director**

- CA Immobilier

(a) Listed company.

(b) Non-group company.

It should be noted that Frédéric Thomas stepped down from all his duties at Crédit Agricole Group effective January 1, 2020.



**Virginie FERNANDES**  
Permanent representative of Caisse des dépôts (CDC) - Director  
Member of the Strategy and Investment Committee  
Member of the Appointments and Remuneration Committee  
45 years old  
Nationality: French

**First appointed as permanent representative of CDC, director:**  
Board of Directors meeting of 09/30/2016

**Reappointed at the General Meeting of 04/24/2019**

**End of term of office of CDC:**  
General Meeting to be held in 2023 to approve the financial statements for the year ended

**Number of shares held in the Company by CDC:** 28,895,618

**Professional address:**  
56, rue de Lille  
75007 Paris, France

#### Expertise and professional experience

Virginie Fernandes has been Head of the Group Steering Department within the Finance, Strategy and Holdings Division for the Caisse des dépôts group since January 2017.

A graduate of Rouen Business School and the French Society of Financial Analysts (SFAF), Virginie Fernandes started her career in 1998 as a financial auditor at EY. From 2000, she served as financial analyst, first at Oddo Securities and later at Crédit Agricole Cheuvreux. She joined the Caisse des dépôts group in 2010. She then worked in the Finance Department of the French Strategic Investment Fund (FSI) where she was in charge of monitoring strategic holdings. In 2012, she joined the Finance, Strategy and Holdings Division where she served as Head of the Strategic Management of Subsidiaries and, in 2013, she took over as Head of the Real Estate, Housing and Tourism Division.

#### Other offices and positions currently held

##### Member of the Supervisory Board

- CDC Habitat<sup>(a)</sup>

##### Director

- Bpifrance Investissement<sup>(a)</sup>
- Bpifrance Participations<sup>(a)</sup>
- SFIL<sup>(a)</sup>
- Transdev Group<sup>(a)</sup>
- Compagnie des Alpes<sup>(a)(b)</sup>

#### Offices and positions held in the past five years and which have expired

##### Member of the Supervisory Board

- Santoline

##### Director

- Bpifrance
- CDC International Capital
- SCET

##### Chairwoman

- Audit Committee of Santoline
- HoldCo SIIC

(a) Icade Group/CDC Group company.

(b) Listed company.



**Carole ABBEY**  
Director<sup>(a)</sup>  
44 years old  
Nationality: French

**First appointed as director:**  
Board of Directors meeting of 03/15/2018

**End of term of office:**  
General Meeting to be held in 2021 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**  
56, rue de Lille  
75007 Paris, France

#### Expertise and professional experience

Since June 2017, Carole Abbey has been responsible for Strategic Holdings at Caisse des dépôts in the Real Estate, Housing & Tourism sectors. She participates in the approval of strategic priorities and investment decisions for Icade, Compagnie des Alpes, CDC Habitat and SCET. She develops CDC's views within the governance bodies of these companies.

After being an associate at EY consulting firm, Carole Abbey joined the Agence des Participations de l'État (a division of the French Ministry of Economy and Finance) at the beginning of 2017.

An expert in corporate finance, she joined EY in 1999. For over 15 years, she assisted investment funds and large French and international corporations with complex financial projects. Between 2003 and 2008, she worked at EY's office in Sydney, Australia.

Carole Abbey holds a "DESS" post-graduate degree in Corporate Finance and Financial Engineering from Paris Dauphine University, a degree in Chartered Accountancy and CPA (Certified Public Accountant) certification from the United States.

#### Other offices and positions currently held

##### Director

- SCET<sup>(a)</sup>
- Tonus Territoires<sup>(a)</sup>
- Bpifrance SA<sup>(a)</sup>
- Aviva France<sup>(b)</sup>

##### Director, permanent representative of CDC

- CDC Habitat<sup>(a)</sup>
- Sicovam Holding<sup>(a)</sup>

#### Offices and positions held in the past five years and which have expired

None

(a) Icade Group/CDC Group company.

(b) Non-group company.

(c) On the recommendation of the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting held on February 13, 2020, co-opted Olivier FABAS to replace Carole ABBEY after she resigned.



**Emmanuel CHABAS**  
Director  
Member of the Appointments and Remuneration Committee  
43 years old  
Nationality: French

**First appointed as director:**  
General Meeting of 04/24/2019

**End of term of office:**  
General Meeting to be held in 2023 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Personal address:**  
16-18, boulevard de Vaugirard  
75015 Paris, France

### Expertise and professional experience

Emmanuel Chabas graduated from the ESSEC business school. He began his career in management control and internal audit at the BNP Paribas Group in 2001. He then joined BNP Paribas Cardif in 2006 as Head of Real Estate Acquisitions.

Since September 2015, he has been Head of Real Estate Investments for Crédit Agricole Assurances.

### Other offices and positions currently held

#### Member of the Supervisory Board

– SCA Covivio Hôtels<sup>(a)(c)</sup>

#### Member of the Supervisory Board and General Meeting

– SE Covivio Immobilien<sup>(c)</sup>

#### Managing Director

– SCI Dahlia<sup>(c)</sup>

#### Chairman of the Partnership Committee and member of the Board of Directors

– SCI Holding Dahlia<sup>(c)</sup>

#### Member of the Board of Directors

– OPCI Camp Invest<sup>(c)</sup>

– SC Iris Invest<sup>(c)</sup>

– OPCI B2 Hotel Invest<sup>(c)</sup>

#### Chairman of the Partnership Committee

– SAS Iris Holding France<sup>(c)</sup>

#### Chairman

– SAS Holding Euromarseille<sup>(c)</sup>

#### Managing Director

– SCI DS Campus<sup>(c)</sup>

#### Representative of DS CAMPUS

– SCI Latécoère<sup>(c)</sup>

– SCI Latécoère 2<sup>(c)</sup>

#### Managing Director

– SCI New Vélizy<sup>(c)</sup>

#### Member of the Partnership Committee

– SCI 11 Place de l'Europe<sup>(c)</sup>

#### Director and member of the Remuneration Committee

– SICAF Central<sup>(c)</sup>

#### Member of the Board of Directors

– SAS Alta Blue<sup>(c)</sup>

#### Director, Chairman and CEO, and representative of PRÉDICA

– SA Foncière Hypersud<sup>(c)</sup>

#### Director

– Météore Italy Srl<sup>(c)</sup>

– Météore Alcalá<sup>(c)</sup>

#### Permanent representative of Prédica

– OPCI CAA Commerces 2<sup>(c)</sup>

– OPCI Prédica Bureaux<sup>(c)</sup>

#### Chairman

– SAS 59-61 Rue Lafayette<sup>(c)</sup>

#### Director and Chairman of the Board of Directors

– OPCI Prédica Commerces<sup>(c)</sup>

#### Representative of SCI IMEFA 34

– OPCI Prédica Habitation<sup>(c)</sup>

#### Chairman

– SAS 81-91 Rue Falguière<sup>(c)</sup>

#### Director and Chairman of the Board of Directors

– OPCI ECO Campus<sup>(c)</sup>

– OPCI Massy Bureaux<sup>(c)</sup>

#### Permanent representative of Prédica and member of the Supervisory Committee

– SCPI Unipierre Assurance<sup>(c)</sup>

#### Member of the Strategic Committee

– SCI Heart of La Defense<sup>(c)</sup>

#### Representative of Prédica

– Advisory Committee of the Ardian fund

#### Member of the Board of Directors

– SA Carmila<sup>(a)(c)</sup>

#### Non-voting member of the Supervisory Board

– SA Argan<sup>(a)</sup>

#### Permanent representative on the Supervisory Board

– SAS PREIM Healthcare<sup>(c)</sup>

### Offices and positions held in the past five years and which have expired

#### Member of the Board of Directors

– SA Foncière Développement Logement

#### Member of the Strategic Committee

– SAS Foncière des Murs Management

#### Chairman

– SAS Francimmo Hôtel

#### Director

– Siltel

#### Managing Director

– SCI Montparnasse Cotentin

#### Director

– SA Météore Greece SA

(a) Listed company.  
(b) Icade Group/CDC Group company.  
(c) Non-group company.

**Representative of Prédica**

- SCI Frey Retail Villebon<sup>(a)</sup>

**Member of the Oversight Committee**

- SAS Icade Santé<sup>(b)</sup>

**Director and Chairman of the Board of Directors**

- OPCI Messidor<sup>(b)</sup>

**Director**

- OPCI Icade Healthcare Europe<sup>(b)</sup>

**Member of the Supervisory Board and Audit Committee**

- SCA Patrimoine et Commerce<sup>(c)</sup>

**Member of the Board of Directors and Audit Committee**

- SA AccorInvest Group<sup>(c)</sup>

**Director**

- OPCI Lapillus 1<sup>(c)</sup>

- SAS Cristal<sup>(c)</sup>

**Member of the Real Estate Committee**

- FFA

**Managing Director**

SCI IMEFA 1 <sup>(c)</sup>	SCI IMEFA 2 <sup>(c)</sup>	SCI IMEFA 3 <sup>(c)</sup>	SCI IMEFA 4 <sup>(c)</sup>	SCI IMEFA 5 <sup>(c)</sup>
SCI IMEFA 6 <sup>(c)</sup>	SCI IMEFA 8 <sup>(c)</sup>	SCI IMEFA 9 <sup>(c)</sup>	SCI IMEFA 10 <sup>(c)</sup>	SCI IMEFA 11 <sup>(c)</sup>
SCI IMEFA 12 <sup>(c)</sup>	SCI IMEFA 13 <sup>(c)</sup>	SCI IMEFA 16 <sup>(c)</sup>	SCI IMEFA 17 <sup>(c)</sup>	SCI IMEFA 18 <sup>(c)</sup>
SCI IMEFA 20 <sup>(c)</sup>	SCI IMEFA 22 <sup>(c)</sup>	SCI IMEFA 25 <sup>(c)</sup>	SCI IMEFA 32 <sup>(c)</sup>	SCI IMEFA 33 <sup>(c)</sup>
SCI IMEFA 34 <sup>(c)</sup>	SCI IMEFA 35 <sup>(c)</sup>	SCI IMEFA 36 <sup>(c)</sup>	SCI IMEFA 37 <sup>(c)</sup>	SCI IMEFA 38 <sup>(c)</sup>
SCI IMEFA 39 <sup>(c)</sup>	SCI IMEFA 42 <sup>(c)</sup>	SCI IMEFA 43 <sup>(c)</sup>	SCI IMEFA 44 <sup>(c)</sup>	SCI IMEFA 45 <sup>(c)</sup>
SCI IMEFA 47 <sup>(c)</sup>	SCI IMEFA 48 <sup>(c)</sup>	SCI IMEFA 49 <sup>(c)</sup>	SCI IMEFA 50 <sup>(c)</sup>	SCI IMEFA 51 <sup>(c)</sup>
SCI IMEFA 52 <sup>(c)</sup>	SCI IMEFA 53 <sup>(c)</sup>	SCI IMEFA 54 <sup>(c)</sup>	SCI IMEFA 57 <sup>(c)</sup>	SCI IMEFA 58 <sup>(c)</sup>
SCI IMEFA 60 <sup>(c)</sup>	SCI IMEFA 61 <sup>(c)</sup>	SCI IMEFA 62 <sup>(c)</sup>	SCI IMEFA 63 <sup>(c)</sup>	SCI IMEFA 64 <sup>(c)</sup>
SCI IMEFA 66 <sup>(c)</sup>	SCI IMEFA 67 <sup>(c)</sup>	SCI IMEFA 68 <sup>(c)</sup>	SCI IMEFA 69 <sup>(c)</sup>	SCI IMEFA 72 <sup>(c)</sup>
SCI IMEFA 73 <sup>(c)</sup>	SCI IMEFA 74 <sup>(c)</sup>	SCI IMEFA 76 <sup>(c)</sup>	SCI IMEFA 77 <sup>(c)</sup>	SCI IMEFA 78 <sup>(c)</sup>
SCI IMEFA 79 <sup>(c)</sup>	SCI IMEFA 80 <sup>(c)</sup>	SCI IMEFA 81 <sup>(c)</sup>	SCI IMEFA 82 <sup>(c)</sup>	SCI IMEFA 83 <sup>(c)</sup>
SCI IMEFA 84 <sup>(c)</sup>	SCI IMEFA 85 <sup>(c)</sup>	SCI IMEFA 89 <sup>(c)</sup>	SCI IMEFA 91 <sup>(c)</sup>	SCI IMEFA 92 <sup>(c)</sup>
SCI IMEFA 96 <sup>(c)</sup>	SCI IMEFA 100 <sup>(c)</sup>	SCI IMEFA 101 <sup>(c)</sup>	SCI IMEFA 102 <sup>(c)</sup>	SCI IMEFA 103 <sup>(c)</sup>
SCI IMEFA 104 <sup>(c)</sup>	SCI IMEFA 105 <sup>(c)</sup>	SCI IMEFA 107 <sup>(c)</sup>	SCI IMEFA 108 <sup>(c)</sup>	SCI IMEFA 109 <sup>(c)</sup>
SCI IMEFA 110 <sup>(c)</sup>	SCI IMEFA 112 <sup>(c)</sup>	SCI IMEFA 113 <sup>(c)</sup>	SCI IMEFA 115 <sup>(c)</sup>	SCI IMEFA 116 <sup>(c)</sup>
SCI IMEFA 117 <sup>(c)</sup>	SCI IMEFA 118 <sup>(c)</sup>	SCI IMEFA 120 <sup>(c)</sup>	SCI IMEFA 121 <sup>(c)</sup>	SCI IMEFA 122 <sup>(c)</sup>
SCI IMEFA 123 <sup>(c)</sup>	SCI IMEFA 126 <sup>(c)</sup>	SCI IMEFA 128 <sup>(c)</sup>	SCI IMEFA 129 <sup>(c)</sup>	SCI IMEFA 131 <sup>(c)</sup>
SCI IMEFA 132 <sup>(c)</sup>	SCI IMEFA 140 <sup>(c)</sup>	SCI IMEFA 148 <sup>(c)</sup>	SCI IMEFA 149 <sup>(c)</sup>	SCI IMEFA 150 <sup>(c)</sup>
SCI IMEFA 155 <sup>(c)</sup>	SCI Lyon Tony Garnier <sup>(c)</sup>	SCI Villeurbanne La Soie Îlot H <sup>(c)</sup>	SCI IMEFA 158 <sup>(c)</sup>	SCI IMEFA 159 <sup>(c)</sup>
SCI IMEFA 161 <sup>(c)</sup>	SCI IMEFA 162 <sup>(c)</sup>	SCI IMEFA 163 <sup>(c)</sup>	SCI IMEFA 164 <sup>(c)</sup>	SCI IMEFA 165 <sup>(c)</sup>
SCI HDP Bureaux <sup>(c)</sup>	SCI HDP Hôtel <sup>(c)</sup>	SCI HDP La Halle <sup>(c)</sup>	SCI IMEFA 169 <sup>(c)</sup>	SCI IMEFA 170 <sup>(c)</sup>
SCI IMEFA 171 <sup>(c)</sup>	SCI IMEFA 172 <sup>(c)</sup>	SCI IMEFA 173 <sup>(c)</sup>	SCI IMEFA 174 <sup>(c)</sup>	SCI IMEFA 175 <sup>(c)</sup>
SCI IMEFA 176 <sup>(c)</sup>	SCI IMEFA 177 <sup>(c)</sup>	SCI IMEFA 178 <sup>(c)</sup>	SCI IMEFA 179 <sup>(c)</sup>	SCI Pacifica Grésillons <sup>(c)</sup>
SCI IMEFA 181 <sup>(c)</sup>	SCI IMEFA 182 <sup>(c)</sup>	SCI IMEFA 183 <sup>(c)</sup>	SCI IMEFA 184 <sup>(c)</sup>	SCI Spirica Marseille Michelet <sup>(c)</sup>
SCI IMEFA 186 <sup>(c)</sup>	SCI IMEFA 188 <sup>(c)</sup>	SCI IMEFA 189 <sup>(c)</sup>	SCI IMEFA 190 <sup>(c)</sup>	SCI IMEFA 192 <sup>(c)</sup>
SCI IMEFA 193 <sup>(c)</sup>	SCI IMEFA 194 <sup>(c)</sup>	SCI IMEFA 195 <sup>(c)</sup>	SCI IMEFA 196 <sup>(c)</sup>	Spirica Boisseau <sup>(c)</sup>
SCI IMEFA 198 <sup>(c)</sup>	SCI IMEFA 199 <sup>(c)</sup>	SCI IMEFA 201 <sup>(c)</sup>	SCI IMEFA 202 <sup>(c)</sup>	SCI IMEFA 203 <sup>(c)</sup>
SCI IMEFA 204 <sup>(c)</sup>	SCI IMEFA 205 <sup>(c)</sup>	SCI IMEFA 206 <sup>(c)</sup>	SCI IMEFA 207 <sup>(c)</sup>	SCI IMEFA 208 <sup>(c)</sup>
SCI IMEFA 209 <sup>(c)</sup>	SCI IMEFA 211 <sup>(c)</sup>	SCI IMEFA 212 <sup>(c)</sup>	SCI Fédérale Péreire Victoire <sup>(c)</sup>	SCI Federlog <sup>(c)</sup>
SCI Feder Londres <sup>(c)</sup>	SCI Fédérale Villiers <sup>(c)</sup>	SCI Grenier Vellefaux <sup>(c)</sup>	SCI Medibureaux <sup>(c)</sup>	SCI Medic Habitation <sup>(c)</sup>
SCI Vicq d'Azir Vellefaux <sup>(c)</sup>				

**Representative of Vicq d'Azir Vellefaux (Managing Director)**

- SCI Vicq Neuilly<sup>(c)</sup>

**Managing Director**

- SCI Federpierre<sup>(c)</sup>

**Representative of Federpierre (Managing Director)**

- SCI Longchamp Montevideo<sup>(c)</sup>
- SCI Federpierre Michal<sup>(c)</sup>
- SCI Federpierre Caulaincourt<sup>(c)</sup>
- SCI Federpierre Université<sup>(c)</sup>
- SCI Federpierre Capucines<sup>(c)</sup>

**Managing Director**

- SCI 1-3 Place Valhubert<sup>(c)</sup>
- SCI Village Victor Hugo<sup>(c)</sup>

**Chairman**

- SAS Resico<sup>(c)</sup>
- CA Résidence Seniors<sup>(c)</sup>

(a) Listed company.

(b) Icade Group/CDC Group company.

(c) Non-group company.



**Gonzague DE PIREY**  
**Independent director**  
**Member of the Innovation and CSR Committee**  
45 years old  
Nationality: French

**First appointed as director:**  
General Meeting of 04/24/2019

**End of term of office:**  
General Meeting to be held in 2023 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Personal address:**  
2, rue André-Karman – BP 149  
93304 Aubervilliers Cedex, France

#### Expertise and professional experience

A graduate of École Polytechnique, Télécom (a telecommunication engineering school) and École des Mines de Paris (a technology and engineering university), Gonzagues de Pirey began his career as Social Affairs Advisor for the Office of the Prime Minister from 2004 to 2007 under Jean-Pierre Raffarin's and then Dominique de Villepin's premierships.

He joined the Saint-Gobain Group in 2007 where he successively served as Head of Corporate Planning, Head of Asia-Pacific Bonded Abrasives in Shanghai and then General Delegate in Moscow for Russia, Ukraine and the Commonwealth of Independent States (CIS).

In March 2016, he became CEO of the Lapeyre Group.

Gonzague de Pirey is currently Chairman of Kpark.

#### Other offices and positions currently held

##### Chairman

- Kpark<sup>(a)</sup>
- Coup de Pouce Humanitaire association<sup>(a)</sup>

#### Offices and positions held in the past five years and which have expired

##### Chairman

- Lapeyre Group, Saint-Gobain

##### General Delegate

- Saint-Gobain – Russia, Ukraine and CIS

(a) Non-group company.



**Jean-Paul FAUGÈRE**  
**Director**  
**Member of the Strategy and Investment Committee**  
63 years old  
Nationality: French

**First appointed as director:**  
Board of Directors meeting of December 20, 2012

**End of term of office:**  
General Meeting to be held in 2021 to approve the financial statements for the year ended

**Number of shares held in the Company:** 220

**Professional address:**  
4, place Raoul-Dautry  
75716 Paris Cedex 15, France

#### Expertise and professional experience

A former student of École polytechnique and the National School of Administration (ENA), Jean-Paul Faugère served as Head of the Prime Minister's Office from 2007 to 2012. Prior to this, he worked as Head of the Office of François Fillon (Minister of Social Affairs and then of National Education) from 2002 to 2005, and Prefect of the Alsace region and Bas-Rhin department from 2005 to 2007. Jean-Paul Faugère has been Chairman of the Board of Directors of CNP Assurances since June 29, 2012. Previously, Jean-Paul Faugère held the following positions and offices: Insurance Auditor (1980-1981), Auditor to the Council of State (1983), Deputy General Secretary of the Council of State (1986-1987), Technical Adviser to the Minister for Infrastructure, Housing, Spatial Planning and Transport (1987-1988), Government Commissioner to the Court of Disputes of the Council of State (1988-1990), Finance Director (1991-1994) of the French Atomic Energy Commission (CEA), Director of Civil Liberties and Legal Affairs for the Ministry of the Interior and Spatial Planning (1994-1997), Prefect of the Loir-et-Cher department (1997-2001), Prefect of the Vendée department (2001-2002), and member of the Council of State (1998).

#### Other offices and positions currently held

##### Chairman of the Board of Directors

- CNP Assurances<sup>(a)(b)</sup>

#### Offices and positions held in the past five years and which have expired

##### Director

- Caixa Seguros Holding SA (Brazil)

(a) Listed company.

(b) CDC Group company.



**Marie-Christine LAMBERT**  
Independent director  
Chairwoman of the Appointments and Remuneration Committee  
Member of the Audit and Risk Committee  
66 years old  
Nationality: French

**First appointed as director:**  
Board of Directors meeting of 12/06/2011

**End of term of office:**  
General Meeting to be held in 2020 to approve the financial statements for the year ended

**Number of shares held in the Company:** 10

**Personal address:**  
24, rue Rouelle  
75015 Paris, France

#### Expertise and professional experience

Marie-Christine Lambert, a graduate of ESC Dijon with a major in Finance, is now retired. She used to be Deputy CFO and Head of Financial Control for the Orange Group. After joining France Télécom in 1992, she served successively as Chief Financial Officer of the IT subsidiaries, Chief Financial Officer of the French Mobile Telephony Division, Chief Financial Officer of the Orange Division (the Group's mobile telephony arm), Group Head of Finance and Operations Management in France (fixed and mobile telephony), and then Group Head of Financial Control. Marie-Christine Lambert began her career in 1975 in a French subsidiary of ITT, and then worked in operational finance in the industrial, services and telecommunications sectors.

#### Other offices and positions currently held

None

#### Offices and positions held in the past five years and which have expired

**Deputy CFO and Head of Financial Control for the Orange Group Director**

- Orange France
- Orange Studio
- BuyIn joint venture (Orange/Deutsche Telekom)

**Member of the Supervisory Board and Audit Committee**

- Orange Polska



**Marianne LOURADOUR**  
Director  
54 years old  
Nationality: French

**First appointed as director:**  
Board of Directors meeting of October 17, 2019

**End of term of office:**  
General Meeting to be held in 2022 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**  
2, avenue Pierre-Mendès-France  
75013 Paris, France

#### Expertise and professional experience

Marianne Louradour graduated in 1988 from the Paris Institute of Political Studies (IEP) with a degree in Economics and Finance.

In 1989, she joined Caisse des Dépôts Développement as project manager for Capri Résidences (SCIC group). In 1994, she became Head of Investments at Compagnie immobilière de la région parisienne ("Real Estate Company for the Paris region").

In 1995, she started working in the Savings Fund Department where she was responsible for network coordination and business development.

In 2000, she joined the Banking Division in charge of Quality.

From 2003 to 2004, she served as Deputy Head responsible for organisation and relations with the Direction Générale de la Comptabilité publique ("Public Accounts Directorate"). She was then promoted Head of the Network Steering and Coordination Department in the Banking Division.

In September 2009, she became Deputy Head of the Risk and Internal Control Department of Caisse des Dépôts.

In 2012, she was put in charge of the Audit Department of Caisse des Dépôts.

Since September 2016, Marianne Louradour has been Regional Director of Banque des Territoires, Caisse des Dépôts Group, for the Paris region. She sits on the Board of Directors of Sogaris (logistics), Citalios (urban planning), Plaine Commune Développement (urban planning) and Charles-de-Gaulle Express (transport).

#### Other offices and positions currently held

**Director**

- SAEML Citallios<sup>(a)</sup>
- SEM Plaine Commune Développement<sup>(a)</sup>
- SAEML Sogaris<sup>(a)</sup>
- Association IAURIF<sup>(a)</sup>
- SAEML Régie Immobilière de la Ville de Paris<sup>(a)</sup>
- ORF<sup>(a)</sup>

**Member of the Strategic Committee**

- SAS Paris Docks en Seine<sup>(a)</sup>

**Chairman of the Supervisory Board**

- SAS Biocitech Immobilier<sup>(a)</sup>

**Representative of CDC at General Meetings**

- SCI du 10 rue du Général Lasalle<sup>(a)</sup>
- SCI Résidence Landy Saint Ouen<sup>(a)</sup>
- SCI de la Vision<sup>(a)</sup>
- SAS Seine Ampère<sup>(a)</sup>
- SAS La Nef Lumière<sup>(a)</sup>
- Parking Macdonald Paris<sup>(a)</sup>
- SCI Docks en Seine<sup>(a)</sup>

#### Offices and positions held in the past five years and which have expired

**Director**

- SCET

**Representative of CDC**

- SCI IMEFA Vélizy
- SCI Île de France Paris N1
- SCI Boulogne Résidence Île Seguin
- SAS Paris Nord Est
- SCI Paris Pyrénées Bagnolet
- SCI Logements Les Mureaux Voiles de Seine
- SCI Macdonald Logements Locatifs
- SCI Arquebusiers Michel Ange
- SC Île de France Paris numéro 2
- SCI Logements Évry Vanille
- SCI Logements Limeil Temps Durables
- SAS Espace Europe
- SEMAFOR 77

(a) CDC Group company.



**Olivier MAREUSE**

**Director**

**Member of the Audit, Risk and Sustainable Development Committee**

56 years old

Nationality: French

**First appointed as director:**

Board of Directors meeting of 05/31/2011

**End of term of office:**

General Meeting to be held in 2021 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**

56, rue de Lille  
75007 Paris, France

**Expertise and professional experience**

A graduate of the Paris Institute of Political Studies (IEP), former student of the National School of Administration (ENA), Olivier Mareuse began his career in 1988 at the Group Insurance Department of CNP Assurances as Deputy Head of the Financial Institutions Department, and then as Technical, Administrative and Accounting Director in 1989. In 1991, he was named Project Officer to the CEO, and then Head of Strategy, Financial Control and Investor Relations in 1993. Appointed Chief Investment Officer of CNP Assurances in 1999, Olivier Mareuse joined Caisse des dépôts in October 2010 as deputy CFO of the Caisse des dépôts group, and became CFO of the Caisse des dépôts group in December 2010. Since September 2016, Olivier Mareuse has been Director of Savings Funds of Caisse des dépôts. Since 2018, he has also been Head of Asset Management for Caisse des dépôts.

**Other offices and positions currently held**

**Head of Asset Management and Director of Savings Funds**

- Caisse des dépôts group

**Member of the Executive Committee of Caisse des dépôts**

- "Caisse des dépôts" Public Institution and Group

**Director**

- La Société Forestière<sup>(b)</sup>

- CDC GPI<sup>(b)</sup>

- CNP Assurances<sup>(a)(b)</sup>

- Association française des investisseurs institutionnels (AF2I)<sup>(c)</sup>

**Permanent representative of CDC**

- Veolia Environnement<sup>(a)(c)</sup>

**Member of the Audit Committee**

- CNP Assurances<sup>(a)(b)</sup>

**Member of the Strategic Committee**

- CNP Assurances<sup>(a)(b)</sup>

**Offices and positions held in the past five years and which have expired**

**Group CFO**

- Caisse des dépôts

**Chief Investment Officer**

- CNP Assurances

**Director**

- Bpifrance Investissement

- AEW Europe

- CDC Infrastructures

**Chairman of the Board of Directors**

- CDCE-1

**Chief Executive Officer**

- CDCE-1

**Permanent representative of CDC**

- CDC GPI (Gestion des Placements Immobiliers)

- CDC GPII (Gestion des Placements Immobiliers Internes)

(a) Listed company.

(b) CDC Group company.

(c) Non-group company.



**Jean-Marc MORIN**

**Director<sup>(a)</sup>**

68 years old

Nationality: French

**First appointed as director:**

Board of Directors meeting of 04/03/2018

**End of term of office:**

General Meeting to be held in 2020 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**

56, rue de Lille  
75007 Paris, France

**Expertise and professional experience**

After obtaining a Master's degree in law and studying at the French National School for the Judiciary (ENM), Jean-Marc Morin started his career in 1980 as Deputy Public Prosecutor in Béthune and then became judge at the Tribunal de Grande Instance (regional court) of Paris. From 1990 to 2003, he held a number of legal positions at the Ministry of Budget and then at the Ministry of Economy and Finance. In 2003, he was appointed Head of Legal for AP-HP—the entity managing public hospitals in the Paris region—and member of the AP-HP Management Committee.

He joined Caisse des dépôts in 2011 as Deputy Group Head of Legal and Tax, and then Deputy Group Secretary General. Since 2012, he has been Head of Legal and Tax, and a permanent member of the Executive Committee and the Group Management Committee.

In 2018, he became Advisor to the CEO of Caisse des dépôts. He is a permanent guest of the Executive Committee.

**Other offices and positions currently held**

None

**Offices and positions held in the past five years and which have expired**

**Non-voting director**

- Board of Directors of CDC-IC

(a) On the recommendation of the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting held on February 14, 2020, co-opted Laurence GIRAUDON to replace Jean-Marc MORIN after he resigned.





**Florence PÉRONNAU**  
Vice-Chairwoman, Lead Independent Director  
Independent director  
Chairwoman of the Strategy and Investment Committee  
Member of the Appointments and Remuneration Committee  
Member of the Innovation and CSR Committee  
62 years old  
Nationality: French

**First appointed as director:**  
General Meeting of 05/23/2016

**End of term of office:**  
General Meeting to be held in 2020 to approve the financial statements for the year ended

**Number of shares held in the Company:** 5

**Professional address:**  
Pollen RE  
35, rue Malar  
75007 Paris, France

#### Expertise and professional experience

After studying economics (bachelor's degree in economics from Paris X University, degree in finance-economics from the Paris Institute of Political Studies), Florence Péronneau spent the first part of her real estate career working for several major institutional investors.

1982-1990: AGP Compagnie du Midi – Axa, Real estate investments.

1990-1993: CPII Promotion Immobilière – design of property projects and sales to investors.

1993-1997: SECL-UAP – Banque Worms – asset valuation and management.

1997-2004: AGF Immobilier Allianz Group – Portfolio manager and then Head of Construction Project Management.

In 2006, she joined the Sanofi group to set up the Group Real Estate Department and, as such, switched to the "Users" side.

Once the corporate organisation was implemented at the national and international levels, she rolled out the "workspace" and "green buildings" internal policies, in line with the group's strategic guidelines.

She completed several major real estate projects in France and abroad, including the Group's global headquarters (2012) and new business campuses (Paris and Lyon in 2015) to address the changes in work and management practices.

Since January 19, 2015, Florence Péronneau has sat on the French government's Real Estate Board as a qualified person.

In 2017, Florence Péronneau started Pollen RE, a real estate strategy consulting firm dedicated to "Users", as she believes that real estate is a tangible as well as an intangible asset for a company.

#### Other offices and positions currently held

**Chairwoman**  
- Pollen RE<sup>(a)</sup>  
**Member of the French State's Real Estate Board<sup>(a)</sup>**  
**Board Member**  
- RICS France<sup>(a)</sup> (Royal Institution of Chartered Surveyors)  
**Member of the French Institute of Company Directors (IFA)**

#### Offices and positions held in the past five years and which have expired

None

(a) Non-group company.



**Guillaume POITRINAL**  
Independent director  
Member of the Strategy and Investment Committee  
52 years old  
Nationality: French

**First appointed as director:**  
General Meeting of 06/29/2018

**End of term of office:**  
General Meeting to be held in 2022 to approve the financial statements for the year ended

**Number of shares held in the Company:** 10

**Professional address:**  
Woodeum  
136 bis, rue de Grenelle  
75007 Paris, France

#### Expertise and professional experience

Guillaume Poitrinal is the former Chairman of the Executive Board of Unibail-Rodamco. He co-founded Woodeum, a property development company specialising in the construction of low-carbon buildings. He created Icamap, a pan-European investment fund active in both listed and unlisted property.

Guillaume Poitrinal has not held any other directorships in listed companies than those mentioned herein. He has been a director at FSIF (French Federation of Real Estate Companies) and he chaired the European Public Real Estate Association (EPRA) from 2009 to 2011.

The Icamap Investors fund is managed by the management company Icamap S.à r.l. Icamap Investors controls the company Icamap Investments S.à r.l., which in turn owns a 1.83% stake in Icade. Icamap Investments S.à r.l. stated that it is acting in concert with the funds GIC Pte Ltd and Future Fund Board of Guardians—together having a 4.60% shareholding in Icade.

#### Other offices and positions currently held

**Director**  
- UGC<sup>(a)</sup>  
**Chairman**  
- Fondation du patrimoine<sup>(a)</sup>

#### Offices and positions held in the past five years and which have expired

- Capital & Regional  
- MAF Properties

(a) Non-group company.



**Sophie QUATREHOMME**  
Director  
Chairwoman of the Innovation and CSR Committee  
43 years old  
Nationality: French

**First appointed as director:**

Board of Directors meeting of 03/15/2018

**End of term of office:**

General Meeting to be held in 2022 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**

Caisse des dépôts Group  
56, rue de Lille  
75007 Paris, France

**Expertise and professional experience**

Sophie Quatrehomme holds a Master's degree in Modern Literature, a Master of Advanced Studies in National and European Policies of EU Member States, a "DESS" postgraduate degree in European Geopolitics and a degree from the Centre national de la fonction publique territoriale (National Centre for Local Public Service). She began her career in 2002 as a Parliamentary Advisor. At the end of 2004, she became a Technical Advisor in charge of Relations with the National Assembly to the Deputy Minister for Parliamentary Relations. In 2007, she was appointed Parliamentary Advisor to the State Secretariat for European Affairs. From 2009 to 2010, she was Parliamentary Advisor to the Minister of Food, Agriculture and Fisheries. In March 2010, she joined the French Financial Markets Authority (AMF) as an Advisor on Parliamentary and Institutional Relations.

Between 2012 and 2014, she was Head of the Office and Advisor to the CEO of Caisse des dépôts. In March 2014, she was appointed Director of the Office of the CEO of the Caisse des dépôts group and Member of the Management Committees of Caisse des dépôts and the Caisse des dépôts group. Since July 2016, she has served as Communication Director for the Caisse des dépôts group. In March 2018, after the governance structure was reorganised, she joined the newly created Executive Committee and remained a Member of the Management Committee of the Caisse des dépôts group until June 2018.

**Other offices and positions currently held**

**Communication Director**

- CDC

**Member of the Executive Committee**

- CDC

**Director**

- Société du Grand Théâtre des Champs Elysées<sup>(a)</sup> (SGTCE).

**Offices and positions held in the past five years and which have expired**

**CDC International Capital**

- Director (02/13/2014 to 09/01/2016);
- Member of the Audit and Accounting Committee (02/13/2014 to 09/01/2016);
- Member of the Appointments and Remuneration Committee (06/10/2015 to 09/01/2016).

**Member of the Management Committee of the Caisse des dépôts group (March 2014 to June 2018).**

**Member of the Management Committee of the Caisse des dépôts public institution (March 2014 to March 2018).**

(a) Icade Group/CDC Group company.



**Georges RALLI**  
Independent director  
Chairman of the Audit and Risk Committee  
Member of the Appointments and Remuneration Committee  
71 years old  
Nationality: French

**First appointed as director:**

General Meeting of 05/23/2016

**End of term of office:**

General Meeting to be held in 2020 to approve the financial statements for the year ended

**Number of shares held in the Company:** 775

**Professional address:**

IPF Partners  
8, rue Toepffer  
CH - 1206 Geneva, Switzerland

**Expertise and professional experience**

Georges Ralli holds a "DESS" postgraduate degree in Banking and Finance from Paris-V University, a Finance and Economics degree from the Paris Institute of Political Studies, and a degree from the Institut commercial de Nancy business school.

He joined Crédit Lyonnais in 1970 where he held various positions until 1981 (General Accounting Research Department, in charge of monitoring regulatory ratios and consolidation procedures for the Group; Alsace Regional Division, in charge of corporate clients; and Financial Affairs Department, in charge of primary equity market activities).

In 1982, he became Secretary of the Savings Development and Protection Commission.

From 1982 to 1985, he headed the Financial Negotiations Department of Crédit du Nord (primary equity and bond markets, mergers and acquisitions, proprietary investments).

In 1986, he joined Lazard in Paris to develop its primary capital market activity. In 1989, he moved to the Mergers and Acquisitions Department. He became Managing Partner in 1993 and was appointed as Co-Head of Lazard LLC's Mergers and Acquisitions Department in 1999. From 2000 to 2010, he was Managing Director and Deputy Chairman of the Executive Committee of Lazard LLC (USA). He simultaneously headed the French branch until 2010. In 2010, he resigned his executive positions, but until 2012 he remained Chairman of the European Mergers and Acquisitions activities and Chairman of the European Asset Management and Private Banking activities.

In 2013, he created IPF Partners, an investment fund dedicated to the health sector which invests in biotech, medtech, diagnostics and vaccines companies through structured loans. He is currently Partner and Managing Director of IPF Partners.

Lastly, in 2017, he participated in the creation of LLC Real Estate Fund SCA, an investment fund dedicated to property in Luxembourg (75%) and neighbouring countries (excluding France).

**Other offices and positions currently held**

**Non-voting director**

- Chargeurs SA<sup>(b)(a)</sup>

**Managing Director**

- IPF Management 1 SARL (Luxembourg)<sup>(b)</sup>
- Kampos SARL (Switzerland)<sup>(b)</sup>
- IPF Partners SARL (Switzerland)<sup>(b)</sup>
- LLC RE Management SARL (Luxembourg)<sup>(b)</sup>

**Offices and positions held in the past five years and which have expired**

**Director**

- Carrefour SA
- Chargeurs SA
- Veolia Environnement
- Silic SA

**Director**

- Quadrature Investment Managers

(a) Listed company.

(b) Non-group company.



**Waël RIZK**  
Director  
41 years old  
Nationality: French

**First appointed as director:**  
General Meeting of April 24, 2019

**End of term of office:**  
General Meeting to be held in 2023 to approve the financial statements for the year ended

**Number of shares held in the Company:** 1

**Professional address:**  
56, rue de Lille  
75007 Paris, France

#### Expertise and professional experience

Waël Rizk has been Deputy CFO of the Caisse des dépôts Group since May 2017. Composed of 160 employees, the Group's Finance Department oversees all aspects of the financial management undertaken by the Caisse des dépôts Group, including ALM, budgetary planning and accounting. In addition, it ensures that sustainability and ESG are taken into account in all of the Group's activities.

Waël Rizk began his career at the French Ministry of the Interior in 2005 as Deputy to the Head of the Office of Elections and Political Research. He then spent six years in human resources at the same French Ministry before joining Caisse des dépôts in the same capacity starting in 2010. There he honed his skills with respect to human resource and remuneration policies as well as social dialogue. Among his other responsibilities, he has served as Head of Labour-Management Relations of the Caisse des dépôts Group.

In late 2013, he became Advisor to the Office of the CEO of the Caisse des dépôts Group (Jean-Pierre Jouyet then Pierre-René Lemas) with respect to governance, finance and subsidiaries. He subsequently became Head of the Office of the CEO Pierre-René Lemas from mid-2016.

He is Deputy CFO of Caisse des dépôts.

Waël Rizk, a senior civil servant, is an alumnus of the National School of Administration (ENA, "Romain Gary" class) and a graduate of the Paris Institute of Political Studies. He obtained a Master's degree in public law from the Paris I - Panthéon Sorbonne University and International and Advanced Certificates in Corporate Finance from the HEC Paris business school.

#### Other offices and positions currently held

##### Deputy CFO of the CDC Group

##### Director

- STOA<sup>(a)</sup>

##### Chairman of the Remuneration Committee

- STOA<sup>(a)</sup>

##### Member of the Supervisory Board

- Compagnie des Landes<sup>(a)</sup>

#### Offices and positions held in the past five years and which have expired

##### Head of the Office of the CEO of the CDC Group

##### Advisor to the CEO of the CDC Group

##### Director

- Transdev

(a) CDC Group company.

## 2.1.2. Rules relating to the composition of the Board of Directors

### 2.1.2.1. Independent directors

The Company adheres to the independence criteria as set out by the Afep-Medef Code (see table below).

Based on the reference table below, the Board of Directors and the Appointments and Remuneration Committee assess the independence of directors annually and every time a director is co-opted, appointed or reappointed.

Independence criteria required by the Afep-Medef Code:

#### Criterion 1: Employee corporate officer within the previous five years

Not being and not having been during the previous five years:

- an employee or executive corporate officer of the Company;
- an employee, executive corporate officer or director of a company consolidated within the Company;
- an employee, executive corporate officer or director of the Company's parent company or a company consolidated within the parent company.

#### Criterion 2: Cross-directorships

Not being an executive corporate officer of a company in which the Company directly or indirectly holds a directorship, or in which an employee appointed as such or an executive corporate officer of the Company (currently in office or having held such office within the last five years) holds a directorship.

#### Criterion 3: Significant business relationships

Not being a customer, supplier, commercial banker, investment banker or consultant:

- that is significant to the Company or its Group;
- or for which the Company or its Group represents a significant portion of its business.

The evaluation of the significance or otherwise of the relationship with the Company or its Group must be discussed by the Board. The quantitative and qualitative criteria that led to this evaluation (continuity, economic dependence, exclusivity, etc.) must be explicitly stated in the annual report.

#### Criterion 4: Family ties

Having no close family ties with a corporate officer.

#### Criterion 5: Statutory Auditor

Not having been an auditor of the Company within the previous five years.

#### Criterion 6: Term of office exceeding 12 years

Not having been a director of the Company for more than 12 years. Loss of the status of independent director occurs on the date of the 12th anniversary.

#### Criterion 7: Status of non-executive corporate officer

A non-executive corporate officer cannot be considered independent if they receive variable remuneration, in cash or in the form of securities, or any remuneration linked to the performance of the Company or Group.

#### Criterion 8: Status of major shareholder

Directors representing major shareholders of the Company or its parent company may be considered independent, provided these shareholders do not take part in the control of the Company. Nevertheless, beyond a 10% threshold in capital or voting rights, the Board, upon a report from the appointments committee, should systematically review the qualification as independent in the light of the Company's shareholding structure and the existence of a potential conflict of interest.

<b>Directors</b>	<b>Criterion 1</b> <i>Employee corporate officer within the previous five years</i>	<b>Criterion 2</b> <i>Cross-directorships</i>	<b>Criterion 3</b> <i>Significant business relationships</i>	<b>Criterion 4</b> <i>Family ties</i>	<b>Criterion 5</b> <i>Statutory Auditor</i>	<b>Criterion 6</b> <i>Term of office exceeding 12 years</i>	<b>Criterion 7</b> <i>Status of non-executive corporate officer</i>	<b>Criterion 8</b> <i>Status of major shareholder</i>	<b>Assessment of independence by the Board of Directors</b>
Frédéric Thomas	✓	✓	×	✓	✓	✓	✓	×	Non-independent
Florence Péronneau	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Marie-Christine Lambert	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Gonzague de Pirey	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Guillaume Poitrinal	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Georges Ralli	✓	✓	✓	✓	✓	✓	✓	✓	Independent
Caisse des dépôts, represented by Virginie Fernandes	×	✓	✓	✓	✓	✓	✓	×	Non-independent
Emmanuel Chabas	✓	✓	×	✓	✓	✓	✓	×	Non-independent
Olivier Fabas	×	✓	✓	✓	✓	✓	✓	×	Non-independent
Jean-Paul Faugère	×	✓	✓	✓	✓	✓	✓	✓	Non-independent
Laurence Giraudon	×	✓	✓	✓	✓	✓	✓	×	Non-independent
Marianne Louradour	×	✓	✓	✓	✓	✓	✓	×	Non-independent
Olivier Mareuse	×	✓	✓	✓	✓	✓	✓	×	Non-independent
Sophie Quatrehomme	×	✓	✓	✓	✓	✓	✓	×	Non-independent
Wael Rizk	×	✓	✓	✓	✓	✓	✓	×	Non-independent

In this table, ✓ means that the independence criterion is satisfied and × means that the independence criterion is not satisfied.

As stipulated in the Rules of Procedure of the Board of Directors of Icade, the Board may take the position that a director, although meeting the above criteria, cannot be considered as independent due to their specific situation or that of the Company, given its ownership structure or for any other reason. Conversely, the Board can take the position that a director, although not fulfilling the above criteria, is nevertheless independent.

Icade, whose Board of Directors is composed of 15 directors including 5 independent directors (33%) as of the date of filing this universal registration document, complies with the proportion of independent members required by recommendation 9.3 of the Afep-Medef Code.

### 2.1.2.2. Diversity policy

The Board of Directors and the Appointments and Remuneration Committee assess the composition of the Board and its committees on a regular basis, as well as the different qualifications and experience of each director.

The Board of Directors strives to maintain the diversity and complementarity of technical qualifications and professional experience, balanced gender representation and a proportion of independent directors above the threshold of at least one third recommended by the Afep-Medef Code, for controlled companies as defined by Article L. 233-3 of the French Commercial Code.

As part of succession plans established by the Appointments and Remuneration Committee and approved by the Board of Directors, director appointments and reappointments are suggested in order to maintain these balances and have directors with qualifications in line with the Company's business and the tasks assigned to the committees of the Board of Directors.

The diversity of qualifications represented on the Board of Directors is presented in the paragraph below.

### 2.1.2.3. Directors' areas of expertise

	Real estate/ asset management/ urban planning	Banking/ finance/ insurance	International experience	CSR/ innovation/ digital technologies	Governance/ management of listed companies	Strategy/ M&A	Change management
Frédéric Thomas	X	X		X	X	X	
Florence Péronnau	X		X	X	X		X
Marie-Christine Lambert		X	X	X	X	X	
Gonzague de Pirey			X	X		X	X
Guillaume Poitrial	X	X	X	X	X	X	X
Georges Ralli	X	X	X	X	X	X	
Caisse des dépôts represented by Virginie Fernandes	X	X			X	X	
Emmanuel Chabas	X	X		X	X	X	
Olivier Fabas	X	X	X		X	X	
Jean-Paul Faugère	X	X			X	X	
Laurence Giraudon		X	X	X			X
Marianne Louradour	X	X					X
Olivier Mareuse	X	X		X	X	X	
Sophie Quatrehomme				X			X
Wael Rizk	X	X		X		X	

### 2.1.3. Organisation and operation of the Board of Directors

#### 2.1.3.1. Duties and work

Icade's Board of Directors sets the Company's business strategy and supervises its implementation. Subject to the powers expressly reserved for Shareholders' Meetings and within the scope of the object of the Company, it addresses any questions relating to the proper functioning of the Company and settles matters concerning it through its discussions. The Board of Directors meets at least twice a year and whenever the interests of the Company so require.

It also endeavours to promote long-term value creation by the Company by considering the social and environmental aspects of its activities. If applicable, it proposes any changes to the Company's Articles of Association that it considers appropriate.

In relation to the strategy it has defined, the Board of Directors regularly reviews the opportunities and risks, such as financial, legal, operational, social and environmental risks, as well as the measures taken accordingly.

The main items examined or approved by the Board of Directors during its 2019 meetings are set out in the table below:

Themes	Agenda items
<b>Financial policy, budget and accounting reporting, dividend</b>	<ul style="list-style-type: none"> <li>▣ Review of the work carried out by the Audit and Risk Committee</li> <li>▣ Internal audit activity in 2019 and 2020 programme</li> <li>▣ Separate and consolidated financial statements as of 12/31/2018 and related documents</li> <li>▣ Consolidated financial statements as of 06/30/2019 and related documents</li> <li>▣ 2020 budget and 2024 Medium-Term Plan</li> <li>▣ Appropriation of profits proposed for approval at the 2019 General Meeting, new dividend policy with the payment of interim dividends, and guidance</li> <li>▣ Approval of forward planning documents</li> <li>▣ Implementation of the share buyback programme</li> <li>▣ Financial reporting</li> </ul>
<b>Investments/disinvestments and authorisations given to the Board of Directors</b>	<ul style="list-style-type: none"> <li>▣ Review of the work carried out by the Strategy and Investment Committee</li> <li>▣ Investments, developments and disposals, in France and abroad, in accordance with the thresholds set out in the Rules of Procedure of the Board of Directors</li> <li>▣ Regulated related party agreements</li> <li>▣ Renewal of financial authorisations relating to sureties, endorsements, guarantees, NEU CP, NEU MTN and bond issues</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>▣ Revision of the Rules of Procedure of the Board of Directors and its committees</li> <li>▣ Operation of the Board of Directors, assessment of the work of the Board of Directors and reporting on the work of the Board of Directors and its committees</li> <li>▣ Change in composition of the specialised committees of the Board of Directors</li> <li>▣ Acknowledgement of director resignations, director reappointments and proposals to appoint new directors</li> <li>▣ Assessment of the independence of independent directors</li> <li>▣ Appointment of the Chairman of the Board of Directors</li> <li>▣ Appointment of a Vice-Chairman who will also serve as Lead Independent Director</li> <li>▣ Reappointment of the Chief Executive Officer</li> <li>▣ Approval of the annual corporate governance report</li> <li>▣ Preparation for the Annual General Meeting held to approve the 2018 financial statements</li> <li>▣ Definition of Icade's Purpose and proposal to include it in the preamble of the Articles of Association</li> </ul>
<b>Remuneration policy</b>	<ul style="list-style-type: none"> <li>▣ Determination of the remuneration of the Chairman of the Board of Directors, Vice-Chairwoman and Chief Executive Officer as well as the performance criteria used to determine the variable component of the Chief Executive Officer's remuneration for the 2019 financial year and objectives for 2020</li> <li>▣ Directors' remuneration in 2019 and 2020 budget</li> </ul>

The minutes of Board meetings are prepared after each meeting and communicated to the directors for approval at the next meeting.

### 2.1.3.2. Convening and preparing the meetings of the Board of Directors

The current Articles of Association of the Company provide that meetings of the Board of Directors are convened by its Chairman at least five days in advance and by any written or electronic method.

Prior to a meeting, each director receives information relevant to effective participation in the Board's proceedings so that they are able to carry out their duties. The same applies at all times in the life of the Company, between Board meetings, when the importance or urgency of the information so requires.

A director may ask the Chairman for any additional information that he considers necessary to effectively carry out his duties, especially regarding the agenda of meetings.

A director may ask the Chairman for permission to meet the senior management of the Group, even without the Chairman being present.

During each Board meeting, the Chairman notifies the members of the main significant facts and events regarding the life of the Group which have occurred since the previous Board meeting.

Furthermore, in accordance with Article 3 of the Rules of Procedure, the Board of Directors is informed of the Company's financial and cash positions as well as of the commitments made by the Company.

In the event of a conflict of interest of one or more directors on a topic which is submitted to the Board for consideration, the director(s) in question is(are) required to refrain from taking part in the discussions and in the vote. In the financial year ended December 31, 2019, this rule was applied to several investment transactions.

Lastly, with regard to 2019, the Board of Directors' meeting of April 24, 2019 was partially held outside the presence of the CEO to discuss topics other than remuneration and, more broadly, issues relating to the Company's corporate governance and the position of Chief Executive Officer.

### 2.1.3.3. Frequency of meetings of the Board of Directors in 2019



The table below presents each director's attendance rate at meetings of the Board of Directors in 2019:

	Number of meetings	1	2	3	4	5	6	7	8	9	10	Individual attendance rate
<b>Directors</b>												
Frédéric Thomas												100%
Florence Péronneau												100%
Marie-Christine Lambert												100%
Gonzague de Pirey <sup>(a)</sup>												100%
Guillaume Poitrinal												70%
Georges Ralli												100%
Caisse des dépôts, représentée par Virginie Fernandes												90%
Carole Abbey												80%
Emmanuel Chabas <sup>(b)</sup>												86%
Jean-Paul Faugère												100%
Marianne Louradour <sup>(c)</sup>												100%
Olivier Mareuse												100%
Jean-Marc Morin												90%
Sophie Quatrehomme												100%
Waël Rizk <sup>(d)</sup>												100%
André Martinez												100%
Céline Senmartin												0%
Nathalie Tessier												100%

(a) Appointed by the General Meeting of April 24, 2019 to replace André Martinez whose term of office as director expired at the end of the General Meeting of April 24, 2019.  
 (b) Appointed by the General Meeting of April 24, 2019.  
 (c) Co-opted by the Board of Directors on October 17, 2019, effective October 18, 2019, to replace Nathalie Tessier after she resigned.  
 (d) Appointed by the General Meeting of April 24, 2019 to replace Céline Senmartin whose term of office expired at the end of the General Meeting of April 24, 2019.

#### 2.1.3.4. Assessment of the work of the Board of Directors in 2019

It should be borne in mind that, in accordance with the Afep-Medef Code and Article 6 of the Rules of Procedure of the Board of Directors, the Board of Directors must assess each year its ability to meet shareholders' expectations by examining its own composition, organisation and operation as well as those of its committees.

As a result, the Board of Directors, at its meeting held on October 17, 2019, elected to have an external evaluation conducted under the supervision of the Chairwoman of the Appointments and Remuneration Committee.

Based on a questionnaire sent to each Board member, this evaluation had three main goals:

- (i) review how the Board of Directors and its committees operate;
- (ii) check whether important issues were properly prepared and discussed during meetings; and
- (iii) measure the actual contribution of each director to the Board's work.

The results of this assessment were presented and discussed at the meeting of the Board of Directors held on March 13, 2020.

With a response rate of 75%, this external evaluation found that the Board of Directors and its committees operate properly and perform well through the genuine commitment of each one of its members.

Board members recognised the effectiveness of the dual role of the Vice-Chairwoman who also serves as Lead Independent Director. This

has contributed to the Company's well-balanced governance structure. In general, positive interaction and the willingness of the Board of Directors to listen have allowed for meaningful discussions.

The following areas for improvement have been identified: (i) increase the number of ad hoc committees dealing with strategic or structural issues, (ii) prepare a roadmap for committee chairpersons at the start of each year in order to establish an annual calendar of agenda items and schedule the key issues that need to be addressed with respect to the Board's Rules of Procedures and lastly (iii) implement regular monitoring of the Board of Directors' main decisions with respect to investment or disinvestment projects above €100 million.

#### 2.1.3.5. Rules of Procedure

In addition to rules provided by law and those set out in the Articles of Association, the Company's Board of Directors adopted Rules of Procedure on November 30, 2007. These Rules were subsequently amended at the Board of Directors' meeting held on July 19, 2019. These Rules of Procedure set out the composition and duties of the Board of Directors and its specialised committees in addition to the rules governing their operation, in accordance with the Afep-Medef Code.

It also includes rules of professional conduct that Board members must follow, especially pertaining to trading, in line with Regulation (EU) No. 596/2014 of April 16, 2014 on market abuse. The Articles of Association and the Board's Rules of Procedure are available on the Company's website. The Board of Directors has sole authority to amend its Rules of Procedure.

## 2.2. Committees of the Board of Directors

### Organisation and operation of the committees of the Board of Directors

In the interests of transparency and public information, Icade has established the various committees described below. These committees have an advisory role and operate under the authority of the Board of Directors. They make recommendations to the Board of Directors.

The committees consist of a minimum of three and a maximum of five members, chosen by the Board of Directors from among its members.

They are appointed in a personal capacity and may only be represented by another member of the committee.

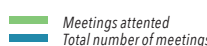






For the financial year, committee members receive additional remuneration amounting to €1,750 per meeting attended; the Chair of each committee receives an additional €1,750 per meeting attended. It should be noted that (i) for the financial year 2019, André Martinez received no remuneration for his services as a director and Chairman of the Strategy and Investment Committee, and (ii) Frédéric Thomas receives no remuneration for his services as a director and member of the Strategy and Investment Committee.

### 2.2.1 Strategy and Investment Committee



<b>Duties</b>	<p>According to the Rules of Procedure of Icade's Board of Directors, for any investment or disinvestment project of the Company or one of its subsidiaries or for any external growth transaction (including the acquisition of an equity interest or business) or disposal of equity interests or businesses by the Company or one of its subsidiaries, the duties of the Strategy and Investment Committee are:</p> <ul style="list-style-type: none"> <li>■ to examine the project or transaction and give its opinion on such project or transaction to the Board of Directors: <ul style="list-style-type: none"> <li>- where the project or transaction represents more than one hundred million (100,000,000) euros, or</li> <li>- where the project or transaction represents between fifty million (50,000,000) and one hundred million (100,000,000) euros and does not relate to the Company's strategy, budget or Medium-Term Plan (PMT);</li> </ul> </li> <li>■ if the committee sees fit, to submit its observations to the Chief Executive Officer, where the project or transaction represents between fifty million (50,000,000) and one hundred million (100,000,000) euros and relates to the Company's strategy, budget or Medium-Term Plan (PMT).</li> </ul> <p>The committee shall be informed of any transaction representing less than fifty million (50,000,000) euros after it has been completed (investment or disinvestment). It also examines the organic and/or external growth policy and the Group's strategic directions. It provides opinions and recommendations to facilitate the work of the Board of Directors.</p>
<b>Composition</b>	<p>As of December 31, 2019, the members of the Strategy and Investment Committee included:</p> <ul style="list-style-type: none"> <li>■ Florence Péronneau (<i>committee Chairwoman and independent director</i>);</li> <li>■ Jean-Paul Faugère (<i>director</i>);</li> <li>■ Caisse des dépôts, represented by Virginie Fernandes (<i>director</i>);</li> <li>■ Guillaume Poitral (<i>independent director</i>);</li> <li>■ Frédéric Thomas (<i>director</i>).</li> </ul>

## MEMBERS' ATTENDANCE RATE

	Number of meetings									Individual attendance rate	
	1	2	3	4	5	6	7	8	9		
<b>Directors</b>											
Florence Péronnau (Présidente)										89%	
Jean-Paul Faugère										89%	
Caisse des dépôts, représentée par Virginie Fernandes										100%	
Guillaume Poitrinal										89%	
Frédéric Thomas <sup>(a)</sup>										100%	
André Martinez										100%	

(a) At its meeting held on April 24, 2019, the Board of Directors appointed Frédéric Thomas to replace André Martinez whose term of office as director expired at the end of the Annual General Meeting of April 24, 2019.

## SUMMARY OF THE COMMITTEE'S ACTIVITIES

The main items addressed during the 2019 meetings are set out in the table below:

Themes	Agenda items
<b>Investments</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of various property investment opportunities in France and abroad (Office Property Investment Division, Healthcare Property Investment Division and Property Development Division)</li> <li><input type="checkbox"/> Review of various external growth or disposal opportunities, off-plan sale projects</li> <li><input type="checkbox"/> Review of mixed-use property projects</li> </ul>
<b>Disinvestments</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review of disposals of property assets</li> </ul>
<b>General review and monitoring</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Follow-up on the progress of major projects and the conditions in the commercial real estate market</li> </ul>

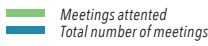



The Strategy and Investment Committee reported on its work to the Board of Directors, which took note thereof and followed all its recommendations.

### 2.2.2 Audit and Risk Committee



<b>Duties</b>	The duties of the Audit and Risk Committee are to prepare and facilitate the work of the Board of Directors. In that capacity, it assists the Board in assessing the accuracy and integrity of the separate and consolidated financial statements of the Company and its subsidiaries and the quality of internal controls and information passed on to shareholders and the markets. It assesses significant risks and ensures compliance with the individual and collective values on which the Company's actions are based and the rules of conduct that apply to all its staff.
<b>Composition</b>	As of December 31, 2019, the members of the Audit and Risk Committee included: <ul style="list-style-type: none"> <li><input type="checkbox"/> Georges Ralli (<i>committee Chairman and independent director</i>);</li> <li><input type="checkbox"/> Marie-Christine Lambert (<i>independent director</i>);</li> <li><input type="checkbox"/> Olivier Mareuse (<i>director</i>).</li> </ul> All the members of the Audit and Risk Committee have specific experience and expertise in financial matters and in the area of risk management.

## MEMBERS' ATTENDANCE RATE

	Number of meetings										Individual attendance rate	
	1	2	3	4	5	6	7	8	9	10		
<b>Directors</b>												
Georges Ralli (Président)											100%	
Marie-Christine Lambert											100%	
Olivier Mareuse											90%	



## SUMMARY OF THE COMMITTEE'S ACTIVITIES

The main items addressed during the 2019 meetings are set out in the table below:

Themes	Agenda items
<b>Financial policy, budget and accounting reporting</b>	<ul style="list-style-type: none"> <li>□ Draft approval of the annual and half-year financial statements and draft report of the Chairman of the Board on the conditions for preparing and organising the Board of Directors' work and on internal control procedures; Auditors' reports and management report</li> <li>□ Annual and semi-annual review of the valuation of the Property Investment and Property Development Divisions and impact on the 2019 financial statements</li> <li>□ Appropriation of profits proposed for approval at the 2019 General Meeting, new dividend policy with the payment of interim dividends, and guidance</li> <li>□ 2019 financial policy</li> <li>□ Financial reporting</li> <li>□ Assessment of 2019 results and 2020 budget</li> <li>□ 2020-2024 Medium-Term Plan</li> </ul>
<b>Audit, internal control and risk management</b>	<ul style="list-style-type: none"> <li>□ Internal control action plan for 2019 (risk management, internal audit and control, rules of professional conduct and compliance)</li> <li>□ Major risk update as of June 30 and December 31, 2019</li> <li>□ Follow-up on recommendations</li> </ul>
<b>Specific issues</b>	<ul style="list-style-type: none"> <li>□ Reappointment of Statutory Auditors</li> <li>□ Review of Statutory Auditors' fees</li> <li>□ Prior approval of services provided by the Statutory Auditors other than the audit of financial statements which do not fall within the scope of their statutory tasks</li> </ul>

The Audit and Risk Committee reported on its work to the Board of Directors, which took note thereof and followed all its recommendations.

It should be noted that, in accordance with the Rules of Procedure of the Board of Directors, the committee's review of the financial statements is accompanied by a note from the Statutory Auditors indicating the most important issues not only regarding the results but also the accounting methods used, as well as a note from the CFO describing the Company's risk exposure, including social and environmental risks,

and significant off-balance-sheet commitments. The committee may call upon outside experts whenever deemed necessary (Statutory Auditors, asset valuation consultants, etc.).

The committee had two days to review the financial statements.

To complete these various tasks, the committee benefited from presentations made by members of management and Internal Audit.

### 2.2.3 Appointments and Remuneration Committee



<b>Duties</b>	The Appointments and Remuneration Committee is responsible, among others, for assessing applications for the appointment of corporate officers and for making suggestions as regards their remuneration. It is involved in developing the Company's performance incentive scheme and making suggestions on (i) decisions to grant subscription and/or purchase options for the Company's shares to all or some of the employees and (ii) bonus share grants. It is also responsible for proposing the fixed annual amount allocated to directors as remuneration for their services, which is submitted to the General Meeting for approval, and the rules for distributing this amount among the members of the Board of Directors. It has designed a succession plan for corporate officers, subject to the opinion of the Chairman of the Board, in order to be able to offer replacement solutions should a position unexpectedly become vacant. Finally, each year, the committee discusses the status of independent director.
<b>Composition</b>	As of December 31, 2019, the members of the Appointments and Remuneration Committee included: <ul style="list-style-type: none"> <li>□ Marie-Christine Lambert (<i>committee Chairwoman and independent director</i>);</li> <li>□ Emmanuel Chabas (<i>director</i>);</li> <li>□ Caisse des dépôts, represented by Virginie Fernandes (<i>director</i>);</li> <li>□ Florence Péronnau (<i>independent director</i>);</li> <li>□ Georges Ralli (<i>independent director</i>).</li> </ul>

#### MEMBERS' ATTENDANCE RATE

	Number of meetings				Individual attendance rate
	1	2	3	4	
<b>Directors</b>					
Marie-Christine Lambert <sup>(a)</sup>	█	█			100%
Emmanuel Chabas <sup>(b)</sup>	█	█			100%
Florence Péronnau	█	█	█	█	100%
Georges Ralli	█	█	█	█	100%
Caisse des dépôts, représentée par Virginie Fernandes	█	█	█	█	100%
Frédéric Thomas	█	█	█	█	100%

(a) At its meeting held on April 24, 2019, the Board of Directors appointed Marie-Christine Lambert as committee Chairwoman.

(b) At its meeting held on April 24, 2019, the Board of Directors appointed Emmanuel Chabas as committee member to replace Frédéric Thomas.

## SUMMARY OF THE COMMITTEE'S ACTIVITIES

The main items addressed during the 2019 meetings are set out in the table below:

Themes	Agenda items
Governance	<ul style="list-style-type: none"> <li>□ Appointment of the Chairman of the Board of Directors</li> <li>□ Appointment of a Vice-Chairman who will also serve as Lead Independent Director</li> <li>□ Reappointment of the Chief Executive Officer</li> <li>□ Director appointments and reappointments, application review</li> <li>□ Assessment of director independence</li> <li>□ Corporate governance report</li> <li>□ Revision of the Rules of Procedure and change in composition of the specialised committees</li> <li>□ Operation of the Board of Directors, self-assessment of the work of the Board of Directors and reporting on the work of the Board of Directors and its committees</li> </ul>
Compensation	<ul style="list-style-type: none"> <li>□ Directors' remuneration in 2019 and 2020 budget</li> <li>□ Definition of the remuneration policy for the Chairman of the Board of Directors and Chief Executive Officer</li> <li>□ Determination of the Chairman of the Board's remuneration</li> <li>□ Determination of the Vice-Chairman's remuneration</li> <li>□ Determination of the Chief Executive Officer's remuneration</li> <li>□ Review of the 2019 bonus share plan</li> </ul>
Specific issues	<ul style="list-style-type: none"> <li>□ Implementation of the purchasing-power bonus for staff members</li> </ul>

### 2.2.4. Innovation and CSR Committee



Duties	<p>In the areas falling within its remit, the Innovation and CSR Committee is responsible for, among others:</p> <ul style="list-style-type: none"> <li>□ sharing the strategic priorities in terms of innovation and CSR proposed by senior management, representing the actions of senior management on these two matters and inform the Board of Directors of these actions;</li> <li>□ prioritising the areas for action in innovation and CSR while ensuring that the objectives are in line with the growth strategy in each of Icade's business lines.</li> </ul> <p><b>CSR:</b> The committee monitors new practices in the property sector and, more generally, in the world of business. Once a year, it reviews the CSR report to control the results of the policies, as well as the consistency and changes in these results.</p> <p><b>Innovation:</b> The committee, which may rely on external, scientific, economic and sociological resources, in particular the group of experts which advises senior management, provides senior management with insights and assists in the definition of strategic priorities. Senior management sets the priorities and proposes an action plan and the means by which it will be delivered. Subsequently, the committee assesses the economic benefits from the actions undertaken and their ability to differentiate Icade's products and services. It also monitors the plan's implementation across all of Icade's business lines and departments. At least twice a year, the committee consults with the CSR Advisory Committee, which defines the CSR strategy, and with the Innovation Department and the heads of the different business lines.</p> <p>Thematic priorities include:</p> <ul style="list-style-type: none"> <li>□ energy transition and preservation of resources;</li> <li>□ new habits and lifestyles, especially the increasing role of ICTs; partnerships with local authorities and communities; and social and societal performance.</li> </ul>
Composition	<p>As of December 31, 2019, the members of the Innovation and CSR Committee included:</p> <ul style="list-style-type: none"> <li>□ Sophie Quatrehomme (<i>committee Chairwoman</i>);</li> <li>□ Florence Péronnau (<i>independent director</i>);</li> <li>□ Gonzague de Pirey (<i>director</i>).</li> </ul>

### MEMBERS' ATTENDANCE RATE

	Number of meetings	1	Individual attendance rate
<b>Directors</b>			
Sophie Quatrehomme <sup>(a)</sup>			100%
Florence Péronnau <sup>(b)</sup>			100%
Gonzague de Pirey <sup>(c)</sup>			100%
Nathalie Tessier			100%
Guillaume Poitral			100%

(a) At its meeting held on October 17, 2019, the Board of Directors appointed Sophie Quatrehomme as committee chairwoman to replace Nathalie Tessier.

(b) At its meeting held on October 17, 2019, the Board of Directors appointed Florence Péronnau as committee member to replace Guillaume Poitral.

(c) At its meeting held on April 24, 2019, the Board of Directors appointed Gonzague de Pirey as committee member to replace Florence Péronnau.

## SUMMARY OF THE COMMITTEE'S ACTIVITIES

The main items addressed during the 2019 meetings are set out in the table below:

Theme	Agenda item
CSR	<ul style="list-style-type: none"> <li>▣ Presentation of the main CSR commitments</li> </ul>

### 2.3. Vice-Chairman

On the recommendation of the Appointments and Remuneration Committee, the Board of Directors, at its meeting held on April 24, 2019, decided unanimously to appoint Florence Péronneau, an independent director, as Vice-Chairwoman of the Board of Directors who will also serve as Lead Independent Director.

The responsibilities of the Vice-Chairwoman include:

- ▣ acting on the Chairman's behalf in the event of the Chairman's absence, temporary or permanent incapacity, in the latter case until a new Chairman is appointed by the Board of Directors;
- ▣ ensuring, in conjunction with the Chairman, the Board of Director's ongoing commitment to and implementation of the highest corporate governance standards;
- ▣ in conjunction with the Chairman, taking due note of the questions, comments and suggestions with respect to corporate governance formulated by shareholders not represented on the Board of Directors and ensuring that they receive a response. She maintains contact with shareholders in conjunction with the Chairman and keeps the Board of Directors informed of this contact;
- ▣ preventing and managing conflicts of interest in conjunction with the Chairman in order to:
  - collect the declaration of interests forms completed by directors,

- inform the Board of Directors and, if applicable, the Strategy and Investment Committee, of any conflict of interest situation that would have been brought to their attention by a director,
- ensure that a director who finds himself in a conflict of interest situation does not participate in discussions, voting or the decision-making process of the Board of Directors and, if applicable, the Strategy and Investment Committee,
- ensure, in conjunction with the Board secretary, that information and documents related to a contentious issue are not passed to a director involved in a conflict of interest situation, or, in the absence of a declared conflict of interest, to a director if there are serious reasons to believe that he is involved in a conflict of interest situation, and
- inform the Board of Directors that no information or documents have been passed on.

At its meeting held on April 24, 2019, the Board of Directors set the annual remuneration of the Vice-Chairman also serving as Lead Independent Director at €40,000. Consequently, this amount will be deducted from the annual budget set aside for directors' remuneration.

### 2.4. Senior Management

#### Separation of the functions of Chairman of the Board of Directors and Chief Executive Officer

On April 29, 2015, the members of the Board of Directors, present or represented, decided unanimously to maintain the separation between the functions of Chairman of the Board and Chief Executive Officer, which was adopted on February 17, 2015, the date of termination of the office of the former Chairman and Chief Executive Officer. The Board of Directors considered that this separation makes governance more efficient, and enables gathering complementary skills, ensuring a better balance of power between the Board of Directors and the senior management, managing potential conflicts of interest in a more efficient manner, and aligning Icade's governance model with that of comparable companies.

It should be noted that the Chairman of the Board of Directors, in addition to the general duties provided for by law, was entrusted with the following specific tasks in the Rules of Procedure of the Company's Board of Directors:

- ▣ the Chairman of the Board of Directors is kept regularly informed by the Chief Executive Officer of significant events and situations, especially those considered urgent for the Group so that the Chairman may inform the Board of Directors. The Chairman may ask the Chief Executive Officer for any information likely to assist the Board of Directors;
- ▣ the Chairman must ensure that the Board of Directors is informed of any issues relating to compliance with the principles of corporate social responsibility, changes in markets, competitive environment and main challenges (including regulatory changes), and that the Chief Executive Officer provides all the information that they deem relevant for this purpose in a timely manner;

- ▣ the Chairman of the Board of Directors ensures that shareholders' rights in connection with organising General Meetings are respected;
- ▣ the Chairman of the Board of Directors may be entrusted with occasional or special tasks for the purpose of leading or participating in discussions between the Company and its high-level relationships, particularly with major clients and public authorities at national and international levels;
- ▣ the Chairman of the Board of Directors may be tasked with managing the relationship between shareholders and the Board of Directors, especially on corporate governance matters.

#### Restrictions imposed on the powers of the Chief Executive Officer

The Chief Executive Officer has the most extensive powers to act in the name of the Company in all circumstances. He exercises his powers within the scope of the object of the Company and subject to those powers that the law expressly assigns to Shareholders' Meetings and the Board of Directors.

He represents the Company in dealings with third parties. The actions of the Chief Executive Officer that bind the Company include those that are beyond the scope of the object of the Company, unless the Company can prove that the third party knew that the act was beyond the scope of said object or could not have failed to know that fact, given the circumstances, bearing in mind that the publication of the Articles of Association alone is not sufficient proof.

The clauses of the Articles of Association or the decisions of the Board of Directors limiting the powers of the Chief Executive Officer are not enforceable against third parties.

The Company's Articles of Association have not imposed limits on the Chief Executive Officer's authority to bind the Company. However, in accordance with Article 3 of its Rules of Procedure, the Board of Directors is responsible for making decisions regarding transactions of strategic significance, including acquisition or disposal transactions, major organic growth investments and internal restructurings (after, as the case may be, a study conducted by the Strategy and Investment Committee), in accordance with the thresholds set out in the Rules of Procedure of the Board of Directors. The Board of Directors must also approve any significant transactions outside the scope of the strategy announced by the Company before they are carried out.

## Composition of the 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 relating to Icade's strategy regarding finances, organisation, customers and staff.

As of the date of filing this universal registration document, it consisted of the following members:



**Olivier WIGNIOLLE**  
Chief Executive Officer  
56 years old

Olivier Wigniolle is a graduate of HEC business school (1985). He began his career at Arthur Andersen as an accounting and financial auditor.

He then held various positions in real estate groups: Deputy Head of the Key Accounts Department at Auguste-Thouard, Deputy CEO of SARI Conseil, Associate Director at DTZ Jean Thouard and Sales Director at Bouygues Immobilier Conseil.

From 1998 to 2005, Olivier Wigniolle was Deputy CEO of Société Foncière Lyonnaise. From 2006 to 2009, he was CEO of Crédit Agricole Immobilier.

From 2009 to March 2015, he was CEO of Allianz Real Estate France and a member of Allianz Real Estate's Executive Committee.

On March 19, 2015, Olivier Wigniolle was appointed CEO of Icade by a unanimous decision of the Board of Directors. He was also appointed member of the Management Committee of the Caisse des dépôts group.

Olivier Wigniolle was reappointed CEO of Icade on April 24, 2019 by a unanimous decision of the Board of Directors.

He is a Fellow of RICS (Royal Institution of Chartered Surveyors).

Distinctions: Olivier Wigniolle was awarded three "Pierres d'Or": in 2009 in the category "Asset, Property, Facility managers", in 2014 in the category "Investor of the year" and in 2017 in the category "Professional of the year".

**First appointed:**  
Board of Directors meeting of  
April 29, 2015

**Reappointed by the Board of  
Directors on April 29, 2019**

**End of term of office:**  
General Meeting to be held in 2023 to  
approve the financial statements for  
the year ended

### Other offices and positions currently held

#### Director

- Icade Management GIE<sup>(a)</sup>

#### Chairman

- Icade Promotion SAS<sup>(a)</sup>
- Duguesclin et Associés Montagnes SAS<sup>(a)</sup>
- Duguesclin Développement SAS<sup>(a)</sup>
- Atrium Développement Boulogne Billancourt SAS<sup>(a)</sup>
- Arpej<sup>(a)</sup>

#### Managing Director

- SNC Du Canal Saint Louis<sup>(a)</sup>
- SARL Soc D'aménagement Des Coteaux De Lorry<sup>(a)</sup>
- SARL Le Levant Du Jardin<sup>(a)</sup>
- SNC Du Plessis Botanique<sup>(a)</sup>
- SARL Cœur De Ville<sup>(a)</sup>
- SARL Las Closés<sup>(a)</sup>

### Offices and positions held in the past five years and which have expired

#### Chairman of the Supervisory Board

- ANF Immobilier SA

#### Chairman

- SAS SMDH

#### Managing Director

- SCI Batignolles Patrimoine

(a) Icade Group/CDC Group company.



**Victoire AUBRY**  
In charge of Finance, IT and Work  
Environment  
53 years old

Victoire Aubry holds a Master's degree and a "DESS" postgraduate degree in Finance from Paris Dauphine University, an Executive MBA from HEC Business School and a Director Certificate from the Institute of Corporate Directors (IFA) and Sciences Po.

After 10 years in the Ixis investment bank, in 2000 she joined the Finance and Strategy Department of the Caisse des dépôts group, in charge of competitive financial activities for the CDC group. In 2003, her tasks included the sale of the Ixis investment bank to Caisses d'Épargne.

In September 2005, she joined CNP Assurances as Head of the Performance Management Department for the CNP Assurances group and became a member of the Extended Executive Committee of this insurance company. In 2012, she became a member of the Executive Committee in charge of Finance, Risk, IT, Procurement and Legal at Compagnie des Alpes, a listed company and a global leader in the operation of ski areas.

Victoire Aubry joined Icade on September 1, 2015 as a member of the Executive Committee in charge of Finance, Legal, Insurance, IT and Work Environment.

Since April 2019, she has been a member of the Executive Committee in charge of Finance, IT and Work Environment.

In addition, Victoire Aubry is an independent director and member of the Audit Committee of Agence France Locale—a bank that finances local authorities—and a director and member of the Audit Committee of BPI Participations and BPI Investissements as a representative of CDC.

Distinction: in October 2016, Victoire Aubry received the title of Chevalier in the National Order of Merit.



**Emmanuelle BABOULIN**  
In charge of the Office Property Investment  
Division  
55 years old

Emmanuelle Baboulin is a graduate of École Supérieure des Travaux Publics (National School of Public Works).

She started her career at Bateg, an SGE group company, as a commercial engineer, in 1986.

In 1990, she joined Sorif, a subsidiary of the Vinci group, as Property Development Manager, and later Property Development Director. In 2004, she became Head of the Commercial Real Estate Department and was appointed member of the Management Committee of Vinci Immobilier.

She joined Icade in 2008 as Head of Office Property Development for the Paris region and became a member of the Management Committee of Icade's Property Development Division.

Emmanuelle Baboulin is the Chairwoman of "Club de l'Immobilier" and a member of the Board of Directors of the BBKA association.

Since September 1, 2015, she has served as a member of Icade's Executive Committee in charge of the Office Property Investment Division.

Distinctions: Emmanuelle Baboulin has won two "Pierres d'Or" – one in 2014 in the "Property Developers" category and one in 2018 in the "Green & Innovations" category.



**Marianne DE BATTISTI**  
In charge of Innovation, Institutional  
Relations and Communication  
64 years old

A graduate of the Institutes of Political Studies (IEP) of Grenoble and Paris, as well as École Nationale des Ponts et Chaussées (National School of Civil Engineering), Marianne de Battisti is a real estate specialist, both in the private (residential and offices) and public sectors (healthcare, education, administrative buildings). At Icade, she successively held the positions of Development Director in Lyon, Branch Director in Grenoble and Rouen, and Head of the North and Paris Region Division. She headed several semi-public real estate companies and, in 2001, she took the position of Managing Director of Icade Cités.

In 2004, in connection with the IPO of Icade, Marianne de Battisti became a member of the Executive Committee of Icade, in charge of Communication and Marketing. She created the Foreign Operations Department, which she headed until 2010. She was then appointed member of the Executive Committee in charge of Key Accounts, Institutional Relations and Communication. She then created an Innovation Department and took on its leadership.

Since 2020, Marianne de Battisti has been a member of the Executive Committee in charge of Institutional Relations and Communication.

She is a director of the Paris Foundation, a director of Entreprises & Médias, a director of SCET (*Société de conseil et d'expertise des territoires*), and an ASC-certified company director (IFA 2012). Marianne de Battisti is a Fellow member of the Board of RICS (Royal Institution of Chartered Surveyors). She is a member of the Real Estate Women's Circle and the Association of Real Estate Directors. She is also Vice-President of Alter Égales (the network of women in managerial positions in the Caisse des dépôts group) and Chairwoman of the Advisory Board of IEIF.

Distinction: In September 2012, Marianne de Battisti received the title of Chevalier in the National Order of Merit.



**Antoine DE CHABANNES**  
In charge of Portfolio Management,  
Valuation and the Residential Division  
40 years old

Antoine de Chabannes is a graduate of ESCP Europe Business School.

He started his career in 2004 as an external auditor at Ernst & Young, where he became a senior consultant in 2007, within the Transactions Advisory Services team. In early 2011, he joined the Corporate Finance Department of Allianz France. In September 2012, he became Head of Portfolio Management and Corporate Management, and a member of the Management Committee of Allianz Real Estate France.

Antoine de Chabannes joined Icade on November 7, 2016 as a member of the Executive Committee in charge of Portfolio Management. He supervises the valuation and performance of the Office and Healthcare Property Investment Divisions' portfolios. He also oversees studies and research. He is, as well, responsible for Icade SA's residual housing portfolio.



**Xavier CHEVAL**  
In charge of the Healthcare Property  
Investment Division  
37 years old

Xavier Cheval graduated from École Centrale Paris in 2005 with a degree in engineering. He also obtained a postgraduate degree in accounting and management (2009) and an MBA (2016) from INSEAD Business School. He began his career at Ernst & Young in 2005. He took part in project finance advisory assignments (PPPs) and conducted financial analyses for public hospitals. Starting in 2007, he assisted Icade in launching the Healthcare Property Investment Division in his capacity as an investment advisor.

He began working at Icade in July 2011 and served successively as manager in the Investment Department and then Chief Investment Officer. He subsequently became Deputy CEO of the Healthcare Property Investment Division. As part of his responsibilities, he manages close to €4 billion in investments.

Since April 25, 2019, Xavier Cheval has served as a member of Icade's Executive Committee in charge of the Healthcare Property Investment Division.



**Emmanuel DESMAZIÈRES**  
In charge of the Property Development  
Division  
51 years old

A graduate of École des Mines d'Alès (a technology and engineering university) and CHEC (Centre for Higher Studies in Civil Engineering), Emmanuel Desmazières began his career in 1994 as Site Manager at Bouygues Bâtiment (Paris region branch).

In 1998, he joined Bouygues Immobilier first as Construction Project Manager and then as Head of the Residential Property Division.

In 2003, he became Head of the Bordeaux Office and then, from 2007 to 2010, he was Regional Director for the Aquitaine and Pays Basque regions.

In 2010, he joined Bouygues Immobilier's Executive Committee and then became Head of Commercial Property France, before being appointed to head the Residential Property Division in western France in 2014.

In 2015, he became a member of Bouygues Immobilier's Strategy Committee, and founded and became CEO of the UrbanEra® structure.

Since 2017, he has also been Head of Property Development Subsidiaries (Subdivisions) and Head of International Business at Bouygues Immobilier.

In June 2019, Emmanuel Desmazières was appointed CEO of Icade Promotion. He is a member of Icade's Executive Committee.

This appointment has taken place as part of implementing Icade's 2019–2022 Plan and the growth strategies of its Property Development Division.



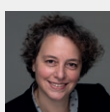
**Marc LE BLANC**  
In charge of Human Resources  
43 years old

Marc le Blanc graduated from Paris V - René Descartes University with a Masters in Accounting and Finance (MSTCF) and from Paris XI - Jean Monnet University with a "DESS" post-graduate degree in HR Management Control.

Marc le Blanc has spent his entire career working at the Icade Group, making his debut in 1997 at SCIC Développement. After working for around ten years in various HR positions, Marc le Blanc became Head of Business IT Systems and Procedures and then Head of Business IT Systems and Digital Technology for Icade Promotion in 2009.

In 2016, he was named OpenID Project Director, which encompasses digital and managerial issues in addition to the relocation of Icade's headquarters.

Since May 1, 2018, Marc le Blanc has been a member of Icade's Executive Committee in charge of Human Resources.



**Flore Jachimowicz**  
In charge of CSR and Innovation  
46 years old

After graduating from University of Paris 1 Panthéon-Sorbonne and ESCP Europe Business School, Flore Jachimowicz began her career in the web industry in 1997 at Vivendi Group. She subsequently worked at Le Figaro CityGuide before joining the Armania agency in 2004 as a strategic planner.

In 2011, she joined the Société Générale Group. Since 2016, she has held the position of Associate Director of Group Innovation at Société Générale Group.

On February 3, 2020, Flore Jachimowicz became a new member of Icade's Executive Committee in charge of CSR and Innovation.



**Jérôme LUCCHINI**  
General Secretary, in charge of the Group's  
governance and the Legal and Insurance  
Department  
53 years old

Jérôme Lucchini is a graduate of the Paris Institute of Political Studies. He simultaneously studied law at the University of Paris II Panthéon-Assas and the University of Paris I Panthéon-Sorbonne. He holds a Master of Advanced Studies in Community law.

He began working at SILIC in May 2005 as General Secretary and Head of Human Resources.

In January 2014, after SILIC merged into Icade, he became Deputy CEO of Icade Santé in charge of the Asset, Property, Project Management and Development teams.

Since October 2015, Jérôme Lucchini has also been Secretary of Icade's Board of Directors and its specialised committees (Appointments and Remuneration Committee, Audit and Risk Committee and Strategy and Investment Committee).

In April 2019, he joined Icade's Executive Committee as Secretary General and in that capacity is in charge of the Group's governance and the Group Legal and Insurance Department.



**Laurent POINSARD**  
In charge of Audit, Risk, Compliance  
and Internal Control  
54 years old

A Chartered Accountant who holds a Master's degree in Accounting, Financial Control and Audit, Laurent Poincard began his career in 1990 as a financial auditor at PwC.

In 1994, he became Financial Controller for Groupama. After spending 10 years in the Finance Department of Silic, he joined Icade in 2013 as Organisation and Performance Director before becoming Head of Audit, Risk and Internal Control in October 2015.

Laurent Poincard joined Icade's Executive Committee on September 1, 2017, in charge of Audit, Risk, Compliance and Internal Control.

He is also a member of RICS (Royal Institution of Chartered Surveyors).

## 3. Remuneration and benefits for corporate officers

Detailed below is the remuneration policy for corporate officers established pursuant to Article L. 225-37-2 of the French Commercial Code, as amended by Ordinance No. 2019-1234 of November 27, 2019, in accordance with Law No. 2019-486 of May 22, 2019, on the growth and transformation of businesses (the Pacte Law).

The remuneration policy for corporate officers comprises three distinct policies: (i) the remuneration policy for directors, (ii) the remuneration policy for the Chairman of the Board of Directors and (iii) the remuneration policy for the Chief Executive Officer.

Each of these policies is submitted to the General Shareholders' Meeting for approval pursuant to Article L. 225-37-2 II of the French Commercial Code. A remuneration policy approved in year N shall apply to any corporate officer during year N. In addition, when a corporate officer is appointed between two General Shareholders' Meetings, its remuneration shall be set in accordance with the remuneration policy approved by the last of these meetings.

### 3.1. Remuneration policy for corporate officers

#### 3.1.1. General principles of the remuneration policy

The provisions of the French Commercial Code referred to above require the Ordinary General Meeting to approve the remuneration policy for corporate officers ex ante each year. The remuneration policy for the Company's corporate officers is detailed below.

In addition, the Ordinary General Meeting votes ex post on the remuneration of the Company's corporate officers in light of the information relating to remuneration referred to in Article L. 225-37-3 I of the French Commercial Code. If the General Meeting does not approve these items, the Board of Directors shall submit a revised remuneration policy, taking into account the shareholders' vote, for approval at the next General Meeting. Payment of the directors' remuneration for the current financial year shall be suspended until the revised remuneration policy is approved. When payment is reinstated, it shall include the arrears since the last General Meeting.

Lastly, the total remuneration or benefits of any kind paid during the past financial year or granted in respect of the same financial year to each corporate officer shall be subject to a second vote, ex post (information on this remuneration is detailed below in tables 3.2.2 and 3.2.3). Variable remuneration granted to corporate officers in respect of the previous financial year may only be paid after the approval thereof by the General Meeting at this second vote.

In this report, the Board of Directors details the fixed and variable components of total remuneration and benefits of any kind attributable to the directors, the Chairman of the Board and the Chief Executive Officer by virtue of their four-year term of office at the Company.

The elements of the remuneration policy presented below are the subject of draft resolutions submitted for approval at the General Meeting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings. If the General Meeting does not approve these resolutions, the previous remuneration policy, approved by the General Meeting on April 24, 2019, shall continue to apply. In this case, the Board of Directors shall submit for approval at the next General Meeting a draft resolution presenting a revised remuneration policy and indicating how the shareholders' vote and, where applicable, the opinions expressed at the General Meeting have been taken into account.

The remuneration policy for corporate officers complies with applicable legal and regulatory requirements and the recommendations of the Afep-Medef Code (except for one disregarded recommendation). The policy detailed below (particularly the performance criteria) is in line with the Company's corporate interest and contributes to its strategy and sustainability. Without prejudice to the powers of the General Meeting, the Board of Directors is responsible for determining the remuneration of the corporate officers based on the proposals of the Appointments and Remuneration Committee, which drafts the decisions that the Board of Directors makes regarding remuneration.

In particular, the Appointments and Remuneration Committee carries out an annual review of the remuneration, payments and benefits of any kind granted to the Company's corporate officers. This committee comprises three independent directors with experience in remuneration systems and market practices in this area.

Measures to avoid and manage conflicts of interest are provided for in the Rules of Procedure of the Board of Directors. Corporate officers shall not attend the discussions of the Board of Directors and the Appointments and Remuneration Committee concerning their own remuneration.

### 3.1.2. Directors' remuneration policy

In accordance with the law, the General Shareholders' Meeting shall set the total amount of directors' remuneration (formerly known as "attendance fees").

The individual amount of remuneration of the directors shall be set by the Board of Directors on the advice of the Appointments and Remuneration Committee. It shall include only a fixed component determined on the basis of actual attendance at meetings by any means. Directors' remuneration shall not include a variable component. Effective participation in committees or the chairing of a committee shall give entitlement to additional remuneration. Committee members shall receive this additional remuneration for each different committee in which they participate.

At the end of the financial year, the Appointments and Remuneration Committee shall review the allocation of directors' remuneration and the individual amount allocated to each director for the year by checking the actual presence of the directors at board and committee meetings. The Board of Directors shall then approve the individual allocation of

directors' remuneration for the financial year and the payment thereof to the directors (subject to the provisions of Article L. 225-100 II of the French Commercial Code).

### 3.1.3. Remuneration policy for the Chairman of the Board of Directors (non-executive corporate officer)

The term of office as a director of the Chairman of the Board of Directors is identical to that of the other directors (four years) and the term of office as Chairman of the Board of Directors is in line with his term of office as a director.

The remuneration policy for the Chairman of the Board of Directors shall be discussed by the Appointments and Remuneration Committee, which shall then make a recommendation to the Board of Directors. The Chairman of the Board of Directors may not be a member of the Appointments and Remuneration Committee and may not participate in the meetings thereof where his remuneration is discussed.

## Chairman of the Board of Directors

### Annual fixed remuneration

The remuneration policy defined by the Board of Directors provides that the Chairman of the Board of Directors, as a non-executive corporate officer, shall only receive an annual fixed remuneration and no other element of remuneration (excluding benefits in kind).

The amount of this fixed component is determined based on specific criteria for the person concerned (experience, length of service, responsibilities, etc.) and on criteria related to the business sector and the general economic environment.

### Annual variable remuneration

The Chairman of the Board of Directors does not receive variable remuneration.

### Stock options, performance shares or other securities granted

At this time, corporate officers do not benefit from the bonus share and performance share plans issued by the Board of Directors.

### Remuneration for services as a director

Directors' remuneration must be based exclusively on their attendance at the meetings of the Board of Directors and its committees and on an overall amount determined by the Ordinary General Meeting.

In accordance with the recommendations of the Appointments and Remuneration Committee and the decisions made by the Board of Directors at its meeting held on April 24, 2019, the Chairman of the Board does not receive remuneration by reason of his office and duties as a member of the Strategy and Investment Committee.

### Valuation of benefits of any kind

Company car, if applicable, in accordance with the rules defined by the Company.



### 3.1.4. Remuneration policy for the Chief Executive Officer (executive corporate officer)

The duration of the term of office of the Chief Executive Officer was set at four years by the Board of Directors on the advice of the Appointments and Remuneration Committee.

The remuneration policy for the Chief Executive Officer shall be set by the Board of Directors on the advice of the Appointments and Remuneration Committee. The Chief Executive Officer may not participate in the meetings of the Remuneration Committee and Board of Directors where his remuneration is discussed.

#### Chief Executive Officer

<b>Annual fixed remuneration</b>	<p>The remuneration policy for corporate officers defined by the Board of Directors of the Company provides for an annual fixed remuneration for the Chief Executive Officer.</p> <p>The amount of this fixed component is determined based on specific criteria for the person concerned (experience, length of service, responsibilities, etc.) and on criteria related to the business sector and the general economic environment.</p>
<b>Annual variable remuneration</b>	<p>The annual variable remuneration of the Chief Executive Officer, which may not exceed 12.5% of the annual base fixed remuneration, is determined based on specific objectives, including financial objectives and qualitative objectives.</p> <p>The variable component of remuneration based on quantitative financial goals (change in net current cash flow and share price performance relative to the EPRA index) represents 6.25% of the annual fixed remuneration. These quantitative criteria were predetermined and precisely defined but are not publicly disclosed for confidentiality reasons. The level of achievement of these quantitative criteria was also precisely defined but is not publicly disclosed for confidentiality reasons.</p> <p>The variable component of remuneration based on qualitative goals (especially in terms of social dialogue and implementation of the CSR policy) represents 6.25% of the annual fixed remuneration. These qualitative criteria were predetermined and precisely defined but are not publicly disclosed for confidentiality reasons.</p> <p>As such, quantitative criteria are not strictly predominant to determine the overall annual variable remuneration of the Chief Executive Officer.</p> <p>Given the weight of the variable component relative to the fixed component, and the suitability of these qualitative criteria to the Company's strategy, it was deemed appropriate to maintain equal weights for the financial and qualitative criteria in the annual variable remuneration of the Chief Executive Officer.</p>
<b>Stock options, performance shares or other securities granted</b>	<p>At this time, corporate officers do not benefit from the bonus share and performance share plans issued by the Board of Directors.</p>
<b>Valuation of benefits of any kind</b>	<p>Company car in accordance with the rules defined by the Company,</p> <p>Unemployment insurance from the GSC association (insurance for corporate officers). This insurance covers 70% of net earned income for tax purposes, with a maximum duration of benefits of 12 months, extended to 24 months after one year of membership,</p> <p>Voluntary employer-sponsored supplementary contingency insurance taken out by Caisse des dépôts with CNP Assurances. Caisse des dépôts will charge Icade for the share of contributions corresponding to the Chief Executive Officer's insurance, which will be considered additional remuneration and, as such, will be subject to tax and social security contributions.</p>
<b>Reminder of the commitments made by the Company, a controlled company under Article L. 233-16 of the French Commercial Code or another company which controls it under the same article</b>	
<b>Severance payment</b>	<p>The remuneration policy for executive corporate officers defined by the Board of Directors provides for a severance payment for the Chief Executive Officer, subject to certain conditions.</p> <p>This severance payment is subject to the following cumulative conditions being met: (i) dismissal and (ii) change of control or disagreement on strategy.</p> <p>No severance payment is due in case of resignation, dismissal for serious or gross misconduct, retirement, or non-renewal of term of office.</p> <p>This severance payment is subject to performance conditions assessed over a two-year period.</p> <p>It is equal to the total gross remuneration (including fixed and variable remuneration) received over the twelve months preceding the date of the dismissal.</p> <p>The severance payment is contingent on the Board of Directors acknowledging the satisfaction of performance conditions.</p> <p>The severance payment is subject to performance conditions, as set out below:</p> <p>In the event of dismissal, the Company will pay the Chief Executive Officer the severance payment if the most recent net profit/(loss) attributable to the Group ("NPAG") is greater than or equal to the NPAG for the Reference Period.</p> <p>For the purposes of assessing the performance condition:</p> <ul style="list-style-type: none"><li>■ NPAG is the net profit/(loss) attributable to the Group as reported by the Company in its consolidated financial statements and after adjustment for capital gains on disposals;</li><li>■ the most recent NPAG means the Company's most recent NPAG known for the financial year preceding the date of the dismissal;</li><li>■ the NPAG for the Reference Period means the arithmetic mean of the Company's NPAGs over the two financial years immediately preceding the most recent NPAG.</li></ul>

## 3.2. Elements of remuneration paid or granted for the financial year 2019 to each corporate officer

### 3.2.1 Elements of remuneration and benefits of any kind paid in 2019 or granted for 2019 to directors (table 3 of the Afep-Medef Code)

In accordance with the resolution passed by the shareholders at the Combined General Meeting held on April 24, 2019, the total amount of directors' remuneration was set at €600,000 for 2019 and the following financial years until otherwise decided by the General Meeting.

The rules set out by the Board of Directors on the advice of the Appointments and Remuneration Committee for distributing the remuneration of individual directors are as follows:

Meeting actually attended	Remuneration (in euros)
Director/Board of Directors	1,750
Member/Committees of the Board of Directors (Audit and Risks; Appointments and Remuneration; Strategy and Investments; and Innovation and CSR)	1,750
Chairperson/Committees of the Board of Directors (Audit and Risks; Appointments and Remuneration; Strategy and Investments; and Innovation and CSR)	3,500

The amounts paid for 2018 and 2019 to each director of the Company including those whose term of office expired during the financial year 2019 are summarised in the table below.

**TABLE SUMMARISING THE REMUNERATION RECEIVED BY NON-EXECUTIVE CORPORATE OFFICERS  
TABLE 3 OF THE 2012-02 AMF RECOMMENDATIONS**

Non-executive corporate officers	Financial year 2018		Financial year 2019	
	Granted for the financial year 2018	Paid in 2018 for the financial year 2017	Granted for the financial year 2019	Paid in 2019 for the financial year 2018
<b>CAISSE DES DÉPÔTS<sup>(a)</sup></b>				
Remuneration	168,000	105,000	152,250	168,000
Other remuneration				
<b>ABBEY CAROLE<sup>(a)</sup></b>				
Remuneration	0	0	0	0
Other remuneration				
<b>CHABAS EMMANUEL<sup>(b)</sup></b>				
Remuneration	-	-	0	-
Other remuneration				
<b>DAUBIGNARD CÉCILE<sup>(b)</sup></b>				
Remuneration	-	0	-	-
Other remuneration				
<b>DONNET ÉRIC<sup>(b)</sup></b>				
Remuneration	-	0	-	-
Other remuneration				
<b>DE PIREY GONZAGUE</b>				
Remuneration	-	-	8,575	-
Other remuneration				
<b>FAUGÈRE JEAN-PAUL<sup>(b)</sup></b>				
Remuneration	0	0	0	0
Other remuneration				
<b>LAMBERT MARIE-CHRISTINE</b>				
Remuneration	26,950	20,825	26,950	26,950
Other remuneration				
<b>LAURENT MARIANNE<sup>(a)</sup></b>				
Remuneration	0	0	-	0
Other remuneration				

**CORPORATE GOVERNANCE REPORT**  
Remuneration and benefits for corporate officers

Non-executive corporate officers	Financial year 2018		Financial year 2019	
	Granted for the financial year 2018	Paid in 2018 for the financial year 2017	Granted for the financial year 2019	Paid in 2019 for the financial year 2018
<b>LOURADOUR MARIANNE<sup>(a)</sup></b>				
Remuneration	-	0	0	-
Other remuneration				
<b>MAES BENOÎT<sup>(b)</sup></b>				
Remuneration	-	0	-	-
Other remuneration				
<b>MAREUSE OLIVIER<sup>(a)</sup></b>				
Remuneration	0	0	0	0
Other remuneration				
<b>MORIN JEAN-MARC<sup>(a)</sup></b>				
Remuneration	0	-	0	0
Other remuneration				
<b>QUATREHOMME SOPHIE<sup>(a)</sup></b>				
Remuneration	0	-	0	0
Other remuneration				
<b>PÉRONNAU FLORENCE</b>				
Remuneration	42,875 <sup>(c)</sup>	25,725	58,975	42,875 <sup>(c)</sup>
Other remuneration				
<b>POITRINAL GUILLAUME</b>				
Remuneration	9,800	-	19,600	9,800
Other remuneration				
<b>RALLI GEORGES</b>				
Remuneration	57,988	44,254	51,884	57,988
Other remuneration				
<b>RIZK WAËL<sup>(a)</sup></b>				
Remuneration	0	-	0	-
Other remuneration				
<b>SCEMAMA CÉLINE<sup>(a)</sup></b>				
Remuneration	0	0	0	0
Other remuneration				
<b>SENMARTIN CÉLINE<sup>(a)</sup></b>				
Remuneration	0	-	0	0
Other remuneration				
<b>SILVENT FRANCK<sup>(a)</sup></b>				
Remuneration	-	0	-	-
Other remuneration				
<b>TESSIER NATHALIE<sup>(a)</sup></b>				
Remuneration	0	0	0	0
Other remuneration				
<b>THOMAS FRÉDÉRIC</b>				
Remuneration	22,050	17,150	0	22,050
Other remuneration				
<b>TOTAL</b>				

(a) Remuneration was paid to Caisse des dépôts for all Caisse des dépôts and related directors.

(b) Director who waived remuneration.

(c) Remuneration paid to Florence Péronneau as Vice-Chairwoman also serving as Lead Independent Director. At its meeting held on April 24, 2019, the Board of Directors set her annual remuneration at €40,000. Consequently, this amount has been deducted from the annual budget set aside for directors' remuneration.

### 3.2.2. Elements of remuneration of the Chairman of the Board of Directors (non-executive corporate officer)

#### Mr André Martinez, Chairman of the Board of Directors (until April 24, 2019)

Elements of remuneration paid or granted for the financial year 2019, in accordance with the remuneration principles and criteria approved at the General Meeting held on April 24, 2019	Amounts or accounting valuation to be put to a vote
Annual fixed remuneration	€77,143
Valuation of benefits of any kind	€941

#### Mr Frédéric Thomas, Chairman of the Board of Directors (from April 24, 2019)

Elements of remuneration paid or granted for the financial year 2019, in accordance with the remuneration principles and criteria approved at the General Meeting held on April 24, 2019	Amounts or accounting valuation to be put to a vote <sup>(a)</sup>
Annual fixed remuneration	€0
Valuation of benefits of any kind	€0

(a) Mr Frédéric Thomas waived any remuneration from Icade until December 31, 2019.

### 3.2.3. Elements of remuneration for the Chief Executive Officer (executive corporate officer)

#### Mr Olivier WIGNIOLLE, Chief Executive Officer

Elements of remuneration paid in 2019 or granted for the financial year 2019, in accordance with the remuneration principles and criteria approved at the General Meeting held on April 24, 2019	Amounts or accounting valuation to be put to a vote		
Annual fixed remuneration			€400,000
Annual variable remuneration for 2018 paid in 2019			€41,100
Annual variable remuneration for 2019 (subject to approval at the General Meeting to be held on April 24, 2020)			€50,000
	<b>Target</b>	<b>Level reached</b>	<b>Bonus amount</b>
<b>Quantitative objectives</b>			
<i>Improvement in net current cash flow. The bonus amount related to this criterion is €12,500 if the objective is met and the maximum that can be paid for this criterion is 115% of this amount.</i>	€343m	€389m	€12,500
<i>Relative performance of Icade's share price compared to the FTSE EPRA Euro Index between 90% and 115%. The bonus amount related to this criterion is €12,500 if the target of 115% is achieved. It will be zero if the relative performance is less than 90% and the maximum that can be paid for this criterion is 115% of this amount.</i>	between 90% and 115%	123.9%	€12,500
<b>Qualitative objectives</b>			
<i>Continued implementation of the strategic plan defined in 2018 while complying with the budget for 2019, maintaining quality social dialogue and ensuring that the teams are adequately managed. The bonus amount related to this criterion is €12,500 if the objective is met and the maximum that can be paid for this criterion is 115% of this amount.</i>		100%	€12,500
<i>Continued transformation of the Healthcare Property Investment Division and implementation of the CSR priority: Low carbon. The bonus amount related to this criterion cannot exceed €12,500.</i>		100%	€12,500
<b>Benefits in kind</b>			€38,100
<i>including company car</i>			€3,058
<i>including unemployment insurance</i>			€32,512
<i>including voluntary employer-sponsored contingency insurance</i>			€2,530
<b>Severance payment</b>			No amount has been put to a vote

### 3.3. Summary tables of remuneration paid or payable for the financial year 2019 to each corporate officer

**TABLE SUMMARISING THE REMUNERATION, OPTIONS AND SHARES GRANTED TO EACH CORPORATE OFFICER**  
**TABLE 1 OF THE 2009-16 AMF RECOMMENDATIONS**

Name and position of the corporate officer (in thousands of euros)	Financial year 2018	Financial year 2018	Financial year 2019	Financial year 2019	Financial year 2019
	MARTINEZ André, Chairman	WIGNIOLLE Olivier, Chief Executive Officer	MARTINEZ André, Chairman	THOMAS Frédéric, Chairman	WIGNIOLLE Olivier, Chief Executive Officer
Remuneration due for the financial year (detailed in table 2)	243.3	484.2	78.0	N/A <sup>(a)</sup>	488.1
Value of options granted during the financial year (detailed in table 4)	N/A	N/A	N/A	N/A	N/A
Value of performance shares granted during the financial year (detailed in table 6)	N/A	N/A	N/A	N/A	N/A
Value of other long-term remuneration plans	N/A	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>243.3</b>	<b>484.2</b>	<b>78.0</b>	<b>N/A</b>	<b>488.1</b>

(a) Mr Frédéric Thomas waived any remuneration from Icade for his services until December 31, 2019.

**TABLE SUMMARISING THE REMUNERATION OF EACH EXECUTIVE CORPORATE OFFICER**  
**TABLE 2 OF THE 2009-16 AMF RECOMMENDATIONS**

WIGNIOLLE Olivier, Chief Executive Officer	Financial year 2018		Financial year 2019	
	Amounts granted	Amounts paid	Amounts granted	Amounts paid
Fixed remuneration	400.0	400.0	400.0	400.0
Annual variable remuneration	41.1	50.0	50.0	41.1
Exceptional remuneration				
Remuneration for services as a director	0.0	0.0	0.0	0.0
Benefits in kind (car, GSC insurance, voluntary employer-sponsored supplementary contingency insurance)	43.1	43.1	38.1	35.6
<b>TOTAL</b>	<b>484.2</b>	<b>493.1</b>	<b>488.1</b>	<b>476.7</b>

**TABLE SUMMARISING THE REMUNERATION OF EACH NON-EXECUTIVE CORPORATE OFFICER**  
**TABLE 3 OF THE 2012-02 AMF RECOMMENDATIONS**

MARTINEZ André, Chairman (until April 24, 2019)	Financial year 2018		Financial year 2019	
	Amounts granted	Amounts paid	Amounts granted	Amounts paid
Fixed remuneration	240.0	240.0	77.1	77.1
Annual variable remuneration				
Exceptional remuneration				
Remuneration for services as a director	0.0	0.0	0.0	0.0
Benefits in kind – car	3.3	3.3	0.9	0.9
<b>TOTAL</b>	<b>243.3</b>	<b>243.3</b>	<b>78.0</b>	<b>78.0</b>

THOMAS Frédéric, Chairman (from April 24, 2019)	Financial year 2018		Financial year 2019	
	Amounts granted	Amounts paid	Amounts granted	Amounts paid
Fixed remuneration	N/A	N/A	0.0	0.0
Annual variable remuneration				
Exceptional remuneration				
Remuneration for services as a director	N/A	N/A	0.0	0.0
Benefits in kind – car	N/A	N/A	0.0	0.0

Frédéric Thomas waived any remuneration from Icade until December 31, 2019.

**SHARE SUBSCRIPTION OR PURCHASE OPTIONS GRANTED DURING THE FINANCIAL YEAR TO EACH CORPORATE OFFICER BY THE ISSUER AND BY ANY COMPANY WITHIN THE GROUP**  
**TABLE 4 OF THE 2009-16 AMF RECOMMENDATIONS**

None.

**SHARE SUBSCRIPTION OR PURCHASE OPTIONS EXERCISED DURING THE FINANCIAL YEAR BY EACH CORPORATE OFFICER**  
**TABLE 5 OF THE 2009-16 AMF RECOMMENDATIONS**

None.

**BONUS SHARES GRANTED TO EACH CORPORATE OFFICER**  
**TABLE 6 OF THE 2009-16 AMF RECOMMENDATIONS**

None.

**TABLE 7 OF THE 2009-16 AMF RECOMMENDATIONS**  
None.

**HISTORY OF GRANTS OF SHARE SUBSCRIPTION OR PURCHASE OPTIONS**  
**INFORMATION REGARDING SHARE SUBSCRIPTION OR PURCHASE OPTIONS**

**TABLE 8 OF THE 2009-16 AMF RECOMMENDATIONS**

Date of the General Meeting	04/15/2009
Date of the Board of Directors' meeting	02/16/2011
Total number of shares that can be subscribed or purchased	147,500
Options exercised by corporate officers during the financial year	N/A
Expiry date	03/03/2019

**HISTORY OF BONUS SHARE GRANTS — INFORMATION REGARDING BONUS SHARES**  
**TABLE 9 OF THE 2009-16 AMF RECOMMENDATIONS**

The summary of bonus share plans and performance share plans implemented by Icade and still in effect is shown in chapter 8 of this universal registration document. It should be noted that corporate officers do not benefit from bonus share plans, whether with or without performance conditions.

**TABLE SUMMARISING THE MULTIANNUAL VARIABLE REMUNERATION OF EACH CORPORATE OFFICER**  
**TABLE 10 OF THE 2009-16 AMF RECOMMENDATIONS**

None.

**TABLE SUMMARISING BENEFITS (EMPLOYMENT CONTRACT, PENSION SCHEMES, COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE IN THE EVENT OF TERMINATION OR CHANGE OF POSITION, OR COMPENSATION RELATING TO A NON-COMPETE CLAUSE)**  
**TABLE 11 OF THE 2009-16 AMF RECOMMENDATIONS**

Corporate officers	Employment contract		Supplementary pension scheme		Compensation or benefits due or likely to be due in the event of termination or change of position		Compensation relating to a non-compete clause	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>MARTINEZ André</b> Chairman Start of term of office: 04/29/2015 End of term of office: 04/24/2019 - General Meeting held in 2019 to approve the financial statements for the year ended		X		X		X		X
<b>THOMAS Frédéric</b> Chairman Start of term of office: 04/24/2019 End of term of office: General Meeting to be held in 2020 to approve the financial statements for the year ended		X		X		X		X
<b>WIGNIOLLE Olivier</b> Chief Executive Officer Start of term of office: 04/29/2015 End of term of office: General Meeting to be held in 2023 to approve the financial statements for the year ended		X		X	X			X

### Obligations and benefits in favour of Mr Olivier Wigniolle as of december 31, 2019

On April 29, 2015, the Board of Directors of Icade agreed to pay Olivier Wigniolle a severance payment in the event of dismissal resulting from a change of control (under Article L. 233-3 of the French Commercial Code) or a strategic disagreement with the Board of Directors. On April 24, 2019, the Board of Directors extended this measure.

Payment of these benefits shall be subject to compliance with the beneficiary's performance conditions in terms of value created by Icade, as detailed below.

In the paragraph below, the NPAG (net profit/(loss) attributable to the Group) is indicated after adjustment for capital gains on disposals.

#### Determination of the change in net profit/(loss) attributable to the Group (NPAG)

The change in NPAG shall be measured by comparing the last NPAG known during the calendar year preceding the date of dismissal of Olivier Wigniolle (hereinafter referred to as the "Most Recent NPAG") and its average value in the two calendar years preceding the Most Recent NPAG (hereinafter referred to as "NPAG for the Reference Period").

If the Most Recent NPAG is equal to or higher than the NPAG for the Reference Period, the payment shall be due.

#### Taking into account changes in market conditions

This severance payment will be equal to the total gross remuneration (including fixed and variable remuneration) received over the twelve months preceding the date of the dismissal.

On April 24, 2019, Icade's Board of Directors authorised the Company to take out an unemployment insurance policy for Olivier Wigniolle from the GSC association (*Garantie sociale des chefs et dirigeants d'entreprise*). For the year 2019, the amount of contributions totalled €32,512.

On April 24, 2019, Icade's Board of Directors also decided to grant Olivier Wigniolle a company car in accordance with the rules defined within Icade.

On April 24, 2019, Icade's Board of Directors approved the grant of a voluntary employer-sponsored contingency insurance for Olivier Wigniolle, taken out by Caisse des dépôts with CNP Assurances. Caisse des dépôts will charge Icade for the share of contributions corresponding to Mr Olivier Wigniolle's insurance, which will be considered additional remuneration, and as such will be subject to tax and social security contributions.

### Obligations and benefits in favour of other corporate officers

As of December 31, 2019, no compensation is provided for the other corporate officers of Icade in the event of termination of their office within the Company (excluding the Chief Executive Officer).

As of the same date, Icade has not provided any pension or similar benefits to its corporate officers. In addition, no corporate officer of Icade has a voluntary employer-sponsored supplementary pension scheme.

As of the date of this document, Icade has not granted any loan, advance or guarantee to its corporate officers. There is no agreement in place between the members of the Board of Directors and Icade or its subsidiaries that provides for the granting of benefits.

### 3.4. Pay ratios – Year-on-year change in remuneration, performance and ratios

The ratios of the Chairman's and the Chief Executive Officer's pay to the mean and median pay (on a full-time equivalent basis) of the Company's employees, as well as year-on-year changes in these ratios, the Company's performance and the average pay of the Company's employees for the past five years are provided below in accordance with Ordinance No. 2019-1234 of November 27, 2019.

Remuneration was recalculated on a full-time basis: Annualised gross remuneration received during the financial year (excluding severance payment).

		Mean		Median	
		Icade SA	Icade Economic and Social Unit (UES)	Icade SA	Icade Economic and Social Unit (UES)
2019 <sup>(a)</sup>	NCCF/(YoY change)	€389.2m/(+2%)			
	YoY change in employee remuneration	28%	3%	117%	3%
	OW's remuneration/(YoY change)	476,658	(3%)		
	AM's remuneration/(YoY change) <sup>(d)</sup>	234,253	(4%)		
	<b>PAY RATIO – O. WIGNIOLLE</b>	<b>2.50</b>	<b>7.02</b>	<b>3.08</b>	<b>8.91</b>
	<b>PAY RATIO – A. MARTINEZ</b>	<b>1.23</b>	<b>3.45</b>	<b>1.51</b>	<b>4.38</b>
2018 <sup>(b)</sup>	NCCF/(YoY change)	€381.7m/(+8%)			
	YoY change in employee remuneration	(49%)	5%	(77%)	3%
	OW's remuneration/(YoY change)	493,140	4%		
	AM's remuneration/(YoY change)	243,253	20%		
	<b>PAY RATIO – O. WIGNIOLLE</b>	<b>3.32</b>	<b>7.46</b>	<b>6.90</b>	<b>9.47</b>
	<b>PAY RATIO – A. MARTINEZ</b>	<b>1.64</b>	<b>3.68</b>	<b>3.40</b>	<b>4.67</b>
2017 <sup>(c)</sup>	NCCF/(YoY change)	€353.2m/(+9%)			
	YoY change in employee remuneration	(5%)	5%	14%	9%
	OW's remuneration/(YoY change)	474,800	1%		
	AM's remuneration/(YoY change)	203,440	24%		
	<b>PAY RATIO – O. WIGNIOLLE</b>	<b>1.64</b>	<b>7.56</b>	<b>1.50</b>	<b>9.39</b>
	<b>PAY RATIO – A. MARTINEZ</b>	<b>0.70</b>	<b>3.24</b>	<b>0.64</b>	<b>4.02</b>
2016 <sup>(d)</sup>	NCCF/(YoY change)	€325.4m/(+8%)			
	YoY change in employee remuneration	(6%)	1%	15%	1%
	OW's remuneration/(YoY change)	468,937	25%		
	AM's remuneration/(YoY change)	163,557	6%		
	<b>PAY RATIO – O. WIGNIOLLE</b>	<b>1.54</b>	<b>7.87</b>	<b>1.69</b>	<b>10.10</b>
	<b>PAY RATIO – A. MARTINEZ</b>	<b>0.54</b>	<b>2.74</b>	<b>0.59</b>	<b>3.52</b>
2015	NCCF	€300.1m			
	YoY change in employee remuneration	N/A	-	-	-
	OW's remuneration	375,961			
	AM's remuneration	154,352			
	SG's remuneration <sup>(d)</sup>	1,507,555			
	NP's remuneration <sup>(d)</sup>	549,287			
	<b>PAY RATIO – O. WIGNIOLLE</b>	<b>1.17</b>	<b>6.38</b>	<b>1.56</b>	<b>8.18</b>
	<b>PAY RATIO – A. MARTINEZ</b>	<b>0.48</b>	<b>2.62</b>	<b>0.64</b>	<b>3.36</b>
<b>PAY RATIO – S. GRZYBOWSKI</b>	<b>4.68</b>	<b>25.57</b>	<b>6.24</b>	<b>32.81</b>	
<b>PAY RATIO – N. PALADITCHEFF</b>	<b>1.71</b>	<b>9.32</b>	<b>2.27</b>	<b>11.95</b>	

(a) Icade's workforce decreased sharply following the departure of ANF Immobilier employees who decided to benefit from the redundancy programme.

(b) The employees of ANF Immobilier joined Icade SA when the company was merged into Icade.

(c) Service companies sold in 2016: Icade Property Management, I Porta, Icade Asset Management, Icade Transactions, Icade Conseil.

(d) Annualised remuneration may be higher due to variable remuneration paid prior to departure.

Note: unlike in other tables, the remuneration covered is remuneration received during the financial year in question, not remuneration for the financial year.



## 4. Additional information

### 4.1. Transactions in the Company's shares made by members of governance or management bodies

For the financial year 2019, the following transactions in Icade shares were carried out by members of the management bodies:

Declaring party	Date	Action	Financial instrument	Price per instrument (in euros)	Volume
Laurent POINSARD, member of the Executive Committee	10/15/2019	Disposal	Share	84.2123	395
Jérôme LUCCHINI, member of the Executive Committee	10/31/2019	Disposal	Share	87.8908	375
Jérôme LUCCHINI, member of the Executive Committee	10/24/2019	Disposal	Share	87.0848	625
Marianne DE BATTISTI, member of the Executive Committee	09/26/2019	Disposal	Share	81.7729	1,284
Marianne DE BATTISTI, member of the Executive Committee	09/24/2019	Disposal	Share	80.2500	1,000
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	09/17/2019	Acquisition	Share	79.3921	985
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	09/17/2019	Acquisition	Share	79.3522	7,351
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	09/16/2019	Acquisition	Share	79.1735	7,792
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	09/16/2019	Acquisition	Share	78.9310	15,872
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/21/2019	Acquisition	Share	80.6119	8,844
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/21/2019	Acquisition	Share	80.6430	8,529
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/20/2019	Acquisition	Share	80.0991	15,572
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/20/2019	Acquisition	Share	79.9753	14,555
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/18/2019	Acquisition	Share	80.9954	12,958
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/18/2019	Acquisition	Share	81.2928	23,881
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/17/2019	Acquisition	Share	80.4561	14,689
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/17/2019	Acquisition	Share	80.4747	6,591
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/13/2019	Acquisition	Share	80.4586	17,796
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/13/2019	Acquisition	Share	79.8489	25,297
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/14/2019	Acquisition	Share	79.9964	39,660
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/14/2019	Acquisition	Share	80.0351	14,119
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/12/2019	Acquisition	Share	79.0990	27,185
CRÉDIT AGRICOLE ASSURANCES, Frédéric THOMAS, Chairman of the Board of Directors	06/12/2019	Acquisition	Share	79.1660	62,370
PRÉDICA SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	06/11/2019	Acquisition	Share	79.2922	16,296
PRÉDICA SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	06/11/2019	Acquisition	Share	79.1979	4,954
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	06/06/2019	Disposal	Share	76.4455	36,803
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	06/05/2019	Disposal	Share	75.9868	163,197
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	06/04/2019	Disposal	Share	75.9123	55,565
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/28/2019	Disposal	Share	76.7678	4,660
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/17/2019	Acquisition	Share	77.6276	50,012
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/17/2019	Acquisition	Share	77.6458	9,988
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/16/2019	Acquisition	Share	76.7822	38,681
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/16/2019	Acquisition	Share	76.7821	7,726
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/15/2019	Acquisition	Share	75.4951	11,307
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/15/2019	Acquisition	Share	75.4950	2,260
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/14/2019	Acquisition	Share	75.4024	35,447

Declaring party	Date	Action	Financial instrument	Price per instrument (in euros)	Volume
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/13/2019	Acquisition	Share	75.0605	14,553
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/13/2019	Acquisition	Share	75.0000	26
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/07/2019	Disposal	Share	77.2183	1,883
CRÉDIT AGRICOLE ASSURANCES SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/03/2019	Disposal	Share	75.9298	1,959
PRÉDICA SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	05/02/2019	Disposal	Share	77.2048	8,329
PRÉDICA SA, a legal entity related to Frédéric THOMAS, Chairman of the Board of Directors	04/30/2019	Disposal	Share	77.2000	19
PRÉDICA SA, a legal entity related to Frédéric THOMAS, director	04/03/2019	Disposal	Share	77.8503	50,160
PRÉDICA SA, a legal entity related to Frédéric THOMAS, director	01/04/2019	Acquisition	Share	66.1776	84,000
PRÉDICA SA, a legal entity related to Frédéric THOMAS, director	01/03/2019	Acquisition	Share	64.9835	16,000

## 4.2. Information that might have an impact in the event of a public offer

In accordance with the provisions of Article L. 225-37-5 of the French Commercial Code, we draw your attention to the information that might have an impact in the event of a public offer.

### Shareholding structure

This information is detailed in chapter 8 of this universal registration document.

### Restrictions to the exercise of voting rights and to share transfers provided for by the Company's Articles of Association, or terms of agreements that have been notified to the Company

None (excluding the provisions of Article 6 of the Articles of Association in the event of non-compliance with the disclosure obligation set out in the Articles of Association in the event of crossing of the shareholding threshold of 0.5% of share capital or voting rights: one or more shareholders holding at least 5% of the share capital may issue a request, which shall be included in the minutes of the General Meeting, that the voting rights attached to the shares exceeding the fraction which should have been declared be suspended in respect of any Shareholders' Meeting to be held in the two years following the date of the regularisation declaration).

### Direct and indirect interests in the Company of which it is aware under Articles L. 233-7 and L. 233-12

This information is detailed in chapter 8 of this universal registration document.

### List of holders of securities with special control rights and description of these securities (preference shares)

None.

### Control mechanisms applying where an employee shareholding scheme is in place and the control rights attached to employee-owned shares are not exercised by employee shareholders

The Company has not implemented any employee shareholding scheme where control rights are not exercised by the employees with the exception of the FCPE Icade Actions, which is invested in Icade shares and offered to employees as part of the Group Savings Plan as described in chapter 8 of this universal registration document. Icade employees who hold shares in the Icade Actions fund are represented at Icade's Annual General Meeting by an employee representative appointed at a meeting of the FCPE's Supervisory Board.

### Shareholder agreements of which the Company is aware that could restrict share transfers and the exercise of voting rights

As far as the Company is aware, there is no shareholder agreement in place that could restrict share transfers or the exercise of voting rights of the Company.

### Rules governing the appointment and replacement of members of the Board of Directors

These rules comply with applicable law and regulations.

### Rules governing amendments to the Company's Articles of Association

Pursuant to Article L. 225-96 of the French Commercial Code, the Extraordinary General Meeting has the exclusive authority to amend the Company's Articles of Association; any amendment made in contravention of this rule shall be deemed not to have been made.

### **Powers of the Board of Directors for the issue or repurchase of shares**

See the summary table of authorisations and delegations of authority in section 4.4 of chapter 5 of this universal registration document. Unless prior approval has been obtained from the General Meeting, such authorisations and delegations shall be suspended during a pre-offer period or a public offer initiated by a third party for the Company's shares until the end of the offer period (except for authorisations and delegations relating to employee shareholding).

### **Agreements entered into by the Company that will change or terminate if there is a change of control of the Company, unless disclosure of such agreements would severely damage its interests (except where such disclosure is required by law)**

Some financing terms with external creditors were obtained by the Company as a result of Caisse des dépôts being a shareholder of the

Company. However, in most cases, these debt repayment terms only apply in the event of Icade's credit rating being significantly downgraded following a change of control.

### **Agreements on severance payments for Icade Board of Directors members or employees if they resign or are dismissed without just cause, or if their employment is terminated because of a public offer**

None.

## **4.3. Regulated related party agreements and agreements entered into in the ordinary course of business and on arm's length terms**

### **4.3.1. Regulated related party agreements**

See section 5 "Statutory Auditors' special report on regulated related party agreements".

### **4.3.2. Agreements entered into in the ordinary course of business and on arm's length terms**

Pursuant to Article L. 225-39, paragraph 2 of the French Commercial Code, as amended by Law No. 2019-486 of May 22, 2019 on the growth and transformation of businesses (the "Pacte" Law), the Company's Board of Directors, at its meeting held on January 24, 2020, set up a procedure to regularly assess whether agreements entered into in the ordinary course of business and on arm's length terms qualify as such.

This procedure relates to agreements entered into between the Company and directors, the Chairman of the Board of Directors, the Company's Chief Executive Officer or closely associated natural persons, their asset holding companies and legal persons in which they have an interest (corporate officer or shareholder).

This procedure aims to clarify the criteria used by the Company to identify agreements entered into in the ordinary course of business and on arm's length terms to which it is a party, determine whether they qualify as such and establish a framework to regularly assess whether they continue to qualify as such.

In advance of the Board of Directors' meeting called to approve the financial statements for the financial year ended:

- the agreements in force classified as agreements entered into in the ordinary course of business and on arm's length terms shall be reviewed each year by the Group's Legal and Insurance Department, in conjunction with the Group's Finance Department and, where appropriate, with the Company's Statutory Auditors, based on the criteria used to identify agreements entered into in the ordinary course of business and on arm's length terms;
- the list of relevant agreements and the findings of the review conducted by the Group's Legal and Insurance Department, in conjunction with the Group's Finance Department, shall be submitted to Audit and Risk Committee members for their feedback.

At the meeting called to approve the financial statements for the financial year ended, the Board of Directors shall be informed by the Audit and Risk Committee of the implementation of the evaluation procedure, its findings and any feedback. The Board of Directors shall draw the necessary conclusions.

As part of the annual review process, the Board of Directors shall be informed in the event the Group's Legal Department, in conjunction with the Group's Finance Department, deems that an agreement previously classified as agreements entered into in the ordinary course of business and on arm's length terms no longer satisfies the above-mentioned criteria. The Board of Director shall reclassify the agreement as a regulated agreement where appropriate, ratify it and submit it for approval at the next General Meeting, based on the Statutory Auditors' special report pursuant to Article L. 225-42 of the French Commercial Code.

## 4.4. Summary table of financial delegations and authorisations as of December 31, 2019

Type of security concerned	Date of the General Meeting	Resolution number	Period and expiry date	Maximum authorised amount	Used during the financial year 2019
Authorisation to have the Company repurchase its own shares	04/24/2019	Resolution 16	18 months i.e. until 10/23/2020	10% of the shares making up the share capital as adjusted for any capital increase or reduction occurring during the programme period Maximum purchase price: €110 per share Maximum total amount: €735m	Used in the context of the liquidity contract for: <ul style="list-style-type: none"> <li>■ purchases: 848,919 shares</li> <li>■ sales: 956,419 shares</li> </ul> Used in the context of the share repurchase mandate agreement for: <ul style="list-style-type: none"> <li>■ purchases: 257,647 shares</li> <li>■ sales: 0 share</li> </ul>
Authorisation to reduce the share capital through the cancellation of treasury shares	04/24/2019	Resolution 17	18 months i.e. until 10/23/2020	10% of the share capital calculated as of the date of the cancellation decision, net of any shares cancelled in the previous 24 months	None
Delegation to increase the share capital with preferential subscription right (reserved for existing shareholders) <sup>(c)</sup>	04/25/2018	Resolution 18	26 months i.e. until 06/24/2020	€38m (Power to issue only ordinary shares)	None
Delegation to increase the share capital in consideration for contributions in kind <sup>(c)</sup>	04/25/2018	Resolution 19	26 months i.e. until 06/24/2020	10% of the share capital as of the date of use of this delegation by the Board of Directors <sup>(a)</sup>	None
Authorisation to grant bonus shares to employees and corporate officers	04/25/2018	Resolution 20	38 months i.e. until 06/24/2021	1% of the diluted share capital as of the date of use of this authorisation by the Board of Directors <sup>(b)</sup>	58,100 bonus shares granted under Resolution 20 39,360 bonus shares granted under Resolution 23 (Works Council)
Delegation to increase the share capital through an issue reserved for employees as part of the Company Savings Plan (PEE)	04/25/2018	Resolution 21	26 months i.e. until 06/24/2020	1% of the diluted share capital as of the date of the General Meeting <sup>(a)</sup>	None
Delegation to increase the share capital by capitalisation of reserves, profits, share premiums or other items <sup>(c)</sup>	04/24/2019	Resolution 18	26 months i.e. until 06/23/2021	Shares: €15m	None

(a) Combined maximum amount: €38 million.

(b) Maximum sub-amount for corporate officers: 2% of shares granted during the relevant financial year.

(c) Suspended during a pre-offer period and a public offer.

## 4.5. Procedures for the participation of shareholders in General Meetings

The procedures relating to the participation of shareholders in General Meetings are stipulated in Article 15 of the Company's Articles of Association, whose provisions are shown in chapter 8 "Information on the issuer and its capital" of this universal registration document.

## 4.6. Loans and guarantees granted to members of governance or management bodies

None.

## 4.7. Conflicts of interest – convictions for fraud

At the time of writing of this universal registration document and to the best of the Company's knowledge:

- there are no family ties between the members of the Board of Directors and/or members of senior management;
- no convictions for fraud have been recorded in the last five years against any member of the Board of Directors and/or member of senior management;
- no members of the Board of Directors or of senior management have been involved in the last five years as members of an administrative, management or supervisory body in a company subject to bankruptcy proceedings, sequestration, liquidation or official receivership;
- no members of the Board of Directors or senior management have received any public recrimination and/or sanction by a statutory or regulatory authority (or designated professional body) in the last five years;

- none has ever been disqualified by a court from serving as a member of an administrative, management or supervisory body or from managing or directing the affairs of an issuer in the last five years.

Pursuant to the Rules of Procedure, members of the Board of Directors must inform the Chairman or, as the case may be, the Vice-Chairman of the Board of Directors, who, in turn, shall inform the Board of Directors and, as the case may be, the Strategy and Investment Committee, of any conflict of interest, whether actual or potential, they may have with the Company, and refrain from voting in the matters relating thereto. To the Company's knowledge, members of the Board of Directors or senior management have no conflicts of interest between their duties towards the issuer and their private interests and/or other duties.

## 4.8. Prevention of insider trading – ethical trading policy

Corporate officers and persons treated as such, as well as persons having close personal ties to them, must report any trading in the Company's shares. In addition, management must refrain from trading in the Company's shares in a personal capacity during the following periods:

- for each calendar quarter, during the 15 calendar days preceding the release of the Company's consolidated revenue which would occur during the quarter under consideration;
- for each calendar half-year, during the 30 calendar days preceding the release of the Company's full-year or half-year consolidated financial statements which would occur during the half-year under consideration;

- during the period between the date when Icade becomes aware of information which if made public might have a significant influence on the price of the securities and the date when this information is made public.

This obligation to refrain from trading was extended to employees who are considered permanent insiders. Lastly, employees can be classified as occasional insiders and may occasionally be subject to the same obligation for periods in which transactions that might influence Icade's share price are carried out.

## 5. Statutory Auditors' special report on related party agreements

*This is a free translation into English of the Statutory Auditors' special report on related party agreements issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

### General Meeting for the approval of the financial statements for the year ended December 31, 2019

To the Shareholders of Icade,

In our capacity as Statutory Auditors of Icade, we hereby report to you on related party agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of article R.225-31 of the French Commercial Code (Code de commerce), it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by article R.225-31 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

### Agreements to be submitted for the approval of the General Meeting

We were not informed of any agreements authorised and entered into during the year to be submitted for approval at the General Meeting pursuant to the provisions of article L.225 38 of the French Commercial Code.

### Agreements already approved by the General Meeting

#### Agreements approved during prior years

In accordance with article R.225-30 of the French Commercial Code, we were informed that the following agreements, approved by the General Meeting in prior years, remained in force during the year ended December 31, 2019.

#### Contingency insurance policy for Olivier Wigniolle in his capacity as Chief Executive Officer of Icade

A group contingency insurance policy (contrat d'assurance prévoyance) was taken out by Caisse des Dépôts with CNP Assurances on February 15, 2012. This policy covers certain senior executives of the subsidiaries of the Caisse des Dépôts group.

In this context, Olivier Wigniolle, Chief Executive Officer of Icade, is one of the insured persons under this policy, under which he benefits from insurance cover as a corporate officer.

Caisse des Dépôts decided to charge Icade for the share of the payments made under the group contingency insurance policy corresponding to the cover granted to Olivier Wigniolle in his capacity as Chief Executive Officer of Icade. The rebilling by Caisse des Dépôts of this group contingency insurance policy and the payment by Icade of invoices to be issued in this context shall constitute a rebilling agreement, even if this rebilling agreement is not evidenced by a written contract.

On April 29, 2015, the Board of Directors authorised the signing of this agreement and acknowledged the merits of this contingency insurance policy, particularly i) with regard to the pricing conditions, considered fair and equitable for Icade for this type of insurance cover, and ii) considering how complex it would be to take out a new insurance policy for the senior executive concerned.

The amount of such rebilling was €2,530,26 for the year 2019.

*Icade directors concerned: Caisse des Dépôts represented by Virginie Fernandes, Jean-Paul Faugère, Olivier Mareuse, Marianne Louradour, Sophie Quatrehomme, Carole Abbey, Jean-Marc Morin, Waël Risk.*

Paris La Défense and Neuilly-sur-Seine, March 25, 2020

The Statutory Auditors

**Mazars**  
Gilles Magnan

**PricewaterhouseCoopers Audit**  
Éric Bulle

# 6. FINANCIAL STATEMENTS AS OF DECEMBER 31, 2019

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## 1. Consolidated financial statements

Unless otherwise stated, the consolidated financial statements are presented in millions of euros, rounded to the nearest hundred thousand euros. Rounding differences may therefore occur in the financial statements presented.

### Consolidated income statement

(in millions of euros)	Notes	2019	2018
<b>Revenue</b>	<b>8.1</b>	<b>1,522.9</b>	<b>1,771.5</b>
Other income from operations		4.3	3.8
<b>Income from operating activities</b>		<b>1,527.2</b>	<b>1,775.3</b>
Purchases used		(704.6)	(923.1)
Outside services		(83.9)	(94.2)
Taxes, duties and similar payments		(5.5)	(5.9)
Staff costs, performance incentive scheme and profit sharing		(134.4)	(134.7)
Other operating expenses		(12.7)	(27.2)
<b>Expenses from operating activities</b>		<b>(941.1)</b>	<b>(1,185.2)</b>
<b>EBITDA</b>		<b>586.1</b>	<b>590.1</b>
Depreciation charges net of government investment grants		(336.6)	(380.4)
Charges and reversals related to impairment of tangible, financial and other current assets	5.3.2	9.9	40.1
Profit/(loss) from acquisitions		(5.1)	(0.5)
Profit/(loss) on asset disposals		207.3	90.9
Share of net profit/(loss) of equity-accounted companies	9.2.1	(10.7)	1.1
<b>OPERATING PROFIT/(LOSS)</b>		<b>450.9</b>	<b>341.4</b>
Cost of gross debt		(105.5)	(104.7)
Net income from cash and cash equivalents, related loans and receivables		7.0	6.2
<b>Cost of net financial liabilities</b>		<b>(98.5)</b>	<b>(98.5)</b>
Other finance income and expenses		(8.5)	(25.0)
<b>FINANCE INCOME/(EXPENSE)</b>	<b>6.1.4</b>	<b>(107.0)</b>	<b>(123.5)</b>
Tax expense	10.1	(8.1)	(31.1)
Net profit/(loss) from continuing operations		335.7	186.7
Profit/(loss) from discontinued operations		2.5	(1.4)
<b>NET PROFIT/(LOSS)</b>		<b>338.2</b>	<b>185.4</b>
▣ Including net profit/(loss) attributable to the Group		300.2	154.9
Including continuing operations		297.7	156.3
Including discontinued operations		2.5	(1.4)
▣ Including net profit/(loss) attributable to non-controlling interests		38.0	30.4
<b>Basic earnings per share attributable to the Group (in €)</b>	<b>7.4.1</b>	<b>€4.06</b>	<b>€2.09</b>
▣ Including continuing operations per share		€4.03	€2.11
▣ Including discontinued operations per share		€0.03	(€0.02)
<b>Diluted earnings per share attributable to the Group (in €)</b>	<b>7.4.2</b>	<b>€4.06</b>	<b>€2.09</b>
▣ Including continuing operations per share		€4.02	€2.11
▣ Including discontinued operations per share		€0.03	(€0.02)

### Consolidated statement of comprehensive income

(in millions of euros)	2019	2018
<b>NET PROFIT/(LOSS)</b>	<b>338.2</b>	<b>185.4</b>
<b>Other comprehensive income:</b>		
▣ <b>Recyclable to the income statement – cash flow hedges</b>	<b>(32.1)</b>	<b>(8.4)</b>
Change in fair value	(37.1)	(11.3)
Recycling to the income statement	5.0	3.0
▣ <b>Non-recyclable to the income statement</b>	<b>(1.8)</b>	<b>(0.1)</b>
Actuarial gains and losses	(2.1)	0.1
Taxes on actuarial gains and losses	0.3	(0.1)
<b>Comprehensive income recognised in equity</b>	<b>(33.9)</b>	<b>(8.4)</b>
▣ Including transfer to net profit/(loss)	5.0	3.0
<b>COMPREHENSIVE INCOME</b>	<b>304.3</b>	<b>176.9</b>
▣ <b>Attributable to the Group</b>	<b>271.8</b>	<b>148.8</b>
▣ <b>Attributable to non-controlling interests</b>	<b>32.5</b>	<b>28.1</b>



## Consolidated statement of financial position

<b>Assets</b> (in millions of euros)	<b>Notes</b>	<b>12/31/2019</b>	<b>12/31/2018</b>
Goodwill	9.1.1	45.3	46.1
Other intangible fixed assets	9.1.1	19.5	9.5
Tangible fixed assets	9.1.2	61.2	16.9
Net investment property	5.1.1	9,760.7	9,235.7
Equity-accounted investments	9.2.1	132.1	139.7
Financial assets at fair value through profit or loss	6.1.5	23.8	23.1
Financial assets at amortised cost	6.1.5	8.1	6.4
Derivative assets	6.1.3	0.4	5.1
Deferred tax assets	10.3	14.8	11.6
<b>NON-CURRENT ASSETS</b>		<b>10,065.8</b>	<b>9,494.0</b>
Inventories and work in progress	8.2.2	563.1	479.7
Contract assets	8.2.3	327.3	367.3
Accounts receivable	8.2.3	344.5	353.7
Tax receivables		19.6	4.4
Miscellaneous receivables	8.2.4	344.0	359.2
Financial assets at amortised cost	6.1.5	66.5	61.9
Derivative assets	6.1.3	5.9	2.4
Cash and cash equivalents	6.1.6	767.1	634.6
Assets held for sale and discontinued operations	5.1.2	9.8	2.0
<b>CURRENT ASSETS</b>		<b>2,447.7</b>	<b>2,265.1</b>
<b>TOTAL ASSETS</b>		<b>12,513.5</b>	<b>11,759.2</b>
<b>Liabilities</b> (in millions of euros)	<b>Notes</b>	<b>12/31/2019</b>	<b>12/31/2018</b>
Share capital	7.1.1	113.6	113.6
Share premium		2,644.4	2,712.2
Treasury shares		(43.6)	(37.2)
Revaluation reserves	6.1.3	(34.8)	(8.2)
Other reserves		188.9	249.9
Net profit/(loss) attributable to the Group		300.2	154.9
<b>Equity attributable to the Group</b>		<b>3,168.7</b>	<b>3,185.2</b>
Non-controlling interests	7.3.1	926.1	751.5
<b>EQUITY</b>		<b>4,094.8</b>	<b>3,936.7</b>
Provisions	11	32.0	29.7
Financial liabilities at amortised cost	6.1.1	6,134.7	5,238.5
Lease liabilities	8.3	59.1	
Tax liabilities		15.2	6.1
Deferred tax liabilities	10.3	13.3	15.5
Other financial liabilities		69.2	65.4
Derivative liabilities	6.1.3	53.6	27.4
<b>NON-CURRENT LIABILITIES</b>		<b>6,377.1</b>	<b>5,382.6</b>
Provisions	11	42.8	33.4
Financial liabilities at amortised cost	6.1.1	703.3	1,049.3
Lease liabilities	8.3	8.9	
Tax liabilities		16.0	19.4
Contract liabilities	8.2.3	12.1	9.6
Accounts payable		662.0	668.7
Miscellaneous payables	8.2.4	588.1	646.0
Other financial liabilities		1.4	1.4
Derivative liabilities	6.1.3	0.8	2.2
Liabilities related to assets held for sale and discontinued operations	5.1.2	6.3	9.8
<b>CURRENT LIABILITIES</b>		<b>2,041.6</b>	<b>2,439.9</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>12,513.5</b>	<b>11,759.2</b>

## Consolidated cash flow statement

(in millions of euros)	Notes	2019	2018
<b>I) CASH FLOW FROM OPERATING ACTIVITIES</b>			
Net profit/(loss)		338.2	185.4
Net depreciation and provision charges		319.4	339.3
Unrealised gains and losses due to changes in fair value		3.7	2.0
Other non-cash income and expenses		7.9	10.9
Capital gains or losses on asset disposals		(220.3)	(95.8)
Capital gains or losses on disposals of investments in consolidated companies		(2.9)	0.2
Dividends received		(16.9)	-
Share of profit/(loss) of equity-accounted companies		10.7	(1.1)
<b>Cash flow from operating activities after cost of net financial liabilities and tax</b>		<b>439.8</b>	<b>440.9</b>
Cost of net financial liabilities		88.1	86.8
Tax expense		8.1	36.2
<b>Cash flow from operating activities before cost of net financial liabilities and tax</b>		<b>536.0</b>	<b>563.9</b>
Interest paid <sup>(a)</sup>		(110.5)	(96.1)
Tax paid		(41.8)	(24.5)
Change in working capital requirement related to operating activities	8.2.1	(14.7)	(87.1)
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>		<b>369.0</b>	<b>356.3</b>
<b>II) INVESTING ACTIVITIES</b>			
Other intangible and tangible fixed assets and investment property			
▣ acquisitions		(785.9)	(525.4)
▣ disposals		723.8	591.0
Change in security deposits paid and received		(1.6)	(2.7)
Change in financial receivables		1.5	1.3
<b>Operating investments</b>		<b>(62.3)</b>	<b>64.4</b>
Investments in subsidiaries			
▣ acquisitions		(485.1)	(77.7)
▣ disposals		2.7	0.1
▣ impact of changes in scope of consolidation		104.1	3.7
Investments in equity-accounted companies and unconsolidated companies			
▣ acquisitions		(8.7)	(3.5)
▣ disposals		0.0	3.0
Dividends received and profit/(loss) of tax-transparent equity-accounted companies		20.3	10.4
<b>Financial investments</b>		<b>(366.7)</b>	<b>(64.0)</b>
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>		<b>(429.0)</b>	<b>0.3</b>
<b>III) FINANCING ACTIVITIES</b>			
Amounts received from non-controlling interests on capital increases		123.4	63.0
Dividends paid during the financial year			
▣ final and interim dividends paid to Icade SA shareholders	7.2	(340.0)	(317.8)
▣ final and interim dividends paid to non-controlling interests		(72.8)	(62.6)
Repurchase of treasury shares		(7.0)	(15.4)
Acquisitions and disposals of investments with non-controlling interests		149.3	(31.1)
<b>Change in cash from capital activities</b>		<b>(147.2)</b>	<b>(363.8)</b>
Bond issues and new financial liabilities		1,769.2	1,447.7
Bond redemptions and repayments of financial liabilities		(1,287.9)	(1,241.9)
Repayments of lease liabilities <sup>(a)</sup>		(8.7)	
Acquisitions and disposals of current financial assets and liabilities		(175.1)	11.5
<b>Change in cash from financing activities</b>	6.1.1	<b>297.5</b>	<b>217.3</b>
<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>		<b>150.3</b>	<b>(146.5)</b>
<b>NET CHANGE IN CASH (I) + (II) + (III)</b>		<b>90.3</b>	<b>210.1</b>
<b>OPENING NET CASH</b>		<b>571.7</b>	<b>361.6</b>
<b>CLOSING NET CASH</b>		<b>662.0</b>	<b>571.7</b>
Cash and cash equivalents (excluding interest accrued but not due)		766.0	633.6
Bank overdrafts (excluding interest accrued but not due)		(104.0)	(61.9)
<b>NET CASH</b>		<b>662.0</b>	<b>571.7</b>

(a) Following the adoption of IFRS 16 on January 1, 2019, repayments of lease liabilities are presented as "Repayments of lease liabilities" and interest payments on lease liabilities as "Interest paid".

## Statement of changes in consolidated equity

(in millions of euros)	Share capital	Share premium	Treasury shares	Revaluation reserves	Other reserves and net profit/ (loss) attributable to the Group	Equity attributable to the Group	Non-controlling interests	Total equity
<b>EQUITY AS OF 01/01/2018</b>	113.0	2,690.7	(16.3)	(1.0)	566.8	3,353.0	774.3	4,127.3
<b>Net profit/(loss)</b>					154.9	154.9	30.4	185.4
<b>Other comprehensive income:</b>								
Cash flow hedges:								
▣ Changes in value				(9.5)		(9.5)	(1.8)	(11.3)
▣ Recycling to the income statement				3.4		3.4	(0.5)	3.0
Other non-recyclable items:								
▣ Actuarial gains and losses					0.0	0.0	0.0	0.1
▣ Taxes on actuarial gains and losses					(0.1)	(0.1)		(0.1)
<b>Comprehensive income for the financial year</b>				(6.0)	154.9	148.8	28.1	176.9
Dividends paid					(317.8)	(317.8)	(62.4)	(380.2)
Capital increase	0.6	21.5			(5.0)	17.2	62.7	79.9
Treasury shares			(20.9)			(20.9)		(20.9)
Other <sup>(a)</sup>					7.1	(5.0)	(51.2)	(56.2)
<b>EQUITY AS OF 12/31/2018</b>	113.6	2,712.2	(37.2)	(8.2)	404.8	3,185.2	751.5	3,936.7
<b>Net profit/(loss)</b>					300.2	300.2	38.0	338.2
<b>Other comprehensive income:</b>								
Cash flow hedges:								
▣ Changes in value				(31.7)		(31.7)	(5.3)	(37.1)
▣ Recycling to the income statement				5.2		5.2	(0.2)	5.0
Other non-recyclable items:								
▣ Actuarial gains and losses					(2.1)	(2.1)	0.0	(2.1)
▣ Taxes on actuarial gains and losses					0.3	0.3		0.3
<b>Comprehensive income for the financial year</b>				(26.5)	298.4	271.8	32.5	304.3
Dividends paid		(67.8)			(272.2)	(340.0)	(74.2)	(414.2)
Capital increase	0.0						123.4	123.4
Treasury shares <sup>(b)</sup>			(6.3)		(0.7)	(7.0)		(7.0)
Other <sup>(c)</sup>					58.8	58.8	92.9	151.7
<b>EQUITY AS OF 12/31/2019</b>	113.6	2,644.4	(43.6)	(34.8)	489.1	3,168.7	926.1	4,094.8

(a) The decrease in non-controlling interests as of December 31, 2018 mainly resulted from transactions with non-controlling interests: merger of ANF Immobilier into Icade on June 29, 2018 and Icade Santé's capital increase unevenly subscribed by shareholders on June 27, 2018.

(b) Treasury shares went up from 488,116 as of December 31, 2018 to 594,031 as of December 31, 2019.

(c) The increase in non-controlling interests over the period is detailed in note 7.3.1 "Change in non-controlling interests".

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## Note 1. General principles

### 1.1. General information

Icade ("the Company") is a French public limited company (SA, *société anonyme*). Its registered office is situated at 27, rue Camille Desmoulins, 92130 Issy-les-Moulineaux, France.

The Company's consolidated financial statements as of December 31, 2019 reflect the financial position and profits and losses of the Company and its subsidiaries ("the Group"), as well as the Group's investments in equity-accounted companies (joint ventures and associates). They were prepared in euros, which is the Company's functional currency.

As of December 31, 2019, the Group was an integrated real estate player, operating both as an office and healthcare property investor and as a developer of residential and office properties and large-scale public amenities, especially healthcare facilities.

### 1.2. Accounting standards

The Group's consolidated financial statements as of December 31, 2019 have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union as of December 31, 2019, pursuant to European Regulation No. 1606/2002 dated July 19, 2002, and include comparative information as of December 31, 2018 prepared in accordance with the IFRS applicable at the reporting date.

The international accounting standards are issued by the IASB (International Accounting Standards Board) and have been adopted by the European Union. They include the IFRS, the IAS (International Accounting Standards) and their interpretations. These standards are available for viewing on the European Commission's website ([http://ec.europa.eu/internal\\_market/accounting/ias/index\\_en.htm](http://ec.europa.eu/internal_market/accounting/ias/index_en.htm)).

The accounting methods and measurement bases used by the Group in preparing the consolidated financial statements as of December 31, 2019 are identical to those used for the consolidated financial statements as of December 31, 2018, except for those mandatory standards, interpretations and amendments to be applied for periods beginning on or after January 1, 2019, which are detailed in note 1.2.1 below.

These consolidated financial statements were approved by the Board of Directors on February 14, 2020.

#### Standards, amendments and interpretations

##### 1.2.1. Mandatory standards, amendments and interpretations adopted by the European Union which became effective on January 1, 2019

###### IFRS 16 "Leases"

This new mandatory standard, which became effective on January 1, 2019, supersedes IAS 17 and related interpretations. As far as lessees are concerned, it no longer makes a distinction between finance and operating leases. Lessees are required to account for all leases (except for the exemptions offered by IFRS 16 and applied by lessees) in a manner similar to the existing requirements under IAS 17 for finance leases, that is, by recognising a right-of-use asset and a lease liability representing

an obligation to make lease payments in the consolidated statement of financial position, for the duration of the reasonably certain lease term.

For the Group, the impact of applying IFRS 16 from January 1, 2019 is described below. The accounting principles provided for in IFRS 16 and that are applied to the consolidated financial statements as of December 31, 2019 are described in notes 5.1.1 "Investment property", 9.1.2 "Tangible fixed assets", 8.3 "Lease liabilities", and 6.2.1 "Liquidity risk".

#### Transitional measures adopted by the Group

The Group has applied the following transitional measures:

- The Group has used the modified retrospective approach since January 1, 2019. Under this approach, only leases existing at the date of initial application need to be restated, meaning that those from comparative periods do not. As a result, comparative periods have not been restated.
- The Group has opted for the following practical expedients:
  - a practical expedient making it possible not to apply IFRS 16 to contracts that were not previously identified as containing a lease applying IAS 17 and IFRIC 4;
  - exemption for leases with a remaining term of 12 months or less;
  - exemption for leases for which the value of the underlying asset when it is new is less than €5,000;
- The amount of the lease liability recognised as of January 1, 2019 is the present value of the lease payments to be made over the reasonably certain lease term.
- The right-of-use asset is measured at an amount equal to the lease liability adjusted by the amount of any prepaid lease payments that would otherwise have been recognised in the consolidated statement of financial position as of December 31, 2018.
- The right-of-use asset does not include initial direct costs.
- As of January 1, 2019, the rate used in calculating the present value of the lease payments to be made over the reasonably certain lease term is the Group's incremental borrowing rate. This is the rate at January 1, 2019 for leases existing at that date and it depends on the remaining lease term.
- Right-of-use assets relating to assets held under leases are shown as "Tangible fixed assets" and "Investment property" on the asset side of the consolidated statement of financial position. The associated lease liabilities are shown as "Lease liabilities" on the liability side of the consolidated statement of financial position, broken down between commitments falling due within one year and commitments falling due after one year.
- In the consolidated cash flow statement, principal repayments on lease liabilities affect cash flow from financing activities, and interest paid on lease liabilities affects cash flow from operating activities.
- In order to determine the reasonably certain lease term, management carries out an assessment that takes into account the particular features of each lease (e.g. the existence of early termination clauses—also referred to as "break clauses"—with or without significant penalties, the existence of lease extension clauses, etc.).

The leases identified by the Group include building leases and property leases.

## Reconciliation between off-balance sheet commitments as of December 31, 2018 and the lease liability representing the obligation to make lease payments as of January 1, 2019

(in millions of euros)

<b>Operating lease commitments as a lessee as of December 31, 2018</b>	<b>123.2</b>
Leases not recognised in accordance with exemptions under IFRS 16	(6.8)
<b>Undiscounted lease liabilities in accordance with IFRS 16 as of December 31, 2018</b>	<b>116.4</b>
Effect of discounting	(43.0)
<b>Total lease liabilities discounted at January 1, 2019 after applying IFRS 16</b>	<b>73.4</b>

### Impact on the consolidated statement of financial position as of January 1, 2019

For the initial application of IFRS 16, the consolidated statement of financial position as of January 1, 2019 was impacted as follows:

- right-of-use assets for building leases and property leases were recognised as “Tangible fixed assets” and “Investment property” for €42.2 million and €31.3 million, respectively;
- “lease liabilities” were recognised on the liability side of the consolidated statement of financial position for a total of €73.4 million, broken down between current and non-current liabilities.

### Interpretations and amendments

The following interpretation and amendments became effective on January 1, 2019:

- IFRIC interpretation 23 “Uncertainty over income tax treatments. This interpretation clarifies how IAS 12 “Income taxes” should be applied to determine the items related to income tax, when there is uncertainty over the income tax treatments used by the Group under applicable tax rules;
- Amendments to IFRS 9 “Prepayment features with negative compensation”;
- Amendments to IAS 28 “Long-term interests in associates and joint ventures”;
- Amendments to IAS 19 “Plan amendment, curtailment or settlement”;
- Annual improvements to IFRS standards (2015-2017 Cycle).

The application of these guidelines has no impact on the Group’s consolidated financial statements.

### 1.2.2. Standards, amendments and interpretations issued by the IASB and adopted by the European Union which became effective on January 1, 2020

- Amendments to IAS 1 and IAS 8 “Definition of material”;
- amendments to IAS 39, IFRS 7 and IFRS 9 with respect to the interest rate benchmark reform:

On September 26, 2019, the IASB issued an amendment to IFRS 9 with respect to the interest rate benchmark reform. Icade early adopted this amendment in the 2019 consolidated financial statements.

The hedges affected by the interest rate benchmark reform are interest rate swaps designated as cash flow hedges as described in note 6.1.3, with maturities starting in 2022. Euribor should cease to be published in 2022.

All these interest rate swaps and hedged debt are based on Euribor, which will be replaced by a hybrid Euribor. Until 2022, Icade will be working on amending hedge contracts and hedged debt alongside its banking partners.

Icade does not believe the interest rate benchmark reform will have a material impact on its hedging relationships.

### 1.2.3. Standards, amendments and interpretations issued by the IASB but not yet adopted by the European Union

Effective from January 1, 2020:

- Amendments to IFRS 3 “Definition of a business”;
- Amendments to references to the conceptual framework in IFRS standards.

Effective from January 1, 2022:

- IFRS 17 “Insurance contracts” (not applicable to the Group).

## 1.3. Basis of preparation and presentation of the consolidated financial statements

### 1.3.1. Measurement bases

The consolidated financial statements have been prepared according to the amortised cost method, with the exception of:

- certain financial assets and liabilities measured at fair value;
- identifiable assets acquired and liabilities assumed as part of business combinations which are measured at fair value;
- assets and liabilities held for sale which are measured and recognised at the lower of their net carrying amount and fair value less costs to sell, in accordance with IFRS 5 “Non-current assets held for sale and discontinued operations”.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. IFRS 13 “Fair value measurement” utilises a fair value hierarchy across three levels:

- level 1: fair value measured based on unadjusted prices quoted in active markets for identical assets or liabilities;
- level 2: fair value measured based on models using observable data, either directly (i.e. prices), or indirectly (i.e. data derived from prices);
- level 3: fair value measured based on market data not directly observable.

According to the principle of relevance and the ensuing materiality notion, only information deemed relevant and useful to the users’ understanding of the consolidated financial statements is reported.

### 1.3.2. Use of judgement and estimates

The preparation of consolidated financial statements requires the Group's management to use estimates and assumptions to determine the carrying amount of certain assets, liabilities, income and expenses, as well as for the information provided in the notes to the consolidated financial statements.

Significant estimates made by the Group in preparing its consolidated financial statements mainly include:

- measurement of the fair value of identifiable assets acquired and liabilities assumed as part of business combinations (see note 3);
- measurement of recoverable amounts, in particular the valuation of property assets carried out by independent property valuers (see note 5.2);
- measurement of revenue based on the percentage of completion method for construction and off-plan sale contracts following the review of property developments whose land is controlled by the Group (see note 8.1);
- measurement of employee benefits, in particular the assumptions used in computing lump-sum final payments, and provisions (see note 12).

Due to the uncertainties inherent in any measurement process, the Group reviews its estimates on the basis of regularly updated information. The future results of the operations concerned may differ from the estimates made at the reporting date of the consolidated financial statements.

In addition to using estimates, the Group's management uses its judgement to define the appropriate accounting treatment for certain operations and transactions where current IFRS and their interpretations do not specifically address the accounting issues raised. In particular, management has exercised its judgement in:

- determining the degree of control (sole or joint) by the Group over its investments or the existence of significant influence (see note 3);
- determining depreciation periods for investment property (see note 5.1);
- measuring the right-of-use assets and lease commitments that were used in applying IFRS 16 "Leases" and, in particular, in determining lease terms (see note 5);
- determining the classification of leases in which the Group is the lessor between operating and finance leases;
- recognising deferred tax assets, in particular tax loss carry forwards (see note 10);
- determining whether certain assets and related liabilities meet the criteria to be classified as held for sale in accordance with IFRS 5.

## Note 2. Highlights of the financial year 2019

### 2.1. Investments and disposals completed

#### 2.1.1. Office Property Investment

The main transactions completed during the period include:

- sale of the Crystal Park building in Neuilly-sur-Seine on July 30, 2019 and a 49% stake in the company holding the Eqho Tower located in La Défense on September 30, 2019. In addition, an option to purchase the "Tour Eqho" company's remaining share capital (51%) by December 2020 has been granted to the buyer;
- acquisition of the "Pointe Métro 1" office complex in Gennevilliers from Foncière NW2 on September 25, 2019.

#### 2.1.2. Healthcare Property Investment

During the financial year 2019, the Healthcare Property Investment Division continued to expand mainly through:

- acquisition of 12 medium- and long-term care assets in France on July 31, 2019 from an OPPCI fund managed by Swiss Life Asset Managers France;
- acquisition of the property assets of the Confluent private hospital in Nantes whose operation will be taken over by the Vivalto group;
- acquisition of 19 nursing homes in Germany from the MK Kliniken AG group at the end of December 2019;
- acquisition, on December 19, 2019, of two long-term care facilities operated by Korian.

In addition, the Group sold a 40.61% stake in OPPCI Icade Healthcare Europe to the non-controlling interests of Icade Santé.

*For further information about investments and disposals completed in the financial year 2019, an analysis has been provided in note 5.1.1 "Investment property".*

### 2.2. Finance and changes in net financial liabilities

During the financial year 2019, the most significant transactions carried out by the Group were as follows:

- successful completion in February 2019 of a bond tender offer for three outstanding issues maturing in 2021, 2022 and 2023 listed on Euronext Paris. The offer had a total buyback amount of €156.5 million;
- inaugural 10-year, €500.0 million bond with a coupon of 0.875% issued by Icade Santé on November 4, 2019;
- €440.0 million mortgage (with a term of 7 years at a fixed rate of 1.25%) obtained for the company holding the Eqho Tower;
- three debt facilities secured by Icade Santé for a total of €300.0 million and a loan prepaid for €150.0 million.

*For further information about changes in the Group's finance during the financial year 2019, an analysis has been provided in note 6 "Finance and financial instruments".*

## 2.3. Dividend distribution

A €340.0 million dividend was paid by the Company to its shareholders in 2019 from 2018 earnings for the first time in two phases:

- a first payment in the form of an interim dividend of €2.3 per share in March 2019 totalling €171.4 million;

- a second payment for the remaining balance in July 2019.

*For further information about the dividends paid out by the Group in the financial year 2019, an analysis has been provided in note 7 "Equity and earnings per share".*

## Note 3. Scope of consolidation

### Accounting principles

#### Consolidation principles

The consolidated financial statements include the financial statements of fully consolidated subsidiaries as well as the Group's investments in joint ventures and associates, which are accounted for using the equity method. The consolidation method is determined in accordance with the degree of control by the Group.

#### Subsidiaries

A subsidiary is an entity that is directly or indirectly controlled by the Group. Control exists when the Group:

- has power over the entity in terms of voting rights;
- has rights to variable returns from its involvement with the entity;
- has the ability to use its power to affect the amount of these returns.

Potential voting rights as well as the power to govern the financial and operating policies of the entity are also among the factors taken into account by the Group in order to assess control.

Subsidiaries are fully consolidated from the date the Group acquires control over them until the date that such control ceases.

Non-controlling interests represent the share of interest which is not directly or indirectly attributable to the Group. These are presented in equity as "Non-controlling interests" and in the income statement as "Net profit/(loss) attributable to non-controlling interests".

All intra-group transactions and balances between the Group's subsidiaries are eliminated on consolidation.

#### Joint ventures and associates

A joint venture is an entity over which the Group exercises joint control by virtue of a contractual agreement. Joint control exists where unanimous consent of the parties that have joint control is required in the choice of financial and operating policies relating to the entity.

An associate is an entity in which the Group has significant influence over the financial and operating policies but not control or joint control.

Joint ventures and associates are consolidated using the equity method from the date on which joint control (for joint ventures) or significant influence (for associates) commences until the date on which joint control or significant influence ceases.

The consolidated financial statements include the Group's share of changes in the net assets of equity-accounted companies and its share of the net profit/(loss) of these companies. Only intra-group profits and dividends are eliminated based on the Group's ownership interest.

#### Other investments

Where the Group holds an investment in a company in which it does not have direct, indirect or joint control, or significant influence over its financial and operating policies, the investment is recognised as a financial asset at fair value through profit or loss and presented under the relevant heading of the consolidated statement of financial position. The method used for measuring other investments is presented in note 6.1.5.

#### Business combinations

To determine whether a transaction is a business combination under the revised IFRS 3, the Group analyses whether a business has been acquired and not just property. The criteria used may include the number of property assets held, the scope of the operations acquired or the degree of autonomy of the target.

The consideration transferred must include any contingent consideration, which must be measured at fair value.

According to the acquisition method, the acquirer must, at the acquisition date, recognise the identifiable assets, liabilities and contingent liabilities of the acquiree at fair value at that date.

Goodwill is measured as the difference between, on the one hand, the fair value of the consideration transferred and, on the other hand, the net of the acquisition-date amounts of the identifiable assets and liabilities assumed measured at fair value. If positive, goodwill is accounted for on the asset side of the balance sheet. If negative, goodwill may be referred to as "negative goodwill" or "badwill" or "bargain purchase gain" (arising as a result of a bargain purchase) and is recognised immediately in the income statement under the heading "Profit/(loss) from acquisitions".

For business combinations in which the acquirer holds less than 100% of the equity interests in the acquiree, the fraction of interests that were not acquired (i.e. the amount of non-controlling interests) in the acquiree is measured and recognised:

- either at acquisition-date fair value; goodwill is therefore recognised for the portion attributable to non-controlling interests in accordance with the full goodwill method;
- or on the basis of the acquirer's share of the acquiree's identifiable net assets; no goodwill is therefore recognised for the portion attributable to non-controlling interests in accordance with the partial goodwill method.



The Group has 12 months from the acquisition date to definitively determine the fair value of the assets acquired and liabilities assumed. Any adjustment to the fair value of these assets and liabilities occurred during that period is recognised against goodwill. Beyond that period, any adjustment to the fair value of assets and liabilities is recognised through profit or loss.

Costs of business acquisitions are recorded as expenses in "Profit/(loss) from acquisitions" in the consolidated income statement.

#### Change in the Group's ownership interest in an investment

Changes in ownership interest that do not affect control (additional acquisition or disposal) shall result in a new apportionment of equity between the Group's share and the share of non-controlling interests.

Changes in ownership interest resulting in a change in the nature of control over an entity shall give rise to the recognition of a profit or loss on the disposal and remeasurement of the fair value of the ownership interest retained as a corresponding entry of the profit or loss.

Additions to the scope of consolidation carried out during the financial years 2019 and 2018 have been recognised in accordance with the revised IFRS 3. For each acquisition made, the Group measured the identifiable assets acquired and liabilities assumed at the acquisition date. Based

(in millions of euros)	2019	2018
Acquisition price of subsidiaries	479.1	82.7
Net assets acquired	477.1	82.7
<b>Negative goodwill</b>	<b>(2.0)</b>	-

The companies acquired during the financial years 2019 and 2018 are fully consolidated into the Group's consolidated financial statements from the acquisition date.

The impact of these acquisitions on the main line items of the consolidated statement of financial position is shown in the corresponding notes. The contribution of the companies acquired in 2019 and 2018 to the Group's revenue and net profit/(loss) for the financial years 2019 and 2018 (for the periods from the acquisition date to December 31 and on a full-year basis), respectively, was not significant.

The companies included in the scope of consolidation are listed in note 13.5.

## 3.1. Main transactions completed during the financial year 2019

### 3.1.1. Office Property Investment

#### Sale of a 49% interest in the "Tour Eqho" company

On September 30, 2019, the Group completed the sale of a 49% interest in its subsidiary, the "Tour Eqho" company, to an OPPCI fund owned by leading South Korean investors for €151.0 million. The Group now has a 51% controlling interest in that subsidiary. As a result, the capital gain net of selling costs generated from the sale of such interest was recognised directly in equity attributable to the Group. It amounted to €60.8 million.

### Discontinued operations

According to IFRS 5, a discontinued operation is a component of the Group which has been disposed of or is classified as held for sale, and which represents either a separate major line of business or a geographical area of operations.

If the component qualifies as a discontinued operation, the profit or loss as well as the capital gain and loss from the sale of this operation are also shown, net of taxes and actual or estimated selling costs, on a separate line of the consolidated income statement.

Cash flow from discontinued operations is also shown separately in the consolidated cash flow statement.

The same accounting treatments are applied to the consolidated income statement and consolidated cash flow statement for the preceding financial year, which are shown as comparative information.

on this measurement, the acquisition of these companies did not result in the recognition of any goodwill. It resulted in the recognition of negative goodwill for €2.0 million as detailed below:

### Acquisition of SCI Pointe Métro 1

On September 25, 2019, the Group acquired all the shares in SCI Pointe Métro 1, which owned an office complex in Gennevilliers (Hauts-de-Seine) consisting of three buildings with 23,518 sq.m of leasable floor space, for a total of €52.9 million.

The measurement of the assets acquired and liabilities assumed in accordance with the revised IFRS 3 resulted in particular in the recognition of investment property for €123.0 million, financial liabilities for €70.2 million and other assets net of other liabilities for €0.1 million in the Group's consolidated financial statements.

### 3.1.2. Healthcare Property Investment

#### Acquisition of SCI Club Santé CBI

In line with its strategy to diversify, the Group completed the acquisition of 12 facilities, including 7 nursing homes and 5 other healthcare facilities, from a property development fund managed by Numeria, an asset management company, on July 31, 2019. These assets were acquired in part through the acquisition of all the shares in SCI Club Santé CBI for a total of €15.9 million.

The measurement of the assets acquired and liabilities assumed from SCI Club Santé CBI in accordance with the revised IFRS 3 resulted in particular in the recognition of investment property for €43.7 million, financial liabilities for €27.9 million, other assets net of other liabilities for €0.7 million and negative goodwill for €0.6 million in the Group's consolidated financial statements.

### Acquisition of the Confluent group

In line with its strategy to expand its business, the Group acquired all the shares in SA NCN Associés for a total of €210.8 million on November 15, 2019. SA NCN Associés is a holding company which owns all the shares in SCI Société du Confluent which, in turn, owns the Confluent private hospital property in Nantes.

The measurement of the assets acquired and liabilities assumed in accordance with the revised IFRS 3 resulted in particular in the recognition of investment property for €194.0 million, financial liabilities for €44.0 million, other assets net of other liabilities for €62.2 million and negative goodwill for €1.4 million in the Group's consolidated financial statements.

### Acquisition of a portfolio of 20 legal entities in Germany

In line with its strategy to diversify internationally, the Group acquired 19 nursing homes in Germany from the MK Kliniken AG group for €199.5 million on December 19, 2019 through the acquisition of a portfolio made up of 20 legal entities in that country.

The measurement of the assets acquired and liabilities assumed in accordance with the revised IFRS 3 resulted in particular in the recognition of investment property for €256.7 million, financial liabilities for €59.5 million and other assets net of other liabilities for €2.4 million in the Group's consolidated financial statements.

### Sale of interest in OPPCI Icade Healthcare Europe

The Group sold 40.61% of its ownership interest in the OPPCI fund Icade Healthcare Europe to the non-controlling interests of its subsidiary Icade Santé. After this transaction, the Group held a controlling stake in the company of 59.39%.

### Increase in the capital of Icade Santé

On June 27, 2019, Icade Santé carried out a €120.0 million capital increase, €70.0 million of which was subscribed by the Company, bringing its ownership interest from 56.77% to 56.84%.

## 3.2. Main transactions completed during the financial year 2018

### 3.2.1. Office Property Investment

#### Transactions involving the share capital of ANF Immobilier and its subsidiaries

After having obtained control of ANF Immobilier in late 2017, the Group increased its stake in this company in 2018, bringing the percentage of shares held to 90.84% as of December 31, 2018 compared to 85.17% as of December 31, 2017.

The Group then successfully merged ANF Immobilier into itself, after obtaining approval from the Combined General Meetings of both companies on June 28 and 29, 2018, based on a share exchange ratio of three Icade shares for eleven ANF Immobilier shares, i.e. 0.273 Icade share for one ANF Immobilier share.

This transaction resulted in an increase in Icade's share capital through the creation of 420,242 new shares, for a total of €24.1 million, including a nominal value of €0.6 million and a merger premium of €23.5 million.

The Group also acquired minority stakes totalling €10.2 million in ANF Immobilier subsidiaries, including SCI New Way which the Group now wholly owns.

### 3.2.2. Healthcare Property Investment

#### Acquisition of the Patrimoine et Santé group

As part of its diversification strategy, the Group made its first investment in the nursing home sector on July 4, 2018 through the acquisition of all of SAS Patrimoine et Santé shares for a total of €82.5 million from the Residalya network, a subsidiary of the Ackermans & Van Haaren group. The holding company SAS Patrimoine et Santé owns all the shares of 14 SCIs (*sociétés civiles immobilières*, i.e. non-trading property investment companies) and SNCs (*sociétés en nom collectif*, i.e. general partnerships), each owning a different nursing home property. These 14 facilities were valued at the acquisition date at €189.7 million.

The measurement of the assets acquired and liabilities assumed in accordance with the revised IFRS 3 resulted in particular in the recognition of investment property for €189.7 million, financial liabilities for €86.5 million and other liabilities net of other assets for €18.3 million, in the Group's consolidated financial statements.

#### Increase in the capital of Icade Santé

On June 28, 2018, Icade Santé carried out a €160.0 million capital increase, €97.3 million of which was subscribed by the Company, bringing its ownership interest from 56.51% to 56.77%.

## Note 4. Segment reporting

### Accounting principles

In accordance with IFRS 8 "Operating segments", segment information must be structured according to the operating segments for which results are regularly reviewed by the chief operating decision maker in order to assess their performance and make decisions about resources to be allocated to such segments. Segment information must be consistent with internal reporting to the chief operating decision maker.

The Group's structure reflects its three business lines, each of which presents specific risks and rewards. These three business lines, which constitute the Group's three operating segments under the standard, are as follows:

- the **Office Property Investment** business, which focuses primarily on holding and developing office properties and business parks for the rental of these assets and active management of this asset portfolio;
- the **Healthcare Property Investment** business, which focuses on assisting healthcare and senior services providers with the

ownership and development of healthcare properties. These properties include short- and medium-term care facilities (private hospitals, rehabilitation centres) as well as long-term facilities (nursing homes);

- the **Property Development** business, which focuses primarily on building property assets with a view to selling them (office and residential properties, large-scale public amenities and healthcare facilities).

Holding company activities are presented within the Office Property Investment Division.

The column "**Intersegment transactions and other items**" includes discontinued operations as well as eliminations and reclassifications relating to transactions between business lines.

The following information is presented in accordance with the same accounting principles as those used in preparing the Group's consolidated financial statements.

### 4.1. Segmented income statement

(in millions of euros)	Office Property Investment		Healthcare Property Investment		Property Development		Intersegment transactions and other items		Total	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
REVENUE	395.5	423.7	270.2	241.0	902.1	1,148.2	(44.9)	(41.4)	1,522.9	1,771.5
EBITDA	305.7	315.1	247.2	223.4	44.8	59.9	(11.7)	(8.2)	586.1	590.1
OPERATING PROFIT/(LOSS)	297.5	168.0	119.1	106.6	39.7	73.4	(5.4)	(6.6)	450.9	341.4
FINANCE INCOME/(EXPENSE)	(67.5)	(79.1)	(34.5)	(40.3)	(5.2)	(4.1)	0.2	-	(107.0)	(123.5)
<b>NET PROFIT/(LOSS)</b>	<b>228.6</b>	<b>83.7</b>	<b>81.9</b>	<b>64.8</b>	<b>30.3</b>	<b>44.8</b>	<b>(2.7)</b>	<b>(8.0)</b>	<b>338.2</b>	<b>185.4</b>
Net profit/(loss) attributable to non-controlling interests	(0.5)	(0.1)	35.6	28.1	2.9	2.4	-	-	38.0	30.4
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO THE GROUP</b>	<b>229.1</b>	<b>83.8</b>	<b>46.3</b>	<b>36.7</b>	<b>27.5</b>	<b>42.4</b>	<b>(2.7)</b>	<b>(8.0)</b>	<b>300.2</b>	<b>154.9</b>

In 2019, 99.9% of Group revenue was generated in France (100% in 2018).

### 4.2. Segmented statement of financial position

(in millions of euros)	Office Property Investment		Healthcare Property Investment		Property Development		Intersegment transactions and other items		Total	
	12/31/2019	12/31/2018	12/31/2019	12/31/2018	12/31/2019	12/31/2018	12/31/2019	12/31/2018	12/31/2019	12/31/2018
Investment property	5,991.0	6,101.7	3,791.1	3,155.9	-	-	(21.4)	(21.9)	9,760.7	9,235.7
Other assets	3,407.8	3,000.5	(696.4)	(872.1)	1,407.4	1,283.6	(1,366.0)	(888.5)	2,752.8	2,523.5
<b>TOTAL ASSETS</b>	<b>9,398.8</b>	<b>9,102.2</b>	<b>3,094.7</b>	<b>2,283.8</b>	<b>1,407.4</b>	<b>1,283.6</b>	<b>(1,387.4)</b>	<b>(910.4)</b>	<b>12,513.5</b>	<b>11,759.2</b>
Equity attributable to the Group	3,154.2	3,089.5	(53.0)	(4.4)	101.9	134.6	(34.3)	(34.5)	3,168.7	3,185.2
Non-controlling interests	99.6	22.3	824.9	727.9	1.6	1.3	-	-	926.1	751.5
Financial liabilities	5,574.7	5,397.4	2,189.7	1,479.6	395.3	273.1	(1,321.6)	(862.2)	6,838.0	6,287.8
Other liabilities	570.3	593.0	133.1	80.7	908.6	874.6	(31.5)	(13.7)	1,580.7	1,534.7
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>9,398.8</b>	<b>9,102.2</b>	<b>3,094.7</b>	<b>2,283.8</b>	<b>1,407.4</b>	<b>1,283.6</b>	<b>(1,387.4)</b>	<b>(910.4)</b>	<b>12,513.5</b>	<b>11,759.2</b>

## 4.3. Segmented cash flow from fixed assets and investment property

(in millions of euros)	Office Property Investment		Healthcare Property Investment		Property Development		Intersegment transactions and other items		Total	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
<b>Cash flow:</b>										
▣ acquisitions	(494.5)	(387.9)	(279.7)	(133.6)	(11.8)	(3.9)	-	-	(785.9)	(525.4)
▣ disposals	705.5	588.8	18.3	2.2	-	-	-	-	723.8	591.0

## Note 5. Property portfolio and fair value

### 5.1. Property portfolio

#### 5.1.1. Investment property

##### Accounting principles

IAS 40 "Investment property" defines investment property as property held by the owner to earn rentals or for capital appreciation or both. This category of property cannot be held for use in the production or supply of goods or services or for administrative purposes. Furthermore, the existence of building rights, leasehold rights or building leases also falls within the definition of investment property.

Property that is being developed for future use as investment property is classified as investment property.

##### Investment property excluding right-of-use assets relating to building leases

In accordance with the option offered by IAS 40, investment property is carried at cost less accumulated depreciation and less any accumulated impairment losses (see note 5.3.2).

The cost of investment property consists of:

- ▣ the purchase price stated in the deed of acquisition or the construction costs, including non-refundable taxes, after deducting any trade discounts, rebates or cash discounts;

- ▣ the cost of restoration work;
- ▣ all directly attributable costs incurred in order to put the investment property in a condition to be leased in accordance with the use intended by management. Thus, transfer duties, fees, commissions and fixed legal expenses related to the acquisition, and commissions related to leasing are included in the cost;
- ▣ costs of bringing the property into compliance with safety and environmental regulations;
- ▣ capitalised borrowing costs.

Any government investment grants received are deducted from the value of the corresponding assets. These grants are therefore recognised as income over the useful life of the asset depreciable by way of a reduced depreciation charge.

The gross value of an investment property is split into separate components which each have their own useful lives.

Investment property is depreciated using the straight-line method over periods which correspond to their expected useful life. Land is not depreciated. The depreciation periods used by the Group (in years) are as follows:

##### Offices and business parks

Components	"Hausmann" buildings	Other properties	Healthcare facilities	Other assets <sup>(a)</sup>
Roads, networks, distribution	100	40-60	80	15-50
Structural works	100	60	80	30-50
External structures	30	30	20-40	20-25
General and technical equipment	20-25	10-25	20-35	10-25
Internal fittings	10-15	10-15	10-20	10-25
Specific equipment	10-30	10-30	20-35	10-25

(a) Other assets consist of hotels, homes and business premises.

Useful lives are revised at each reporting date, particularly in respect of investment property which is the subject of a restoration decision.

The methods and assumptions used to value the property portfolio are described in note 5.2.

The fair values shown in note 5.3 are appraised values excluding duties, except for those assets acquired at the end of the year and those held for sale whose fair value is defined in note 5.1.2.

### Borrowing costs

Borrowing costs directly attributable to the construction or production of an asset are included in the cost of that asset until work is completed.

Capitalised borrowing costs are determined as follows:

- where funds are borrowed in order to build a specific asset, the borrowing costs that are eligible for capitalisation are the costs actually incurred over the financial year less any investment income on the temporary investment of those borrowings;
- where the borrowed funds are used to build several assets, the borrowing costs that are eligible for capitalisation are determined by applying a capitalisation rate to the construction costs. This capitalisation rate is equal to the weighted average of current borrowing costs for the financial year other than those of borrowings taken out for the purpose of building specific assets. The capitalised amount may not exceed the amount of costs actually borne.

### Right-of-use assets relating to building leases

Effective from **January 1, 2019**:

- in the consolidated statement of financial position, "Investment property" includes right-of-use assets relating to building leases;
- in the consolidated income statement, "Depreciation charges net of government investment grants" includes depreciation charges on these assets.

Right-of-use assets relating to building leases are measured initially at cost, which includes the following amounts:

- lease liabilities measured as described in note 8.3;
- prepaid lease payments.

These assets are depreciated on a straight-line basis over the course of the reasonably certain lease term.

Right-of-use assets relating to building leases may be remeasured over the reasonably certain lease term in any of the following circumstances:

- lease modification;
- an increase or decrease in the assessment of the lease term;
- an increase or decrease in the assessment of lease payments linked to an index or a rate;
- impairment losses.

### Reasonably certain lease term

For each lease falling within the scope of IFRS 16, the lease term is assessed by management in accordance with the procedures provided for under the standard.

The lease term used for each lease is the reasonably certain lease term. The latter is the non-cancellable period of a lease adjusted for the following items:

- any option to early terminate the lease if the Group is reasonably certain not to exercise that option;

- any option to extend the lease if the Group is reasonably certain to exercise that option.

### Impairment test for investment property

In accordance with IAS 36, investment property is tested for impairment if there is an indication of impairment. The procedures for carrying out impairment tests are described below.

Indications of impairment include:

- an event causing a significant decline in the asset's market value;
- a change in the market environment (technological, economic or legal).

The test is performed for each individual asset or each group of assets based on the net carrying amount recorded in "Investment property" less, as the case may be, the lease liability relating to building leases. If this individual net carrying amount becomes higher than its recoverable amount, the difference between those two amounts is recognised as an impairment loss. The recoverable amount is defined as the market value excluding duties, determined by independent property valuers (see note 5.2).

Recognising an impairment loss entails a review of the depreciable amount and, as the case may be, of the depreciation schedule for the investment property concerned.

If there is an indication that an impairment loss no longer exists and the recoverable amount again becomes higher than the net carrying amount, impairment losses recognised in previous financial years are reversed. This reversal is limited to the impairment amount initially recognised less any additional depreciation that may have been recorded if the depreciable amount and depreciation schedule have been reviewed.

Although carried out by independent property valuers, valuing a property asset is a complex estimation exercise, which is also subject from one half-year to the next to the changing economic climate and the volatility of some of the market parameters used, particularly yields and discount rates.

Therefore, in order to take into account the inherent difficulties of valuing a property asset and to avoid recognising an impairment loss that might need to be fully or partially reversed in the next financial statements, the Group only recognises an impairment loss if the unrealised capital loss on the property assets is more than 5% of the net carrying amount before impairment. It is determined whether or not this threshold has been crossed for each individual asset or for each group of assets, where these assets are interdependent as, for example, in the case of business park assets. If this threshold is exceeded, the impairment loss recognised is the total amount of the unrealised capital loss.

This impairment loss is adjusted upwards or downwards at each reporting date to reflect changes in the value of the property asset or group of assets and its net carrying amount, remembering that if the impairment loss is less than 5% of the net carrying amount before impairment, the previously recognised impairment loss is reversed.

For properties acquired less than three months before the reporting date and recognised in the financial statements at their acquisition price including transfer taxes, the unrealised capital loss corresponding to transfer taxes and other acquisition costs is not recognised as an impairment loss.

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The Office Property Investment and Healthcare Property Investment portfolio consists primarily of investment property. It is valued as described in paragraph 5.2 and its fair value is presented in note 5.3. Investments made in 2019 added up to €1,306.3 million, bringing the Property Investment Divisions' portfolio to €9,912.7 million:

(in millions of euros)	01/01/2019 <sup>(a)</sup>	Construction work and acquisitions <sup>(b)</sup>	Disposals	Net depreciation charges	Net change in impairment losses	Impact of changes in scope of consolidation	Other changes <sup>(c)</sup>	12/31/2019
<b>Office Property Investment</b>	<b>6,278.2</b>	<b>411.4</b>	<b>(468.6)</b>	<b>(214.2)</b>	<b>16.6</b>	<b>123.0</b>	<b>(22.9)</b>	<b>6,123.5</b>
Including offices	4,685.2	369.2	(467.9)	(143.2)	4.5	123.0	(9.8)	4,561.0
Including business parks	1,257.0	34.4	0.1	(56.0)	25.3	-	-	1,260.7
Including other assets	336.1	7.8	(0.8)	(14.9)	(13.2)	-	(13.1)	301.8
<b>Healthcare Property Investment</b>	<b>3,155.9</b>	<b>277.5</b>	<b>(20.6)</b>	<b>(114.6)</b>	<b>(3.8)</b>	<b>494.3</b>	<b>0.4</b>	<b>3,789.2</b>
<b>TOTAL PROPERTY PORTFOLIO</b>	<b>9,434.3</b>	<b>689.0</b>	<b>(489.2)</b>	<b>(328.8)</b>	<b>12.8</b>	<b>617.3</b>	<b>(22.6)</b>	<b>9,912.7</b>
<b>Types of assets comprising the portfolio:</b>								
Investment property:								
■ Fully consolidated Property Investment companies	9,266.9	677.3	(21.4)	(321.7)	19.1	617.3	(476.8)	9,760.7
■ Equity-accounted Property Investment companies <sup>(d)</sup>	115.7	11.6	-	(7.1)	(6.3)	-	-	114.0
Properties held for sale	2.0	-	(467.8)	-	-	-	465.7	-
Financial receivables and other assets	80.8	-	-	-	-	-	(2.4)	78.4
Liabilities relating to investment property <sup>(e)</sup>	(31.2)	-	-	-	-	-	(9.2)	(40.4)
<b>TOTAL PROPERTY PORTFOLIO</b>	<b>9,434.3</b>	<b>689.0</b>	<b>(489.2)</b>	<b>(328.8)</b>	<b>12.8</b>	<b>617.3</b>	<b>(22.6)</b>	<b>9,912.7</b>

(a) The initial application of IFRS 16 resulted in the recognition of a right-of-use asset relating to building leases of €31.3 million and a lease liability of the same amount (see note 1.2.1. "Mandatory standards, amendments and interpretations adopted by the European Union which became effective on January 1, 2019").

(b) Including capitalised finance costs for €6.1 million.

(c) Other changes related to reclassifications of investment property to assets held for sale, and to repayments of lease liabilities.

(d) The value of investment property of equity-accounted Property Investment companies is shown on a proportionate consolidation basis.

(e) Lease liabilities relating to building leases are the most significant liabilities relating to investment property.

**Acquisitions, construction work and the impact of changes in scope of consolidation** associated with the Office Property Investment Division's investment property amounted to **€522.8 million** during the period and primarily included the following:

- the acquisition of the "Pointe Métro 1" office complex in Gennevilliers from Foncière NW2 for €123.0 million;
- off-plan sale projects for €65.5 million, mainly including:
  - second phase of the Go Spring development in Nanterre (Hauts-de-Seine) for €15.9 million,
  - continuation of the construction project on avenue Gambetta (20<sup>th</sup> district of Paris) for €14.6 million,
  - investments in property assets located in Marseille (the Eko Active building for €12.2 million) and Toulouse (the Latécoère building for €13.2 million);
- projects under development for €266.4 million, mainly including:
  - the Office segment for €252.8 million, including the Origine project in Nanterre (Hauts-de-Seine) for €120.5 million, the Fresk project in Issy-les-Moulineaux (Hauts-de-Seine) for €17.0 million, five office buildings in Icade's business parks located on the doorstep of Paris for €57.3 million, the Fontanot office building currently being refurbished in Nanterre-Préfecture for €16.3 million and office buildings outside the Paris region for €33.8 million,
  - the business park segment for €13.6 million, including the Monaco building in Rungis for €9.0 million;
- other capital expenditures for €67.9 million, relating primarily to renovation work on business parks and offices (major maintenance and repairs, restoration work on premises).

**Investments** (acquisitions, construction work and impact of changes in scope of consolidation) of the Healthcare Property Investment Division amounted to **€771.9 million** during the period and primarily included the following:

- the acquisition of 12 medium- and long-term care assets in France for €191.0 million, the Confluent private hospital in Nantes for €194.0 million and two new nursing homes in Le Teilleul (Manche) and Notre-Dame-de-Sanilhac (Dordogne) for €14.5 million;
- the acquisition of 26 nursing homes in Germany and Italy for €304.8 million (19 in Germany for €256.7 million and 7 in Italy for €48.1 million);
- projects in the development pipeline for €44.4 million including healthcare facility projects in Narbonne, Saint-Herblain and Saintes;
- other capital expenditures for €21.0 million.

**Disposals** for a total selling price of €723.0 million during the period, including €704.7 million for the Office Property Investment Division and €18.3 million for the Healthcare Property Investment Division, generated a net capital gain of €208.5 million.

**Other changes** relate mainly to reclassifications of investment property to assets held for sale.

#### Breakdown of the net value of investment property

In the consolidated statement of financial position, investment property consists of property owned by the Office Property Investment and Healthcare Property Investment Divisions and property held under finance leases and, for periods beginning on or after January 1, 2019 in accordance with IFRS 16, right-of-use assets and building leases.

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The net value of investment property breaks down as follows:

(in millions of euros)	01/01/2019 <sup>(a)</sup>	Acquisitions and construction work	Disposals	Net depreciation charges	Net change in impairment losses	Impact of changes in scope of consolidation	Other changes <sup>(b)</sup>	12/31/2019
Gross value	10,679.5	667.3	(62.1)	-	-	587.7	(515.6)	11,356.8
Depreciation	(1,819.8)	-	33.4	(302.1)	-	-	107.5	(1,981.1)
Impairment losses	(139.6)	-	7.3	-	19.1	-	10.8	(102.4)
<b>Net value of owned investment property</b>	<b>8,720.1</b>	<b>667.3</b>	<b>(21.4)</b>	<b>(302.1)</b>	<b>19.1</b>	<b>587.7</b>	<b>(397.3)</b>	<b>9,273.3</b>
Gross value	616.7	10.1	-	-	-	29.6	(120.5)	535.9
Depreciation	(101.1)	-	-	(18.4)	-	-	41.0	(78.6)
Impairment losses	-	-	-	-	-	-	-	-
<b>Net value of investment property held under a finance lease<sup>(c)</sup></b>	<b>515.6</b>	<b>10.1</b>	<b>-</b>	<b>(18.4)</b>	<b>-</b>	<b>29.6</b>	<b>(79.5)</b>	<b>457.3</b>
Gross value	31.3	-	-	-	-	-	-	31.3
Depreciation	-	-	-	(1.2)	-	-	-	(1.2)
Impairment losses	-	-	-	-	-	-	-	-
<b>Net value of right-of-use assets relating to building leases</b>	<b>31.3</b>	<b>-</b>	<b>-</b>	<b>(1.2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30.1</b>
<b>INVESTMENT PROPERTY</b>	<b>9,266.9</b>	<b>677.3</b>	<b>(21.4)</b>	<b>(321.7)</b>	<b>19.1</b>	<b>617.3</b>	<b>(476.8)</b>	<b>9,760.7</b>

(a) The initial application of IFRS 16 (see note 1.2.1) resulted in the recognition of a right-of-use asset for building leases relating to investment property of €31.3 million.

(b) Other changes relate mainly to reclassifications of investment property to assets held for sale.

(c) Prior to the implementation of IFRS 16, these leases were considered finance leases. In accordance with the transitional provisions of IFRS 16, they have been recognised based on their carrying amount as of January 1, 2019.

## 5.1.2. Assets held for sale and discontinued operations

### Accounting principles

In accordance with IFRS 5, where the Group has decided to dispose of an asset or group of assets, it should classify it as "Assets held for sale" within the current asset section of the consolidated statement of financial position, if:

- the asset or group of assets is available for immediate sale in its present condition, subject only to terms that are usual and customary for sales of such assets; and if
- it is highly likely to be sold within 12 months.

The liabilities related to this asset or group of assets are also shown separately as "Liabilities related to assets held for sale".

Given the nature of its assets and based on its market experience, the Group generally considers that the only assets or groups of assets falling within this category are those under a preliminary sale agreement.

Assets or groups of assets held for sale are measured at the lower of their net carrying amount and fair value less costs to sell.

(in millions of euros)	12/31/2019	12/31/2018
Assets held for sale and discontinued operations	9.8	2.0
Liabilities related to assets held for sale and discontinued operations	6.3	9.8

Assets held for sale relate primarily to property assets subject to preliminary sale agreements. Liabilities related to assets held for sale mainly come from the remaining balance of provisions made for discontinued operations.

## 5.2. Valuation of the property portfolio: methods and assumptions

### 5.2.1. Valuation assignments

The Group's property assets are valued twice a year by independent property valuers for the publication of the half-year and annual consolidated financial statements, according to a framework consistent with the SIIC Code of Ethics (*sociétés d'investissement immobilier cotées*, listed real estate investment companies) published in July 2008 by the French Federation of Real Estate Companies (*Fédération des sociétés immobilières et foncières*).

The valuers are selected through competitive bidding. The property valuers consulted are selected from among members of Afrexim (French Association of Property Valuation Companies) and are appointed for a maximum period of three years.

In accordance with the SIIC Code of Ethics, after seven years Icade shall ensure that there is an internal turnover of the teams responsible for the valuation of its assets in the selected property valuation company. The valuer may not be appointed for more than two consecutive terms of four years except where the valuer has met the requirement with regard to the internal turnover of the teams.

Property valuations were entrusted to Jones Lang LaSalle Expertises, Cushman & Wakefield Valuation France, CBRE Valuation, Catella Valuation and BNP Paribas Real Estate Valuation. Property valuation fees are billed to Icade on the basis of a fixed service fee that takes into account the specificities of the properties (number of units, floor area, number of existing leases, etc.) and that is not based on the value of the assets.

The assignments of the property valuers, whose main valuation methods and conclusions are presented hereafter, are performed according to professional standards, in particular:

- the Property Valuation Charter (*Charte de l'expertise en évaluation immobilière*), fifth edition, published in March 2017;
- the Barthès de Ruyter report from the French Securities and Exchange Commission (COB), which is part of the French Financial Markets Authority (AMF), dated February 3, 2000, on the valuation of the property assets of publicly traded companies;
- on an international level, the European Valuation Standards of TEGoVA (The European Group of Valuers' Associations), published in April 2009 in the Blue Book, as well as the Red Book standards of the Royal Institution of Chartered Surveyors (RICS).

These various texts specify the required qualifications for the property valuers, a code of conduct and ethics, and the main definitions (values, floor areas, rates and main valuation methods).

During each valuation session and when valuers submit their valuation reports, the Group makes sure that the methods used by the different property valuers to value its assets are consistent.

Valuations are calculated both inclusive and exclusive of duties, the values excluding duties being net of duties and fixed legal expenses calculated by the property valuers.

Operating office properties of significant value, i.e. the Millénaire shopping centre, the Fresnes retail and business park and all other business parks are subject to a double appraisal approach. On June 30, 2018, the application of the double appraisal approach was extended to cover office development projects (excluding off-plan acquisitions) of the Office Property Investment Division with a valuation or a capex budget over €10 million.

On-site visits are systematically conducted by the property valuers for all new assets added to the portfolio. Further on-site visits are then organised according to a multi-year schedule or each time that a specific event in the life of the building requires it (occurrence of significant changes in its structure or environment).

All the assets, including the land bank and projects under development, were valued as of December 31, 2019 according to the procedures currently in place within the Group, with the exception of:

- properties subject to a preliminary sale agreement as of the end of the reporting period or those for which an offer has been received and that are valued based on the contractual sale price;
- public properties and projects held as part of public-private partnerships (PPP) which are not subject to a formal valuation due to the fact that ownership ultimately returns to the State at the end of these contracts. These assets are therefore still recognised based on their net carrying amount in the fair value of the property portfolio reported by the Group (see note 5.3.1);
- properties acquired less than three months before the end of the annual reporting period, which are valued at their acquisition price excluding duties.

The Group has also implemented a process of internal valuation by its asset management teams in order to verify the asset values obtained by the property valuers and to gain a better understanding of the future performance of the portfolio on the basis of the business plans defined. This process is updated on a yearly basis. However, assets whose business plan changes materially may be subject to a half-yearly update.

### 5.2.2. Methods used by the property valuers

The methods used by the property valuers are identical to those used for the previous financial year.

#### Portfolio of the Office Property Investment Division

Investment property is valued by the property valuers who use two methods simultaneously: the income method (the property valuer uses the most appropriate method between net income capitalisation and discounted cash flows) and the direct sales comparison method which is based on the prices of transactions noted on the market for assets equivalent in type and location.

The net income capitalisation method involves applying a yield to income streams, whether that income is reported, existing, theoretical or potential (estimated rental value). This approach may be implemented in different ways depending on the type of income considered (effective rent, estimated rental value and net rental income), as different yields are associated with each type.

The discounted cash flow method assumes that the value of the assets is equal to the present value of the cash flows expected by the investor, including the sale at the end of the holding period. In addition to the resale value obtained by applying a market yield to the previous year's rents, cash flows include rents, the different charges not recovered by the owner and the major maintenance and repair work. The discount rate to be applied to the cash flows is calculated based either on a risk-free rate plus a risk premium (related both to the property market and to the building considered taking into account its characteristics in terms of location, construction and security of income) or on the weighted average cost of capital.

Whichever method is used, valuation calculations are carried out on a lease by lease basis, except for particular cases and justified exceptions.

The land bank and properties under development are also the subject of a valuation taken into account in calculating the net asset value and in performing impairment tests on property assets. The methods used by the property valuers primarily include the residual method and/or the discounted cash flow method, and also in certain cases the sales comparison method.

The residual method involves calculating the residual value of a project from the point of view of a property developer to whom the land has been offered. From the sale price of the building at the time of completion, the property valuer deducts all the costs to be incurred, including construction costs, fees and profit, finance costs and any land-related costs.

For properties under development, all outstanding costs linked to the completion of the project, along with carrying costs until completion,



must be deducted from the buildings' estimated sale price. Projects under development are valued on the basis of a clearly identified and approved project, as soon as the building permit can be processed and implemented.

The land bank of the Rungis business park is valued separately. It should be noted that, in the Rungis business park, there is a remaining buildable area on plots already developed. The Group valued the difference between the constructed area and the potential area in the context of a 25-year redevelopment plan. This plan provides for the net construction of 230,000 sq.m, resulting from the construction of a total of 340,000 sq.m, including 142,000 sq.m, 55,000 sq.m and 143,000 sq.m of premium, mid-range and mixed-use office space, respectively, all located in strategic areas for the development of the business park, and from the demolition of the most obsolete buildings, representing nearly 110,000 sq.m.

The method is based on:

- applicable urban planning rules;
- estimated absorption rate;
- current market for new offices (estimated rental value, yield);
- redevelopment plan for the site on 5-, 10-, 15-, 20- and 25-year horizons: 34,250 sq.m in the first five years, 48,150 sq.m between the 5<sup>th</sup> and the 10<sup>th</sup> year, 64,700 sq.m between the 10<sup>th</sup> and the 15<sup>th</sup> year, 38,500 sq.m between the 15<sup>th</sup> and the 20<sup>th</sup> year, and 44,100 sq.m between the 20<sup>th</sup> and the 25<sup>th</sup> year.

The estimated value of the remaining buildable area is based on the value of building land in the business park. A land coefficient of 17.25% is applied including a developer's profit of 8.25%. This coefficient is the result of the average price per square metre of the land and of a coefficient observed in business parks on the outskirts of Paris (Inner/Outer rings). The values thus obtained are discounted based on the 5-, 10-, 15-, 20- and 25-year redevelopment periods provided for in the projected plan with the respective rates of 3.25%, 5.25%, 6.25%, 7.25% and 8.25%. This land bank made up of vacant land and existing buildings is valued at €62.5 million as of December 31, 2019.

Additionally, the Group identified floor space awaiting refurbishment (not leased) in its assets: buildings that are completely vacant, held for sale, or due to be refurbished or demolished, and for which a project will be initiated at a later stage. This space is valued at €42.3 million as of December 31, 2019.

Whichever method is selected, it is ultimately up to the property valuers to set a value and discount rate in line with the risks inherent in each project and, in particular, the state of progress of the various approval and construction stages (demolition permit, building permit, objections, stage of completion of work, any pre-commitment, or rent guarantee). From the exit value, the property valuers must explain which procedure they followed in estimating the degree of risk and the change in valuation for the building in the light of the circumstances under which they worked and the information made available to them.

### Portfolio of the Healthcare Property Investment Division

Healthcare properties are valued by property valuers based on the mean of the values obtained using the rent capitalisation method (also known as "estimated rental value" method) and the discounted cash flow method.

The market value of a healthcare facility is essentially dependent on its operation and its ability to generate sufficient income to provide a reasonable return on the property investment. These buildings fall under the category of single-use buildings and their value determined by the property valuer is totally related to their operation and consequently to the value of the underlying business. Also, since these premises are unsuitable for any other use without substantial conversion works, they are not subject to rent ceilings upon lease renewals or rent reviews or to the traditional rules for determining the estimated rental value.

The estimated rental value used by the property valuers thus takes into account a share of the average revenue or average EBITDA that the facility has generated during the last years of operation, with or without adjustment for category, administrative environment, quality of operating structure (price positioning, hospital fee agreement with the French Social Security, income statement, etc.) and competitive position. Alternatively, the healthcare property can be valued by capitalisation of the gross rental income reported by the Group.

### 5.2.3. Main valuation assumptions for investment property

Asset types	Methods generally used	Rates for discounting cash flows (DCF)	Exit yields (DCF)	Market yields (income capitalisation)	Estimated rental value (in €/sq.m)
<b>OFFICES AND BUSINESS PARKS</b>					
<b>Offices</b>					
Paris	Capitalisation and DCF	3.5% - 7.5%	3.3% - 7.5%	3.3% - 7.5%	€225 - €925
La Défense/Peri-Défense	Capitalisation and DCF	4.5% - 6.5%	4.5% - 6.5%	4.3% - 6.5%	€260 - €470
Other Western Crescent	Capitalisation and DCF	3.5% - 5.3%	4.3% - 5.3%	4.0% - 4.8%	€410 - €510
Inner Ring	Capitalisation and DCF	4.3% - 9.0%	4.3% - 5.8%	4.3% - 5.3%	€275 - €375
Outside the Paris region	Capitalisation and DCF	4.4% - 8.1%	4.1% - 9.0%	3.5% - 7.4%	€125 - €275
<b>Business parks</b>					
Inner Ring	DCF	5.3% - 10.5%	4.8% - 10.0%		€100 - €365
Outer Ring	DCF	5.0% - 12.0%	5.0% - 12.0%		€50 - €290
<b>Other Office Property Investment assets</b>					
Hotels	Capitalisation and DCF	7.0% - 7.8%	5.5% - 6.25%	4.8% - 6.3%	(a)
Retail	Capitalisation and DCF	5.9% - 7.1%	6.0% - 12.2%	5.8% - 9.1%	€120 - €265
Warehouses	Capitalisation and DCF	8.0% - 11.0%	8.0% - 12.0%	10.0% - 13.0%	€40 - €55
Residential	Comparison	N/A	N/A	N/A	N/A
<b>HEALTHCARE</b>					
Paris region	Capitalisation and DCF	5.1% - 6.5%	4.9% - 6.5%	4.5% - 6.0%	(a)
Outside the Paris region	Capitalisation and DCF	4.9% - 8.6%	4.6% - 8.5%	4.2% - 8.1%	(a)

(a) Not subject to the traditional rules for determining market rental value, due to the layout and highly specific use of the premises.

## 5.3. Fair value of the property portfolio

### 5.3.1. Unrealised capital gains on the property portfolio

Unrealised capital gains amounted to €4,427.6 million as of December 31, 2019, representing an increase of €464.6 million compared to the previous financial year:

(in millions of euros)	12/31/2019			12/31/2018			Change		
	Fair value	Net carrying amount	Unrealised capital gains	Fair value	Net carrying amount	Unrealised capital gains	Fair value	Net carrying amount	Unrealised capital gains
Investment property	14,118.0	9,720.3	4,397.6	13,173.1	9,235.7	3,937.5	944.8	484.7	460.1
Property held for sale	-	-	-	3.2	2.0	1.1	(3.2)	(2.0)	(1.1)
Financial receivables and other assets	84.7	78.4	6.3	89.6	80.8	8.8	(4.9)	(2.4)	(2.5)
<b>Property portfolio of fully consolidated companies</b>	<b>14,202.7</b>	<b>9,798.7</b>	<b>4,404.0</b>	<b>13,265.9</b>	<b>9,318.4</b>	<b>3,947.5</b>	<b>936.8</b>	<b>480.3</b>	<b>456.5</b>
Investment property of equity-accounted companies	137.7	114.0	23.7	131.2	115.7	15.5	6.4	(1.7)	8.1
<b>TOTAL PROPERTY PORTFOLIO</b>	<b>14,340.4</b>	<b>9,912.7</b>	<b>4,427.6</b>	<b>13,397.1</b>	<b>9,434.1</b>	<b>3,963.0</b>	<b>943.2</b>	<b>478.6</b>	<b>464.6</b>
<b>Portfolio distribution:</b>									
Office - Offices	6,891.0	4,561.0	2,330.0	6,758.6	4,685.2	2,073.4	132.5	(124.2)	256.6
Office - Business parks	1,793.4	1,260.7	532.7	1,742.5	1,257.0	485.6	50.9	3.8	47.1
Office - Other assets	369.8	301.8	68.0	411.7	336.1	75.6	(41.9)	(34.3)	(7.6)
<b>Office Property Investment</b>	<b>9,054.2</b>	<b>6,123.5</b>	<b>2,930.6</b>	<b>8,912.8</b>	<b>6,278.2</b>	<b>2,634.5</b>	<b>141.4</b>	<b>(154.7)</b>	<b>296.1</b>
Healthcare Property Investment	5,286.2	3,789.2	1,497.0	4,484.4	3,155.9	1,328.5	801.8	633.3	168.5
<b>TOTAL PROPERTY PORTFOLIO</b>	<b>14,340.4</b>	<b>9,912.7</b>	<b>4,427.6</b>	<b>13,397.1</b>	<b>9,434.1</b>	<b>3,963.0</b>	<b>943.2</b>	<b>478.6</b>	<b>464.6</b>

### 5.3.2. Impact of impairment losses on the income statement

The impact of impairment losses on the income statement is shown under the heading "Charges and reversals related to impairment of tangible, financial and other current assets" of the consolidated income statement.

In 2019, net impairment losses on investment property held by fully consolidated Group companies totalled €19.1 million, resulting from an impairment loss of €(21.9) million and a reversal of €41.0 million.

### 5.3.3. Sensitivity of the net carrying amounts of appraised assets to potential changes in fair value

The sensitivity of the net carrying amounts of appraised assets to potential changes in fair value ranging from -5.00% to +5.00% is shown in the table below:

Impact on net carrying amounts (in millions of euros)	Changes in fair value of investment property			
	(5.00)%	(2.50)%	+2.50%	+5.00%
La Défense/Peri-Défense	(8.0)	(2.3)	2.3	4.6
Outside the Paris region	(2.7)	(0.7)	-	-
<b>TOTAL OFFICES</b>	<b>(10.7)</b>	<b>(3.0)</b>	<b>+2.3</b>	<b>+4.6</b>
Outer Ring	(37.5)	(18.7)	18.7	73.5
<b>TOTAL BUSINESS PARKS</b>	<b>(37.5)</b>	<b>(18.7)</b>	<b>+18.7</b>	<b>+73.5</b>
<b>TOTAL OFFICES AND BUSINESS PARKS</b>	<b>(48.2)</b>	<b>(21.8)</b>	<b>+21.0</b>	<b>+78.1</b>
Other assets	(3.8)	(1.5)	+1.5	+2.9
<b>TOTAL OFFICE PROPERTY INVESTMENT</b>	<b>(52.0)</b>	<b>(23.2)</b>	<b>+22.5</b>	<b>+81.0</b>
Healthcare <sup>(a)</sup>				
Outside the Paris region	(19.0)	(13.4)	1.8	1.8
<b>TOTAL HEALTHCARE PROPERTY INVESTMENT<sup>(a)</sup></b>	<b>(19.0)</b>	<b>(13.4)</b>	<b>+1.8</b>	<b>+1.8</b>
<b>TOTAL PROPERTY PORTFOLIO</b>	<b>(71.0)</b>	<b>(36.6)</b>	<b>+24.3</b>	<b>+82.8</b>

(a) Net carrying amounts on a full consolidation basis.

## Note 6. Finance and financial instruments

### 6.1. Financial structure and contribution to profit/(loss)

#### 6.1.1. Change in net financial liabilities

##### Accounting principles

###### Financial liabilities

Borrowings and other interest-bearing financial liabilities are valued, after their initial recognition, according to the amortised cost method using the effective interest rate of the borrowings. Issue costs and premiums affect the opening value and are spread over the life of the borrowings using the effective interest rate.

For financial liabilities resulting from the recognition of finance leases, the financial liability recognised as the corresponding entry of the asset is initially carried at the fair value of the leased asset or, if lower, the present value of the minimum lease payments.

###### Hedging instruments

The Group uses financial derivatives to hedge its exposure to market risk stemming from interest rate fluctuations. Derivatives are used as part of a policy implemented by the Group on interest rate risk management. The financial risk management strategies and methods used to determine the fair value of financial derivatives are set out in notes 6.2.2 and 6.3.

Financial derivatives are recorded at fair value in the consolidated statement of financial position.

The Group uses derivatives to hedge its fixed or variable rate debt against interest rate risk (cash flow hedging) and applies hedge accounting where documentation requirements are met. In this case, changes in fair value of the financial derivative are recognised net of tax in "Other items" in the consolidated statement of comprehensive income until the hedged transaction occurs in respect of the effective portion of the hedge. The ineffective portion is recognised immediately in the income statement for the period. Gains and losses accumulated in equity are reclassified to the income statement under the same heading as the hedged item for the same periods as those during which the hedged cash flow has an impact on the income statement.

Where financial derivatives do not qualify for hedge accounting under the standard, they are classified under the category of trading instruments and any changes in their fair value are recognised directly in the income statement for the period.

The fair value of derivatives is measured using commonly accepted models (discounted cash flow method, Black and Scholes model, etc.) and based on market data.

#### Breakdown of net financial liabilities at end of period

Net financial liabilities as of December 31, 2019 and 2018 broke down as follows:

(in millions of euros)		12/31/2019	12/31/2018
Medium- and long-term financial liabilities		6,134.7	5,238.5
Short-term financial liabilities		703.3	1,049.3
<b>GROSS FINANCIAL LIABILITIES</b>	<b>6.1.2</b>	<b>6,838.0</b>	<b>6,287.8</b>
Interest rate derivatives (assets and liabilities)	6.1.3	48.2	22.1
<b>GROSS FINANCIAL LIABILITIES INCLUDING DERIVATIVES</b>		<b>6,886.1</b>	<b>6,309.9</b>
Financial assets <sup>(a)</sup>	6.1.5	(90.2)	(82.5)
Cash and cash equivalents	6.1.6	(767.1)	(634.6)
<b>NET FINANCIAL LIABILITIES</b>		<b>6,028.8</b>	<b>5,592.8</b>

(a) Excluding security deposits paid.

The **€550.2 million** year-on-year increase in gross debt (excluding derivatives) stems primarily from:

- the issue by Icade Santé of a 10-year, €500.0 million bond with an annual coupon of 0.875% and the repurchase of three existing bonds for €156.5 million;
- a new €440.0 million mortgage entered into for the company holding the Eqho tower and three new debt facilities raised by Icade Santé for a total of €300.0 million;

- the normal amortisation of loans and finance lease liabilities for €314.7 million;
- a €150.0 million debt prepayment for Icade Santé;
- a net decrease in outstanding NEU Commercial Paper for €121.4 million.

## Statement of changes in net financial liabilities and other financial items

Changes in net financial liabilities and other financial items for the financial years ended December 31, 2019 and 2018 broke down as follows:

(in millions of euros)	Notes	Net financial liabilities	Other financial liabilities <sup>(a)</sup>	Lease liabilities <sup>(c)</sup>	Total
<b>12/31/2018</b>		<b>5,592.8</b>	<b>0.1</b>		<b>5,592.9</b>
<b>Change in cash:</b>					
Change in cash from financing activities	CFS	308.1	(1.8)	(8.7)	297.5
Net change in cash and cash equivalents	CFS	(90.3)	-	-	(90.3)
<b>Changes with no impact on cash:</b>		<b>218.2</b>	<b>1.9</b>	<b>76.7</b>	<b>296.7</b>
Change in scope of consolidation		201.7	1.9	-	203.6
Fair value adjustments through profit or loss <sup>(a)</sup>		(1.3)	-	-	(1.3)
Fair value adjustments through reserves <sup>(a)</sup>		37.1	-	-	37.1
Other changes <sup>(b)</sup>		(19.3)	-	76.7	57.4
<b>12/31/2019</b>		<b>6,028.8</b>	<b>0.1</b>	<b>67.9</b>	<b>6,096.9</b>

(a) For derivative instruments (see note 6.1.3.) and investments in unconsolidated companies (see note 6.1.5.).

(b) Lease liabilities for €73.4 million were recognised at January 1, 2019 in accordance with IFRS 16 (see note 8.3); other changes in financial liabilities related primarily to the impact of effective interest rates and interest accrued but not due.

(c) Excluding finance leases which are included in the definition of net financial liabilities.

### 6.1.2. Components of financial liabilities

#### Gross financial liabilities: type of rate, maturity and fair value

Gross financial liabilities at amortised cost, including issue costs and premiums and the impact of spreading them by applying the effective interest method, stood at €6,838.0 million as of December 31, 2019. They broke down as follows:

(in millions of euros)	Balance sheet value as of 12/31/2019	Current		Non-current				Fair value as of 12/31/2019
		Portion due in < 1 year	Portion due in 1 to 2 years	Portion due in 2 to 3 years	Portion due in 3 to 4 years	Portion due in 4 to 5 years	Portion due in > 5 years	
Bonds	3,876.8	23.2	252.2	391.0	275.0	(4.0)	2,939.5	4,044.5
Borrowings from credit institutions	754.7	(1.8)	4.9	5.2	4.8	13.1	728.6	825.3
Finance lease liabilities	102.4	11.3	15.0	8.4	8.4	8.5	50.7	109.9
Other borrowings and similar liabilities	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
NEU Commercial Paper	441.0	441.0	-	-	-	-	-	441.0
<b>FIXED RATE DEBT</b>	<b>5,175.2</b>	<b>473.7</b>	<b>272.1</b>	<b>404.7</b>	<b>288.2</b>	<b>17.7</b>	<b>3,718.8</b>	<b>5,420.8</b>
Bonds	0.1	0.1	-	-	-	-	-	-
Borrowings from credit institutions	1,325.7	30.7	135.5	19.3	67.6	454.5	618.0	1,351.4
Finance lease liabilities	97.1	9.7	14.7	7.8	9.7	18.0	37.2	97.7
Other borrowings and similar liabilities	53.4	2.6	2.6	2.6	2.6	2.7	40.3	59.1
Payables associated with equity interests	82.6	82.6	-	-	-	-	-	82.6
Bank overdrafts	103.8	103.8	-	-	-	-	-	103.8
<b>VARIABLE RATE DEBT</b>	<b>1,662.8</b>	<b>229.6</b>	<b>152.8</b>	<b>29.7</b>	<b>79.9</b>	<b>475.2</b>	<b>695.5</b>	<b>1,694.6</b>
<b>GROSS FINANCIAL LIABILITIES AS OF 12/31/2019</b>	<b>6,838.0</b>	<b>703.3</b>	<b>424.9</b>	<b>434.4</b>	<b>368.1</b>	<b>492.9</b>	<b>4,414.3</b>	<b>7,115.5</b>
<b>GROSS FINANCIAL LIABILITIES AS OF 12/31/2018</b>	<b>6,287.8</b>	<b>1,049.3</b>	<b>254.2</b>	<b>478.3</b>	<b>520.4</b>	<b>384.3</b>	<b>3,601.3</b>	<b>6,276.6</b>

The average debt maturity (excluding NEU Commercial Paper) was 6.4 years as of December 31, 2019 (6.4 years as of December 31, 2018). Thanks to the debt raised in the financial year 2019, the average maturity of the Group's debt remained above 6 years.

As of December 31, 2019, the average maturity was 5.2 years for variable rate debt and 6.3 years for the related hedges, allowing adequate hedging and anticipating coverage of future financing needs.

## Characteristics of the bonds

ISIN code	Issue date	Maturity date	Nominal value on the issue date	Rate	Repayment profile	Nominal value as of 12/31/2018	Increase	Decrease	Nominal value as of 12/31/2019
FR0011577188	09/30/2013	09/29/2023	300.0	Fixed rate 3.375%	Interest only	300.0	-	20.8	279.2
FR0011577170	09/30/2013	01/30/2019	500.0	Fixed rate 2.25%	Interest only	211.3	-	211.3	-
FR0011847714	04/16/2014	04/16/2021	500.0	Fixed rate 2.25%	Interest only	304.6	-	47.5	257.1
FR0012942647	09/14/2015	09/14/2022	500.0	Fixed rate 1.875%	Interest only	483.9	-	88.2	395.7
FR0013181906	06/10/2016	06/10/2026	750.0	Fixed rate 1.75%	Interest only	750.0	-	-	750.0
FR0013218393	11/15/2016	11/17/2025	500.0	Fixed rate 1.125%	Interest only	500.0	-	-	500.0
FR0013281755	09/13/2017	09/13/2027	600.0	Fixed rate 1.5%	Interest only	600.0	-	-	600.0
FR0013320058	02/28/2018	02/28/2028	600.0	Fixed rate 1.625%	Interest only	600.0	-	-	600.0
FR0013457967	11/04/2019	11/04/2029	500.0	Fixed rate 0.875%	Interest only	-	500.0	-	500.0
<b>BONDS</b>						<b>3,749.8</b>	<b>500.0</b>	<b>367.8</b>	<b>3,882.0</b>
<b>ISSUANCE COSTS AND INTEREST ACCRUED BUT NOT DUE</b>						<b>0.5</b>			<b>(5.0)</b>
<b>TOTAL</b>						<b>3,750.3</b>			<b>3,877.0</b>

### 6.1.3. Derivative instruments

#### Presentation of derivatives in the consolidated statement of financial position

As of December 31, 2019, derivative liabilities mainly consisted of interest rate derivatives designated as cash flow hedges for €54.0 million.

The detailed changes in fair value of derivatives were as follows for the financial year ended December 31, 2019:

(in millions of euros)	Fair value as of 12/31/2018	Disposals	Payments for guarantee	Changes in fair value recognised in the income statement	Changes in fair value recognised in equity	Fair value as of 12/31/2019
	(1)	(2)	(3)	(4)	(5)	(6) = (1) to (5) inclusive
<b>Presentation of derivatives in the consolidated statement of financial position:</b>						
Derivative assets	7.5	-	3.5	(0.1)	(4.7)	6.3
Derivative liabilities	(29.6)	6.7	-	0.8	(32.4)	(54.4)
<b>TOTAL</b>	<b>(22.1)</b>	<b>6.7</b>	<b>3.5</b>	<b>0.8</b>	<b>(37.1)</b>	<b>(48.2)</b>
<b>Breakdown of derivative instruments by type:</b>						
Interest rate swaps - fixed-rate payer	(22.6)	5.9	-	0.1	(37.1)	(53.7)
<b>Cash flow hedges</b>	<b>(22.6)</b>	<b>5.9</b>	<b>-</b>	<b>0.1</b>	<b>(37.1)</b>	<b>(53.7)</b>
Interest rate swaps - fixed-rate payer	(2.1)	0.8	-	0.9	-	(0.4)
Interest rate options	0.2	-	-	(0.2)	-	0.0
<b>Non-hedging instruments</b>	<b>(1.9)</b>	<b>0.8</b>	<b>-</b>	<b>0.7</b>	<b>-</b>	<b>(0.4)</b>
<b>INTEREST RATE DERIVATIVES EXCLUDING MARGIN CALLS</b>	<b>(24.5)</b>	<b>6.7</b>	<b>-</b>	<b>0.8</b>	<b>(37.1)</b>	<b>(54.0)</b>
Derivatives: margin calls	2.4	-	3.5	-	-	5.9
<b>TOTAL INTEREST RATE DERIVATIVES</b>	<b>(22.1)</b>	<b>6.7</b>	<b>3.5</b>	<b>0.8</b>	<b>(37.1)</b>	<b>(48.2)</b>

## Changes in hedge reserves

Hedge reserves consisted exclusively of fair value adjustments to financial instruments used by the Group for interest rate hedging purposes (effective portion) for €45.6 million as of December 31, 2019.

Hedge reserves as of December 31, 2019 are shown in the table below:

(in millions of euros)	Total	Attributable to the Group	Attributable to non-controlling interests
<b>REVALUATION RESERVES AS OF DECEMBER 31, 2018</b>	<b>(13.5)</b>	<b>(8.2)</b>	<b>(5.3)</b>
Changes in value of cash flow hedges	(37.1)	(31.7)	(5.3)
Revaluation reserves for cash flow hedges recycled to the income statement	5.0	5.2	(0.2)
<b>Other comprehensive income</b>	<b>(32.1)</b>	<b>(26.5)</b>	<b>(5.5)</b>
<b>REVALUATION RESERVES AS OF DECEMBER 31, 2019</b>	<b>(45.6)</b>	<b>(34.8)</b>	<b>(10.8)</b>

## Derivatives: analysis of notional amounts by maturity

The derivative portfolio as of the end of the financial year 2019 was as follows:

(in millions of euros)	12/31/2019							
	Total	Average rate	Portion due in < 1 year		Portion due in > 1 year and < 5 years		Portion due in > 5 years	
			Amount	Average rate	Amount	Average rate	Amount	Average rate
Interest rate swaps - fixed-rate payer	1,248.2	0.6%	20.1	1.4%	246.9	0.7%	981.2	0.5%
Interest rate options - caps	48.2	0.7%	12.7	0.5%	35.5	0.7%	-	0.0%
Interest rate options - floors	-	0.0%	-	0.0%	-	0.0%	-	-
<b>TOTAL PORTFOLIO OF OUTSTANDING DERIVATIVES</b>	<b>1,296.4</b>		<b>32.9</b>		<b>282.3</b>		<b>981.2</b>	
<b>TOTAL INTEREST RATE DERIVATIVES AS OF 12/31/2019</b>	<b>1,296.4</b>		<b>32.9</b>		<b>282.3</b>		<b>981.2</b>	
<b>TOTAL INTEREST RATE DERIVATIVES AS OF 12/31/2018</b>	<b>1,540.7</b>		<b>198.7</b>		<b>599.0</b>		<b>743.0</b>	

These derivatives are used as part of the Group's interest rate hedging policy (see note 6.2.2).

### 6.1.4. Finance income/(expense)

Finance income/(expense) consists primarily of:

- ▣ cost of gross financial liabilities (mainly interest expenses on financial liabilities and derivatives) adjusted for income from cash, related loans and receivables;
- ▣ other finance income and expenses (primarily including restructuring costs for financial liabilities and commitment fees).

The Group recorded a net finance expense of -€107.0 million for the financial year 2019 vs. -€123.5 million for 2018.

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(in millions of euros)	12/31/2019	12/31/2018
Interest expenses on financial liabilities	(94.8)	(96.5)
Interest expenses on derivatives	(12.4)	(9.7)
Recycling to the income statement of interest rate hedging instruments	1.6	1.6
<b>COST OF GROSS FINANCIAL LIABILITIES</b>	<b>(105.5)</b>	<b>(104.7)</b>
Interest income from cash and cash equivalents	1.7	1.3
Income from receivables and loans	5.3	4.8
<b>Net income from cash and cash equivalents, related loans and receivables</b>	<b>7.0</b>	<b>6.2</b>
<b>COST OF NET FINANCIAL LIABILITIES</b>	<b>(98.5)</b>	<b>(98.5)</b>
Change in fair value of derivatives recognised in the income statement	0.7	1.0
Commitment fees	(7.0)	(6.7)
Restructuring costs for financial liabilities	(18.1)	(17.2)
Finance income/(expense) from lease liabilities <sup>(a)</sup>	(2.3)	
Other finance income and expenses <sup>(b)</sup>	17.5	(2.0)
<b>Total other finance income and expenses</b>	<b>(8.5)</b>	<b>(25.0)</b>
<b>FINANCE INCOME/(EXPENSE)</b>	<b>(107.0)</b>	<b>(123.5)</b>

(a) This item relates to the finance expense for the period recognised under IFRS 16.

(b) Including share of profit for the CNET project for €15.2 million.

### 6.1.5. Financial assets and liabilities

#### Accounting principles

Under IFRS 9, financial assets are classified and measured either at amortised cost or fair value. In order to determine how best to classify and measure financial assets, the Group has taken into consideration its business model for managing such assets and analysed the characteristics of their contractual cash flows. The Group's financial assets fall into two categories:

- ▣ financial assets carried at fair value through profit or loss:
 

These assets relate to investments in unconsolidated companies carried at fair value through profit or loss at the end of the reporting period. Fair value is determined using recognised valuation techniques (reference to recent market transactions, discounted cash flows, net asset value, quoted price if available, etc.);

- ▣ financial assets carried at amortised cost:

They consist primarily of receivables associated with equity investments, loans, deposits and guarantees paid, contract assets and accounts receivable carried at amortised cost at the reporting date (the latter two categories of other financial assets are detailed in note 8.2.3).

In accordance with IFRS 9, the Group applies the expected loss model for financial assets that requires expected losses and changes in such losses to be accounted for as soon as the financial asset is recognised at each reporting date to reflect the change in credit risk since initial recognition.

#### Change in financial assets and liabilities during the financial year

Changes in other financial assets during the financial year 2019 broke down as follows:

(in millions of euros)	12/31/2018	Acquisitions	Disposals/ repayments	Impact of changes in fair value recognised in the income statement	Net charges related to impairment losses recognised in the income statement	Impact of changes in scope of consolidation and capital	Other	12/31/2019
Financial assets at fair value through profit or loss <sup>(a)</sup>	23.1	-	-	0.6	-	-	0.1	23.8
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS</b>	<b>23.1</b>	<b>-</b>	<b>-</b>	<b>0.6</b>	<b>-</b>	<b>-</b>	<b>0.1</b>	<b>23.8</b>
Receivables associated with equity investments and other related parties	38.8	28.4	(18.9)	-	-	-	-	48.4
Loans	0.4	-	(0.1)	-	-	-	-	0.3
Deposits and guarantees paid	8.9	4.2	(4.7)	-	-	0.2	(0.4)	8.2
Shareholder loans	20.1	-	-	-	-	-	(2.3)	17.7
Other	0.1	-	-	-	-	(0.0)	-	-
<b>FINANCIAL ASSETS AT AMORTISED COST</b>	<b>68.2</b>	<b>32.6</b>	<b>(23.7)</b>	<b>-</b>	<b>-</b>	<b>0.2</b>	<b>(2.6)</b>	<b>74.6</b>

(a) Financial assets at fair value consist of investments in unconsolidated companies

Other financial liabilities consist mostly of deposits and guarantees received from tenants for €70.5 million as of December 31, 2019. The non-current portion represents €69.2 million, including €62.5 million for the portion due in more than 5 years.

## Maturity analysis of financial assets

A maturity analysis of other financial assets as of the end of the financial year 2019 is shown in the table below:

(in millions of euros)	12/31/2019	Current		Non-current
		Portion due in < 1 year	Portion due in > 1 year and < 5 years	Portion due in > 5 years
Receivables associated with equity investments and other related parties	48.4	48.4	-	-
Loans	0.3	0.0	-	0.3
Deposits and guarantees paid	8.2	0.4	5.4	2.4
Shareholder loans	17.7	17.7	-	-
<b>FINANCIAL ASSETS AT AMORTISED COST</b>	<b>74.6</b>	<b>66.5</b>	<b>5.4</b>	<b>2.7</b>

### 6.1.6. Cash and cash equivalents

#### Accounting principles

Cash includes current bank accounts and demand deposits. Cash equivalents consist of money-market undertakings for collective investment in transferable securities (UCITS) and investments maturing in less than three months, readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, held for the purpose of meeting short-term cash commitments.

Overdrafts are excluded from cash and cash equivalents and are recognised as current financial liabilities.

(in millions of euros)	2019	2018
Term deposit accounts	229.0	36.1
Cash on hand and demand deposits (including bank interest receivable)	538.1	598.5
<b>CASH AND CASH EQUIVALENTS</b>	<b>767.1</b>	<b>634.6</b>

## 6.2. Management of financial risks

The monitoring and management of financial risks are centralised within the Corporate and Financing Division of the Group's Finance Department. In addition, the Group's Risk, Rates, Treasury and Finance Committee meets on a regular basis with the Group's CEO, Head of Risk and CFO to discuss all matters relating to the management of the Group's liabilities and associated risks.

### 6.2.1. Liquidity risk

A liquidity risk policy provides a framework and limits to the Group's Finance Department in order to ensure that the Group is adequately protected from this risk. As of December 31, 2019, the Group's undrawn amounts of short- and medium-term credit lines totalled €1,763 million, which were fully available (revolving credit facilities). This amount does not include the undrawn amounts of credit lines that may have been opened for specific property developments.

The Group has continued to access liquidity on favourable terms and is still fully able to raise more funds if necessary. As a result, nearly four years of debt principal and interest payments are covered.



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Besides, the Group ensures disciplined management and monitoring of the maturities of its main credit lines as shown in the table below (financial liabilities excluding construction and off-plan sale contracts).

(in millions of euros)	12/31/2019										
	Portion due in < 1 year		Portion due in > 1 year and < 3 years		Portion due in > 3 years and < 5 years		Portion due in > 5 years		Total principal	Total interest	Grand total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
Bonds	-	64.5	652.8	123.2	279.2	93.2	2,950.0	119.8	3,882.0	400.7	4,282.7
Borrowings from credit institutions	35.7	23.4	168.8	47.4	543.0	50.1	1,349.8	109.0	2,097.4	229.9	2,327.3
Finance lease liabilities	20.3	3.9	44.4	6.2	44.1	4.8	87.9	8.8	196.7	23.7	220.4
Other borrowings and similar liabilities	2.4	1.1	5.0	2.0	5.2	1.8	39.7	6.1	52.4	11.0	63.4
Payables associated with equity interests	82.5	-	-	-	-	-	-	-	82.5	-	82.5
NEU Commercial Paper	441.0	-	-	-	-	-	-	-	441.0	-	441.0
Bank overdrafts	104.0	(0.1)	-	-	-	-	-	-	104.0	(0.1)	103.8
Lease liabilities	8.9	2.2	15.1	4.1	13.6	3.5	30.4	33.4	67.9	43.1	111.1
Accounts payable and tax liabilities	678.0	-	15.2	-	-	-	-	-	693.2	-	693.2
Financial derivatives	-	12.0	-	19.8	-	12.1	-	9.3	-	53.2	53.2
<b>TOTAL</b>	<b>1,372.7</b>	<b>107.0</b>	<b>901.3</b>	<b>202.7</b>	<b>885.1</b>	<b>165.4</b>	<b>4,457.9</b>	<b>286.4</b>	<b>7,617.0</b>	<b>761.5</b>	<b>8,378.6</b>

Future interest payments on borrowings and financial derivatives are determined based on anticipated market interest rates.

### 6.2.2. Interest rate risk

Interest rate risk is also governed by a specific policy set out by the Group's Finance Department and reported on a regular basis to the Audit and Risk Committee. This risk includes, in the event of increased interest rates, the risk of increased finance expenses related to variable rate financial liabilities and, in the event of reduced interest rates, the risk of reduced finance income related to variable rate financial assets.

To finance its investments, the Group may use variable rate debt, thus remaining able to prepay loans without penalty.

For the past four years, as conditions in the financial markets have remained favourable for borrowers with historically low interest rates, the Group has pursued a prudent interest rate risk management policy with 90% to 99% of its debt hedged. In addition, forward hedging transactions have been entered into to increase interest rate hedging in the medium term, bringing the proportion of hedged debt for 2020 and 2021 to 82% and 81%, respectively.

It should be noted that in 2019, as part of the Eqho tower transaction, the Group secured a mortgage on attractive market terms, which is fully hedged.

(in millions of euros)	12/31/2019		12/31/2018	
	Fixed rate	Variable rate	Fixed rate	Variable rate
Net exposure before hedging (A)	5,175.2	1,662.8	4,755.3	1,532.6
Interest rate hedging instruments (B)	-	1,296.4	-	1,540.7
<b>NET EXPOSURE AFTER HEDGING (C) = (B) - (A)</b>	<b>(5,175.2)</b>	<b>(366.4)</b>	<b>(4,755.3)</b>	<b>8.1</b>

As of December 31, 2019, the Group's total debt, consisting of 78% fixed rate debt and 22% variable rate debt, was 97% hedged against interest rate risk.

The average maturity of variable rate debt was 5.2 years and that of the associated hedges was 6.3 years.

It should be noted that the Group favours classifying its hedging instruments as "cash flow hedges" according to IFRS 9; therefore, any changes in fair value of such instruments are recognised in equity (for the effective portion) rather than in the income statement.

Due to the Group's hedging structure and the trend in interest rates in the last few financial years, changes in fair value of hedging instruments had a negative impact on other comprehensive income of €37.1 million as of December 31, 2019.

The accounting impact of a -1% or +1% change in interest rates on the value of derivatives is described below:

(in millions of euros)	12/31/2019	
	Impact on equity before tax	Impact on the income statement before tax
Impact of a +1% change in interest rates	76.9	0.8
Impact of a (1)% change in interest rates	(83.9)	(0.5)

### 6.2.3. Currency risk

Since the Group does not enter into any foreign currency transactions, it is not exposed to currency risk.

### 6.2.4. Credit risk

In the course of its business, the Group is exposed to two major types of counterparties: financial institutions and its tenants.

Regarding financial institutions, credit and/or counterparty risk relates to cash and cash equivalents, and to the banks where they are deposited. The investments chosen have maturities of less than one year with a very low risk profile. They are monitored daily and a regular review of authorised investments complements the control process. Additionally, in order to limit its counterparty risk, the Group only deals in interest rate derivatives with banking institutions which help fund its expansion. Furthermore, the Group only enters into financial transactions with major

banking institutions and applies a principle of risk dispersion, avoiding concentration of exposure to any single counterparty.

Regarding its tenants, the Group believes that it is not exposed to significant credit risk thanks to its diversified tenant portfolio in terms of location and individual size of lease commitments. In addition, the Group has introduced procedures to verify the creditworthiness of tenants prior to signing leases. For the Property Investment business, a customer solvency analysis is carried out and, for the Property Development business, a check is made on the financing of insurance and guarantees. Lastly, for the Healthcare Property Investment business, the tenants' parent companies guarantee payment of any amount owed by them. These procedures are subject to regular monitoring.

The Group's exposure to credit risk corresponds primarily to the net carrying amount of receivables less deposits received from tenants, i.e. €379.1 million as of December 31, 2019, compared with €421.8 million as of December 31, 2018.

### 6.2.5. Covenants and financial ratios

In addition, the Group is required to comply with the financial covenants listed below, which are covered by the Group's financial risk monitoring and management processes.

		Covenants	12/31/2019
LTV bank covenant	Maximum	< 52%	42.0%
ICR	Minimum	> 2	5.84×
CDC's stake	Minimum	34%	38.77%
Value of the property portfolio <sup>(a)</sup>	Minimum	from > €2bn to > €7bn	€14.3bn
Debt from property development subsidiaries/consolidated gross debt	Maximum	< 20%	1.7%
Security interests in assets	Maximum	< 20% of the property portfolio	9.1%

(a) Around 23.6% of the debt subject to a covenant on the value of the Property Investment Division's portfolio has a limit of €2 billion, 10.7% of the debt has a limit of €5 billion and the remaining 65.7% has a limit of €7 billion.

Loans taken out by the Group may be subject to covenants based on financial ratios—loan-to-value (LTV) ratio and interest coverage ratio (ICR)—and to a clause on the level of control by Caisse des dépôts, the Group's major shareholder, which may trigger early repayment. All covenants were met as of December 31, 2019.

As of December 31, 2019, Caisse des dépôts held 39.08% of voting rights and a 38.77% stake in Icade SA.

#### LTV bank covenant

The LTV (loan-to-value) bank covenant, which is the ratio of net financial liabilities to the latest valuation of the property portfolio excluding duties, stood at 42.0% as of December 31, 2019 (compared with 41.7% as of December 31, 2018).

#### Interest coverage ratio (ICR)

The interest coverage ratio, which is the ratio of EBITDA plus the Group's share of net profit/(loss) of equity-accounted companies to the interest expense for the period, was 5.84× for the financial year 2019 (6.00× in 2018). The ratio remains at a high level, demonstrating the Company's ability to comfortably comply with its bank covenants.

## 6.3. Fair value of financial assets and liabilities

### 6.3.1. Reconciliation of the net carrying amount and fair value of financial assets and liabilities

Below is the reconciliation of the net carrying amount and fair value of financial assets and liabilities as of the end of the financial year 2019:

(in millions of euros)	Carrying amount as of 12/31/2019	Amortised cost	Fair value through equity	Fair value through profit or loss	Fair value as of 12/31/2019
<b>ASSETS</b>					
Financial assets	98.5	74.6	-	23.8	98.5
Derivative instruments	6.3	5.9	0.3	-	6.3
Contract assets	327.3	327.3	-	-	327.3
Accounts receivable	344.5	344.5	-	-	344.5
Other operating receivables <sup>(a)</sup>	34.4	34.4	-	-	34.4
Cash equivalents	229.0	-	-	229.0	229.0
<b>TOTAL FINANCIAL ASSETS</b>	<b>1,039.9</b>	<b>786.8</b>	<b>0.3</b>	<b>252.8</b>	<b>1,039.9</b>
<b>LIABILITIES</b>					
Financial liabilities	6,838.0	6,838.0	-	-	7,115.5
Lease liabilities	67.9	67.9	-	-	67.9
Other financial liabilities	70.6	70.6	-	-	70.6
Derivative instruments	54.4	-	54.0	0.4	54.4
Contract liabilities	12.1	12.1	-	-	12.1
Accounts payable	662.0	662.0	-	-	662.0
Other operating payables <sup>(a)</sup>	267.5	267.5	-	-	267.5
<b>TOTAL FINANCIAL LIABILITIES</b>	<b>7,972.5</b>	<b>7,918.1</b>	<b>54.0</b>	<b>0.4</b>	<b>8,250.0</b>

(a) Excluding agency transactions, prepaid expenses/income and social security and tax receivables/payables.

### 6.3.2. Fair value hierarchy of financial instruments

The three levels in the fair value hierarchy of financial instruments which are used by the Group in accordance with IFRS 13 are presented in note 1.3.1 on measurement bases.

The financial instruments whose fair value is determined using a valuation technique based on non-observable data are investments in unconsolidated, unlisted companies.

As of December 31, 2019, the Group's financial instruments consisted of:

- ▣ derivative assets and liabilities measured based on observable data (level 2 of the fair value hierarchy);

- ▣ financial assets at fair value through profit or loss, measured based on market data not directly observable (level 3 of the fair value hierarchy);
- ▣ cash equivalents (level 1 of the fair value hierarchy).

As of December 31, 2019, the Group did not hold any financial instruments measured based on unadjusted prices quoted in active markets for identical assets or liabilities (level 1 of the fair value hierarchy).

Below is a summary table of the fair value hierarchy of financial instruments as of December 31, 2019:

(in millions of euros)	Notes	12/31/2019			Fair value as of 12/31/2019
		Level 1: quoted price in an active market	Level 2: valuation technique based on observable data	Level 3: valuation technique based on non-observable data	
<b>ASSETS</b>					
Derivatives excluding margin calls	6.1.3	-	0.4	-	0.4
Financial assets at fair value through profit or loss	6.1.5	-	-	23.8	23.8
Cash equivalents	6.1.6	229.0	-	-	229.0
<b>LIABILITIES</b>					
Derivative instruments	6.1.3	-	54.4	-	54.4

## Note 7. Equity and earnings per share

### 7.1. Share capital and shareholding structure

#### 7.1.1. Share capital

As of December 31, 2019, the share capital was unchanged compared to December 31, 2018 at €113.6 million and consisted of 74,535,741 ordinary shares. All the shares issued are fully paid up.

As of December 31, 2019, no shares registered directly with the Company (not with an agent of Icade) were pledged.

#### 7.1.2. Shareholding structure

The Company's shareholding structure (number of shares and percentage of share capital) as of December 31, 2019 and 2018 was as follows.

Shareholders	12/31/2019		12/31/2018	
	Number of shares	% of capital	Number of shares	% of capital
Caisse des dépôts	28,895,618	38.77%	28,895,621	38.77%
Crédit Agricole Assurances group <sup>(a)</sup>	14,137,510	18.97%	13,704,789	18.39%
ICAMAP Investments S.ar.l./GIC Pte Ltd/Future Fund Board of Guardians acting in concert	3,794,708	5.09%	3,858,476	5.18%
Public	26,948,876	36.16%	27,395,820	36.76%
Employees	164,998	0.22%	192,919	0.26%
Treasury shares	594,031	0.80%	488,116	0.65%
<b>TOTAL</b>	<b>74,535,741</b>	<b>100.00%</b>	<b>74,535,741</b>	<b>100.00%</b>

(a) Number of shares held notified to the Company as of December 31, 2019.

### 7.2. Dividends

Dividends per share distributed in 2019 and 2018 in respect of profits for the financial years 2018 and 2017, respectively, were as follows:

(in millions of euros)	2019	2018
Payment to Icade SA shareholders		
▣ Dividends deducted from tax-exempt fiscal profit (in accordance with the SIIC status)	287.5	275.6
▣ Dividends deducted from profit taxable at the ordinary rate	52.5	42.2
<b>TOTAL DIVIDEND</b>	<b>340.0</b>	<b>317.8</b>

Dividends per share distributed in 2019 and 2018 in respect of profits for 2018 and 2017 were €4.60 and €4.30, respectively.

## 7.3. Non-controlling interests

### 7.3.1. Change in non-controlling interests

(in millions of euros)	12/31/2019	12/31/2018
<b>OPENING POSITION</b>	<b>751.5</b>	<b>774.3</b>
Capital increase <sup>(a)</sup>	123.4	62.7
Change in fair value of derivatives	(5.5)	(2.3)
Impact of changes in scope of consolidation <sup>(b)</sup>	92.9	(51.2)
Profit/(loss)	38.0	30.4
Dividends	(74.2)	(62.4)
<b>CLOSING POSITION</b>	<b>926.1</b>	<b>751.5</b>
Including Healthcare Property Investment	824.9	727.9
Including Office Property Investment	99.6	22.3
Including Property Development	1.6	1.3

(a) Portion of Icade Santé's and OPPCI Icade Healthcare's capital increases subscribed by non-controlling interests (see note 3.1.).

(b) In 2019, changes in scope of consolidation related primarily to the sale of a 49% interest in SAS Tour Eqho (see note 3.1.); in 2018, they related to the acquisition of ANF Immobilier and its subsidiaries.

### 7.3.2. Financial information on non-controlling interests

The main line items of the consolidated statement of financial position, consolidated income statement and consolidated cash flow statement of subsidiaries with non-controlling interests are presented below on a proportionate consolidation basis:

(in millions of euros)	12/31/2019				12/31/2018			
	Office Property Investment	Healthcare Property Investment	Property Development	Total	Office Property Investment	Healthcare Property Investment	Property Development	Total
Investment property	406.7	1,622.4	-	2,029.1	152.4	1,364.2	-	1,516.6
Other assets	42.7	40.0	124.4	207.1	14.0	8.2	85.0	107.3
<b>TOTAL ASSETS</b>	<b>449.4</b>	<b>1,662.4</b>	<b>124.4</b>	<b>2,236.2</b>	<b>166.4</b>	<b>1,372.4</b>	<b>85.0</b>	<b>1,623.9</b>
Financial liabilities	328.8	780.6	48.2	1,157.6	132.5	609.7	32.9	775.1
Other liabilities	21.0	57.0	74.6	152.6	11.6	34.9	50.9	97.3
<b>TOTAL LIABILITIES</b>	<b>349.8</b>	<b>837.5</b>	<b>122.8</b>	<b>1,310.2</b>	<b>144.1</b>	<b>644.6</b>	<b>83.8</b>	<b>872.4</b>
<b>NET ASSETS</b>	<b>99.6</b>	<b>824.9</b>	<b>1.6</b>	<b>926.1</b>	<b>22.3</b>	<b>727.9</b>	<b>1.2</b>	<b>751.5</b>

(in millions of euros)	2019				2018			
	Office Property Investment	Healthcare Property Investment	Property Development	Total	Office Property Investment	Healthcare Property Investment	Property Development	Total
Revenue	9.5	116.6	65.1	191.2	6.6	104.2	45.7	156.5
EBITDA	8.5	106.7	4.2	119.4	5.4	96.2	2.9	104.5
Operating profit/(loss)	2.0	51.6	4.2	57.8	1.6	46.1	2.9	50.6
Finance income/(expense)	(2.6)	(14.9)	(0.9)	(18.4)	(1.7)	(17.4)	(0.2)	(19.3)
<b>NET PROFIT/(LOSS)</b>	<b>(0.5)</b>	<b>35.6</b>	<b>2.9</b>	<b>38.0</b>	<b>(0.1)</b>	<b>28.0</b>	<b>2.5</b>	<b>30.4</b>

(in millions of euros)	2019	2018
Net cash flow from operating activities	79.8	58.3
Net cash flow from investing activities	(261.0)	(105.0)
Net cash flow from financing activities	330.7	74.4
<b>NET CHANGE IN CASH</b>	<b>149.5</b>	<b>27.8</b>
Opening net cash	50.4	14.5
Closing net cash	199.8	42.3

## 7.4. Earnings per share

### Accounting principles

Basic earnings per share are equal to net profit/(loss) for the period attributable to holders of the Company's ordinary shares divided by the weighted average number of ordinary shares outstanding during the period. The weighted average number of ordinary shares outstanding during the period is the average number of ordinary shares outstanding at the beginning of the financial year, adjusted by the number of ordinary shares bought back or issued during the period multiplied by a time-weighting factor.

In calculating diluted earnings per share, the average number of shares outstanding is adjusted to take into account the diluting effect of equity instruments issued by the Company and likely to increase the number of shares outstanding.

Below are the detailed figures for basic and diluted earnings per share for the financial years 2019 and 2018:

### 7.4.1. Basic earnings per share

(in millions of euros)	2019	2018
Net profit/(loss) attributable to the Group from continuing operations	297.7	156.3
Net profit/(loss) attributable to the Group from discontinued operations	2.5	(1.4)
<b>Net profit/(loss) attributable to the Group</b>	<b>300.2</b>	<b>154.9</b>
Opening number of shares	74,535,741	74,111,186
Increase in the average number of shares as a result of the capital increase	-	214,441
Average number of treasury shares outstanding	(605,039)	(287,615)
<b>Weighted average undiluted number of shares<sup>(a)</sup></b>	<b>73,930,702</b>	<b>74,038,012</b>
Net profit/(loss) attributable to the Group from continuing operations per share (in €)	€4.03	€2.11
Net profit/(loss) attributable to the Group from discontinued operations per share (in €)	€0.03	(€ 0.02)
<b>BASIC EARNINGS PER SHARE ATTRIBUTABLE TO THE GROUP (in €)</b>	<b>€4.06</b>	<b>€2.09</b>

(a) The weighted average undiluted number of shares is the number of shares at the start of the period plus, as the case may be, the average number of shares related to the capital increase less the average number of treasury shares outstanding.

### 7.4.2. Diluted earnings per share

(in millions of euros)	2019	2018
Net profit/(loss) attributable to the Group from continuing operations	297.7	156.3
Net profit/(loss) attributable to the Group from discontinued operations	2.5	(1.4)
<b>Net profit/(loss)</b>	<b>300.2</b>	<b>154.9</b>
Weighted average undiluted number of shares	73,930,702	74,038,012
Impact of dilutive instruments (stock options and bonus shares)	81,573	76,645
<b>Weighted average diluted number of shares<sup>(a)</sup></b>	<b>74,012,275</b>	<b>74,114,657</b>
Diluted net profit/(loss) attributable to the Group from continuing operations per share (in €)	€4.02	€2.11
Diluted net profit/(loss) attributable to the Group from discontinued operations per share (in €)	€0.03	(€ 0.02)
<b>DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO THE GROUP (in €)</b>	<b>€4.06</b>	<b>€2.09</b>

(a) The weighted average diluted number of shares is the weighted average undiluted number of shares adjusted for the impact of dilutive instruments (stock options and bonus shares).

## Note 8. Operational information

### 8.1. Revenue

#### Accounting principles

The Group's revenue encompasses sales and other income from operations.

The Group's revenue consists of:

- gross rental income from operating leases in which the Group is the lessor and which fall within the scope of this IFRS 16. This income is generated by the Office Property Investment (lease income from office properties and business parks) and Healthcare Property Investment businesses (lease income from healthcare facilities);
- lease income from finance leases in which the Group is the lessor and which fall within the scope of this IFRS 16. This income is generated by the Office Property Investment business (lease income from property assets leased as part of projects carried out with public-sector partners);
- income from construction contracts and off-plan sale contracts, generated by the Group's Property Development business, as well as income from services provided by the Group, which fall within the scope of IFRS 15 "Revenue from contracts with customers".

For all leases in which a Group entity is the lessor and, as a result, which generate income, an analysis is performed to determine whether they are operating leases or finance leases. Leases that transfer substantially all risks and rewards incidental to ownership of the underlying asset to the lessee are classified as finance leases; all other leases are classified as operating leases.

#### Gross rental income from operating leases

Gross rental income includes rents and other ancillary income from operating leases.

Lease income is recorded using the straight-line method over the shorter of the entire lease term and the period to the next break option. Consequently, any specific clauses and incentives specified in the leases (rent-free periods, progressive rent, lease premiums) are recognised over the shorter of the entire lease term and the period to the next break option, without taking index-linked rent reviews into account. The reference period used is the shorter of the entire lease term and the period to the next break option.

Any expenses directly incurred and paid to third parties to set up a lease are recorded as assets in the consolidated statement of financial position, under the heading "Investment property", and depreciated over the shorter of the entire lease term and the period to the next break option.

Uncollected lease income as of the end of the financial year is recognised in accounts receivable and is tested for impairment in accordance with IFRS 9 as described in note 8.2.3.

Income from service charges recharged to tenants is not included in lease income and is debited to the relevant expense accounts in the "Outside services" line of the income statement.

#### Lease income from finance leases

When first recognised, an asset held under a finance lease is presented as a receivable at an amount equal to the net investment in the lease. Such receivable, which includes initial direct costs, is presented in "Accounts receivable" in the consolidated statement of financial position.

Lease income is recorded over the lease term. This income allocation is based on a pattern reflecting a constant periodic return on the net investment in the finance lease. Lease payments received for the period, excluding costs for services, are applied against the gross investment in the lease to reduce both the principal and the unearned income.

Initial direct costs included in the initial measurement of the finance lease receivable reduce the amount of income recognised over the lease term.

#### Income from construction contracts and off-plan sale contracts

The Group builds and sells residential and office properties under contracts with customers. Such contracts include a single performance obligation for a distinct good. Under such contracts, the purchaser obtains control of the asset in proportion to the construction work completed, with the exception of the land, whose control is transferred to the purchaser upon signing the deed of acquisition.

Therefore, income is recognised over time, pro rata on the basis of cumulative costs incurred at the end of the financial year (including the price of land for off-plan sale contracts) and commercial work completed based on units sold, less any income recognised in previous financial years in respect of projects already in the construction phase at the beginning of the year.

The Group recognises a contract asset or contract liability in the consolidated statement of financial position at an amount equal to cumulative income from construction and off-plan sale contracts, for which the performance obligation has been satisfied over time, net of any consideration paid by the customer that has been collected to date, in accordance with the contractual payment schedule. If the amount is positive, it is accounted for as a contract asset in the consolidated statement of financial position; if negative, it is accounted for as a contract liability in the consolidated statement of financial position.

In accordance with IFRS 9, a contract asset is credit-impaired if a credit risk has been identified (see note 6.2.4). Furthermore, when it is probable that total contract costs will exceed total contract revenue, the Group recognises an onerous contract provision in the consolidated statement of financial position.

The Group's revenue breaks down as follows:

(in millions of euros)	12/31/2019	12/31/2018
<b>REVENUE</b>	<b>1,522.9</b>	<b>1,771.5</b>
Including lease income from operating and finance leases:		
▣ Office Property Investment	371.6	402.4
▣ Healthcare Property Investment	270.2	241.0
Including construction and off-plan sale contracts from Property Development	882.0	1,122.5

Service charges from investment property are presented net of recharges to tenants in the "Outside services" line of the consolidated income statement, meaning that they consist of service charges that are non-recoverable or that have not been recovered due to vacant space. Service charges recharged to tenants were as follows for both Property Investment Divisions:

(in millions of euros)	12/31/2019	12/31/2018
Office Property Investment	110.0	122.4
Healthcare Property Investment	24.6	24.5
<b>SERVICE CHARGES RECHARGED TO TENANTS</b>	<b>134.7</b>	<b>146.9</b>

For the Property Development business, the backlog including joint ventures represented €1,257.4 million as of December 31, 2019, of which €624.9 million for services not yet rendered for construction contracts and off-plan sale contracts entered into by fully consolidated companies.

## 8.2. Components of the working capital requirement

The working capital requirement consists primarily of the following items:

- ▣ inventories and work in progress, accounts receivable, contract assets and miscellaneous receivables on the asset side of the consolidated statement of financial position;
- ▣ accounts payable, contract liabilities and miscellaneous payables on the liability side of the consolidated statement of financial position.

### 8.2.1. Change in working capital requirement

The change in working capital requirement from operating activities in the consolidated cash flow statement can be broken down by segment as follows:

(in millions of euros)	2019	2018
Office Property Investment	39.6	(40.3)
Healthcare Property Investment	(0.9)	10.2
Property Development	(53.4)	(57.1)
Other	-	0.1
<b>TOTAL CASH FLOW FROM COMPONENTS OF THE WORKING CAPITAL REQUIREMENT</b>	<b>(14.7)</b>	<b>(87.1)</b>

The €14.7 million change in working capital requirement as of December 31, 2019 is mainly attributable to:

- ▣ a decrease in accounts receivable and other receivables for a total of €3.0 million and an increase in accounts payable and other payables for a total of €34.3 million for the Property Investment Division;
- ▣ an increase in inventories and receivables for a total of €41.9 million and a decrease in accounts payable and other payables for a total of €11.5 million for the Property Development Division.



## 8.2.2. Inventories and work in progress

### Accounting principles

Inventories primarily consist of land and land banks, work in progress and unsold units from the Property Development business.

Inventories and work in progress are recognised at acquisition or production cost. At each reporting date, they are valued at the lower of their cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion or the estimated costs necessary to make the sale.

An impairment loss is recognised if the net realisable value is less than the recognised cost.

(in millions of euros)	Property Development			Total	Office Property Investment	Total
	Land bank	Work in progress	Unsold completed units			
Gross value	114.1	352.5	29.6	496.2	1.0	497.2
Impairment loss	(9.3)	(6.6)	(1.6)	(17.5)	(0.0)	(17.5)
<b>NET VALUE AS OF 12/31/2018</b>	<b>104.8</b>	<b>346.0</b>	<b>28.1</b>	<b>478.8</b>	<b>0.9</b>	<b>479.7</b>
Gross value	121.9	434.9	22.8	579.5	0.8	580.4
Impairment loss	(9.1)	(6.6)	(1.6)	(17.3)	-	(17.3)
<b>NET VALUE AS OF 12/31/2019</b>	<b>112.8</b>	<b>428.3</b>	<b>21.2</b>	<b>562.3</b>	<b>0.8</b>	<b>563.1</b>

## 8.2.3. Accounts receivable and contract assets and liabilities

### Accounting principles

Accounts receivable are measured at amortised cost in accordance with IFRS 9. They are initially recognised for the invoice amount and tested for impairment based on the expected loss model defined

by IFRS 9. See note 6.2.4 for further information on the Group's exposure to credit risk.

See note 8.1 for further details on the accounting principles applicable to contract assets and liabilities.

Changes in accounts receivable over the financial year ended December 31, 2019 were as follows:

(in millions of euros)	12/31/2018	Change for the period	Impact of changes in scope of consolidation	Net change in impairment losses recognised in the income statement	Other	12/31/2019
Construction contracts (advances from customers)	8.9	1.3	-	-	-	10.2
Advances, down payments and credit notes to be issued	0.7	1.2	-	-	-	1.9
<b>CONTRACT LIABILITIES</b>	<b>9.6</b>	<b>2.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12.1</b>
Construction contracts	367.3	(40.0)	-	-	-	327.3
<b>CONTRACT ASSETS - NET VALUE</b>	<b>367.3</b>	<b>(40.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>327.3</b>
Accounts receivable - operating leases	216.4	0.2	4.8	-	(2.4)	219.1
Financial accounts receivable - finance leases	78.9	(1.5)	-	-	-	77.4
Accounts receivable from ordinary activities	92.5	(6.9)	-	-	2.3	88.0
<b>ACCOUNTS RECEIVABLE - GROSS VALUE</b>	<b>387.8</b>	<b>(8.1)</b>	<b>4.8</b>	<b>-</b>	<b>(0.1)</b>	<b>384.5</b>
Impairment of receivables from leases	(29.2)	-	-	(6.3)	1.4	(34.1)
Impairment of receivables from ordinary activities	(4.9)	-	-	0.4	(1.3)	(5.8)
<b>ACCOUNTS RECEIVABLE - IMPAIRMENT</b>	<b>(34.1)</b>	<b>-</b>	<b>-</b>	<b>(5.9)</b>	<b>0.1</b>	<b>(39.9)</b>
<b>ACCOUNTS RECEIVABLE - NET VALUE</b>	<b>353.7</b>	<b>(8.1)</b>	<b>4.8</b>	<b>(5.9)</b>	<b>-</b>	<b>344.5</b>

Below is a maturity analysis of accounts receivable net of impairment and excluding financial receivables as of December 31, 2019 and 2018:

(in millions of euros)	Total	Not yet due	Due				
			< 30 days	30 < X < 60 days	60 < X < 90 days	90 < X < 120 days	> 120 days
Gross value	308.9	272.9	8.4	1.7	1.7	1.8	22.5
Impairment	(34.1)	(21.4)	-	-	(0.6)	(0.2)	(11.9)
<b>NET VALUE AS OF 12/31/2018</b>	<b>274.8</b>	<b>251.5</b>	<b>8.4</b>	<b>1.7</b>	<b>1.1</b>	<b>1.6</b>	<b>10.6</b>
Gross value	307.0	266.3	4.2	1.2	3.6	7.2	24.5
Impairment	(39.9)	(26.5)	-	-	-	(0.1)	(13.3)
<b>NET VALUE AS OF 12/31/2019</b>	<b>267.1</b>	<b>239.8</b>	<b>4.2</b>	<b>1.2</b>	<b>3.5</b>	<b>7.1</b>	<b>11.2</b>

#### 8.2.4. Miscellaneous receivables and payables

Miscellaneous receivables consist mainly of tax and social security receivables, agency transactions, advances and down payments to suppliers and prepaid expenses. Miscellaneous payables consist mainly of payables on investment property acquisitions, tax and social security payables, advances from customers, agency transactions and prepaid income.

As an agent, the Group keeps its principals' accounts and represents them in its own consolidated statement of financial position. Specific items are used within "Miscellaneous receivables" and "Miscellaneous payables". The principals' accounts in the consolidated statement of financial position thus represent the position of managed funds and accounts.

As of December 31, 2019 and 2018, miscellaneous receivables broke down as follows:

(in millions of euros)	12/31/2019		12/31/2018	
	Gross	Impairment losses	Net	Net
Advances to suppliers	8.1	-	8.1	19.0
Receivables from asset disposals	0.4	-	0.4	0.6
Agency transactions	61.7	-	61.7	66.7
Prepaid expenses	6.8	-	6.8	3.1
Social security and tax receivables	241.0	-	241.0	251.0
Other receivables	26.8	(0.7)	26.1	18.9
<b>TOTAL MISCELLANEOUS RECEIVABLES</b>	<b>344.6</b>	<b>(0.7)</b>	<b>344.0</b>	<b>359.2</b>

As of December 31, 2019 and 2018, miscellaneous payables broke down as follows:

(in millions of euros)	12/31/2019	12/31/2018
Advances from customers – Property Investment	61.9	48.5
Payables on asset acquisitions	187.1	278.5
Agency transactions	61.7	66.7
Prepaid income	48.7	38.0
Tax and social security payables excluding income taxes	210.1	198.6
Other payables	18.5	14.7
<b>TOTAL MISCELLANEOUS PAYABLES</b>	<b>588.1</b>	<b>646.0</b>

## 8.3. Lease liabilities

### Accounting principles

For periods beginning on or after January 1, 2019, in accordance with IFRS 16:

- in the consolidated statement of financial position, "Lease liabilities" (current and non-current liabilities) refers to lease commitments under building leases and property leases;
- in the consolidated income statement, "Other finance income and expenses" includes interest expenses arising from lease liabilities;
- within the "Financing activities" section of the consolidated cash flow statement, "Repayments of lease liabilities" comprises principal repayments on lease liabilities. Within the "Operating activities" section of the consolidated cash flow statement, "Interest paid" includes interest payments on lease liabilities.

The lease liability is initially measured at the present value of future lease payments. These future lease payments include:

- fixed lease payments less any lease incentives provided by the lessor;
- variable lease payments that depend on an index or a rate;

- residual value guarantees;
- the price of any purchase options where management is reasonably certain that they will be exercised;
- early termination penalties where management is reasonably certain that an early termination option entailing significant penalties will be exercised.

The present value of future lease payments is obtained using the Group's incremental borrowing rate, which varies depending on the remaining lease term.

Lease liabilities are subsequently measured at amortised cost using the effective interest method. In practice, lease liabilities are determined at their net carrying amount plus any interest and less any lease payments made.

Lease liabilities may be remeasured in the course of the reasonably certain lease term in any of the following circumstances:

- lease modification;
- an increase or decrease in the assessment of the lease term;
- an increase or decrease in the assessment of lease payments linked to an index or a rate.

(in millions of euros)	Total lease liabilities including:	Liabilities related to tangible fixed assets	Liabilities related to investment property
<b>12/31/2018</b>			
Impact of the initial application of IFRS 16	73.4	42.3	31.2
Impact of remeasurement and new leases	2.7	2.7	-
Finance expense for the period	2.3	0.7	1.6
Repayment of liabilities <sup>(a)</sup>	(8.7)	(7.6)	(1.1)
Interest paid <sup>(a)</sup>	(1.8)	(0.5)	(1.3)
Other changes	-	(0.1)	0.1
<b>12/31/2019</b>	<b>67.9</b>	<b>37.4</b>	<b>30.5</b>
including portion due in < 1 year	8.9	7.8	1.0
including portion due in > 1 year and < 5 years	28.7	25.7	3.0
including portion due in > 5 years	30.4	3.9	26.5

(a) Lease payments for the financial year amounted to €10.5 million.

In 2019, the expense relating to short-term leases of low-value assets stood at €2.0 million and €1.3 million, respectively.

## Note 9. Other non-current assets

### 9.1. Goodwill, other intangible and tangible fixed assets

#### 9.1.1. Goodwill and other intangible fixed assets

##### Accounting principles

##### Goodwill

For business combinations, goodwill is recognised in the consolidated statement of financial position if the difference between, on the one hand, the fair value of the consideration transferred and, on the other hand, the net of the acquisition-date amounts of the identifiable assets and liabilities assumed measured at fair value is positive (see note 3).

Goodwill is an asset with an indefinite useful life and is therefore not amortised.

##### Other intangible fixed assets

Other intangible fixed assets mainly comprise acquired contracts and customer relationships, as well as software. Those fixed assets whose useful lives can be determined are amortised using the straight-line method over their estimated useful lives.

##### Intangible fixed assets

##### Useful life

Intangible fixed assets	Useful life
New contracts and customer relationships	Duration of contracts
Other <sup>(a)</sup>	1 to 3 years

(a) Mainly software.

The Group does not hold intangible fixed assets with an indefinite useful life except for goodwill (see above).

##### Impairment tests on goodwill and other intangible fixed assets

##### Goodwill

In accordance with IAS 36, goodwill is tested for impairment at least once a year or more often if there is an indication of impairment. The procedures for carrying out impairment tests are described below:

Indications of impairment include:

- an event causing a significant decline in the asset's market value;
- a change in the market environment (technological, economic or legal).

For the Property Development business, goodwill is tested for impairment in the respective group of cash-generating units (CGUs) to which it has been allocated. The fair value of this business is measured as the arithmetic mean of the values obtained with three methods: discounted cash flow (DCF) method, comparable transaction analysis and comparable company analysis. This valuation is based on an independent appraisal.

If the net carrying amount of goodwill becomes higher than its recoverable amount, the difference between those two amounts is recognised as an impairment loss. The recoverable amount is the higher of the fair value less costs of disposal and the value in use (DCF method).

In the DCF method, the cash flows generated by each company over the period of its business plan as well as the cash flows calculated by extending those from the business plan over an additional 10-year period are discounted, and a terminal value calculated by applying a perpetual growth rate to the cash flows is added. The risk-free rate used is the 5-year average yield of the 10-year OAT TEC (variable-rate fungible treasury bond) plus three risk premia are used: a market risk premium, a size premium and a specific risk premium. The discount rates used are determined before tax.

Reversal of an impairment loss for goodwill is not permitted.

##### Other intangible fixed assets

In accordance with IAS 36, other intangible fixed assets are tested for impairment if there is an indication of impairment. The procedures for carrying out impairment tests are identical to those employed for right-of-use assets relating to building leases and property leases (see note 9.1.2).

## Goodwill

(in millions of euros)	12/31/2019			12/31/2018		
	Office Property Investment	Property Development <sup>(a)</sup>	Total	Office Property Investment	Property Development <sup>(a)</sup>	Total
<b>GOODWILL</b>	<b>3.0</b>	<b>42.3</b>	<b>45.3</b>	<b>3.8</b>	<b>42.3</b>	<b>46.1</b>

(a) Relates to the Residential Property Development business

Impairment tests were performed as of December 31, 2019 and 2018. No impairment was identified.

In the discounted cash flow valuation, the discount rate before tax used to determine the value in use of the Residential Property Development group of CGUs is 8.3% for the financial year 2019 (vs. 8.6% for 2018).

## Other intangible fixed assets

(in millions of euros)	12/31/2018	Acquisitions and construction work	Disposals	Net depreciation charges	Impact of changes in scope of consolidation	Other changes	12/31/2019
Gross value	40.9	14.0	-	-	0.8	(14.4)	41.3
Depreciation	(25.5)	-	-	(3.7)	(0.8)	14.1	(15.9)
Impairment losses	(5.9)	-	-	-	-	-	(5.9)
<b>OTHER INTANGIBLE FIXED ASSETS</b>	<b>9.5</b>	<b>14.0</b>	<b>-</b>	<b>(3.7)</b>	<b>-</b>	<b>(0.3)</b>	<b>19.5</b>

### 9.1.2. Tangible fixed assets

#### Accounting principles

##### Tangible fixed assets excluding right-of-use assets relating to property leases

Tangible fixed assets mainly comprise office equipment and fixtures which have been depreciated according to the straight-line method over their useful lives.

##### Right-of-use assets relating to property leases

For periods beginning on or after January 1, 2019, in accordance with IFRS 16:

- in the consolidated statement of financial position, "Tangible fixed assets" includes right-of-use assets relating to property leases;
- in the consolidated income statement, "Depreciation charges net of government investment grants" includes depreciation charges on these assets.

Right-of-use assets relating to property leases are measured initially at cost, which includes the following amounts:

- lease liabilities measured as described in note 8.3;
- prepaid lease payments.

These assets are depreciated on a straight-line basis over the course of the reasonably certain lease term.

Right-of-use assets relating to property leases may be remeasured over the reasonably certain lease term in any of the following circumstances:

- lease modification;
- an increase or decrease in the assessment of the lease term;
- an increase or decrease in the assessment of lease payments linked to an index or a rate;
- impairment losses.

##### Reasonably certain lease term

For each lease falling within the scope of IFRS 16, the lease term is assessed by management in accordance with the procedures provided for under the standard.

The lease term used for each lease is the reasonably certain lease term. The latter is the non-cancellable period of a lease adjusted for the following items:

- any option to early terminate the lease if the Group is reasonably certain not to exercise that option;
- any option to extend the lease if the Group is reasonably certain to exercise that option.

##### Impairment test for tangible fixed assets

In accordance with IAS 36, tangible fixed assets are tested for impairment if there is an indication of impairment. The procedures for carrying out impairment tests are described below:

Indications of impairment include:

- an event causing a significant decline in the asset's market value;
- a change in the market environment (technological, economic or legal).

The test is performed either for individual assets or for groups of assets where those assets do not generate cash flows independently.

If the individual net carrying amount of an asset becomes higher than its recoverable amount, the difference between those two amounts is recognised as an impairment loss. The recoverable amount is the higher of the fair value less costs of disposal and the value in use. The value in use is measured based on the present value of the future cash flows expected to arise from the use of the asset.

If there is an indication that an impairment loss no longer exists and the recoverable amount again becomes higher than the net carrying amount, impairment losses on tangible fixed assets or on right-of-use assets relating to property leases that were recognised in previous financial years are reversed, up to the impairment amount initially recognised less any additional depreciation that would have been recorded had no impairment loss been recognised.

(in millions of euros)	01/01/2019	Acquisitions and construction work	Disposals	Net depreciation charges	Impact of changes in scope of consolidation	Other changes	12/31/2019
Gross value	38.4	8.0	(14.7)	-	-	43.1	74.7
Depreciation	(21.4)	-	14.7	(3.3)	-	(33.4)	(43.5)
Impairment losses	-	-	-	-	-	(7.1)	(7.1)
<b>Tangible fixed assets excluding right-of-use assets</b>	<b>16.9</b>	<b>8.0</b>	<b>-</b>	<b>(3.3)</b>	<b>-</b>	<b>2.6</b>	<b>24.2</b>
Gross value of property leases	42.2	2.6	-	-	-	-	44.8
Depreciation of property leases	-	-	-	(7.8)	-	-	(7.8)
<b>Right-of-use assets<sup>(a)</sup></b>	<b>42.2</b>	<b>2.6</b>	<b>-</b>	<b>(7.9)</b>	<b>-</b>	<b>-</b>	<b>37.0</b>
<b>TANGIBLE FIXED ASSETS</b>	<b>59.1</b>	<b>10.7</b>	<b>-</b>	<b>(11.0)</b>	<b>-</b>	<b>2.6</b>	<b>61.2</b>

(a) A right-of-use asset of €42.2 million was recognised as of January 1, 2019, in accordance with IFRS 16 (see note 1.2.1).

## 9.2. Equity-accounted investments

### Accounting principles

The Group's consolidated statement of financial position includes the Group's share (its ownership interest) of the net assets of joint ventures and associates, which are consolidated using the equity method as described in note 3.

Since the Group considers its investments in joint ventures and associates to be part of its operating activities, the share of profit/(loss) of equity-accounted companies is presented within operating income, in accordance with Recommendation No. 2013-01 of the French Accounting Standards Authority (ANC).

### Impairment tests for equity-accounted investments

In accordance with IAS 28, equity-accounted investments are tested for impairment if there is an indication of impairment resulting from

a loss event and that loss event has an impact on the estimated future cash flows that can be reliably estimated. Impairment tests are performed in accordance with IAS 36 by treating the investment as a single asset.

If the individual net carrying amount of an investment becomes higher than its recoverable amount, the difference between those two amounts is recognised as an impairment loss. The recoverable amount is the higher of the fair value less costs of disposal and the value in use. The value in use is measured based on the present value of the future cash flows expected to arise from the investment.

If there is an indication that an impairment loss no longer exists and the recoverable amount again becomes higher than the net carrying amount, impairment losses on investments recognised in previous financial years are reversed.

### 9.2.1. Change in equity-accounted investments

In the consolidated statement of financial position, the change in "Equity-accounted investments" between December 31, 2018 and December 31, 2019 broke down as follows:

(in millions of euros)	12/31/2019			12/31/2018		
	Joint ventures	Associates	Total value of equity-accounted companies	Joint ventures	Associates	Total value of equity-accounted companies
<b>OPENING SHARE IN NET ASSETS</b>	<b>139.5</b>	<b>0.2</b>	<b>139.7</b>	<b>150.2</b>	<b>(0.1)</b>	<b>150.1</b>
Share of profit/(loss)	(10.2)	(0.6)	(10.7)	0.6	0.6	1.1
Dividends paid	(5.9)	0.3	(5.6)	(14.7)	(0.1)	(14.9)
Impact of changes in scope of consolidation and capital	8.7	-	8.7	3.5	(0.1)	3.4
<b>CLOSING SHARE IN NET ASSETS</b>	<b>132.0</b>	<b>0.1</b>	<b>132.1</b>	<b>139.5</b>	<b>0.2</b>	<b>139.7</b>

## 9.2.2. Information on joint ventures and associates

Key information on the financial position of joint ventures is presented below (on a proportionate consolidation basis for the relevant companies). Associates are immaterial to the Group.

(in millions of euros)	12/31/2019			12/31/2018		
	Office Property Investment	Property Development	Total	Office Property Investment	Property Development	Total
Investment property	114.0	2.6	116.6	131.0	-	131.0
Other assets	25.1	194.3	219.4	15.9	173.0	188.9
<b>TOTAL ASSETS</b>	<b>139.1</b>	<b>196.9</b>	<b>336.0</b>	<b>146.9</b>	<b>173.0</b>	<b>319.9</b>
Financial liabilities	19.4	55.1	74.4	19.8	69.0	88.8
Other liabilities	6.7	122.9	129.5	10.3	81.4	91.7
<b>TOTAL LIABILITIES</b>	<b>26.1</b>	<b>178.0</b>	<b>203.9</b>	<b>30.1</b>	<b>150.4</b>	<b>180.5</b>
<b>NET ASSETS</b>	<b>113.1</b>	<b>18.9</b>	<b>132.0</b>	<b>116.9</b>	<b>22.6</b>	<b>139.5</b>

(in millions of euros)	2019			2018		
	Office Property Investment	Property Development	Total	Office Property Investment	Property Development	Total
Revenue	6.7	65.7	72.4	8.8	102.7	111.5
EBITDA	1.1	3.1	4.2	5.0	11.4	16.4
Operating profit/(loss)	(12.3)	3.1	(9.2)	(10.2)	11.2	1.0
Finance income/(expense)	(0.2)	(0.4)	(0.6)	(0.4)	(0.1)	(0.5)
Income tax	-	(0.4)	(0.4)	-	-	-
<b>NET PROFIT/(LOSS)</b>	<b>(12.5)</b>	<b>2.3</b>	<b>(10.2)</b>	<b>(10.5)</b>	<b>11.1</b>	<b>0.6</b>
including depreciation net of government grants	(7.2)	-	(7.2)	(7.0)	(0.2)	(7.2)

## Note 10. Income tax

### Accounting principles

Eligible companies of the Group benefit from the specific tax regime for French listed real estate investment companies (SIICs) or the special regime for *Sociétés à Prépondérance Immobilière à Capital Variable* (SPPICAVs, i.e. French open-ended collective investment undertakings with at least 51% of real estate assets). Ordinary tax rules apply to the other companies of the Group.

The tax expense for the financial year includes:

- the current exit tax expense for entities under the SIIC tax regime;
- the current tax expense at the standard rate;
- the deferred tax expense;
- the company value-added contribution (CVAE);
- the net change in provisions for tax risks relating to corporate tax or CVAE.

### SIIC and SPPICAV tax regimes

Icade SA and its eligible subsidiaries have opted for the SIIC tax regime, which provides for:

- a SIIC segment exempt from tax on current income from leasing activities, capital gains on disposals and dividends received from subsidiaries which have opted for the SIIC tax status;
- a segment that is taxable under ordinary tax rules in respect of other operations.

Entities to which the SIIC tax regime applies must pay out:

- 95% of profits from leasing activities, 85% for SPPICAVs;
- 70% of capital gains on disposals, 50% for SPPICAVs; and
- 100% of dividends paid by subsidiaries which have opted for the SIIC tax regime.

### Entry into the SIIC tax regime

At the time of entry into the SIIC tax regime, an exit tax of 19% is levied on any unrealised capital gains relating to investment property. A quarter of the tax amount is payable from December 15 of the financial year on which the company begins to apply the tax regime and the remainder is spread over the following three financial years.

The exit tax liability is discounted according to its payment schedule on the basis of a market rate plus a premium.

The impact of discounting is deducted from the tax liability and the tax expense initially recognised. At the end of each reporting period until maturity, a finance expense is recognised as an offsetting entry for the unwinding of the discount on the tax liability.

### Tax at the standard rate

Tax at the standard rate is accounted for in accordance with IAS 12 and calculated:

- on the portion of profit/(loss) that is taxable at the standard rate for companies that have opted for the SIIC tax regime;
- on the profit/(loss) of companies that have not opted for the SIIC tax regime (including companies acquired during the financial year which have not yet opted for the SIIC tax regime as of the end of the financial year);
- on the profit/(loss) of companies acquired during the financial year.

### Deferred tax

Deferred tax is calculated on any temporary differences that exist at the end of the reporting period between the carrying amount of an asset or liability and its tax base, and on tax loss carry forwards.

Deferred tax assets and liabilities are measured using the tax rates enacted or substantively enacted by the tax authorities as of the end of the reporting period.

Deferred tax assets are only recognised if they are likely to be used to reduce future taxable income. Deferred tax is recognised using the liability method.

The impact of changes in tax rates and tax rules for existing deferred tax assets and liabilities affect the tax expense for the period.

Deferred tax liabilities recognised by the Group in the consolidated statement of financial position are primarily generated by the mismatch between the percentage of completion method and the completed contract method used for the Property Development Division's projects.

## 10.1. Tax expense

The tax expense for the financial years 2019 and 2018 is detailed in the table below:

(in millions of euros)	2019	2018
Current tax at the standard rate (including net change in provisions for tax risks)	(6.7)	(25.9)
Current exit tax (SIIC tax regime)	-	0.3
Deferred tax	5.1	2.1
Company value-added contribution (CVAE)	(6.5)	(7.7)
<b>TAX EXPENSE RECOGNISED IN THE INCOME STATEMENT</b>	<b>(8.1)</b>	<b>(31.1)</b>

## 10.2. Reconciliation of the theoretical tax rate and the effective tax rate

The theoretical tax expense for the financial year 2019 is calculated by applying the tax rate applicable in France at the end of the reporting period to profit/(loss) before tax. For 2019, the theoretical tax expense was -€108.0 million. The reconciliation of the theoretical tax expense and the effective tax expense is detailed in the table below:

(in millions of euros)	2019
<b>PROFIT/(LOSS) FROM CONTINUING OPERATIONS</b>	<b>335.7</b>
<b>Tax expense</b>	<b>8.1</b>
<b>Company value-added contribution (CVAE)</b>	<b>(6.5)</b>
<b>PROFIT/(LOSS) BEFORE TAX AND AFTER CVAE FROM CONTINUING OPERATIONS</b>	<b>337.3</b>
<b>Theoretical tax rate</b>	<b>32.02%</b>
<b>THEORETICAL TAX EXPENSE</b>	<b>(108.0)</b>
<b>Impact on the theoretical tax expense of:</b>	
□ Permanent differences <sup>(a)</sup>	11.4
□ Tax-exempt segment under the SIIC regime	136.6
□ Change in unrecognised tax assets (tax loss carry forwards)	(42.9)
□ Tax rate differences (France and other countries)	(0.1)
□ Tax borne by non-controlling interests	1.1
□ Other impacts (exit tax, provision for taxes, etc.)	0.3
<b>EFFECTIVE TAX EXPENSE<sup>(b)</sup></b>	<b>(1.6)</b>
<b>Effective tax rate</b>	<b>0.47%</b>

(a) Permanent differences mainly relate to differences between the consolidated income and the taxable "fiscal" income from companies benefiting from the SIIC and the SPPICAV tax regime.

(b) The effective tax expense is the tax expense recognised in the income statement excluding CVAE.



## 10.3. Deferred tax assets and liabilities

The Group's net deferred tax position as of December 31, 2019 and 2018 broke down as follows by type of deferred tax:

(in millions of euros)	12/31/2019	12/31/2018
<b>Deferred tax relating to temporary differences</b>		
▣ Provisions for non-deductible assets	3.1	3.3
▣ Provisions for employee benefit liabilities	3.5	3.3
▣ Provisions for non-deductible liabilities	2.3	1.7
▣ Finance leases	(4.6)	(5.1)
▣ Other <sup>(a)</sup>	(4.4)	(7.4)
Deferred tax assets related to tax loss carry forwards	1.6	0.3
<b>NET DEFERRED TAX POSITION</b>	<b>1.5</b>	<b>(3.9)</b>
Deferred tax assets	14.8	11.6
Deferred tax liabilities	13.3	15.5
<b>NET DEFERRED TAX POSITION</b>	<b>1.5</b>	<b>(3.9)</b>

(a) Other sources of deferred tax mainly relate to the difference in revenue recognition between the percentage of completion method and the completed contract method for some Property Development companies.

As of December 31, 2019, unused tax loss carry forwards amounted to €164.6 million.

## Note 11. Provisions

### 11.1. Provisions

#### Accounting principles

A provision is recognised if the Group has a present obligation to a third party that arises from past events, the settlement of which is expected to result in an outflow from the Group of resources embodying economic benefits and the value of which can be estimated reliably.

If the settlement date of that obligation is expected to be in more than one year, the present value of the provision is calculated and the effects of such calculation are recorded as finance income/(expense).

Identified risks of any kind, particularly operational and financial risks, are monitored on a regular basis, which makes it possible to determine the amount of provisions deemed necessary.

(in millions of euros)	12/31/2018	Charges	Use	Reversals	Actuarial gains and losses	Reclassification	12/31/2019
Employee benefit liabilities <sup>(a)</sup>	23.3	0.9	(0.4)	-	2.1	-	25.8
Onerous contract provisions	0.7	0.1	(0.1)	-	-	-	0.7
Other provisions	39.1	24.1	(10.3)	(4.7)	-	0.2	48.3
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>	<b>63.1</b>	<b>25.1</b>	<b>(10.8)</b>	<b>(4.7)</b>	<b>2.1</b>	<b>0.2</b>	<b>74.9</b>
Non-current provisions	29.7	1.7	(1.2)	-	2.1	(0.2)	32.0
Current provisions	33.4	23.4	(9.6)	(4.7)	-	0.3	42.8

(a) The determination and analysis of employee benefit liabilities are described in note 12.

### 11.2. Contingent liabilities

#### Accounting principles

A contingent liability is a possible obligation arising from past events where the outcome is uncertain or a present obligation arising from past events whose amount cannot be estimated reliably. Contingent liabilities are not recognised in the consolidated statement of financial position.

As of December 31, 2019 and 2018, the Group was aware of no contingent liabilities likely to have had a material effect on the Group's profits, financial position, assets or business.

## Note 12. Employee remuneration and benefits

### Accounting principles

The Group's employees enjoy the following benefits:

- short-term employee benefits (e.g. paid annual leave, profit-sharing plan, etc.);
- defined contribution post-employment plans (e.g. pension scheme);
- defined benefits post-employment plans (e.g. lump-sum final payment);
- other long-term employee benefits (e.g. anniversary bonus).

These benefits are recognised in accordance with IAS 19 "Employee benefits".

In addition, corporate officers and certain employees have access to other benefits: share subscription or purchase option plans and bonus share plans. These benefits are recognised in accordance with IFRS 2 "Share-based payment".

### 12.1. Short-term employee benefits

#### Accounting principles

Short-term employee benefits are employee benefits that the Group is required to pay to its employees before twelve months after the end of the reporting period in which the employees rendered service providing entitlement to the benefits.

They are accounted for as "Miscellaneous payables" in the consolidated statement of financial position until the date they are paid to the employees and recognised as expenses in the consolidated income statement for the reporting period in which service was rendered.

The provision for the employee profit-sharing plan is determined in accordance with the current Group agreement.

### 12.2. Post-employment benefits and other long-term employee benefits

#### Accounting principles

##### Post-employment benefits

Post-employment benefits are employee benefits that the Group is required to pay to its employees after the completion of employment.

##### Defined contribution post-employment plans

Contributions periodically paid under plans which are considered as defined contribution plans, i.e. where the Group has no obligation other than to pay the contributions, are recognised as an expense for the year, when they are due. These plans release the Group from any future obligations.

##### Defined benefit post-employment plans

These benefits are conditional on completing a certain number of years of service within the Group. They include lump-sum final payments and other employee benefits which are considered as defined benefits plans (plans under which the Group undertakes to guarantee a defined amount or level of benefit) such as pensions.

They are recognised in the consolidated statement of financial position on the basis of an actuarial assessment of liabilities as of the reporting date performed by an independent actuary.

The provision which is included as a liability in the consolidated statement of financial position is the present value of the obligation less the fair value of plan assets, which are assets held to fund the obligation.

The provision is calculated according to the projected unit credit method and includes the related social security expenses. It takes into account a number of assumptions detailed below:

- employee turnover rates;
- rates of salary increases;
- discount rates;
- mortality tables;
- rates of return on plan assets.

Actuarial gains and losses are differences between the assumptions used and reality, or changes in the assumptions used to measure the liabilities and the related plan assets. In accordance with IAS 19, actuarial gains and losses on post-employment benefit plans are recognised in equity for the financial year in which they are measured and included in the consolidated statement of comprehensive income in "Other comprehensive income not recyclable to the income statement".

In the event of legislative or regulatory changes or agreements affecting pre-existing plans, the Group shall immediately recognise the impact in the income statement in accordance with IAS 19.

##### Other long-term employee benefits

Other long-term employee benefits mainly comprise anniversary bonuses. A provision is recorded in respect of anniversary bonuses, which are measured by an independent actuary based on the likelihood of employees reaching the seniority required for each milestone. They are updated at the end of each reporting period. For these other long-term benefits, actuarial gains or losses for the financial year are recognised immediately and in full in the income statement.

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(in millions of euros)		12/31/2019	12/31/2018
Defined benefit post-employment plans	12.2.1	22.3	20.1
Other long-term employee benefits	12.2.2	3.5	3.4
<b>TOTAL</b>		<b>25.8</b>	<b>23.5</b>

### 12.2.1. Defined benefit post-employment plans

(in millions of euros)		12/31/2019	12/31/2018
<b>OPENING PROVISION</b>	(1)	19.9	19.6
<b>Impact of changes in scope of consolidation and other changes</b>	(2)	-	0.2
Cost of services provided during the year		1.4	1.4
Net finance cost for the year		0.3	0.4
<b>Costs for the period</b>	(3)	<b>1.7</b>	<b>1.8</b>
Benefits paid out	(4)	(1.6)	(1.2)
<b>Net expense recognised in the income statement</b>	(5) = (3) + (4)	<b>0.1</b>	<b>0.6</b>
Actuarial (gains) losses for the year	(6)	2.1	(0.3)
Other <sup>(a)</sup>	(7)	0.2	-
<b>Closing actuarial debt</b>	(8) = (1) + (2) + (5) + (6) + (7)	<b>22.3</b>	<b>20.1</b>
Fair value of plan assets	(9)	-	(0.2)
<b>CLOSING PROVISION</b>	(10) = (8) + (9)	<b>22.3</b>	<b>19.9</b>

(a) Consumption of plan assets during the period.

For the Group, defined benefit post-employment plans were valued as of December 31, 2019 according to the terms of the Single Group Agreement signed on December 17, 2012.

The following actuarial assumptions were used:

- discount rate of 0.6% as of December 31, 2019 and 1.63% as of December 31, 2018.

The discount rate used for the period ended December 31, 2019 is defined based on the "iBoxx € Corporates AA 10+" reference index. This reference index represents the yields of top-rated corporate bonds as of December 31, 2019;

- male/female mortality tables:

- male/female INSEE tables for 2015-2017 as of December 31, 2019,
- male/female INSEE tables for 2012-2016 as of December 31, 2018;

- retirement age calculated according to statutory provisions.

Rates of salary increase and employee turnover are defined by job, occupational group and age group. Social security and tax rates on salaries are defined by job and occupational group.

### 12.2.2. Other long-term employee benefits

(in millions of euros)		12/31/2019	12/31/2018
Anniversary bonuses		3.5	3.4
<b>TOTAL</b>		<b>3.5</b>	<b>3.4</b>

### 12.2.3. Sensitivity of net carrying amounts of employee benefit liabilities

The impact of a change in the discount rate on employee benefit liabilities is presented in the table below:

(in millions of euros)					
Change in discount rate		Lump-sum final payments and pensions	Anniversary bonuses	Other employee benefits	Total
(1.00)%		2.6	0.3	0.1	3.0
(0.50)%		1.2	0.1	0.0	1.4
1.00%		(2.2)	(0.3)	(0.1)	(2.5)
0.50%		(1.1)	(0.1)	0.0	(1.3)

### 12.2.4. Projected cash flows

Projected cash flows relating to employee benefit liabilities are presented in the table below:

(in millions of euros)

Years	Lump-sum final payments and pensions	Anniversary bonuses	Other employee benefits	Total
N+1	2.2	0.3	0.0	2.5
N+2	0.5	0.3	0.0	0.8
N+3	0.9	0.3	0.0	1.2
N+4	1.3	0.3	0.0	1.6
N+5	0.5	0.2	0.0	0.8
Beyond	17.9	2.2	0.6	20.6
<b>TOTAL</b>	<b>23.3</b>	<b>3.5</b>	<b>0.7</b>	<b>27.5</b>
Discounting	(1.5)	(0.1)	(0.1)	(1.6)
Liabilities as of 12/31/2019	21.8	3.5	0.6	25.8

### 12.2.5. Employee termination benefits

In the light of the decisions taken by management, termination benefits relating to the Group's employees (excluding related parties) are not covered by any provision.

(in millions of euros)

	12/31/2019	12/31/2018
Potential termination benefits	1.7	0.7
<b>TOTAL NOT RECOGNISED</b>	<b>1.7</b>	<b>0.7</b>

## 12.3. Share-based payments

### Accounting principles

In accordance with IFRS 2, since share subscription or purchase option plans and bonus share plans are equity instruments subject to vesting conditions, they give rise to the recognition of a staff expense in respect of the fair value of services to be rendered during the vesting period, which is spread on a straight-line basis over the vesting period with a corresponding increase in reserves (equity).

The fair value of the financial instrument granted is determined on the grant date and is based on an assessment performed by an independent actuary. This fair value is not adjusted for changes in market parameters. Only the number of share subscription or purchase options is adjusted during the vesting period based on the satisfaction of service conditions or internal performance conditions.

### 12.3.1. Description of share subscription or purchase option plans

The characteristics of share subscription or purchase option plans in place as of December 31, 2019 and changes occurred during financial year 2019 are presented in the following table:

Plans	Grant date	Characteristics of the plans					Changes for the period				Including those exercisable at the end of the period
		Vesting period	Duration of the plans	Initial strike price <sup>(a)</sup>	Number of options initially granted <sup>(a)</sup>	Strike price after applying the exchange ratio <sup>(b)</sup>	Number of options outstanding as of January 1, 2019	Number of options cancelled	Number of options exercised	Number of options outstanding as of December 31, 2019	
1-2011 Plan	03/03/2011	4 years	8 years	80.86	147,500	80.86	20,487	(20,487)		-	
2009 Plan <sup>(c)</sup>	12/14/2009	4 years	10 years	22.55	224,659	82.60	36,066	(7,571)	(28,495)	-	
2010 Plan <sup>(c)</sup>	12/15/2010	4 years	10 years	23.72	219,323	86.89	44,461		(4,950)	39,511	39,511
2011 Plan <sup>(c)</sup>	12/22/2011	4 years	10 years	21.53	216,075	78.86	4,288		(1,384)	2,904	2,904
2012 Plan <sup>(c)</sup>	04/02/2013	4 years	10 years	21.81	52,915	79.89	8,462		(1,477)	6,985	6,985
2013 Plan <sup>(c)(d)</sup>	06/23/2014	4 years	10 years	23.88	106,575	87.47	17,809		(3,600)	14,209	14,209
2014 Plan <sup>(c)(d)</sup>	11/12/2014	4 years	10 years	21.83	50,000	79.96	10,237			10,237	10,237
<b>TOTAL PLANS</b>							<b>141,810</b>	<b>(28,058)</b>	<b>(39,906)</b>	<b>73,846</b>	<b>73,846</b>
<b>Weighted average strike price per share (in euros)</b>							<b>83.84</b>	<b>81.33</b>	<b>83.34</b>	<b>85.06</b>	<b>85.06</b>

- (a) The number of shares and strike price at the beginning of the plan are expressed before the exchange ratio has been applied for plans resulting from mergers.  
 (b) Strike price expressed after the exchange ratio has been applied for plans resulting from mergers.  
 (c) Plans initially adopted by ANF. After the merger of ANF into Icade, existing plans as of the date of entry into the Icade group were converted into Icade shares based on the exchange ratio of the merger.  
 (d) Plans initially adopted by ANF. The vesting period for stock options was 4 years or accelerated in the event of a change in control of the company. Such options vested and became exercisable as a result of Icade's takeover of ANF on October 23, 2017.

### 12.3.2. Description of bonus share plans

The characteristics of the bonus share plans in place as of December 31, 2019 are presented in the following table:

Plans	Original characteristics of the plans				As of January 1, 2019			Changes for the period				As of December 31, 2019		
	Grant date	Vesting period	Duration of the plans	Number of shares granted at the beginning of the Plan <sup>(a)</sup>	Shares granted	Vested shares	Incl. contingent shares	Shares granted	Vested shares	Released shares (that reached the end of the mandatory holding period)	Cancelled shares	Shares granted	Vested shares	Incl. contingent shares
2015 Plan <sup>(b)</sup>	05/23/2016	3 years	10 years	19,674	4,977		737	4,326			(651)		4,326	
1-2016 Plan	11/07/2016	2 years	3 years	31,560		25,680				(25,680)				
2-2016 Plan <sup>(c)</sup>	11/07/2016	2 years	4 years	52,959		41,938								
1-2018 Plan <sup>(d)</sup>	10/18/2018	2 years	3 years	44,800	43,040			40			(4,320)	38,680	40	
2-2018 Plan <sup>(e)</sup>	12/03/2018	2 years	4 years	52,660	52,232		52,232				(6,644)	45,588		45,588
2019 Plan <sup>(f)</sup>	12/03/2019	2 years	3 years	8,918				8,918				8,918		8,918
<b>TOTAL</b>					<b>100,249</b>	<b>67,618</b>	<b>52,969</b>	<b>8,918</b>	<b>4,366</b>	<b>(25,680)</b>	<b>(11,615)</b>	<b>93,186</b>	<b>4,366</b>	<b>54,506</b>

- (a) The number of shares is expressed before the exchange ratio has been applied for plans resulting from mergers.  
 (b) Plan initially adopted by ANF. After the merger of ANF into Icade and based on the merger's exchange ratio, 19,674 unvested shares from the 2015 Plan as of the date of entry into the Icade group were converted into 5,360 Icade shares.  
 (c) The performance conditions required to grant bonus shares in respect of the 2-2016 Plan have been satisfied. These conditions were based 50% on EPRA triple net asset value per share as reported in the financial statements and 50% on the performance of Icade's share price relative to the FTSE EPRA Euro Zone Index.  
 (d) Plan granted to all permanent employees.  
 (e) Bonus share awards from the 2-2018 Plan are subject to performance conditions that are based 50% on a NAV-based TSR and 50% on the performance of Icade's share price relative to the FTSE EPRA/NAREIT Eurozone Index (assuming no reinvestment of dividends). These awards may be increased by 15% in the event performance exceeds the benchmark.  
 (f) Bonus share awards from the 2019 Plan are subject to performance conditions that are based 50% on a NAV-based TSR and 50% on the performance of Icade's share price relative to the FTSE EPRA/NAREIT Eurozone Index (assuming no reinvestment of dividends). These awards may be increased by 15% in the event performance exceeds the benchmark.

### 12.3.3. Impact of bonus share plans on the income statement

Taking into account the vesting conditions (based on the length of service in the Group), bonus share plans represented an expense of €2.4 million for the financial year 2019 (€1.7 million for the financial year 2018).

## 12.4. Staff

Staff as of December 31, 2019 and 2018 is shown in the table below:

	Average number of staff					
	Executives		Non-executives		Total employees	
	12/31/2019	12/31/2018	12/31/2019	12/31/2018	12/31/2019	12/31/2018
Property Investment	314.9	315.6	97.9	104.4	412.8	420.0
Property Development	448.4	433.2	265.3	273.6	713.7	706.8
<b>TOTAL NUMBER OF STAFF</b>	<b>763.3</b>	<b>748.8</b>	<b>363.2</b>	<b>378.0</b>	<b>1,126.5</b>	<b>1,126.8</b>

## Note 13. Other information

### 13.1. Related parties

#### Accounting principles

In accordance with IAS 24 "Related party disclosures", a related party is a person or entity that is related to the Company. This may include:

- ▣ a person or a close member of that person's family if that person:
  - has control, or joint control of, or significant influence over the Company,
  - is a member of the key management personnel of the Company or of a parent of the Company;

- ▣ an entity is related to the Company if any of the following conditions applies:
  - the entity and the Company are members of the same group,
  - the entity is a joint venture or associate of the Company,
  - the entity is jointly controlled or owned by a member of the key management personnel of the Group,
  - the entity provides key management personnel services to the Company.

A related party transaction is a transfer of resources, services or obligations between a reporting entity and a related party.

#### 13.1.1. Related parties identified by the Company

Transactions between Icade SA and its subsidiaries have been eliminated on consolidation and are not itemised in this note.

Related parties identified by the Company include:

- ▣ Caisse des dépôts (which is the Company's major shareholder and controls the Group) and its affiliated companies;
- ▣ the subsidiaries of the Icade group;
- ▣ joint ventures and associates of the Company;

- ▣ the Company's management personnel, which consists of the persons who, during or at the end of the reporting period, were directors or members of the Executive Committee of Icade SA.

#### 13.1.2. Related party transactions

Transactions have been concluded under normal market conditions, i.e. comparable to those that would usually take place between independent parties.

### Remuneration and other benefits granted to the Group's key management personnel

Remuneration to the Group's key management personnel is presented by type for the financial years 2019 and 2018 in the table below:

(in millions of euros)	12/31/2019	12/31/2018
Short-term benefits (salaries, bonuses, etc.) <sup>(a)</sup>	6.1	6.0
Share-based payments	0.3	0.2
<b>BENEFITS RECOGNISED</b>	<b>6.4</b>	<b>6.2</b>
Termination benefits	1.7	0.7
<b>TOTAL NOT RECOGNISED</b>	<b>1.7</b>	<b>0.7</b>
<b>TOTAL</b>	<b>8.1</b>	<b>6.9</b>

(a) Figures include employer contributions.

## Related party receivables and payables

Related party receivables and payables as of December 31, 2019 and 2018 were as follows:

(in millions of euros)	12/31/2019			12/31/2018		
	Parent company	Other	Total	Parent company	Other	Total
Related receivables	0.0	9.8	9.8	0.1	62.6	62.7
Related payables	1.1	85.7	86.8	0.2	87.8	88.0

## 13.2. Off-balance sheet commitments

### Accounting principles

Off-balance sheet commitments made and received by the Group represent unfulfilled contractual obligations that are contingent on conditions being met or transactions being carried out after the current financial year.

The Group has three types of commitments: commitments relating to the scope of consolidation, commitments relating to

financing activities (mortgages, promises to mortgage property and assignments of claims) and commitments relating to operating activities (including security deposits received for rent payments).

Off-balance sheet commitments received by the Group also include future lease payments receivable under operating leases in which the Group is the lessor and minimum lease payments receivable under finance leases in which the Group is the lessor.

### 13.2.1. Off-balance sheet commitments

#### Commitments made

Off-balance sheet commitments made by the Group as of December 31, 2019 broke down as follows (by type and maturity):

(in millions of euros)	12/31/2019	Portion due in < 1 year	Portion due in > 1 year and < 5 years	Portion due in > 5 years
<b>COMMITMENTS RELATED TO THE SCOPE OF CONSOLIDATION</b>	<b>4.5</b>	<b>4.5</b>	-	-
Equity investment commitments <sup>(a)</sup>	4.5	4.5	-	-
<b>FINANCING COMMITMENTS</b>	<b>1,380.5</b>	<b>47.7</b>	<b>350.2</b>	<b>982.6</b>
Mortgages	893.8	13.6	96.9	783.2
Lender's liens	206.8	10.8	154.1	41.9
Promises to mortgage property and assignments of claims	279.6	23.3	99.1	157.2
Pledged securities, sureties and guarantees	0.3	-	-	0.3
<b>COMMITMENTS RELATING TO OPERATING ACTIVITIES</b>	<b>1,675.5</b>	<b>1,493.4</b>	<b>182.1</b>	-
<b>Commitments relating to business development and asset disposals and acquisitions - Office and Healthcare Property Investment Divisions:</b>	<b>425.7</b>	<b>300.1</b>	<b>125.5</b>	-
Residual commitments in construction, property development and off-plan sale contracts	262.9	254.6	8.4	-
Commitments to purchase investment property	152.8	35.6	117.2	-
Commitments to sell investment property	10.0	10.0	-	-
<b>Commitments relating to the Property Development business:</b>	<b>1,226.7</b>	<b>1,191.3</b>	<b>35.4</b>	-
Commitments to purchase land	379.3	379.3	-	-
Orders for housing units (including taxes)	634.9	634.9	-	-
Property development and off-plan sale contracts and office property development	160.3	144.7	15.6	-
Demand guarantees given	52.2	32.4	19.8	-
<b>Other commitments made:</b>	<b>23.1</b>	<b>2.0</b>	<b>21.1</b>	-
Sureties and guarantees given in respect of operating contracts	0.7	0.7	-	-
Other commitments made	22.4	1.3	21.1	-

(a) The Group had given or received options to buy or sell investments in consolidated companies as of December 31, 2019. The fair value of these options is not significant.

## Commitments received

Off-balance sheet commitments received by the Group as of December 31, 2019 broke down as follows (by type and maturity):

(in millions of euros)	12/31/2019	Portion due in < 1 year	Portion due in > 1 year and < 5 years	Portion due in > 5 years
<b>COMMITMENTS RELATED TO THE SCOPE OF CONSOLIDATION</b>	<b>27.9</b>	<b>6.3</b>	<b>21.5</b>	<b>-</b>
Equity investment commitments <sup>(a)</sup>	4.5	4.5	-	-
"No undisclosed liabilities" warranties	23.4	1.9	21.5	-
<b>FINANCING COMMITMENTS</b>	<b>1,953.7</b>	<b>190.3</b>	<b>1,740.5</b>	<b>22.9</b>
Unused credit lines	1,953.7	190.3	1,740.5	22.9
<b>COMMITMENTS RELATED TO OPERATING ACTIVITIES</b>	<b>3,761.6</b>	<b>890.1</b>	<b>1,442.7</b>	<b>1,428.7</b>
<b>Commitments relating to business development and asset disposals and acquisitions - Office and Healthcare Property Investment Divisions:</b>	<b>3,207.5</b>	<b>359.0</b>	<b>1,420.0</b>	<b>1,428.5</b>
Commitments to sell investment property	152.8	35.6	117.2	-
Commitments to purchase investment property	10.0	10.0	-	-
Security deposits received for rents from Healthcare assets	2,558.1	290.5	1,103.8	1,163.8
Security deposits and demand guarantees for rents from Office assets	105.3	13.9	36.2	55.2
Bank guarantees for construction work	30.2	-	30.2	-
Off-plan lease contracts	351.1	9.0	132.5	209.6
<b>Commitments relating to the Property Development business:</b>	<b>539.8</b>	<b>524.2</b>	<b>15.6</b>	<b>-</b>
Commitments to sell land	379.3	379.3	-	-
Property development and off-plan sale contracts and office property development	160.3	144.7	15.6	-
Demand guarantees received - Property Development	0.2	0.2	-	-
<b>Other commitments received relating to operating activities:</b>	<b>14.3</b>	<b>7.0</b>	<b>7.1</b>	<b>0.2</b>
Other sureties and guarantees received	13.7	7.0	6.6	0.2
Other commitments received	0.5	-	0.5	-

(a) The Group had given or received options to buy or sell investments in consolidated companies as of December 31, 2019. The fair value of these options is not significant.

### 13.2.2. Information on leases

The Group is the lessor in a number of operating and finance leases.

#### Finance lease

The present value of minimum lease payments receivable by the Group under finance leases was as follows:

(in millions of euros)		12/31/2019	12/31/2018
<b>Existing finance leases at the reporting date</b>			
<b>Total gross initial investment in the lease</b>	<b>A</b>	<b>178.5</b>	<b>178.5</b>
<b>Lease payments due</b>	<b>B</b>	<b>51.3</b>	<b>45.7</b>
Gross initial investment in the lease to be made not later than one year		5.7	5.7
Gross initial investment in the lease to be made later than one year and not later than five years		24.1	23.8
Gross initial investment in the lease to be made later than five years		97.3	103.4
<b>GROSS INVESTMENT IN THE LEASE AT THE REPORTING DATE</b>	<b>C = A - B</b>	<b>127.1</b>	<b>132.8</b>
<b>Earned finance income at the reporting date</b>	<b>D</b>	<b>42.5</b>	<b>38.3</b>
<b>Unearned finance income at the reporting date</b>	<b>E = C - I - D - F</b>	<b>50.6</b>	<b>54.7</b>
<b>Impact of unwinding of discount</b>	<b>F</b>	<b>(12.2)</b>	<b>(10.0)</b>
Present value of unguaranteed residual values accruing to the lessor	G	-	-
Present value of the minimum lease payments receivable not later than one year		3.3	3.4
Present value of the minimum lease payments receivable later than one year and not later than five years		12.0	12.5
Present value of the minimum lease payments receivable later than five years		31.0	33.9
<b>TOTAL PRESENT VALUE OF THE MINIMUM LEASE PAYMENTS RECEIVABLE</b>	<b>H = C - D - E - F - G</b>	<b>46.3</b>	<b>49.8</b>
<b>Net investment in the lease</b>	<b>I</b>	<b>46.3</b>	<b>49.8</b>



## Operating leases

The breakdown of minimum lease payments receivable by the Group under operating leases was as follows:

(in millions of euros)	12/31/2019	12/31/2018
<b>MINIMUM LEASE PAYMENTS RECEIVABLE UNDER OPERATING LEASES</b>	<b>4,169.9</b>	<b>3,991.9</b>
Not later than one year	631.7	606.9
Later than one year and not later than five years	2,033.5	1,992.6
Later than five years	1,504.7	1,392.3

## 13.3. Events after the reporting period

None.

## 13.4. Statutory Auditors' fees

	Mazars				Pricewaterhouse Coopers Audit			
	(in millions of euros)		(in %)		(in millions of euros)		(in %)	
	2019	2018	2019	2018	2019	2018	2019	2018
<b>Audit, audit opinion, review of separate and consolidated financial statements</b>								
■ Issuer	0.4	0.5	36.5%	39.9%	0.4	0.5	25.7%	42.8%
■ Fully consolidated subsidiaries	0.6	0.6	49.8%	52.6%	0.7	0.5	39.6%	50.7%
<b>Services other than the audit of financial statements</b>								
■ Issuer	0.0	0.1	3.5%	5.5%	0.0	0.1	1.3%	6.2%
■ Fully consolidated subsidiaries	0.1	-	10.1%	2.0%	0.6	-	33.3%	-
<b>TOTAL</b>	<b>1.2</b>	<b>1.2</b>	<b>100.0%</b>	<b>100.0%</b>	<b>1.7</b>	<b>1.1</b>	<b>100.0%</b>	<b>100.0%</b>

Services other than the audit of financial statements provided by the Board of Statutory Auditors to Icade SA and its subsidiaries primarily include formalities relating to the provision of various certificates and reports on agreed-upon procedures with respect to accounting data, the independent third-party body report on social, environmental and societal disclosures, and work performed in the context of bond issues and due diligence for acquisitions.

## 13.5. Scope of consolidation

The table below shows the list of companies included in the scope of consolidation as of December 31, 2019 and the consolidation method used ("full" for "full consolidation" or "equity" for "equity method").

Full = full consolidation Equity = equity method	Legal form	2019			2018
		% 2019 ownership interest	Joint ventures/ Associates	Method of consolidation	% 2018 ownership interest
<b>OFFICE PROPERTY INVESTMENT</b>					
ICADE	SA	Parent company		Full	
GIE ICADE MANAGEMENT	GIE	100.00		Full	100.00
<b>BUSINESS PARKS</b>					
BATI GAUTIER	SCI	100.00		Full	100.00
<b>OFFICES</b>					
PARC DU MILLÉNAIRE	SCI	100.00		Full	100.00
68 VICTOR HUGO	SCI	100.00		Full	100.00
PDM 1	SCI	100.00		Full	100.00
PDM 2	SCI	100.00		Full	100.00
ICADE LÉO LAGRANGE (formerly VILLEJUIF)	SCI	100.00		Full	100.00
MESSINE PARTICIPATIONS	SCI	100.00		Full	100.00
MORIZET	SCI	100.00		Full	100.00
CAMILLE DESMOULINS	SCI	Dissolution		Full	100.00
1 TERRASSE BELLINI	SCI	33.33	Joint ventures	Equity	33.33
ICADE RUE DES MARTINETS	SCI	100.00		Full	100.00
TOUR EQHO	SAS	51.00		Full	100.00
LE TOLBIAC	SCI	100.00		Full	100.00
ÉVRY MOZART	SCI	Dissolution			100.00
SAS ICADE TMM	SAS	100.00		Full	100.00
SCI ISSY HOLDING CŒUR DE VILLE	SCI	Unconsolidated			49.00
SNC LES BASSINS À FLOTS	SNC	100.00		Full	100.00
SCI LAFAYETTE	SCI	54.98		Full	54.98
SCI STRATÈGE	SCI	54.98		Full	54.98
SCI SILKY WAY	SCI	100.00		Full	70.00
SCI FUTURE WAY	SCI	50.55		Full	50.55
SCI NEW WAY	SCI	100.00		Full	100.00
SCI ORIANZ	SCI	65.31		Full	65.31
SCI FACTOR E.	SCI	65.31		Full	65.31
POINTE MÉTRO 1	SCI	100.00		Full	
<b>OTHER ASSETS</b>					
BASSIN NORD	SCI	50.00	Joint ventures	Equity	50.00
SCI BÂTIMENT SUD DU CENTRE HOSP PONTOISE	SCI	100.00		Full	100.00
SCI BSM DU CHU DE NANCY	SCI	100.00		Full	100.00
SARVILEP	SAS	Intra-group sale			100.00
SCI IMMOBILIER HÔTELS	SCI	77.00		Full	77.00
SCI BASILIQUE COMMERCE	SCI	51.00	Joint ventures	Equity	
<b>OTHER</b>					
ICADE 3.0	SASU	100.00		Full	100.00
CYCLE-UP	SAS	50.00	Joint ventures	Equity	50.00
<b>HEALTHCARE PROPERTY INVESTMENT</b>					
<b>FRANCE HEALTHCARE</b>					
ICADE SANTÉ	SAS	56.84		Full	56.77
SCI TONNAY INVEST	SCI	56.84		Full	56.77
SCI PONT DU CHÂTEAU INVEST	SCI	56.84		Full	56.77
SNC SEOLANES INVEST	SNC	56.84		Full	56.77
SCI SAINT AUGUSTINVEST	SCI	56.84		Full	56.77

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SCI CHAZAL INVEST	SCI	56.84		Full	56.77
SCI DIJON INVEST	SCI	56.84		Full	56.77
SCI COURCHELETTES INVEST	SCI	56.84		Full	56.77
SCI ORLÉANS INVEST	SCI	56.84		Full	56.77
SCI MARSEILLE LE ROVE INVEST	SCI	56.84		Full	56.77
SCI GRAND BATAILLER INVEST	SCI	56.84		Full	56.77
SCI SAINT CIERS INVEST	SCI	56.84		Full	56.77
SCI SAINT SAVEST	SCI	56.84		Full	56.77
SCI BONNET INVEST	SCI	56.84		Full	56.77
SCI GOULAINÉ INVEST	SCI	56.84		Full	56.77
SCI CLUB SANTÉ CBI		Acquisition and merger		Full	
SA NCN ASSOCIÉS	SA	56.84		Full	
SCI SOCIÉTÉ DU CONFLUENT	SCI	56.84		Full	
<b>INTERNATIONAL HEALTHCARE</b>					
OPPCI ICADE HEALTHCARE EUROPE	SPPICAV	59.39		Full	100.00
SALUTE ITALIA - FUND	REIF	59.39		Full	
SAS IHE SALUD IBÉRICA	SAS	59.39		Full	
SAS IHE GESUNDHEIT	SAS	59.39		Full	
IHE RADENSLEBEN GmbH	GmbH	61.83		Full	
IHE NEURUPPIN GmbH	GmbH	61.83		Full	
IHE TREUENBRIETZEN GmbH	GmbH	61.83		Full	
IHE ERKNER GmbH	GmbH	61.83		Full	
IHE KYRITZ GmbH	GmbH	61.83		Full	
IHE HENNINGSDORF GmbH	GmbH	61.83		Full	
IHE COTTBUS GmbH	GmbH	61.83		Full	
IHE BELZIG GmbH	GmbH	61.83		Full	
IHE FRIEDLAND GmbH	GmbH	61.83		Full	
IHE KLAUSA GmbH	GmbH	61.83		Full	
IHE AUENWALD GmbH	GmbH	61.83		Full	
KLT GRUNDBESITZ GmbH	GmbH	61.83		Full	
ARN GRUNDBESITZ GmbH	GmbH	61.83		Full	
BRN GRUNDBESITZ GmbH	GmbH	61.83		Full	
IHE FLORA MARZINA GmbH	GmbH	61.83		Full	
IHE KOPPENBERGS HOF GmbH	GmbH	61.83		Full	
IHE LICHTENBERG GmbH	GmbH	61.83		Full	
TGH GRUNDBESITZ GmbH	GmbH	61.83		Full	
PROMENT BESITZGESELLSCHAFT GmbH	GmbH	61.83		Full	
IHE BREMERHAVEN GmbH	GmbH	61.83		Full	
<b>PROPERTY DEVELOPMENT</b>					
<b>RESIDENTIAL PROPERTY DEVELOPMENT</b>					
SCI DU CASTELET	SCI	100.00		Full	100.00
SARL B.A.T.I.R. ENTREPRISES	SARL	100.00		Full	100.00
SCI LONGCHAMP CENTRAL FAC	SCI	100.00		Full	100.00
ST CHARLES CHANCEL	SCI	100.00		Full	100.00
SARL FONCIÈRE ESPACE ST CHARLES	SARL	86.00		Full	86.00
MONTPELLIÉRAINE DE RÉNOVATION	SARL	86.00		Full	86.00
SCI ST CHARLES PARVIS SUD	SCI	58.00		Full	58.00
MSH	SARL	100.00		Full	100.00
SARL GRP ELLUL-PARA BRUGUIÈRE	SARL	100.00		Full	100.00
SNC LE CLOS DU MONESTIER	SNC	100.00		Full	100.00
SCI LES ANGLES 2	SCI	75.50		Full	75.50
SCI CASTEL D'UZÈGES	SCI	62.50		Full	62.50

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SNC MARINAS DEL SOL	SNC	100.00		Full	100.00
SCI LE BELEM	SCI	Dissolution			100.00
SCI CŒUR MARINE	SCI	Dissolution			99.00
SCI LES BASTIDES D'UZÈGES	SCI	62.50		Full	62.50
SCI LES JARDINS D'HARMONY	SCI	100.00		Full	100.00
SCI CŒUR CATALUNA	SCI	Dissolution			100.00
SNC MÉDITERRANÉE GRAND ARC	SNC	50.00	Joint ventures	Equity	50.00
SCI ROYAL PALMERAIE	SCI	100.00		Full	100.00
SCI LA SEIGNEURIE	SCI	62.50		Full	62.50
ICADE PROMOTION LOGEMENT	SAS	100.00		Full	100.00
CAPRI PIERRE	SARL	99.92		Full	99.92
SNC CHARLES	SNC	50.00	Joint ventures	Equity	50.00
SCI TERRASSE GARONNE	SCI	49.00	Joint ventures	Equity	49.00
SCI MONNAIE - GOUVERNEURS	SCI	70.00		Full	70.00
SCI ERSTEIN LA FILATURE 3	SCI	50.00	Joint ventures	Equity	50.00
SCI STIRING WENDEL	SCI	75.00		Full	75.00
STRASBOURG R. DE LA LISIÈRE	SCI	33.00	Joint ventures	Equity	33.00
SCI KEMBS	SCI	50.00	Joint ventures	Equity	50.00
SNC LES SYMPHONIES	SNC	66.70		Full	66.70
SCI LES PLÉIADES	SCI	50.00	Joint ventures	Equity	50.00
SNC LA POSÉIDON	SNC	100.00		Full	100.00
LES JARDINS D'ALMERIA	SCI	Dissolution			50.00
TERRASSES ALHAMBRA	SCI	Dissolution			50.00
MARSEILLE PARC	SCI	50.00	Joint ventures	Equity	50.00
LE PRINTEMPS DES ROUGIÈRES	SARL	96.00		Full	96.00
LES ALPINES	SCI	100.00		Full	100.00
SNC MONTBRILLAND	SNC	87.00		Full	87.00
SNC STE FOY - VALLON DES PRÉS	SNC	50.00	Joint ventures	Equity	50.00
SCI PIERRE AUDRY	SCI	Dissolution			50.00
SCI BRENIER	SCI	95.00		Full	95.00
SCI GERLAND ÎLOT 3	SCI	Dissolution			40.00
SCI GERLAND ÎLOT 4	SCI	40.00	Joint ventures	Equity	40.00
SCI 460 AVENUE DE PESSICART	SCI	Dissolution			50.00
PARC DU ROY D'ESPAGNE	SNC	50.00	Joint ventures	Equity	50.00
LE DOMAINE DU ROY	SCI	Dissolution			50.00
SCI JEAN DE LA FONTAINE	SCI	50.00	Joint ventures	Equity	50.00
SCI 101 CHEMIN DE CREMAT	SCI	50.00	Joint ventures	Equity	50.00
MARSEILLE PINATEL	SNC	50.00	Joint ventures	Equity	50.00
SNC 164 PONT DE SÈVRES	SNC	65.00		Full	65.00
SCI LILLE LE BOIS VERT	SCI	50.00	Joint ventures	Equity	50.00
SCI LES LYS DE MARGNY	SCI	50.00	Joint ventures	Equity	50.00
SCI GARCHES 82 GRANDE RUE	SCI	50.00	Joint ventures	Equity	50.00
SCI RUEIL CHARLES FLOQUET	SCI	50.00	Joint ventures	Equity	50.00
SCI VALENCIENNES RÉSIDENCE DE L'HIPPODROME	SCI	75.00		Full	75.00
SCI COLOMBES ESTIENNES D'ORVES	SCI	50.00	Joint ventures	Equity	50.00
SCI VILLA DES GARDES	SCI	Dissolution			75.00
SCI BOULOGNE SEINE D2	SCI	17.33	Associates	Equity	17.33
BOULOGNE VILLE A2C	SCI	17.53	Associates	Equity	17.53
BOULOGNE VILLE A2D	SCI	16.94	Associates	Equity	16.94
BOULOGNE VILLE A2E	SCI	16.94	Associates	Equity	16.94
BOULOGNE VILLE A2F	SCI	16.94	Associates	Equity	16.94
BOULOGNE PARC B1	SCI	18.23	Associates	Equity	18.23

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BOULOGNE 3-5 RUE DE LA FERME	SCI	13.21	Associates	Equity	13.21
BOULOGNE PARC B2	SCI	17.30	Associates	Equity	17.30
SCI LIEUSAINTE RUE DE PARIS	SCI	50.00	Joint ventures	Equity	50.00
BOULOGNE PARC B3A	SCI	16.94	Associates	Equity	16.94
BOULOGNE PARC B3F	SCI	16.94	Associates	Equity	16.94
SCI ROTONDE DE PUTEAUX	SCI	33.33	Joint ventures	Equity	33.33
SCI CHÂTILLON AVENUE DE PARIS	SCI	50.00	Joint ventures	Equity	50.00
SCI FRANCONVILLE - 1 RUE DES MARAIS	SCI	49.90	Joint ventures	Equity	49.90
ESSEY LÈS NANCY	SCI	75.00		Full	75.00
SCI LE CERCLE DES ARTS - HOUSING	SCI	37.50		Full	37.50
LE CLOS STANISLAS	SCI	75.00		Full	75.00
LES ARCHES D'ARS	SCI	75.00		Full	75.00
ZAC DE LA FILATURE	SCI	50.00	Joint ventures	Equity	50.00
SCI LA SUCRERIE - HOUSING	SCI	37.50		Full	37.50
SCI LA JARDINERIE - HOUSING	SCI	37.50		Full	37.50
LES COTEAUX DE LORRY	SARL	50.00	Joint ventures	Equity	50.00
SCI LE PERREUX ZAC DU CANAL	SCI	72.50		Full	72.50
SCI BOULOGNE VILLE A3 LA	SCI	17.40	Associates	Equity	17.40
SNC NANTERRE MH17	SNC	50.00	Joint ventures	Equity	50.00
SNC SOISY AVENUE KELLERMAN	SNC	50.00	Joint ventures	Equity	50.00
SNC ST FARGEAU HENRI IV	SNC	60.00		Full	60.00
SCI ORLÉANS ST JEAN LES CÈDRES	SCI	49.00	Joint ventures	Equity	49.00
RUE DE LA VILLE	SNC	99.99		Full	99.99
BEAU RIVAGE	SCI	99.99		Full	99.99
33 RUE DE LA RÉPUBLIQUE	SCI	55.00		Full	55.00
JARDINS DE LA SEIGNEURERIE	SCI	Dissolution			60.00
RUE DU 11 NOVEMBRE	SCI	100.00		Full	100.00
RUE GUSTAVE PETIT	SCI	100.00		Full	100.00
RUE DEBLORY	SCI	100.00		Full	100.00
RUE DU MOULIN	SCI	100.00		Full	100.00
IMPASSE DU FORT	SCI	100.00		Full	100.00
SCI AVENUE DE GUISE	SCI	100.00		Full	100.00
LE GRAND CHÊNE	SCI	100.00		Full	100.00
DUGUESCLIN DÉVELOPPEMENT	SAS	100.00		Full	100.00
DUGUESCLIN & ASSOCIÉS MONTAGNE	SAS	100.00		Full	100.00
CHÂLET DE LA VANNOISE	SCI	Dissolution			33.33
BALCONS DU SOLEIL	SCI	40.00	Joint ventures	Equity	40.00
DU LIZE LE MAS DES OLIVIERS	SCI	Dissolution			50.00
CDP THONON	SCI	33.33	Joint ventures	Equity	33.33
SCI RÉSID. SERVICE DU PALAIS	SCI	100.00		Full	100.00
SCI RÉSID. HÔTEL DU PALAIS	SCI	100.00		Full	100.00
SCI LE VERMONT	SCI	40.00	Joint ventures	Equity	40.00
SCI HAGUENAU RUE DU FOULON	SCI	50.00	Joint ventures	Equity	50.00
SNC URBAVIA	SNC	50.00	Joint ventures	Equity	50.00
SCI GERTWILLER 1	SCI	50.00		Full	50.00
SCCV LES VILLAS DU PARC	SCCV	100.00		Full	100.00
SCI RUE BARBUSSE	SCI	100.00		Full	100.00
SCI SOPHIA PARK	SCI	50.00	Joint ventures	Equity	50.00
LES HAUTS DE L'ESTAQUE	SCI	51.00		Full	51.00
ROUBAIX RUE DE L'OUEST	SCCV	50.00	Joint ventures	Equity	50.00
SCV CHÂTILLON MERMOZ FINLANDE	SCCV	50.00	Joint ventures	Equity	50.00
SCI LES TERRASSES DES COSTIÈRES	SCI	60.00		Full	60.00

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SCI CHAMPS S/MARNE RIVE GAUCHE	SCI	50.00	Joint ventures	Equity	50.00
SCI BOULOGNE SEINE D3 PP	SCI	33.33	Associates	Equity	33.33
SCI BOULOGNE SEINE D3 D1	SCI	16.94	Associates	Equity	16.94
SCI BOULOGNE SEINE D3 E	SCI	16.94	Associates	Equity	16.94
SCI BOULOGNE SEINE D3 DEF COMMERCE	SCI	27.82	Associates	Equity	27.82
SCI BOULOGNE SEINE D3 ABC COMMERCE	SCI	27.82	Associates	Equity	27.82
SCI BOULOGNE SEINE D3 F	SCI	16.94	Associates	Equity	16.94
SCI BOULOGNE SEINE D3 C1	SCI	16.94	Associates	Equity	16.94
SCCV SAINTE MARGUERITE	SCCV	50.00	Joint ventures	Equity	50.00
SNC ROBINI	SNC	50.00	Joint ventures	Equity	50.00
SCI LES TERRASSES DU SABLASSOU	SCI	50.00	Joint ventures	Equity	50.00
SCCV LES PATIOS D'OR - GRENOBLE	SCCV	80.00		Full	80.00
SCI DES AUBÉPINES	SCI	60.00		Full	60.00
SCI LES BELLES DAMES	SCI	66.70		Full	66.70
SCI PLESSIS LÉON BLUM	SCI	80.00		Full	80.00
SCCV RICHT	SCCV	100.00		Full	100.00
SCI BOULOGNE PARC B4B	SCI	20.00	Associates	Equity	20.00
SCI ID	SCI	53.00		Full	53.00
SNC PARIS MACDONALD PROMOTION	SNC	100.00		Full	100.00
RÉSIDENCE LAKANAL	SCCV	50.00	Joint ventures	Equity	50.00
CŒUR DE VILLE	SARL	70.00		Full	70.00
SCI CLAUSE MESNIL	SCCV	50.00	Joint ventures	Equity	50.00
ROUEN VIP	SCCV	100.00		Full	100.00
OVALIE 14	SCCV	80.00		Full	80.00
SCCV VILLA ALBERA	SCCV	50.00	Joint ventures	Equity	50.00
SCI ARKADEA LA ROCHELLE	SCI	100.00		Full	100.00
SCCV FLEURY MÉROGIS LOT1.1	SCCV	70.00		Full	70.00
SCCV FLEURY MÉROGIS LOT1.2	SCCV	70.00		Full	70.00
SCCV FLEURY MÉROGIS LOT3	SCCV	100.00		Full	100.00
SCI L'ENTREPÔT MALRAUX	SCI	65.00		Full	65.00
SCCV CERGY - LES PATIOS D'OR	SCCV	67.00		Full	67.00
MULHOUSE LES PATIOS D'OR	SCCV	40.00	Joint ventures	Equity	40.00
SCCV CLERMONT-FERRAND LA MONTAGNE	SCCV	90.00		Full	90.00
SCCV NICE GARE SUD	SCCV	50.00	Joint ventures	Equity	50.00
SEP COLOMBES MARINE	SEP	25.00	Joint ventures	Equity	25.00
SCI CLAYE SOUILLY - L'ORÉE DU BOIS	SCI	80.00		Full	80.00
SCI BONDOUFLE - LES PORTES DE BONDOUFLE	SCI	80.00		Full	80.00
SCCV ÉCOPARK	SCCV	90.00		Full	90.00
SCI FI BAGNOLET	SCI	90.00		Full	90.00
SCI ARKADEA TOULOUSE LARDENNE	SCI	100.00		Full	100.00
SCCV 25 BLD ARMÉE DES ALPES	SCCV	50.00	Joint ventures	Equity	50.00
SCCV HORIZON PROVENCE	SCCV	58.00		Full	58.00
SARL DOMAINE DE FAHAM	SARL	51.00	Joint ventures	Equity	51.00
SCI ARKADEA LYON CROIX ROUSSE	SCI	70.00	Joint ventures	Equity	70.00
SCCV SÈTE - QUAI DE BOSC	SCCV	90.00		Full	90.00
SCI SAINT FARGEAU CENTRE	SCI	70.00		Full	70.00
SCCV RIVES DE SEINE - BOULOGNE YC2	SCCV	80.00		Full	80.00
SCI BLACK SWANS	SCI	85.00		Full	85.00
SCCV CANAL STREET	SCCV	100.00		Full	100.00
SCCV BLACK SWANS TOUR B	SCCV	85.00		Full	85.00
SCCV ORCHIDÉES	SCCV	51.00		Full	51.00
SCCV MEDICADE	SCCV	80.00		Full	80.00

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SCI PERPIGNAN LESAGE	SCI	50.00	Joint ventures	Equity	50.00
SNC TRIGONES NIMES	SCI	49.00	Joint ventures	Equity	50.00
SCCV BAILLY CENTRE VILLE	SCCV	50.00	Joint ventures	Equity	50.00
SCCV MONTLHÉRY LA CHAPELLE	SCCV	100.00		Full	100.00
SCI ARKADEA MARSEILLE SAINT VICTOR	SCI	51.00	Joint ventures	Equity	51.00
SCCV SAINT FARGEAU 23 FONTAINEBLEAU	SCCV	70.00		Full	70.00
SCCV CARENA	SCCV	51.00		Full	51.00
SCCV BLACK SWANS TOUR C	SCCV	85.00		Full	85.00
SCCV TOURS RÉSIDENCE SENIOR MÉLIÈS	SCCV	99.96		Full	99.96
SCI CAEN LES ROBES D'AIRAIN	SCI	60.00		Full	60.00
SCI CAPITAINE BASTIEN	SCI	80.00		Full	80.00
SCCV THERESIANUM CARMÉLITES	SCCV	65.00		Full	65.00
SCI PERPIGNAN CONSERVATOIRE	SCI	50.00	Joint ventures	Equity	50.00
SCI LILLE WAZEMMES	SCI	50.00	Joint ventures	Equity	50.00
SCCV ANTONY	SCCV	100.00		Full	100.00
SCCV SAINT FARGEAU LEROY BEAUFILS	SCCV	65.00		Full	65.00
SCI ST ANDRÉ LEZ LILLE - LES JARDINS DE TASSIGNY	SCI	50.00	Joint ventures	Equity	50.00
SCCV CARIVRY	SCCV	51.00		Full	51.00
SCCV L'ÉTOILE HOCHE	SCCV	60.00		Full	60.00
SCCV LES PINS D'ISABELLA	SCCV	49.90	Joint ventures	Equity	49.90
SCCV LES COTEAUX LORENTINS	SCCV	100.00		Full	100.00
SCCV ROSNY 38-40 JEAN JAURÈS	SCCV	100.00		Full	100.00
SCCV CARETTO	SCCV	51.00		Full	51.00
SCCV MASSY CHÂTEAU	SCCV	50.00		Full	50.00
SCCV MASSY PARC	SCCV	50.00	Associates	Equity	50.00
SCCV NEUILLY S/MARNE QMB 10B	SCCV	44.45		Full	50.00
SCCV VITA NOVA	SCCV	70.00		Full	70.00
SCCV NEUILLY S/MARNE QMB 1A	SCCV	44.45	Associates	Equity	44.45
SCCV LE RAINCY RSS	SCCV	50.00	Joint ventures	Equity	50.00
SCCV LE MESNIL SAINT DENIS SULLY	SCCV	90.00		Full	90.00
SCCV 1-3 RUE D'HOZIER	SCCV	45.00	Joint ventures	Equity	45.00
SCCV LE PETIT ROBINSON	SCCV	Dissolution			50.00
SCCV CUGNAUX - LÉO LAGRANGE	SCCV	50.00	Joint ventures	Equity	50.00
SCCV COLOMBES MARINE LOT A	SCCV	25.00	Joint ventures	Equity	25.00
SCCV COLOMBES MARINE LOT B	SCCV	25.00	Joint ventures	Equity	25.00
SCCV COLOMBES MARINE LOT D	SCCV	25.00	Joint ventures	Equity	25.00
SCCV COLOMBES MARINE LOT H	SCCV	25.00	Joint ventures	Equity	25.00
SCCV LES BERGES DE FLACOURT	SCCV	65.00		Full	65.00
SCCV LE PLESSIS-ROBINSON ANCIENNE POSTE	SCCV	75.00		Full	75.00
SCCV QUAI 56	SCCV	50.00	Joint ventures	Equity	50.00
SCCV CARE44	SCCV	51.00		Full	51.00
SCCV LE PIAZZA	SCCV	70.00		Full	70.00
SCCV ICAGIR RSS TOURS	SCCV	50.00	Joint ventures	Equity	50.00
SSCV ASNIÈRES PARC B8 B9	SCCV	50.00	Joint ventures	Equity	50.00
SSCV SAINT FARGEAU 82-84 AVENUE DE FONTAINEBLEAU	SCCV	70.00		Full	70.00
SAS PARIS 15 VAUGIRARD LOT A	SAS	50.00	Joint ventures	Equity	50.00
SCCV PARIS 15 VAUGIRARD LOT C	SCCV	50.00	Joint ventures	Equity	50.00
SCCV SARCELLES - RUE DU 8 MAI 1945	SCCV	51.00		Full	51.00
SCCV SARCELLES - RUE DE MONTFLEURY	SCCV	51.00		Full	51.00
SCCV MASSY PARC 2	SCCV	50.00	Associates	Equity	50.00
SCCV CANTEROUX	SCCV	50.00		Full	50.00
SCCV SOHO	SCCV	51.00		Full	51.00

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Full = full consolidation Equity = equity method	Legal form	2019			2018
		% 2019 ownership interest	Joint ventures/ Associates	Method of consolidation	% 2018 ownership interest
SCCV IPK NÎMES CRESPON	SCCV	51.00		Full	51.00
SCCV BÉARN	SCCV	65.00		Full	65.00
SCCV ASNIÈRES PARC B2	SCCV	50.00	Joint ventures	Equity	50.00
SCCV PERPIGNAN AVENUE D'ARGÈLÈS	SCCV	50.00	Joint ventures	Equity	50.00
SCCV 117 AVENUE DE STRASBOURG	SCCV	70.00		Full	70.00
SCCV MARCEL PAUL VILLEJUIF	SCCV	60.00		Full	100.00
SCCV MAISON FOCH	SCCV	40.00		Full	40.00
SCCV CHÂTENAY MALABRY LA VALLÉE	SCCV	50.10		Full	50.10
SCCV LOT 2G2 IVRY CONFLUENCES	SCCV	51.00		Full	51.00
SCCV LA PÉPINIÈRE	SCCV	100.00		Full	100.00
SCCV NICE CARRÉ VAUBAN	SCCV	95.00		Full	
SNC IP1R	SNC	100.00		Full	100.00
SNC IP3M LOGT	SNC	100.00		Full	100.00
SCCV NGICADE MONTPELLIER OVALIE	SCCV	50.00		Full	
SCCV MARCEL GROS MENIL VILLEJUIF	SCCV	60.00		Full	
SCCV LILLE CARNOT LOGT	SCCV	50.00	Joint ventures	Equity	
SCCV NORMANDIE LA RÉUNION	SCCV	65.00		Full	
SCCV DU SOLEIL	SCCV	50.00	Joint ventures	Equity	
SAS AILN DÉVELOPPEMENT	SAS	25.00	Joint ventures	Equity	
SCCV URBAT ICADE PERPIGNAN	SCCV	50.00	Joint ventures	Equity	
SCCV DES YOLES NDDM	SCCV	75.00		Full	
SCCV AVIATEUR LE BRIX	SCCV	50.00	Joint ventures	Equity	
SARVILEP	SAS	100.00	Intra-group acquisition	Full	
SCCV POMME CANNELLE	SCCV	60.00		Full	
SCCV RS MAURETTES	SCCV	50.00	Joint ventures	Equity	
SCCV BRON LA CLAIRIÈRE G3	SCCV	51.00	Joint ventures	Equity	
SCCV BRON LA CLAIRIÈRE C1C2	SCCV	51.00	Joint ventures	Equity	
SCCV BRON LA CLAIRIÈRE C3C4	SCCV	49.00	Joint ventures	Equity	
SCCV BRON LA CLAIRIÈRE D1D2	SCCV	49.00	Joint ventures	Equity	
SCCV ARGENTEUIL LES BÛCHETTES	SCCV	100.00		Full	
SAS MEUDON TASSIGNY	SAS	40.00	Joint ventures	Equity	
SCCV LES RIVES DU PETIT CHER LOT 5B	SCCV	55.00	Joint ventures	Equity	
<b>OFFICE PROPERTY DEVELOPMENT</b>					
PARIS BERTHELOT	SCI	Dissolution			50.00
SAS AD2B	SAS	100.00		Full	100.00
SNC ICADE PROMOTION TERTIAIRE	SNC	100.00		Full	100.00
ICADLEO	SNC	66.67		Full	66.67
SORIF ICADE LES PORTES D'ESPAGNE	SNC	Dissolution			50.00
PORTES DE CLICHY	SCI	50.00	Joint ventures	Equity	50.00
MONTROUGE CAP SUD	SCI	50.00	Joint ventures	Equity	50.00
SCCV SAINT DENIS LANDY 3	SCCV	50.00	Joint ventures	Equity	50.00
SNC SAMICADE	SNC	Dissolution			50.00
SNC GERLAND 1	SNC	50.00	Joint ventures	Equity	50.00
SNC GERLAND 2	SNC	50.00	Joint ventures	Equity	50.00
CITÉ SANITAIRE NAZARIENNE	SNC	60.00		Full	60.00
CAP EST LOISIR	SCI	Disposal			50.00
ICAPROM	SNC	45.00	Joint ventures	Equity	45.00
SCCV LE PERREUX CANAL	SCCV	72.50		Full	72.50
ARKADEA SAS	SAS	50.00	Joint ventures	Equity	50.00
CHRYSALIS DÉVELOPPEMENT	SAS	35.00	Joint ventures	Equity	35.00
MACDONALD BUREAUX	SCCV	50.00	Joint ventures	Equity	50.00
SCI 15 AVENUE DU CENTRE	SCI	50.00	Joint ventures	Equity	50.00



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Full = full consolidation Equity = equity method	Legal form	2019			2018
		% 2019 ownership interest	Joint ventures/ Associates	Method of consolidation	% 2018 ownership interest
SAS CORNE OUEST VALORISATION	SAS	25.00	Associates	Equity	25.00
SAS ICADE-FF-SANTÉ	SAS	65.00		Full	65.00
SCI BOURBON CORNEILLE	SCI	100.00		Full	100.00
SCI SEINE CONFLUENCES	SCI	50.00	Joint ventures	Equity	50.00
SCI ARKADEA FORT DE FRANCE	SCI	51.00		Full	51.00
SCCV SKY 56	SCCV	50.00	Joint ventures	Equity	50.00
SCCV OCÉAN COMMERCE	SCCV	100.00		Full	100.00
SCCV SILOPARK	SCCV	50.00	Joint ventures	Equity	50.00
SCCV TECHNOFFICE	SCCV	50.00	Joint ventures	Equity	50.00
SARL LE LEVANT DU JARDIN	SARL	50.67		Full	50.67
SCI ARKADEA RENNES TRIGONNE	SCI	51.00	Joint ventures	Equity	51.00
SCI ARKADEA LYON CRÉPET	SCI	65.00	Joint ventures	Equity	65.00
SCCV LE SIGNAL/LES AUXONS	SCCV	51.00		Full	51.00
SCCV LA VALBARELLE	SCCV	49.90	Joint ventures	Equity	49.90
SNC ISSY CŒUR DE VILLE PROMOTION BUREAUX	SNC	Disposal			49.00
SAS IMMOBILIER DÉVELOPPEMENT	SAS	100.00		Full	100.00
SCCV HÔTELS A1-A2	SCCV	50.00	Joint ventures	Equity	50.00
SCCV BUREAUX B-C	SCCV	50.00	Joint ventures	Equity	50.00
SCCV MIXTE D-E	SCCV	50.00	Joint ventures	Equity	50.00
SCCV CASABONA	SCCV	51.00		Full	51.00
SCCV GASTON ROUSSEL ROMAINVILLE	SCCV	75.00		Full	75.00
SNC IP2T	SNC	100.00		Full	100.00
SCCV TOURNEFEUILLE LE PIRAC	SCCV	90.00		Full	
SCCV LES RIVES DU PETIT CHER LOT 0	SCCV	55.00	Joint ventures	Equity	
SCCV LES RIVES DU PETIT CHER LOT 2	SCCV	55.00	Joint ventures	Equity	
SCCV LES RIVES DU PETIT CHER LOT 3	SCCV	55.00	Joint ventures	Equity	
SCCV LES RIVES DU PETIT CHER LOT 4	SCCV	55.00	Joint ventures	Equity	
<b>OTHER PROPERTY DEVELOPMENT</b>					
SARL DOMAINE DE LA GRANGE	SARL	51.00		Full	51.00
SNC DU PLESSIS BOTANIQUE	SNC	100.00		Full	100.00
SARL LAS CLOSES	SARL	50.00	Joint ventures	Equity	50.00
SNC DU CANAL ST LOUIS	SNC	100.00		Full	100.00
SNC MASSY VILGENIS	SNC	50.00		Full	50.00
SAS LE CLOS DES ARCADES	SAS	50.00	Joint ventures	Equity	50.00
SAS OCÉAN AMÉNAGEMENT	SAS	51.00		Full	51.00
SNC VERSAILLES PION	SNC	100.00		Full	100.00
SAS GAMBETTA SAINT ANDRÉ	SAS	45.00	Joint ventures	Equity	
SAS MONT DE TERRE	SAS	40.00	Joint ventures	Equity	
SNC DU HAUT DE LA TRANCHÉE	SNC	100.00		Full	
SAS ODESSA DEVELOPPEMENT	SAS	51.00	Joint ventures	Equity	
RUE CHATEAUBRIAND	SCI	100.00		Full	100.00
SAS WACKEN INVEST	SAS	51.00	Joint ventures	Equity	
SCCV URBAN IVRY 94	SCCV	100.00		Full	

## 2. Statutory Auditors' report on the consolidated financial statements

*This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

### For the year ended December 31, 2019

To the Shareholders of Icade,

### Opinion

In compliance with the engagement entrusted to us by your General Meeting, we have audited the accompanying consolidated financial statements of Icade for the year ended December 31, 2019.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group at December 31, 2019 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit and Risk Committee.

### Basis for opinion

#### Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements" section of our report.

#### Independence

We conducted our audit engagement in compliance with the independence rules applicable to us, for the period from January 1, 2019 to the date of our report, and, in particular, we did not provide any nonaudit services prohibited by article 5(1) of Regulation (EU) No 537/2014 or the French Code of Ethics (*Code de déontologie*) for Statutory Auditors.

#### Emphasis of matter

Without qualifying our opinion, we draw your attention to Note 1.2.1 "Mandatory standards, amendments and interpretations adopted by the European Union to be applied for financial years starting on or after January 1, 2019" to the consolidated financial statements, which describes the impacts of the change in accounting policy as a result of the first-time application of IFRS 16 "Leases".

#### Justification of assessments – Key audit matters

In accordance with the requirements of articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were the most significant in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

### Valuation and impairment risk of investment properties (Notes 1.3 and 5 to the consolidated financial statements)

#### Description of risk

At December 31, 2019, the carrying value of investment properties amounted to €9,761 million in the consolidated balance sheet, representing 78% of consolidated assets. Investment properties are held to earn rentals or for capital appreciation (or both).

Investment properties are recognised at cost less accumulated depreciation and any impairment, which is determined based on their fair value. Fair value is also used to determine key indicators of the Group's performance and financial situation, such as Net Asset Value and the Loan-to-Value ratio. Management has implemented a process for determining the fair value of the investment property portfolio, based on valuations performed by independent external appraisers and supplemented by an internal valuation process.

Measuring the fair value of a property asset is a complex exercise which involves making estimations. Thorough knowledge of the investment property market and significant judgement are required to determine the most appropriate valuation assumptions, such as: yield rate, discount rate, market rental values, cost estimates for construction work to be carried out and the estimated date of completion (in particular, for investment property under development) and any lease incentives (rent-free periods, works, etc.) granted to tenants.

We deemed the valuation and impairment risk of investment properties to be a key audit matter due to the materiality of the corresponding amounts in the consolidated financial statements, the high degree of judgement and estimation involved in determining the main valuation assumptions used and the potentially high sensitivity of the investment properties' fair value to these assumptions.

### How our audit addressed this risk

We carried out the following procedures:

- ❑ gaining an understanding of the process implemented by management to communicate data inputs to the external appraisers and to review the related values provided by said appraisers;
- ❑ collecting the external appraisers' engagement letters and assessing their competency and independence with respect to the Group;
- ❑ obtaining the appraisal valuation reports; critically assessing (i) the valuation methods used, (ii) the market inputs used (yield rate, discount rate, market rental values, etc.) and (iii) the assetspecific assumptions used (in particular, the cost estimates for construction work to be carried out and the estimated date of completion for investment property under development); and testing, on a sample basis, the data used (construction costs, rental market conditions, etc.);
- ❑ conducting interviews with management and the external appraisers to discuss their valuation of the overall property portfolio and the individual asset values with the most significant or unexpected fluctuations;
- ❑ verifying the amounts booked with respect to impairment;
- ❑ verifying the appropriateness of the disclosures provided in the notes to the consolidated financial statements.

## Measurement of revenue and income from property development activities (Notes 1.3 and 8.1 to the consolidated financial statements)

### Description of risk

Revenue from property development activities amounted to €882 million in 2019, representing 58% of consolidated revenue.

The Group carries out its property development activities through construction contracts and off-plan sales, for which revenue and margins are booked based on the estimated percentage of the construction and commercial work completed at the end of the year and recognised using the percentage of completion method. A provision for loss at completion is recognised when it is probable that the final overall cost of a project will be higher than the expected revenue.

The amounts recognised with respect to revenue, margins and provisions for loss at completion depend on the ability of management to reliably estimate the construction costs incurred on a project at the reporting date and the construction costs still to be incurred as well as the amount of future revenue until the end of the project. This is notably the case for projects with specific characteristics or significant deviations from initial estimates, in terms of construction costs or the percentage of completion of construction or commercial work.

We deemed the measurement of revenue and income from property development activities to be a key audit matter due to the materiality of the corresponding amounts recognised in the consolidated financial statements, the number of ongoing projects and the high degree of judgement and estimation involved in forecasting revenue and final construction costs.

### How our audit addressed this risk

We carried out the following procedures:

- ❑ gaining an understanding of the processes implemented by management to estimate revenue and construction costs and selecting a sample of projects to review the components of the cost, forecast revenue and the percentage of completion of construction and commercial work;
- ❑ for projects requiring specific attention (for example, because of significant or unusual changes in costs or in the percentage of completion of construction or commercial work), performing additional procedures, including conducting interviews with management and, where appropriate, gathering supporting evidence to confirm our understanding of the percentage of completion of said projects and to verify that they have been properly recognised in the consolidated financial statements;
- ❑ on the basis of all operating budgets, ensuring the proper recognition of revenue and margins to be booked using the percentage of completion method and of losses at completion;
- ❑ verifying the appropriateness of the disclosures provided in the notes to the consolidated financial statements.

### Specific verifications

As required by legal and regulatory provisions and in accordance with professional standards applicable in France, we have also verified the information pertaining to the Group presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the information pertaining to the Group presented in the management report includes the consolidated non-financial information statement required under article L.225-102-1 of the French Commercial Code. However, in accordance with article L.823-10 of the French Commercial Code, we have not verified the fair presentation and consistency with the consolidated financial statements of the information given in that statement, which will be the subject of a report by an independent third party.

## Report on other legal and regulatory requirements

### Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Icade by the General Meetings held on March 22, 2006 for Mazars and June 22, 2012 for PricewaterhouseCoopers Audit.

At December 31, 2019, Mazars and PricewaterhouseCoopers Audit were in the fourteenth and the eighth consecutive year of their engagement, respectively.

### Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for preparing consolidated financial statements giving a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit and Risk Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

### Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

#### Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these consolidated financial statements.

As specified in article L.823-10-1 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit. They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the management, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed thereon.

## Report to the Audit and Risk Committee

We submit a report to the Audit and Risk Committee, which includes, in particular, a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit and Risk Committee includes the risks of material misstatement that, in our professional judgement, were the most significant in the audit of the consolidated financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit and Risk Committee with the declaration provided for in article 6 of Regulation (EU) No 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit and Risk Committee.

Paris La Défense and Neuilly-sur-Seine, March 16, 2020

The Statutory Auditors

**Mazars**  
Gilles MAGNAN

**Pricewaterhousecoopers Audit**  
Éric BULLE

### 3. Annual financial statements

#### Balance sheet

Assets (in millions of euros)	Notes	Gross value	Depreciation and impairment	Net value as of 12/31/2019	Net value as of 12/31/2018
<b>UNCALLED CAPITAL (I)</b>		-	-	-	-
<b>FIXED ASSETS</b>					
<b>INTANGIBLE FIXED ASSETS</b>	3	3.3	0.5	2.8	1.8
<b>Tangible fixed assets</b>					
Land		930.0	73.0	857.0	1,151.1
Buildings		3,036.1	1,157.6	1,878.5	1,826.3
Other tangible fixed assets		888.0	126.7	761.3	784.5
Fixed assets under construction, advances and down payments		539.5	0.0	539.5	596.5
<b>TOTAL TANGIBLE FIXED ASSETS</b>	3	<b>5,393.5</b>	<b>1,357.3</b>	<b>4,036.2</b>	<b>4,358.4</b>
<b>Financial fixed assets</b>					
Equity investments	4	2,160.2	7.8	2,152.4	2,293.6
Receivables associated with equity investments	5.1	828.4	-	828.4	1,147.8
Loans		0.3	-	0.3	0.4
Other financial fixed assets (including treasury shares)		107.4	0.3	107.0	90.9
<b>TOTAL FINANCIAL FIXED ASSETS</b>		<b>3,096.2</b>	<b>8.1</b>	<b>3,088.1</b>	<b>3,532.7</b>
<b>TOTAL FIXED ASSETS (II)</b>		<b>8,493.0</b>	<b>1,365.9</b>	<b>7,127.0</b>	<b>7,892.9</b>
<b>CURRENT ASSETS</b>					
<b>Inventories</b>		<b>0.8</b>	<b>0.0</b>	<b>0.8</b>	<b>0.9</b>
<b>Advances and down payments to suppliers</b>		<b>2.3</b>	<b>-</b>	<b>2.3</b>	<b>9.5</b>
<b>Receivables</b>					
Accounts receivable and related accounts	6.1	134.9	30.5	104.5	109.8
Other receivables	6.1	872.9	4.4	868.5	641.2
<b>Miscellaneous</b>					
Investment securities (including treasury shares)	7.1.2	0.0	-	0.0	7.1
Derivative instruments	7.1.1	6.3	-	6.3	11.9
Cash assets	7.1.2	532.6	-	532.6	452.7
<b>Accruals and prepayments</b>					
Prepaid expenses		0.8	-	0.8	0.3
<b>TOTAL CURRENT ASSETS (III)</b>		<b>1,550.7</b>	<b>34.9</b>	<b>1,515.8</b>	<b>1,233.3</b>
Deferred charges (IV)	7.1.3	14.5	-	14.5	17.6
Bond redemption premiums (V)	7.1.3	19.6	-	19.6	23.2
<b>TOTAL ASSETS (I TO V)</b>		<b>10,077.8</b>	<b>1,400.9</b>	<b>8,676.9</b>	<b>9,167.0</b>

**FINANCIAL STATEMENTS AS OF DECEMBER 31, 2019**  
Annual financial statements

<b>Liabilities</b> (in millions of euros)	<b>Notes</b>	<b>12/31/2019</b>	<b>12/31/2018</b>
<b>EQUITY</b>			
Share capital	8.1	113.6	113.6
Share premiums, merger premiums, contribution premiums, etc.		2,644.4	2,712.2
Revaluation differences		185.7	185.7
Legal reserve		11.4	11.3
Other reserves		-	-
Retained earnings		3.5	90.0
<i>Including interim dividends</i>		-	-
<b>PROFIT/(LOSS) FOR THE FINANCIAL YEAR</b>		<b>360.2</b>	<b>185.8</b>
<b>TOTAL</b>		<b>3,318.8</b>	<b>3,298.6</b>
Government investment grants		6.2	6.7
Regulated provisions		12.6	9.0
<b>TOTAL EQUITY (I)</b>	<b>8.3</b>	<b>3,337.5</b>	<b>3,314.3</b>
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>			
Provisions for liabilities		20.5	16.6
Provisions for charges		3.5	7.4
<b>TOTAL PROVISIONS FOR LIABILITIES AND CHARGES (II)</b>	<b>9</b>	<b>24.0</b>	<b>24.0</b>
<b>DEBT</b>			
<b>Financial liabilities</b>			
Other bonds	7.2	3,409.7	3,783.4
Loans and borrowings from credit institutions		652.1	689.0
Miscellaneous borrowings and financial liabilities		945.7	966.8
<b>Operating liabilities</b>			
Advances and down payments received for work in progress	6.3	37.8	31.2
Accounts payable and related accounts		55.3	56.5
Tax and social security payables		28.0	26.8
Liabilities on fixed assets and related accounts		131.5	219.0
Other liabilities		15.1	13.1
<b>Miscellaneous</b>			
Derivative instruments		6.1	6.9
<b>Accruals and prepayments</b>			
Prepaid income		34.3	36.2
<b>TOTAL DEBT (III)</b>		<b>5,315.4</b>	<b>5,828.7</b>
<b>TOTAL LIABILITIES (I TO III)</b>		<b>8,676.9</b>	<b>9,167.0</b>

## Income statement

(in millions of euros)	Notes	12/31/2019	12/31/2018
<b>Operating income</b>			
Revenue	11.1.1	263.0	298.4
Capitalised production		-	-
Government operating grants		0.0	0.1
Reversals of depreciation and provisions, reclassification of expenses		43.9	158.4
Other operating income		95.5	105.4
<b>TOTAL OPERATING INCOME</b>		<b>402.4</b>	<b>562.3</b>
<b>Operating expenses</b>			
Purchases and changes in inventory		52.0	64.3
Outside services		82.8	89.9
Taxes, duties and similar payments		44.0	51.5
Wages and salaries	10.1	7.8	6.6
Social security expenses	10.1	2.7	2.6
Depreciation and impairment charges		153.5	212.8
Impairment charges on current assets		7.6	10.4
Provisions for liabilities and charges		9.0	11.8
Other expenses		2.5	3.4
<b>TOTAL OPERATING EXPENSES</b>		<b>362.0</b>	<b>453.3</b>
<b>OPERATING PROFIT/(LOSS)</b>	<b>11.1.2</b>	<b>40.4</b>	<b>109.0</b>
<b>Joint operations</b>			
Profit or loss borne		-	-
<b>Finance income</b>			
Finance income from equity investments		327.4	251.6
Income from other securities and fixed asset receivables		-	-
Other interest and similar income		3.5	2.9
Reversals of provisions, impairment and reclassification of expenses		118.3	6.0
Net gains on disposal of investment securities		3.7	4.4
<b>TOTAL FINANCE INCOME</b>		<b>452.9</b>	<b>264.9</b>
<b>Finance expenses</b>			
Depreciation, impairment and provision charges for financial assets		10.2	25.0
Interest and similar expenses		112.9	122.5
Net losses on disposal of investment securities		3.8	6.1
<b>TOTAL FINANCE EXPENSES</b>		<b>127.0</b>	<b>153.7</b>
<b>FINANCE INCOME/(EXPENSE)</b>	<b>11.2</b>	<b>326.0</b>	<b>111.3</b>
<b>RECURRING PROFIT/(LOSS) BEFORE TAX</b>		<b>366.4</b>	<b>220.2</b>
<b>Non-recurring income</b>			
Non-recurring income from management transactions		0.0	2.3
Non-recurring income from capital transactions		872.8	470.5
Reversals of provisions, impairment and reclassification of expenses		0.6	4.3
<b>TOTAL NON-RECURRING INCOME</b>		<b>873.5</b>	<b>477.2</b>
<b>Non-recurring expenses</b>			
Non-recurring expenses from management transactions		0.3	0.1
Non-recurring expenses from capital transactions		875.4	504.3
Non-recurring depreciation, impairment and provision charges		3.6	2.9
<b>TOTAL NON-RECURRING EXPENSES</b>		<b>879.4</b>	<b>507.2</b>
<b>NON-RECURRING PROFIT/(LOSS)</b>	<b>11.3</b>	<b>(5.9)</b>	<b>(30.1)</b>
Employee profit-sharing plans		-	-
Corporate tax		0.4	4.3
<b>TOTAL INCOME</b>		<b>1,728.8</b>	<b>1,304.4</b>
<b>TOTAL EXPENSES</b>		<b>1,368.6</b>	<b>1,118.5</b>
<b>NET PROFIT/(LOSS)</b>		<b>360.2</b>	<b>185.8</b>



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## Note 1. Main events of the financial year

### 1.1. Investments and disposals completed

The main transactions completed in 2019 included:

- the sale of the Crystal Park building in Neuilly-sur-Seine to South Korean investors on July 30, 2019 for €690.2 million;
- the sale of a 49% interest in the "Tour Eqho" company for €151.0 million on September 30, 2019 and all Sarvilep shares to Icade Promotion for €8.1 million on December 20, 2019. In addition, Icade granted the buyer of Tour Eqho an option to purchase all the shares still owned by Icade in Tour Eqho by December 31, 2020;
- the sale of a stake in the OPPCI fund Icade Healthcare Europe, a vehicle dedicated to healthcare property investments in Europe, to certain investors in Icade Santé. As of December 31, 2019, this company was 59.39% owned by Icade;

- the acquisition of all the shares in the "Pointe Métro 1" company which owned an office complex in Gennevilliers, for €123 million on September 25, 2019;
- the acquisition of a 6% stake in 20 German companies owning nursing homes, from MK Kliniken AG on December 19, 2019.

### 1.2. Finance

Over the period, Icade carried out:

- a bond tender offer in February 2019 for three outstanding issues maturing in 2021, 2022 and 2023 listed on Euronext Paris for €156.5 million;
- the early unwinding of €200 million of short-term fixed rate swaps against a termination payment of €5.5 million.

### 1.3. Other legal restructuring

Icade's Board of Directors authorised the legal restructuring measures set out in the table below. These were carried out at book value.

Company	Decision of Icade's Board of Directors	Type of measure	Legal effective date	Accounting and tax effective date	Accounting impact
ICADE REIM ARNULFSTRASSE MK9	07/20/2018	Merger	01/01/2019	01/01/2019	Merger deficit of €0.9 million
ICADE - CAMILLE DESMOULINS	07/19/2019	Transfer of all assets (dissolution without liquidation decision on 07/25/2019)	08/31/2019	08/31/2019	-
ÉVRY MOZART	07/19/2019	Transfer of all assets (dissolution without liquidation decision on 07/25/2019)	08/31/2019	08/31/2019	-

## Note 2. Accounting methods and principles

### 2.1. Standards applied

The annual financial statements of the Company were prepared as of December 31, 2019 in accordance with the requirements of the French Commercial Code, the French general chart of accounts and other applicable requirements. They were approved by Icade's Board of Directors on February 14, 2020. The previous annual financial statements published by Icade for the year ended December 31, 2018 had been prepared and approved using the same principles and methods.

### 2.2. Basis of measurement, judgement and use of estimates

The financial statements were prepared based on a historical cost approach.

The preparation of financial statements requires the use of estimates and assumptions to determine the value of assets and liabilities, the assessment of any positive or negative unanticipated events as of the reporting date, and income and expenses for the financial year.

The significant estimates made by the Company in preparing its financial statements mainly related to the recoverable amount of tangible fixed assets as specified in the paragraph "Procedures for carrying out tangible asset impairment tests", financial fixed assets as specified in the paragraph "Equity investments, receivables associated with equity investments and other long-term securities", and the measurement of employee benefits and provisions as specified in the paragraphs "Provisions" and "Employee benefits".

Due to the uncertainties inherent in any measurement process, the Company reviews its estimates on the basis of regularly updated information. The future results of the operations concerned may differ from these estimates.

### 2.3. Activity of the Company

The Company engages in three main activities:

- leasing property assets including offices, business parks, warehouses and residential units to tenants;
- managing healthcare property assets;
- operating as a holding company and providing finance to the subsidiaries of the Icade Group.

As a result, the Company's revenue mainly consists of two types of income:

- lease income from property assets including offices, business parks, warehouses and residential units;
- services such as property management, asset management, administrative and accounting management, particularly for the Healthcare business activity carried out by the company Icade Santé and its subsidiaries.

Other operating income is mainly composed of the following three types of income:

- service charges and taxes recharged to tenants in accordance with their lease agreements;
- expenses incurred on behalf of subsidiaries and recharged to them;
- royalties for the Icade trademark.

## 2.4. Intangible fixed assets

An intangible asset is a non-monetary asset that does not have any physical substance but is both identifiable and controlled by the Company as a result of past events and which may bring future economic benefits. An intangible asset is identifiable if it can be separated from the acquiree or if it stems from legal or contractual rights.

Intangible fixed assets whose useful lives can be determined are amortised using the straight-line method over their estimated useful lives.

Impairment of an asset is recognised where its recoverable amount is less than its net carrying amount. For intangible fixed assets arising from finance leases or relating to property rights, impairment methods are as follows:

- Finance leases are measured on an individual basis as follows: the fair value of the lease is equal to the fair value of the property asset (as determined by an independent valuer) less the outstanding principal amount. The fair value of each lease is compared to the sum of the tangible and intangible asset, as the case may be. In the event of impairment, the intangible asset is impaired first, and then the tangible asset. If the impairment amount is greater than the value of the assets, a provision for liabilities is recorded as a liability.
- Real property rights are tested on an individual basis as follows: the fair value of the property asset (as determined by an independent valuer) is compared to the sum of the intangible and tangible assets,

as the case may be. In the event of impairment, the intangible asset is impaired first, and then the tangible asset.

Impairment losses may subsequently be reversed if the recoverable amount again becomes higher than the net carrying amount.

## 2.5. Tangible fixed assets

Tangible fixed assets consist mainly of property held to earn rentals or for capital appreciation, or both.

In accordance with ANC Regulation No. 2014-03, property is recognised at cost, less accumulated depreciation and any impairment as specified in the paragraph "Procedures for carrying out tangible asset impairment tests".

### Property costs

Property costs consist of:

- the purchase price stated in the deed or the construction costs, including non-refundable taxes, after deducting any trade discounts, rebates or cash discounts;
- the cost of restoration work;
- all directly attributable costs incurred in order to put the property in a condition to be leased in accordance with the use intended by management. Thus, transfer duties, fees, commissions and fixed legal expenses related to the acquisition, and commissions related to leasing are included in the cost;
- costs of bringing the property into compliance with safety and environmental regulations;
- capitalised borrowing costs as specified in the paragraph "Capitalised borrowing costs".

### Depreciation procedures

In accordance with ANC Regulation No. 2014-03, the gross carrying amount is split into separate components which have their own useful lives.

The components are depreciated using the straight-line method over periods which correspond to their expected useful life. Land is not depreciated. The depreciation periods used (in years) are as follows:

Components	Offices and business parks			
	"Haussmann" buildings	Other properties	Residential	Other assets
Roads, networks, distribution	100	40-60	50	15
Structural works	100	60	50	30
External structures	30	30	25	20
General and technical equipment	20-25	10-25	25	10-15
Internal fittings	10-15	10-15	15-25	10-15
Specific equipment	10-30	10-30	15-25	10

Useful lives are revised at each reporting date, particularly in respect of properties which are the subject of a restoration decision.

Investment property is tested for impairment where events, changes in the market environment or internal factors indicate a potential impairment, as specified in the paragraph "Procedures for carrying out tangible asset impairment tests".

Property which, on an exceptional basis, is leased to tenants with an option to buy, is not divided into components and is depreciated on a straight-line basis over the lease term.

### Compensation for termination of lease

When a lease is terminated, the Company may have to pay compensation to a former tenant. Three types of situations may arise:

- termination compensation is paid in order to vacate premises which require reconstruction or renovation; it is then capitalised by including it in the cost of the related tangible assets;

- termination compensation is paid in order to vacate premises for a potential future tenant; it is then recognised as an expense for the financial year in which it was incurred;
- termination compensation is paid due to advanced negotiations for the signing of a lease with a new tenant; it is then capitalised and amortised over the lease term on the same basis as lease income.

### Government investment grants

Government investment grants received are recognised in equity. These are recognised as income over the useful life of the depreciable asset.

### Procedures for carrying out tangible asset impairment tests

Pursuant to ANC Regulation No. 2014-03, at each reporting date and at the time of each interim financial report, assets must be assessed for indications of impairment.

Indications of impairment include:

- a substantial decline in the market value of the asset;
- a change in the technological, economic or legal environment.

An impairment loss is recognised where the asset's recoverable amount is less than its net carrying amount.

### Impairment of property

The recoverable amount of a property, as determined by independent property valuers, is the higher of the fair market value less disposal costs, and the value in use. The fair market value is the market value excluding duties. The value in use is the present value of expected lease income from those assets.

Where the estimated recoverable amount is less than the net carrying amount, the difference between those two amounts is recognised as an impairment loss. Recognising an impairment loss entails a review of the depreciable amount and, as the case may be, of the depreciation schedule for the property concerned. Impairment tests take into account any technical merger deficits allocated to property assets and property rights recognised as intangible fixed assets.

Impairment losses on property may subsequently be reversed if the recoverable amount again becomes higher than the net carrying amount. The value of the asset after reversal of the impairment loss should not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised for the asset in prior years.

Although carried out by independent property valuers, it should be remembered that valuing a property asset is a complex estimation exercise, which is also subject from one year to the next to the changing economic climate and the volatility of some of the market parameters used, particularly yields and discount rates.

Therefore, in order to take into account the inherent difficulties of valuing a property asset and to avoid recognising an impairment loss that might need to be fully or partially reversed in the next financial statements, Icade only recognises an impairment loss if the unrealised capital loss on the property assets is more than 5% of the net carrying amount before impairment. It is determined whether or not this threshold has been crossed for each individual asset or group of assets, where these assets are interdependent as, for example, in the case of business park assets. If this threshold is exceeded, the impairment loss recognised is the total amount of the unrealised capital loss.

This impairment loss is adjusted upwards or downwards at each reporting date to reflect changes in the value of the asset and its net carrying amount, remembering that if the impairment loss is less than 5% of the net carrying amount before impairment, the previously recognised impairment loss is reversed.

For properties acquired less than three months before the reporting date and recognised in the financial statements at their acquisition price including transfer taxes, the unrealised capital loss corresponding to transfer taxes and other acquisition costs is not recognised as an impairment loss.

## 2.6. Operating and finance leases

In the course of its business activities, the Company acts as a lessor in operating leases and as a lessee in operating or finance leases.

### Accounting by lessors

Lease income from operating leases is recognised by lessors on a straight-line basis over the shorter of the entire lease term and the period to the next break option. Consequently, any specific clauses and incentives specified in the leases (rent-free periods, progressive rent, lease premiums) are recognised over the shorter of the entire lease term and the period to the next break option, without taking index-linked rent reviews into account. The reference period used is the shorter of the entire lease term and the period to the next break option.

Any expenses directly incurred and paid to third parties to set up a lease are recorded as assets under the heading "Tangible fixed assets", and depreciated over the shorter of the entire lease term and the period to the next break option.

### Accounting by lessees

For both operating and finance leases, lease payments are recognised as an expense over the lease term on a straight-line basis.

## 2.7. Capitalised borrowing costs

The Company has elected to include borrowing costs directly attributable to construction or production in the cost of the corresponding asset.

Borrowing costs are deducted from finance expenses and included in the construction costs up to the completion date of the works.

Capitalised borrowing costs are determined as follows:

- where funds are borrowed in order to build a specific asset, the borrowing costs that are eligible for capitalisation are the costs actually incurred over the financial year less any investment income on the temporary investment of those borrowings;
- where the borrowed funds are used to build several assets, the borrowing costs that are eligible for capitalisation are determined by applying a capitalisation rate to the construction costs. This capitalisation rate is equal to the weighted average of current borrowing costs for the financial year other than those of borrowings taken out for the purpose of building specific assets. The capitalised amount may not exceed the amount of costs actually borne.

## 2.8. Equity investments, receivables associated with equity investments and other long-term securities

Equity investments and other long-term securities are recognised as assets at acquisition cost, contribution or subscription value, excluding expenses. Receivables associated with equity investments are recognised at their nominal value.

If the recoverable amount is lower than the net carrying amount, an impairment loss is recognised as a finance expense.

### Equity investments

Subsequent to their purchase, equity instruments, whether listed or not, are measured based on their value in use. This value is primarily determined in accordance with the following criteria: the adjusted net asset value and the profitability of the Company, estimated mainly by reference to the enterprise value net of financial liabilities. The enterprise value is calculated using the discounted cash flow method and, where appropriate, the multiples method. In the particular instance of the investment in Icade Promotion, the enterprise value is determined by an independent valuer based on a multi-criteria analysis. Investments in property investment companies are valued based on the net asset value including any unrealised capital gains or losses on property assets, measured using the fair values determined by independent property valuers.

### Receivables associated with equity investments and other related parties

Advances subject to a repayment schedule are classified as "Receivables associated with equity investments and other related parties". Other advances are classified as "Shareholder advances". Advances are intended to cover the financing needs of subsidiaries' operations.

Receivables associated with equity investments are only impaired if the corresponding investments have previously been fully impaired. The impairment loss is equal to the recoverable amount of the securities less their carrying amount, within the limit of the nominal value of the receivable.

Assessment of the recoverability of receivables associated with equity investments in partnerships also takes into account the situation of the other partners.

### Other financial fixed assets

For investments in listed companies, the recoverable amount is determined on the basis of the average price over the last month of the financial year.

For investments in unlisted companies, the recoverable amount is estimated using recognised valuation methods (reference to recent transactions, discounted cash flow, share of net assets, etc.). On an exceptional basis, some securities which do not have a quoted price in an active market and whose recoverable amount cannot be measured reliably, are maintained at acquisition cost.

## 2.9. Inventories

Inventories are recognised at acquisition or production cost. At each reporting date, they are valued at the lower of their cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion or the estimated costs necessary to make the sale.

## 2.10. Accounts receivable

Accounts receivable primarily consist of short-term receivables. An impairment loss is recognised if the carrying amount is higher than the recoverable amount. Accounts receivable are impaired on a case-by-case basis according to various criteria such as collection problems, disputes or the debtor's situation.

## 2.11. Investment securities

Investment securities are recognised as assets at acquisition cost. An impairment loss is recognised if the realisable value is less than the net carrying amount.

## 2.12. Treasury shares

Treasury shares held under the liquidity contract are classified as "Investment securities". Other treasury shares are classified as "Other financial fixed assets". As these are listed shares, the recoverable amount is defined as the average share price over the last month of the period. In the event of unrealised capital losses, an impairment loss is recognised.

## 2.13. Provisions

A provision is recognised if the Company has a probable obligation that arises from past events, the settlement of which is expected to result in an outflow of resources without an offsetting inflow at least equivalent, and the value of which can be estimated reliably.

Identified risks of any kind, particularly operational and financial risks, are monitored on a regular basis, which makes it possible to determine the amount of provisions deemed necessary.

## 2.14. Employee benefits

### Retirement benefit and anniversary bonus liabilities

Retirement benefit plans, similar payments and other employee benefits, which are considered as defined benefits plans (plans under which the Company undertakes to guarantee a defined amount or level of benefit), are recognised on the balance sheet on the basis of an actuarial assessment of liabilities as of the reporting date, less the fair value of the relevant plan assets. Contributions paid under plans which are considered as defined contribution plans, i.e. where the Company has no obligation other than to pay the contributions, are recognised as an expense for the year.

The provision recorded in the financial statements is calculated according to the projected unit credit method and takes into account the related social security expenses.

Actuarial gains and losses are due to differences between the assumptions used and reality, or changes in the assumptions used to measure the liabilities and the related plan assets:

- employee turnover rates;
- rates of salary increases;
- discount rates;
- mortality tables;
- rates of return on plan assets.

Actuarial gains or losses are recognised as profit or loss for the financial year in which they are incurred.

As accounting rules do not provide for a specific treatment in the event of legislative or regulatory changes impacting an existing plan, the Company elected to consider that such changes result in a change of plan and the impact is treated as past service costs, which are deferred and amortised over the remaining vesting period.

A provision calculated based on the likelihood of employees reaching the seniority required for each milestone is recorded in respect of anniversary bonuses and such bonuses are recalculated at each reporting date.

Retirement benefit and anniversary bonus liabilities are valued by an independent actuary.

### Employee profit sharing and performance incentive plans

The provision for the employee profit sharing plan and the provision for the employee performance incentive plan are determined in accordance with the agreements currently in place for the Icade Group.

## 2.15. Financial liabilities and interest rate hedges

### Financial liabilities

Loans and other interest-bearing financial liabilities are recognised at their nominal repayment value. Issue costs and premiums are generally capitalised and amortised on a straight-line basis over the life of the loan.

### Derivatives and hedge accounting

The Company uses financial derivatives (swaps, interest rate options) to hedge its exposure to market risk stemming from interest rate fluctuations. Derivatives are used as part of a Group policy on interest rate risk management.

For hedging instruments, unrealised capital gains and losses resulting from the difference between the market value of contracts estimated at the reporting date and their nominal value are not recorded.

The fair value of derivatives as presented in the appendix is measured using commonly accepted models (e.g. discounted cash flow method) and based on market data.

Premiums paid when interest rate options are purchased are amortised on a straight-line basis over the life of these instruments.

When an instrument eligible for hedge accounting is unwound, two scenarios are possible:

- First case: the hedging instrument is unwound while the hedged item still exists.

In this case, the termination payment made or received is recognised in the income statement over the remaining life of the hedged item, offsetting the gain or loss recognised for the hedged item itself.

- Second case: the hedging instrument is unwound and the hedged item is terminated.

In this case, termination payments in respect of hedges are immediately recognised through profit or loss.

## 2.16. Tax

The Company is eligible for the tax regime for French listed real estate investment companies ("SIICs", under Article 208 C of the French General Tax Code), which provides for an exemption from tax on net lease income and capital gains on disposal of investment property.

In return for exemption from corporate tax, the application of the SIIC tax regime entails, among others, specific dividend payment obligations:

- 95% of profits from leasing activities;
- 70% of capital gains on disposals;
- 100% of dividends paid by subsidiaries which have opted for the SIIC tax regime.

Furthermore, the Company's fiscal income is divided into two separate segments:

- a segment exempt from tax on current income from leasing activities, capital gains on disposals and dividends received from subsidiaries subject to the SIIC tax regime;
- a segment that is taxable under ordinary tax rules in respect of other operations.

## Note 3. Fixed assets, investments and gains or losses on disposal of intangible and tangible assets

### 3.1. Intangible and tangible fixed assets

GROSS FIXED ASSETS (in millions of euros)	12/31/2018	Mergers and contributions	Increases, acquisitions, asset creations	Decreases, disposals or scrapped assets	Transfer between line items	12/31/2019
Intangible fixed assets	2.2	-	-	(1.4)	0.5	1.3
Other intangible fixed assets	1.1	-	1.5	(0.0)	(0.5)	2.1
<b>INTANGIBLE FIXED ASSETS</b>	<b>3.3</b>	<b>-</b>	<b>1.5</b>	<b>(1.5)</b>	<b>(0.0)</b>	<b>3.3</b>
Land	1,233.9	-	(0.0)	(328.7)	24.7	930.0
Buildings	1,878.9	-	-	(174.2)	220.9	1,925.7
Fixtures and fittings	1,093.1	-	-	(110.5)	127.8	1,110.4
Other tangible fixed assets	900.5	-	-	(12.6)	0.0	888.0
Including technical merger deficits on land	413.3	-	-	(0.8)	0.0	412.5
Including technical merger deficits on buildings, fixtures and fittings	485.8	-	-	(11.5)	-	474.3
Tangible fixed assets under construction	588.8	-	318.4	(6.7)	(373.5)	527.0
Advances on tangible fixed assets	7.7	-	4.7	-	0.0	12.4
<b>TANGIBLE FIXED ASSETS</b>	<b>5,703.1</b>	<b>-</b>	<b>323.1</b>	<b>(632.7)</b>	<b>0.0</b>	<b>5,393.5</b>
<b>TOTAL GROSS FIXED ASSETS</b>	<b>5,706.4</b>	<b>-</b>	<b>324.5</b>	<b>(634.1)</b>	<b>(0.0)</b>	<b>5,396.8</b>

For the year 2019, the amount of borrowing costs included in the gross value of fixed assets totalled €4.2 million.

The main disposals in the financial year are described in note 3.4 "Gains or losses on disposal of property assets".

### 3.2. Investments made during the financial year

Investments (in millions of euros)	Operating property acquisitions	Off-plan property acquisitions	Projects under development	Other investments	12/31/2019
Offices	0.0	61.9	186.8	39.6	288.3
Business parks	-	-	13.6	20.5	34.1
Other property assets	-	-	(0.0)	0.6	0.6
<b>INVESTMENTS IN PROPERTY ASSETS</b>	<b>0.0</b>	<b>61.9</b>	<b>200.4</b>	<b>60.7</b>	<b>323.1</b>
Other tangible fixed assets	-	-	-	1.5	1.5
<b>TOTAL INVESTMENTS</b>	<b>0.0</b>	<b>61.9</b>	<b>200.4</b>	<b>62.2</b>	<b>324.5</b>

Investments in off-plan property developments related to:

- completion of the works to properties completed in 2019 for €30.5 million (Paris Gambetta and Go Spring);
- projects which continued or were completed in 2019 for €31.4 million (Latécoère in Toulouse, Eko Active and Le Castel in Marseille).

Projects under development related mainly to the following buildings: Origine, Fresk, 007 in the Pont de Flandre business park and Monaco in Rungis.

Other investments totalling €60.7 million related primarily to:

- works to business parks in operation for €19.6 million;
- works to office buildings in operation for €23.2 million;
- lease incentives and broker fees for €17.4 million.

### 3.3. Depreciation and impairment of intangible and tangible fixed assets

Depreciation and impairment (in millions of euros)	12/31/2018	Mergers and contributions	Depreciation and impairment charges	Decreases	Transfer between line items	12/31/2019
Intangible fixed assets	(1.5)	-	(0.4)	1.4	-	(0.5)
Real property rights and technical merger deficits	(0.0)	-	(0.0)	0.0	-	-
<i>Including technical merger deficits on intangible fixed assets</i>	-	-	-	-	-	-
Other intangible fixed assets	-	-	-	-	-	-
<b>INTANGIBLE FIXED ASSETS</b>	<b>(1.5)</b>	<b>-</b>	<b>(0.4)</b>	<b>1.4</b>	<b>-</b>	<b>(0.5)</b>
Land	(82.8)	-	-	9.8	-	(73.0)
Buildings	(538.8)	-	(52.4)	50.9	0.0	(540.2)
Fixtures and fittings	(607.0)	-	(64.0)	53.6	(0.0)	(617.4)
Other tangible fixed assets	(116.0)	-	(33.4)	22.8	-	(126.7)
<i>Including technical merger deficits on land</i>	<i>(9.0)</i>	<i>-</i>	<i>(3.5)</i>	<i>8.8</i>	<i>-</i>	<i>(3.7)</i>
<i>Including technical merger deficits on buildings, fixtures and fittings</i>	<i>(105.8)</i>	<i>-</i>	<i>(29.9)</i>	<i>13.8</i>	<i>-</i>	<i>(121.9)</i>
Tangible fixed assets under construction	(0.1)	-	-	0.1	-	(0.0)
<b>TANGIBLE FIXED ASSETS</b>	<b>(1,344.7)</b>	<b>-</b>	<b>(149.8)</b>	<b>137.2</b>	<b>0.0</b>	<b>(1,357.3)</b>
<b>DEPRECIATION AND IMPAIRMENT</b>	<b>(1,346.2)</b>	<b>-</b>	<b>(150.2)</b>	<b>138.7</b>	<b>0.0</b>	<b>(1,357.8)</b>
<b>NET CARRYING AMOUNT OF FIXED ASSETS</b>	<b>4,360.2</b>	<b>-</b>	<b>174.3</b>	<b>(495.5)</b>	<b>0.0</b>	<b>4,038.9</b>

At the end of 2019, impairment losses on property assets amounted to €84.9 million vs. €102.2 million as of December 31, 2018. The net reversal of impairment losses for €17.6 million related primarily to office property for €18.1 million.

### 3.4. Gains or losses on disposal of property assets

Gains or losses on disposal of property assets (in millions of euros)	12/31/2019	12/31/2018
Selling price of property assets	700.7	470.1
Net carrying amount of assets sold or scrapped	(516.6)	(489.2)
Disposal costs	(26.5)	(9.8)
<b>GAINS OR LOSSES ON DISPOSALS</b>	<b>157.5</b>	<b>(29.0)</b>
Reversals of impairment losses on property assets and receivables recognised on a straight-line basis	0.1	73.4
<b>GAINS OR LOSSES ON DISPOSALS AFTER REVERSALS OF IMPAIRMENT LOSSES</b>	<b>157.6</b>	<b>44.4</b>

In the financial year 2019, the Crystal Park office building located in Neuilly-sur-Seine was the largest disposal, amounting to €690.2 million. Disposals of residential assets totalled €5.5 million.

In 2018, Icade sold two non-strategic business parks (Paris Nord and Colombes) and the Axe Seine office building located in Nanterre to an investor for an aggregate amount of €434.0 million, as well as office buildings and warehouses for €15.7 million. In addition, disposals of residential assets amounted to €10.4 million.



## Note 4. Equity investments, income from equity investments and gains or losses on disposals

### 4.1. Changes in equity investments and income for the financial year

Details on the gross and net carrying amount of equity investments, as well as debt levels and profits or losses are shown for each company in the table on subsidiaries and equity investments (see note 13.4).

Equity investments (in millions of euros)	12/31/2018	Mergers and contributions	Creations, acquisitions, capital increases	Decreases, disposals	12/31/2019	Dividends and profits allocated to Icade
Consolidated property investment companies	2,261.0	(47.8)	290.9	(497.2)	2,006.9	200.9
Consolidated property development companies	135.1	-	-	-	135.1	50.0
Unconsolidated companies	27.4	(9.3)	0.1	-	18.2	16.3
<b>TOTAL EQUITY INVESTMENTS</b>	<b>2,423.5</b>	<b>(57.0)</b>	<b>291.0</b>	<b>(497.2)</b>	<b>2,160.2</b>	<b>267.1</b>

In 2019, Icade made equity investments totalling €74.5 million, including Pointe Métro 1, and acquired a 6% stake in 20 German companies owning nursing homes.

In addition, Icade subscribed to the capital increases of its subsidiaries, specifically Icade Santé, OPPCI Icade Healthcare Europe and Icade - Rue des Martinets, for €216.4 million.

Disposals of equity investments represented €329.7 million and mainly involved Tour Eqho and Sarvilep shares. Repayments of share capital amounted to €167.5 million in 2019.

The impact of mergers totalling €57 million related to the liquidation of some of the companies in the portfolio, namely Icade - Camille Desmoulins and Évy Mozart.

### 4.2. Impairment of equity investments

Impairment of equity investments (in millions of euros)	12/31/2018	Mergers and contributions	Charges	Reversals	12/31/2019
Consolidated property investment companies	120.6	(10.3)	2.9	(105.4)	7.8
Consolidated property development companies	-	-	-	-	-
Unconsolidated companies	9.3	(9.3)	-	-	-
<b>IMPAIRMENT OF EQUITY INVESTMENTS</b>	<b>129.9</b>	<b>(19.6)</b>	<b>2.9</b>	<b>(105.4)</b>	<b>7.8</b>

As regards property investment companies, impairment losses on equity investments mainly related to SCI Icade TMM and Cycle Up. Reversals

of impairment losses resulted from the disposal of the investment in Sarvilep and the transfer of all of SCI Évy Mozart's assets.

### 4.3. Gains or losses on disposal of equity investments

Gains or losses on disposal of equity investments (in millions of euros)	12/31/2019	12/31/2018
Selling price of equity investments	171.7	0.1
Net carrying amount of investments sold	(329.7)	(0.1)
Disposal costs	(2.2)	-
<b>GAINS OR LOSSES ON DISPOSALS</b>	<b>(160.2)</b>	<b>0.1</b>
Reversals of impairment losses on equity investments	104.9	-
<b>GAINS OR LOSSES ON DISPOSALS AFTER REVERSALS OF IMPAIRMENT LOSSES</b>	<b>(55.3)</b>	<b>0.0</b>

In 2019, disposals of equity investments related primarily to the 49% interest in Tour Eqho and 100% of Sarvilep sold to Icade Promotion. In addition, Icade received payment of a contingent consideration of €2.9 million from Esset Property Management in connection with the sale of Icade Property Management in 2016.

In 2018, disposals related primarily to Financière des Brotteaux. Reversals of impairment losses are recognised as finance income.

## Note 5. Intra-group financing

### 5.1. Financing granted to subsidiaries and equity investments

Financing granted to subsidiaries and equity investments (in millions of euros)	12/31/2018	Mergers and contributions	New debt, increases	Repayments, decreases	12/31/2019	Finance interest
<b>Receivables associated with equity investments</b>						
Consolidated property investment companies	1,046.05	(14.03)	-	(307.15)	724.87	24.24
Consolidated property development companies	100.48	-	3.02	-	103.50	1.89
Unconsolidated companies	1.30	(1.30)	-	-	-	-
<b>TOTAL RECEIVABLES ASSOCIATED WITH EQUITY INVESTMENTS</b>	<b>1,147.82</b>	<b>(15.33)</b>	<b>3.02</b>	<b>(307.15)</b>	<b>828.36</b>	<b>26.12</b>
<b>Intra-group shareholder loans</b>						
Consolidated property investment companies	380.03	-	281.57	(68.06)	593.55	4.03
Consolidated property development companies	119.31	-	56.56	(0.00)	175.87	1.87
Unconsolidated companies	0.04	-	-	(0.00)	0.04	0.00
<b>INTRA-GROUP SHAREHOLDER LOANS (I)</b>	<b>499.39</b>	<b>-</b>	<b>338.13</b>	<b>(68.06)</b>	<b>769.46</b>	<b>5.90</b>
<b>Share of profit/(loss) of partnerships and dividends receivable</b>						
Consolidated property investment companies	65.93	-	12.99	(51.45)	27.47	-
Consolidated property development companies	-	-	-	-	-	-
Unconsolidated companies	-	-	-	-	-	-
<b>SHARE OF PROFIT/(LOSS) AND DIVIDENDS RECEIVABLE (II)</b>	<b>65.93</b>	<b>-</b>	<b>12.99</b>	<b>(51.45)</b>	<b>27.47</b>	<b>-</b>
<b>TOTAL GROUP AND ASSOCIATES (III = I + II)</b>	<b>565.31</b>	<b>-</b>	<b>351.12</b>	<b>(119.51)</b>	<b>796.93</b>	<b>5.90</b>

Changes in receivables associated with equity investments related mainly to:

- ▣ restructuring the debt of Tour Eqho resulting in a €238.9 million prepayment and a €17.9 million penalty;
- ▣ restructuring the debt of Icade - Rue des Martinet resulting in a €31.7 million prepayment due primarily to a €29.7 million capital increase through capitalisation of receivables.

The change in shareholder loans to property investment companies mainly resulted from:

- ▣ financing the development projects of the following companies: Silky Way for €64.6 million, Icade Healthcare Europe for €102.3 million, Pointe Métro 1 for €70.3 million and Victor Hugo for €22 million;
- ▣ decreases in connection with prepayments by SAS Tour Eqho for -€50.7 million following the restructuring of its debt, SCI Bassin Nord for -€9.7 million and SCI Immobiliers Hôtels for -€6.1 million.

### 5.2. Impairment of receivables associated with equity investments and shareholder loans

Impairment of receivables associated with equity investments and shareholder loans (in millions of euros)	12/31/2018	Mergers and contributions	Charges	Reversals	12/31/2019
Consolidated property investment companies	-	0.0	3.7	(0.0)	3.7
Consolidated property development companies	-	-	-	-	-
Unconsolidated companies	-	(0.0)	-	-	(0.0)
<b>IMPAIRMENT OF RECEIVABLES ASSOCIATED WITH EQUITY INVESTMENTS AND SHAREHOLDER LOANS</b>	<b>-</b>	<b>(0.0)</b>	<b>3.7</b>	<b>(0.0)</b>	<b>3.7</b>

### 5.3. Financing granted to Icade by subsidiaries and equity investments

Financing received (in millions of euros)	12/31/2018	Mergers and contributions	Increases	Decreases	12/31/2019	2019 interest expenses
<b>Intra-group shareholder loans</b>						
Consolidated property investment companies	340.67	(51.77)	315.92	(161.04)	443.78	-
Consolidated property development companies	1.96	-	2.26	-	4.22	-
Unconsolidated companies	1.31	-	-	(0.01)	1.31	-
<b>INTRA-GROUP SHAREHOLDER LOANS</b>	<b>343.94</b>	<b>(51.77)</b>	<b>318.18</b>	<b>(161.04)</b>	<b>449.31</b>	-
<b>Share of profit/(loss) of partnerships</b>	-					
Consolidated property investment companies	12.04	-	0.34	(2.06)	10.32	-
Consolidated property development companies	-	-	-	-	-	-
Unconsolidated companies	0.02	-	-	-	0.02	-
<b>SHARE OF PROFIT/(LOSS)</b>	<b>12.06</b>	-	<b>0.34</b>	<b>(2.06)</b>	<b>10.34</b>	-
<b>GROUP AND ASSOCIATES</b>	<b>356.01</b>	<b>(51.77)</b>	<b>318.52</b>	<b>(163.11)</b>	<b>459.65</b>	-

## Note 6. Maturities of assets and liabilities, impairment of other assets

### 6.1. Asset maturities

Asset maturities (in millions of euros)	12/31/2019				including accrued income	12/31/2018
	Total	< 1 year	Between 1 and 5 years	> 5 years		
Receivables associated with equity investments	828.4	77.6	429.4	321.3	5.3	1,147.8
Other long-term securities	-	-	-	-	-	-
Loans	0.3	0.0	0.0	0.2	-	0.4
Other financial fixed assets	107.4	62.8	0.1	44.5	-	95.6
<i>including treasury shares</i>	43.6	-	-	43.6	-	29.3
Advances and down payments on financial fixed assets	-	-	-	-	-	-
<b>FIXED ASSETS</b>	<b>936.0</b>	<b>140.4</b>	<b>429.6</b>	<b>366.0</b>	<b>5.3</b>	<b>1,243.8</b>
Advances and down payments made and accrued credit notes	2.3	2.3	-	-	-	9.5
Accounts receivable	134.9	134.9	-	-	113.5	137.1
Social security and tax receivables	57.7	57.7	-	-	0.0	70.2
Group and associates	796.9	796.9	-	-	1.8	565.3
Miscellaneous debtors	18.2	18.2	-	-	-	6.9
Financial instruments	6.3	6.3	-	-	-	12.3
Prepaid expenses	0.8	0.8	-	-	-	0.3
<b>CURRENT ASSETS</b>	<b>1,017.2</b>	<b>1,017.2</b>	<b>-</b>	<b>-</b>	<b>115.3</b>	<b>801.6</b>
<b>DEFERRED CHARGES AND BOND REDEMPTION PREMIUMS</b>	<b>34.2</b>	<b>6.0</b>	<b>18.9</b>	<b>9.3</b>	<b>-</b>	<b>40.8</b>
<b>TOTAL RECEIVABLES</b>	<b>1,987.3</b>	<b>1,163.5</b>	<b>448.5</b>	<b>375.3</b>	<b>120.5</b>	<b>2,086.1</b>

Intra-group accounts receivable stood at €11.3 million as of December 31, 2019.

## 6.2. Impairment losses on other financial fixed assets and current assets

Impairment losses on other financial fixed assets and current assets (in millions of euros)	12/31/2018	Mergers and contributions	Charges	Reversals	Other changes	12/31/2019	Bad debt
Treasury shares	4.6	-	-	(4.3)	-	0.3	-
Security deposits	-	0.0	-	-	-	0.0	-
<b>IMPAIRMENT LOSSES ON OTHER FINANCIAL FIXED ASSETS</b>	<b>4.6</b>	<b>0.0</b>	<b>-</b>	<b>(4.3)</b>	<b>-</b>	<b>0.3</b>	<b>-</b>
Inventories	0.0	-	-	-	-	0.0	-
Accounts receivable	27.3	0.2	17.7	(11.1)	-	34.2	-
Other receivables	1.3	-	-	(0.6)	-	0.7	-
Investment securities	0.8	-	-	(0.8)	-	-	-
Derivative instruments	-	-	-	-	-	-	-
<b>IMPAIRMENT LOSSES ON CURRENT ASSETS</b>	<b>29.4</b>	<b>0.2</b>	<b>17.7</b>	<b>(12.5)</b>	<b>-</b>	<b>34.9</b>	<b>-</b>

## 6.3. Liability maturities

Liability maturities (in millions of euros)	12/31/2019					12/31/2018
	Total	< 1 year	Between 1 and 5 years	> 5 years	including accrued expenses and accrued interest	
Other bonds	3,409.7	27.7	932.0	2,450.0	27.7	3,783.4
ORNANE bonds	-	-	-	-	-	-
<b>OTHER BONDS</b>	<b>3,409.7</b>	<b>27.7</b>	<b>932.0</b>	<b>2,450.0</b>	<b>27.7</b>	<b>3,783.4</b>
Short-term bank loans	-	-	-	-	-	-
Borrowings from credit institutions	651.0	16.0	410.0	225.0	0.2	668.2
Bank credit balances	1.0	1.0	-	-	-	20.8
<b>BORROWINGS FROM CREDIT INSTITUTIONS</b>	<b>652.1</b>	<b>17.0</b>	<b>410.0</b>	<b>225.0</b>	<b>0.2</b>	<b>689.0</b>
Other borrowings	441.2	441.0	0.1	0.0	0.0	562.6
Deposits and guarantees received	44.9	0.4	0.2	44.3	-	48.2
Payables associated with equity interests	-	-	-	-	-	0.0
<b>OTHER BORROWINGS</b>	<b>486.1</b>	<b>441.4</b>	<b>0.3</b>	<b>44.3</b>	<b>0.0</b>	<b>610.8</b>
Intra-group shareholder loans	449.3	449.3	-	-	-	343.9
Other intra-group liabilities	10.3	10.3	-	-	-	12.1
<b>GROUP AND ASSOCIATES</b>	<b>459.6</b>	<b>459.6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>356.0</b>
Advances and down payments from customers	37.8	37.8	-	-	-	31.2
Accounts payable and related accounts	55.3	55.3	-	-	-	56.5
Social security and tax payables	28.0	28.0	-	-	1.1	26.8
Suppliers of fixed assets	131.5	131.5	-	-	-	219.0
Other liabilities	15.1	15.1	-	-	-	13.1
<b>OPERATING LIABILITIES</b>	<b>267.6</b>	<b>267.6</b>	<b>-</b>	<b>-</b>	<b>1.1</b>	<b>346.5</b>
Financial instruments and derivatives	6.1	0.8	3.3	1.9	0.0	6.9
Prepaid income	34.3	34.3	-	-	-	36.2
<b>TOTAL LIABILITIES</b>	<b>5,315.4</b>	<b>1,248.6</b>	<b>1,345.7</b>	<b>2,721.2</b>	<b>29.0</b>	<b>5,828.7</b>

Prepaid income includes a total of €33.0 million in payments under the building leases relating to the Millénaire shopping centre held by SCI du Bassin Nord and to the offices of SCI 68 Victor Hugo. These lease payments were made in full at the beginning of the leases.

## Note 7. Financial assets, financial liabilities and cost of debt

### 7.1. Derivative instruments and other financial assets

#### 7.1.1. Derivative instruments

Derivative instruments (in millions of euros)	Net value as of 12/31/2018	Increases	Decreases (impact on the income statement)		Payments for guarantee	Change in interest accrued but not due	Net value as of 12/31/2019
			Deferral over the life of the underlying asset	Expense not deferred relating to the early repayment of the underlying asset			
Interest accrued	(0.0)	-	-	-	-	0.0	-
Premiums paid in respect of derivatives	0.0	(0.0)	(0.0)	-	-	-	-
Termination payments made in respect of unwound derivatives	9.5	-	(9.2)	-	-	-	0.4
Margin calls paid in respect of derivatives	2.4	-	-	-	3.5	-	5.9
<b>TOTAL DERIVATIVE ASSETS</b>	<b>11.9</b>	<b>(0.0)</b>	<b>(9.2)</b>	<b>-</b>	<b>3.5</b>	<b>0.0</b>	<b>6.3</b>
Termination payments received in respect of unwound derivatives	6.9	0.0	(0.8)	-	-	-	6.0
<b>TOTAL DERIVATIVE LIABILITIES</b>	<b>6.9</b>	<b>0.0</b>	<b>(0.8)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.0</b>

notional amounts of hedging contracts (excluding forward start derivatives) (in millions of euros)	Average rate	12/31/2018	Increases	Decreases	12/31/2019	Fair value as of 12/31/2019	Interest expenses and income
Interest rate options – caps	1.50%	0.1	-	(0.2)	(0.1)	-	-
Interest rate options – floors	-	-	-	-	-	-	-
<b>INTEREST RATE SWAPS AND OPTIONS</b>		<b>0.6</b>	<b>-</b>	<b>(0.2)</b>	<b>0.4</b>	<b>0.0</b>	<b>(0.0)</b>
Maturing in less than 1 year		0.1			-		
Maturing in 1 to 5 years		0.2			-		
Maturing in more than 5 years		0.3			-		

Termination payments were amortised based on the accounting principles set forth in the paragraph “Financial liabilities and interest rate hedges”.

Termination payments remaining to be amortised at the beginning of the financial year 2019, mainly resulting from the cancellation of hedging instruments by Silic prior to its merger into Icade on December 31, 2013, continued to be amortised at the same pace as initially, with a net impact on finance income of -€8.3 million.

#### 7.1.2. Cash

Cash (in millions of euros)	12/31/2019		Interest income	Proceeds from disposals net of expenses
	12/31/2019	12/31/2018		
Treasury shares – liquidity contract	-	7.9	-	(0.2)
<b>INVESTMENT SECURITIES</b>	<b>-</b>	<b>7.9</b>	<b>-</b>	<b>(0.2)</b>
Term deposit accounts or term deposits	219.6	28.7	1.0	-
Bank debit balances	313.0	423.9	0.6	-
<b>CASH ASSETS</b>	<b>532.6</b>	<b>452.7</b>	<b>1.7</b>	<b>-</b>
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>532.7</b>	<b>460.6</b>	<b>1.7</b>	<b>(0.2)</b>

### 7.1.3. Deferred fees and commissions in respect of borrowings

Deferred charges and premiums in respect of bonds (in millions of euros)	12/31/2018	Increases	Decreases (impact on the income statement)		12/31/2019
			Deferrals over the life of the borrowings	Deferrals relating to the early repayment of borrowings	
Costs of bonds	9.8	-	(1.4)	(0.3)	8.1
Costs of borrowings from credit institutions	7.8	0.2	(1.6)	-	6.4
Costs of other borrowings	-	-	-	-	-
<b>DEFERRED CHARGES IN RESPECT OF BORROWINGS</b>	<b>17.6</b>	<b>0.2</b>	<b>(3.0)</b>	<b>(0.3)</b>	<b>14.5</b>
Bond redemption premiums	23.2	-	(3.1)	(0.5)	19.6
<b>TOTAL DEFERRED CHARGES AND PREMIUMS IN RESPECT OF BONDS</b>	<b>40.8</b>	<b>0.2</b>	<b>(6.1)</b>	<b>(0.8)</b>	<b>34.2</b>

## 7.2. Financial liabilities and cost of debt

### 7.2.1. Changes in financial liabilities

Financial liabilities (in millions of euros)	12/31/2018	Mergers and contributions	New debt	Repayments	Interest accrued but not due and other changes	12/31/2019	Incl. fixed rate debt	Incl. variable rate debt	Interest expenses
Bonds	3,783.4	-	-	(367.8)	(5.9)	3,409.7	3,409.7	-	(61.0)
<b>OTHER BONDS</b>	<b>3,783.4</b>	<b>-</b>	<b>-</b>	<b>(367.8)</b>	<b>(5.9)</b>	<b>3,409.7</b>	<b>3,409.7</b>	<b>-</b>	<b>(61.0)</b>
Borrowings from credit institutions <sup>(a)</sup>	668.2	-	-	(17.2)	0.0	651.0	236.7	414.3	(6.9)
Bank credit balances	20.8	-	-	-	(20.1)	0.6	-	-	(0.0)
<b>LOANS AND BORROWINGS FROM CREDIT INSTITUTIONS</b>	<b>689.0</b>	<b>-</b>	<b>-</b>	<b>(17.2)</b>	<b>(20.1)</b>	<b>651.7</b>	<b>236.7</b>	<b>414.3</b>	<b>(6.9)</b>
Other borrowings	0.2	-	-	(0.0)	(0.0)	0.2	0.2	0.0	(0.0)
Commercial paper	562.4	-	441.0	(562.4)	-	441.0	441.0	-	2.1
Deposits and guarantees received	48.2	-	-	-	(3.3)	44.9	-	-	-
Payables associated with equity interests	0.0	-	-	(0.0)	-	-	-	-	-
<b>MISCELLANEOUS BORROWINGS AND FINANCIAL LIABILITIES</b>	<b>610.8</b>	<b>-</b>	<b>441.0</b>	<b>(562.4)</b>	<b>(3.3)</b>	<b>486.1</b>	<b>441.2</b>	<b>0.0</b>	<b>2.1</b>
Intra-group shareholder loans	343.9	-	-	-	105.4	449.3	-	449.3	-
Other intra-group liabilities	12.1	-	-	-	(1.7)	10.3	-	-	-
<b>GROUP AND ASSOCIATES</b>	<b>356.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>103.6</b>	<b>459.6</b>	<b>-</b>	<b>449.3</b>	<b>-</b>
<b>TOTAL FINANCIAL LIABILITIES</b>	<b>5,439.2</b>	<b>-</b>	<b>441.0</b>	<b>(947.4)</b>	<b>74.3</b>	<b>4,932.8</b>	<b>4,087.5</b>	<b>863.6</b>	<b>(65.8)</b>

(a) These borrowings are hedged and are further guaranteed through:  
- mortgages or lender's liens totalling €339.2 million;  
- pledged securities for €0.3 million.

The main changes in financial liabilities resulted from:

- the repurchase of three existing bonds for €156.5 million and the normal amortisation of bonds for €211.3 million;
- a net decrease in NEU Commercial Paper outstanding of €121.4 million (including a €441 million increase and a €562.4 million decrease);
- the normal amortisation of loans from credit institutions (including credit lines) for €17.2 million.

## 7.2.2. Maturity dates and characteristics of bonds

ISIN code	Issue date	Maturity date	Nominal value on the issue date (in €m)	Fixed rate	Repayment profile	Nominal value as of 12/31/2018 (in €m)	Increases (in €m)	Decreases (in €m)	Nominal value as of 12/31/2019 (in €m)	Interest expenses for the period (in €m)
FR0011577188	09/30/2013	09/29/2023	300.0	3.375%	Interest only	300.0	-	(20.8)	279.2	(10.1)
FR0011577170	09/30/2013	01/30/2019	500.0	2.250%	Interest only	211.3	-	(211.3)	-	(4.9)
FR0011847714	04/16/2014	04/16/2021	500.0	2.250%	Interest only	304.6	-	(47.5)	257.1	(7.4)
FR0012942647	09/14/2015	09/14/2022	500.0	1.875%	Interest only	483.9	-	(88.2)	395.7	(9.1)
FR0013181906	06/10/2016	06/10/2026	750.0	1.750%	Interest only	750.0	-	-	750.0	(13.1)
FR0013211893	11/15/2016	11/17/2025	500.0	1.125%	Interest only	500.0	-	-	500.0	(5.6)
FR0013281755	09/13/2017	09/13/2027	600.0	1.500%	Interest only	600.0	-	-	600.0	(9.0)
FR0013320058	02/28/2018	02/28/2028	600.0	1.625%	Interest only	600.0	-	-	600.0	(8.2)
<b>BONDS</b>			<b>4,250.0</b>			<b>3,749.8</b>	-	<b>(367.8)</b>	<b>3,382.0</b>	<b>(67.5)</b>

## Note 8. Share capital

### 8.1. Change in the number of shares outstanding

	Number	Capital (in millions of euros)
<b>SHARE CAPITAL AS OF 12/31/2017</b>	<b>74,111,186</b>	<b>113.0</b>
Capital increase in consideration for the transfer value received from ANF Immobilier	420,242	0.6
Exercise of stock options	4,313	0.0
<b>SHARE CAPITAL AS OF 12/31/2018</b>	<b>74,535,741</b>	<b>113.6</b>
<b>SHARE CAPITAL AS OF 12/31/2019</b>	<b>74,535,741</b>	<b>113.6</b>

### 8.2. Shareholding structure

Shareholders	12/31/2019		12/31/2018	
	Number of shares	% of capital	Number of shares	% of capital
Caisse des dépôts	28,895,618	38.77%	28,895,621	38.77%
Crédit Agricole Assurances Group <sup>(a)</sup>	14,137,510	18.97%	13,704,789	18.39%
ICAMAP Investments S.ar./GIC Pte Ltd/Future Fund Board of Guardians acting in concert	3,794,708	5.09%	3,858,476	5.18%
Public	26,948,876	36.16%	27,395,820	36.76%
Employees	164,998	0.22%	192,919	0.26%
Treasury shares	594,031	0.80%	488,116	0.65%
<b>TOTAL</b>	<b>74,535,741</b>	<b>100.00%</b>	<b>74,535,741</b>	<b>100.00%</b>

(a) Number of shares held notified to the Company as of December 31, 2019.

As of December 31, 2019, Caisse des dépôts and the Crédit Agricole Assurances Group held a 38.77% and 18.39% stake in Icade, respectively. All issued shares are fully paid up.

Icade's consolidated financial statements are fully consolidated into those of Caisse des dépôts and included in the financial statements of Crédit Agricole using the equity method.

## 8.3. Changes in equity

Equity (in millions of euros)	12/31/2018	Appropriation of profits			12/31/2019
		Reserves	Dividends	Other changes	
Share capital	113.6	-	-	-	113.6
Share premiums	1,454.4	-	-	-	1,454.4
Merger premiums	1,051.3	(67.8)	-	-	983.5
<i>including merger reserve</i>	68.7	(67.8)	-	-	0.9
Contribution premiums	143.4	-	-	-	143.4
Premiums for conversions of bonds into shares	63.1	-	-	-	63.1
Special revaluation reserve	12.7	-	-	-	12.7
SIIC 2003 revaluation differences	173.0	-	-	-	173.0
Legal reserve	11.3	0.1	-	-	11.4
Other reserves	-	-	-	-	-
Retained earnings	90.0	253.6	(340.0)	-	3.5
Profit/(loss) for the previous financial year	185.8	(185.8)	-	-	-
Profit/(loss) for the financial year	-	-	-	360.2	360.2
<b>TOTAL</b>	<b>3,298.6</b>	<b>-</b>	<b>(340.0)</b>	<b>360.2</b>	<b>3,318.8</b>
Government investment grants	6.7	-	-	(0.5)	6.2
Regulated provisions	9.0	-	-	3.6	12.6
<b>EQUITY</b>	<b>3,314.3</b>	<b>-</b>	<b>(340.0)</b>	<b>363.3</b>	<b>3,337.5</b>

## Note 9. Provisions for liabilities and charges

Provisions for liabilities and charges (in millions of euros)	Description	12/31/2018	Mergers Contributions	Charges	Reversals of used provisions	Reversals of unused provisions	12/31/2019
Risks related to subsidiaries	Financial	3.0	-	-	(0.9)	(2.1)	-
Tax risks	Extraordinary	-	-	-	-	-	-
Disputes and other provisions for liabilities	Extraordinary/ Operational	13.6	0.5	8.3	(1.4)	(0.5)	20.5
<b>PROVISIONS FOR LIABILITIES</b>		<b>16.6</b>	<b>0.5</b>	<b>8.3</b>	<b>(2.3)</b>	<b>(2.7)</b>	<b>20.5</b>
Post-employment benefits	Operational	2.2	-	0.4	(0.3)	-	2.3
Anniversary bonuses	Operational	0.0	-	0.0	-	-	0.0
Other provisions for charges	Operational	5.2	-	0.3	(4.3)	-	1.2
<b>PROVISIONS FOR CHARGES</b>		<b>7.4</b>	<b>-</b>	<b>0.6</b>	<b>(4.5)</b>	<b>-</b>	<b>3.5</b>
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>		<b>24.0</b>	<b>0.5</b>	<b>9.0</b>	<b>(6.8)</b>	<b>(2.7)</b>	<b>24.0</b>

Icade has identified several types of provisions. In addition to lump-sum final payments and similar liabilities, which are addressed separately (see note 10.4), provisions are made whenever the liabilities and charges identified are the result of past events creating an obligation likely to cause an outflow of resources.

The following liabilities and charges were identified:

- risks related to subsidiaries: provisions which covered the estimated risks in 2018 were fully reversed in the financial year 2019;

- in the course of its business, Icade may be faced with disputes. On the basis of a risk assessment conducted by management and its advisers, provisions made are considered adequate at the reporting date, and the Company considers that it possesses all the information required to support its position. Provisions that were individually significant as of December 31, 2019 related primarily to tenant disputes, labour tribunal disputes, and contractual commitments made in the normal course of business.



## Note 10. Post-employment remuneration and benefits

### 10.1. Staff costs net of recharges to subsidiaries

Net staff costs (in millions of euros)	12/31/2019	12/31/2018
Staff seconded to subsidiaries	0.5	0.8
Recharges of staff costs (rounded to the nearest euro) incurred for subsidiaries	0.2	0.2
<b>RECHARGES OF STAFF COSTS</b>	<b>0.7</b>	<b>1.0</b>
Salaries	(7.8)	(6.6)
Social security expenses	(2.7)	(2.6)
Taxes on salaries	(0.5)	(0.7)
<b>STAFF COSTS</b>	<b>(11.0)</b>	<b>(9.9)</b>
<b>NET STAFF COSTS</b>	<b>(10.3)</b>	<b>(8.9)</b>

### 10.2. Average number of staff

Average number of staff	12/31/2019	12/31/2018
Executives	9.6	16.3
Employees	0.1	3.3
Executives seconded	1.0	1.0
<b>AVERAGE FULL-TIME EQUIVALENT NUMBER OF STAFF</b>	<b>10.7</b>	<b>20.6</b>

### 10.3. Potential termination benefits and other deferred remuneration for senior executives

Potential benefits (in millions of euros)	12/31/2019	12/31/2018
Icade – Executive Committee members	1.7	0.7
Icade – other employees	-	-
<b>TOTAL UNRECOGNISED</b>	<b>1.7</b>	<b>0.7</b>

## 10.4. Post-employment benefits

### Liabilities in respect of lump-sum final payments and life-contingent pensions (in millions of euros)

		12/31/2019	12/31/2018
<b>OPENING ACTUARIAL DEBT</b>	<b>A</b>	<b>2.4</b>	<b>1.8</b>
Unrecognised past service cost at the beginning of the period	B	0.2	-
<b>OPENING NET LIABILITIES</b>	<b>C</b>	<b>2.6</b>	<b>1.8</b>
Impact of changes in scope of consolidation and other changes	D	0.1	0.8
ANF Immobilier's hedging contract taken over by Icade	E	0.0	(0.2)
Current service cost	F	-	0.1
Finance cost for the year	G	0.0	0.0
<b>Costs for the period</b>	<b>H = E + F + G</b>	<b>0.0</b>	<b>(0.2)</b>
Benefits paid during the year	I	(0.4)	(0.1)
Deferred past service cost	J	(0.2)	-
Actuarial gains for the year	K	0.0	(0.2)
<b>Net expenses recognised in the income statement</b>	<b>L = H + I + J + K</b>	<b>(0.5)</b>	<b>(0.4)</b>
<b>CLOSING NET LIABILITIES</b>	<b>M = C + D + L</b>	<b>2.2</b>	<b>2.2</b>
Plan assets		(0.0)	0.2
Unrecognised past service cost at the reporting date	N = B + J	-	-
<b>CLOSING ACTUARIAL DEBT</b>	<b>O = A + D + G + H + J</b>	<b>2.2</b>	<b>2.4</b>

Employee benefit liabilities were valued as of December 31, 2019 according to the terms of the Single Agreement for the Icade Group signed on December 17, 2012.

The following actuarial assumptions were used:

- discount rates: 0.60% as of December 31, 2019 and 1.63% as of December 31, 2018.  
The discount rate used is defined based on the "iBoxx € Corporates AA 10 +" reference index. This reference index explicitly represents the yields of top-rated corporate bonds;
- male/female mortality tables:
  - male/female INSEE tables for 2015-2017 as of December 31, 2019,
  - male/female INSEE tables for 2012-2016 as of December 31, 2018;
- retirement age calculated according to statutory provisions.

The turnover rate is defined for all entities of the Property Investment Division of the Icade Group, by occupational category and by 10-year age group. It includes vacancies due to resignation. Employees aged 55 and over leaving the Company are not included in the calculation of the turnover rate.

The rates of salary increases used are defined and applied to all companies of the Icade economic and social unit (UES), by occupational category and age group.

Social security and tax rates for salaries are defined for all entities of the Property Investment Division of the Icade Group by occupational category.

Lump-sum final payments are valued based on lump-sum retirement payments.

## 10.5. Remuneration and benefits granted for the financial year to directors and members of the Executive Committee

### Remuneration and benefits granted to directors and members of the Executive Committee (in millions of euros)

	12/31/2019	12/31/2018
Remuneration paid	3.5	3.5
Directors' fees (including ANF Immobilier for the financial year 2018)	0.4	0.4
<b>TOTAL</b>	<b>3.9</b>	<b>3.8</b>

## 10.6. Stock option and bonus share plans

The stock option plans in place as of December 31, 2019 are presented below:

### 10.6.1. Description of stock option plans

The characteristics of stock option plans in place as of December 31, 2019 and changes occurred during financial year 2019 are presented in the following table:

Plans	Grant date	Characteristics of the plans					Changes for the period				
		Vesting period	Duration of the plans	Initial strike price <sup>(a)</sup>	Number of options initially granted <sup>(a)</sup>	Strike price after applying the exchange ratio <sup>(b)</sup>	Number of options outstanding as of January 1, 2019	Number of options cancelled	Number of options exercised	Number of options outstanding as of December 31, 2019	Including those exercisable at the end of the period
1-2011 Plan	03/03/2011	4 years	8 years	80.86	147,500	80.86	20,487	(20,487)	-	-	-
2009 Plan <sup>(c)</sup>	12/14/2009	4 years	10 years	22.55	224,659	82.60	36,066	(7,571)	(28,495)	-	-
2010 Plan <sup>(c)</sup>	12/15/2010	4 years	10 years	23.72	219,323	86.89	44,461	-	(4,950)	39,511	39,511
2011 Plan <sup>(c)</sup>	12/22/2011	4 years	10 years	21.53	216,075	78.86	4,288	-	(1,384)	2,904	2,904
2012 Plan <sup>(c)</sup>	04/02/2013	4 years	10 years	21.81	52,915	79.89	8,462	-	(1,477)	6,985	6,985
2013 Plan <sup>(c)(d)</sup>	06/23/2014	4 years	10 years	23.88	106,575	87.47	17,809	-	(3,600)	14,209	14,209
2014 Plan <sup>(c)(d)</sup>	11/12/2014	4 years	10 years	21.83	50,000	79.96	10,237	-	-	10,237	10,237
<b>TOTAL PLANS</b>							<b>141,810</b>	<b>(28,058)</b>	<b>(39,906)</b>	<b>73,846</b>	<b>73,846</b>
Weighted average strike price per share (in €)							83.84	81.33	83.34	85.06	85.06

(a) The number of shares and strike price at the beginning of the plan are expressed before the exchange ratio has been applied for plans resulting from mergers.

(b) Strike price expressed after the exchange ratio has been applied for plans resulting from mergers.

(c) Plans initially adopted by ANF. After the merger of ANF into Icade, existing plans as of the date of entry into the Icade Group were converted into Icade shares based on the exchange ratio of the merger.

(d) Plans initially adopted by ANF. The vesting period for stock options was 4 years or accelerated in the event of a change in control of the company. Such options vested and became exercisable as a result of Icade's takeover of ANF on October 23, 2017.

### 10.6.2. Bonus share plans

The characteristics of the bonus share plans in place as of December 31, 2019 are presented in the following table:

Plans	Grant date	Original characteristics of the plans			As of January 1, 2019			Changes for the period			As of December 31, 2019			
		Vesting period	Duration of the plans	Number of shares granted at the beginning of the Plan <sup>(a)</sup>	Shares granted	Vested shares	Incl. contingent shares	Shares granted	Vested shares	Released shares (that reached the end of the mandatory holding period)	Cancelled shares	Shares granted	Vested shares	Incl. contingent shares
2015 Plan <sup>(b)</sup>	05/23/2016	3 years	10 years	19,674	4,977	-	737	-	4,326	-	(651)	-	4,326	-
1-2016 Plan	11/07/2016	2 years	3 years	31,560	-	25,680	-	-	-	(25,680)	-	-	-	-
2-2016 Plan <sup>(c)</sup>	11/07/2016	2 years	4 years	52,959	-	41,938	-	-	-	-	-	-	-	-
1-2018 Plan <sup>(d)</sup>	10/18/2018	2 years	3 years	44,800	43,040	-	-	-	40	-	(4,320)	38,680	40	-
2-2018 Plan <sup>(d)</sup>	12/03/2018	2 years	4 years	52,660	52,232	-	52,232	-	-	-	(6,644)	45,588	-	45,588
2019 Plan <sup>(f)</sup>	12/03/2019	2 years	3 years	8,918	-	-	-	8,918	-	-	-	8,918	-	8,918
<b>TOTAL</b>					<b>100,249</b>	<b>67,618</b>	<b>52,969</b>	<b>8,918</b>	<b>4,366</b>	<b>(25,680)</b>	<b>(11,615)</b>	<b>93,186</b>	<b>4,366</b>	<b>54,506</b>

(a) The number of shares is expressed before the exchange ratio has been applied for plans resulting from mergers.

(b) Plan initially adopted by ANF. After the merger of ANF into Icade and based on the merger's exchange ratio, 19,674 unvested shares from the 2015 Plan as of the date of entry into the Icade Group were converted into 5,360 Icade shares.

(c) The performance conditions required to grant bonus shares in respect of the 2-2016 Plan have been satisfied. These conditions were based 50% on EPRA triple net asset value per share as reported in the financial statements and 50% on the performance of Icade's share price relative to the FTSE EPRA Euro Zone Index.

(d) Plan granted to all permanent employees.

(e) Bonus share awards from the 2-2018 Plan are subject to performance conditions that are based 50% on a NAV-based TSR and 50% on the performance of Icade's share price relative to the FTSE EPRA/NAREIT Euro Zone Index (assuming no reinvestment of dividends). These awards may be increased by 15% in the event performance exceeds the benchmark.

(f) Bonus share awards from the 2019 Plan are subject to performance conditions that are based 50% on a NAV-based TSR and 50% on the performance of Icade's share price relative to the FTSE EPRA/NAREIT Euro Zone Index (assuming no reinvestment of dividends). These awards may be increased by 15% in the event performance exceeds the benchmark.

## Note 11. Income statement

### 11.1. Operating income by function

#### 11.1.1. Revenue

Revenue (in millions of euros)	12/31/2019	12/31/2018
Gross rental income	241.1	281.9
including offices	138.4	156.1
including business parks	91.8	113.7
including other assets	10.9	12.1
Sales of goods	0.6	0.2
Property services	15.3	10.8
Administrative and accounting services	5.1	4.5
Recharge of staff secondments	0.5	0.8
Miscellaneous services	0.4	0.1
<b>REVENUE</b>	<b>263.0</b>	<b>298.4</b>

100% of revenue is generated in France.

#### 11.1.2. Operating income by function

Operating profit/(loss) (in millions of euros)	12/31/2019	12/31/2018
Gross rental income	241.1	281.9
Ground rents	(1.8)	(2.0)
Recoverable service charges not recovered from tenants	(11.9)	(16.9)
Non-recoverable property-related expenses <sup>(a)</sup>	(3.7)	(6.5)
<b>NET RENTAL INCOME</b>	<b>223.7</b>	<b>256.6</b>
<b>NET OPERATING COSTS</b>	<b>(46.8)</b>	<b>(51.4)</b>
<b>MISCELLANEOUS INCOME AND EXPENSES</b>	<b>0.5</b>	<b>0.2</b>
Finance lease payments for investment property	-	(3.5)
Depreciation charges on fixed assets	(146.8)	(204.7)
Depreciation charges on deferred charges	(3.3)	(6.4)
Net impairment charges on property assets	17.6	128.8
Net provisions for liabilities and charges excluding investment property	(2.8)	(9.7)
Net impairment charges on inventories and other receivables	(1.8)	(0.9)
<b>OPERATING PROFIT/(LOSS)</b>	<b>40.4</b>	<b>109.0</b>

(a) The item "Non-recoverable property-related expenses" includes provisions for rental disputes, impairment losses on accounts receivable and bad debt.

Gross rental income amounted to €241.1 million in 2019, down €40.8 million on a reported basis. This change is due to the implementation of a substantial asset disposal plan which has been underway for two years, with the sale of two non-strategic business parks in 2018 (Paris Nord and Colombes) and the Crystal Park office building in H2 2019, representing a drop of €34.2 million in gross rental income. Icade simultaneously launched two major refurbishment projects on the Fresk office building

in Issy-les-Moulineaux and the Fontanot office building in Nanterre La Défense, representing a decrease of €13.8 million in gross rental income. Completion of the Paris Gambetta, Spring, Le Brabant (in the Pont de Flandre business park) and Monaco (in the Rungis business park) buildings generated additional gross rental income of €8.4 million.

On a like-for-like basis, gross rental income rose by €3.2 million.

## 11.2. Finance income/(expense)

Finance income/(expense) (in millions of euros)	12/31/2019	12/31/2018
Income from equity investments and share of profit/(loss) of tax transparent companies	267.1	186.1
Finance income from equity investments	32.0	36.3
Finance expenses from equity investments	-	0.0
Impairment losses net of reversals on equity investments and financing related to equity investments	98.8	(13.2)
<b>FINANCE INCOME/(EXPENSE) FROM EQUITY INVESTMENTS</b>	<b>398.0</b>	<b>209.3</b>
Interest income on financial assets	1.7	1.3
Interest income and premium amortisation on derivative instruments	-	-
Reclassification of finance expenses	4.2	1.9
Net gains on disposal of investment securities	3.7	4.4
Interest expenses on financial liabilities	(65.8)	(72.1)
Interest expenses and premium amortisation on derivative instruments	(4.7)	(3.1)
Net losses on disposal of investment securities	(3.8)	(6.1)
Amortisation of premiums or discounts on financial assets and liabilities	(3.6)	(3.6)
Impairment losses net of reversals on other financial assets	-	-
<b>COST OF NET FINANCIAL LIABILITIES)</b>	<b>(68.4)</b>	<b>(77.3)</b>
Commitment fees net of recharges to subsidiaries	(5.7)	(5.5)
Penalties and net termination payments relating to the restructuring of financial liabilities	2.6	(1.9)
Deferrals of termination payments on disposal of derivatives	(8.3)	(17.5)
Impairment losses net of reversals on treasury shares and liquidity contract	4.7	(2.6)
Provisions net of reversals for liabilities and charges	4.0	(1.5)
Other finance income and expenses	(0.9)	8.4
<b>OTHER FINANCE INCOME AND EXPENSES</b>	<b>(3.6)</b>	<b>(20.7)</b>
<b>FINANCE INCOME/(EXPENSE)</b>	<b>326.0</b>	<b>111.3</b>

Dividends for the year totalled €231.2 million compared with €130.1 million in 2018. The main contributing companies included Icade Santé for €86.7 million, Tour Egho for €80.4 million and Icade Promotion for €50.0 million.

Commitment fees before recharges to subsidiaries amounted to -€6.7 million.

The net impact of the restructuring of financial liabilities was €2.6 million and broke down as follows:

- impact of repurchasing three bonds for -€8.8 million;

- termination payment of -€5.5 million following the early unwinding of €200.0 million in short-term fixed rate swaps;
- payment of a -€1 million prepayment penalty;
- recharges to subsidiaries for €17.9 million.

The net impact of termination payments from the unwinding of hedges, i.e. -€8.3 million, is described in paragraph 7.1.1 "Derivative instruments".

Other finance income and expenses, which totalled -€0.9 million, related exclusively to mergers occurred during the financial year.

## 11.3. Non-recurring items

Non-recurring income/(expense) (in millions of euros)	12/31/2019	12/31/2018
Gains or losses on disposal of property assets	157.5	(29.0)
Gains or losses on disposal of equity investments	(160.2)	0.1
Share of government grants	0.5	0.1
Depreciation and provision charges net of reversals	(3.0)	1.4
Other non-recurring income and expenses	(0.7)	(2.7)
<b>NON-RECURRING INCOME/(EXPENSE)</b>	<b>(5.9)</b>	<b>(30.1)</b>

The impact of disposals of property assets made in 2019 on profit/(loss) is described in note 3.4 "Gains or losses on disposal of property assets", while the impact of disposals of equity investments is described in note 4.3 "Gains or losses on disposal of equity investments".

In 2019, depreciation and provision charges net of reversals of -€3.0 million related to special depreciation charges for the PDM4 building and a reversal of provision for the risk associated with a commitment made as part of the disposal of an asset in 2010.

In 2018, reversals net of depreciation and provision charges for €1.4 million related to special depreciation charges for the PDM4 building and a reversal of provision for the tax risk associated with tax audits for the financial years 2009-2011 and 2013-2014.

In 2019, other non-recurring income and expenses related to the settlement of a commitment associated with a disposal in 2010 for €0.5 million, while in 2018 this item mainly comprised reliefs from property taxes (household waste tax) for €2.3 million for the years 2013 and 2014.

## 11.4. Income tax

Under the SIIC tax regime, Icade recorded a tax loss of -€125.1 million as of December 31, 2019.

No current tax expense was recorded for the financial year 2019.

"Income tax" of €0.4 million includes the effects of the tax authorities' decision not to impose certain tax adjustments arising from the tax inspections for 2015 and 2016.

As of December 31, 2018, "Income tax" included mainly the financial impact of tax inspections for financial years 2011 to 2016, for €4.5 million, and late penalties received in 2018 for €0.1 million with respect to the refund of the tax on dividends paid for the financial years 2014 to 2016.

## Note 12. Off-balance sheet commitments

### 12.1. Commitments made

(in millions of euros)	12/31/2019	Remaining term		
		< 1 year	1-5 years	> 5 years
<b>Commitments relating to the scope of consolidation <sup>(a)</sup></b>	<b>5.3</b>	<b>5.3</b>	-	-
<b>Commitments made as part of disposals of equity investments:</b>				
"No undisclosed liabilities" warranties given	5.3	5.3	-	-
<b>Financing commitments</b>	<b>576.8</b>	<b>226.9</b>	<b>124.6</b>	<b>225.3</b>
Unused advances granted to subsidiaries	213.7	213.7	-	-
Mortgages	225.0	-	-	225.0
Lender's liens	114.2	10.6	103.5	-
Pledged securities	0.3	-	-	0.3
Sureties and guarantees given in respect of financing	23.6	2.5	21.0	-
<b>Commitments relating to operating activities</b>	<b>232.5</b>	<b>186.3</b>	<b>16.8</b>	<b>29.4</b>
<b>Commitments made relating to business development and asset disposals and acquisitions:</b>				
Property Investment: Residual commitments in construction, property development and off-plan sale contracts - Property under construction or refurbishment	173.2	173.2	-	-
Commitments to sell made - Property Investment - Tangible fixed assets	16.9	10.0	6.9	-
<b>Commitments made relating to the execution of operating contracts:</b>				
Operating leases: minimum lease payments payable	38.3	1.8	7.1	29.4
Demand guarantees given	0.6	-	0.6	-
Other commitments made	3.5	1.3	2.2	-

(a) Icade had given or received options to buy or sell investments in consolidated companies as of December 31, 2019.

## 12.2. Commitments received

(in millions of euros)	12/31/2019	Remaining term		
		< 1 year	1-5 years	> 5 years
<b>Commitments relating to the scope of consolidation<sup>(a)</sup></b>	-	-	-	-
<b>Financing commitments</b>	<b>1.7</b>	-	<b>1.7</b>	-
Unused credit lines	1.7	-	1.7	-
<b>Commitments relating to operating activities</b>	<b>1,278.4</b>	<b>241.6</b>	<b>681.3</b>	<b>355.5</b>
<b>Other contractual commitments received relating to operating activities:</b>				
Operating leases - Minimum lease payments receivable	915.4	213.8	521.4	180.2
Commitments to sell received - Property Investment - Tangible fixed assets	16.9	10.0	6.9	-
Commitments to buy received - Property Investment - Tangible fixed assets	-	-	-	-
Off-plan lease contracts - Commitments received	293.2	9.0	114.5	169.7
Property Investment: Residual commitments received in construction, property development and off-plan sale contracts - Property under construction or refurbishment	0.4	0.3	0.1	-
Bank guarantees received - Construction work	30.2	-	30.2	-
Demand guarantees received - Rent guarantees - Property Investment	0.4	-	-	0.4
Other commitments received	0.5	-	0.5	0.0
<b>Assets taken as security, mortgaged or pledged, as well as security deposits received:</b>				
Security deposits received for rents - Other assets	21.3	8.5	7.7	5.1
Other sureties and guarantees received	-	-	-	-

(a) Icade had given or received options to buy or sell investments in consolidated companies as of December 31, 2019.

## Note 13. Other information

### 13.1. Events after the reporting period

No significant events have taken place since the end of the financial year, on December 31, 2019.

### 13.2. Related companies

Transactions entered into with companies wholly owned, directly or indirectly, by Icade are not mentioned, in accordance with Article 833-16 of the French General Chart of Accounts. Furthermore, transactions entered into with other related parties are not detailed as they are not significant and/or were entered into on terms equivalent to those that prevail in arm's length transactions.

### 13.3. Statutory Auditors' fees

	Mazars				Pricewaterhouse Coopers Audit			
	(in millions of euros)		(in %)		(in millions of euros)		(in %)	
	2019	2018	2019	2018	2019	2018	2019	2018
Audit, audit opinion, review of separate and consolidated financial statements	0.4	0.5	91.2%	82.7%	0.4	0.6	96.5%	91.7%
Services other than the audit of financial statements	0.0	0.1	8.8%	17.3%	0.0	0.1	3.5%	8.3%
<b>TOTAL</b>	<b>0.5</b>	<b>0.6</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.4</b>	<b>0.6</b>	<b>100.0%</b>	<b>100.0%</b>

Services provided during the financial year by the Board of Statutory Auditors to Icade SA other than the audit of financial statements primarily include the provision of various certificates (e.g. bank covenants), the independent third-party body report on social, environmental and societal disclosures, work performed in the context of bond issues (comfort letters) and due diligence assignments.

## 13.4. Table of subsidiaries and equity investments

(in thousands of euros)		Share capital	Equity excluding share capital	% ownership interest	Carrying amount of equity investments		Loans (excl. interest accrued but not due)	Advances (excl. interest accrued but not due)	Guarantees given to subsidiaries	Revenue	Profit/(loss) for the last financial year	Dividends received	Obs. (last reporting date)
					Gross	Net							
SASU	ICADE SANTÉ	575,548	1,091,568	57	1,030,045	1,030,045	557,400	-	-	258,478	81,143	86,772	2019
SAS	TOUR EQHO	198,002	(1,055)	51	170,944	170,944	-	-	-	29,520	(16,531)	80,362	2019
SAS	ICADE HEALTHCARE EUROPE	13,042	(2,934)	59	120,360	120,360	-	102,300	-	-	(2,934)	-	2019
SCI	68 VICTOR HUGO	116,594	11,951	100	116,594	116,594	106,531	33,980	-	22,942	11,988	-	2019
SCI	ICADE - RUE DES MARTINETS	107,000	1,074	100	113,972	113,972	-	-	-	5,891	993	-	2019
SCI	DU BASSIN NORD	103,889	23,748	50	72,762	72,762	-	-	-	9,836	(17,886)	-	2019
SCI	POINTE MÉTRO 1	13,955	2,742	100	52,878	52,878	-	70,182	-	2,145	668	-	2019
SCI	PDM 2	42,702	(68)	100	42,702	42,702	-	-	-	-	(68)	-	2019
SCI	ICADE - LÉO LAGRANGE	40,000	523	100	40,000	40,000	20,900	523	-	4,732	523	-	2019
SCI	PDM 1	39,652	4,052	100	39,652	39,652	15,406	12,123	-	9,172	4,052	-	2019
SCI	1 TERRASSE BELLINI	91,469	(5,539)	33	37,179	37,179	-	12,103	-	4,682	(5,543)	1,925	2019
SCI	MESSINE PARTICIPATIONS	24,967	12,269	100	34,388	34,388	2,057	29,794	-	5,411	3,513	-	2019
GIE	ICADE MANAGEMENT	10,000	9,368	100	23,240	19,368	-	-	-	48,370	-	-	2019
SCI	LE TOLBIAC	22,938	762	100	22,938	22,938	11,941	762	-	2,624	762	-	2019
SCI	NEW WAY	6,200	1,047	100	15,295	15,295	-	24,203	-	2,590	1,047	-	2019
SAS	ICADE TMM	13,200	(2,273)	100	13,200	11,041	-	15,925	-	868	(1,762)	-	2019
SCI	BATI GAUTIER	1,530	2,184	100	11,497	11,497	-	1,905	-	2,862	1,742	-	2019
SCI	SILKY WAY	1	(2,457)	100	10,648	10,648	-	90,127	-	6,948	(455)	-	2019
SCI	ICADE-MORIZET	9,100	1,303	100	10,234	10,234	5,848	4,801	-	2,123	1,303	-	2019
SNC	LES BASSINS À FLOTS	10,100	881	99	10,155	10,155	-	12,899	-	2,447	881	-	2019
SCI	IMMOBILIER HÔTELS	1	8,189	77	2,788	2,788	-	20,776	-	4,534	(58)	1,637	2019
SCI	BSM DU CHU DE NANCY	1,400	6,744	100	1,400	1,400	-	-	-	2,503	(457)	-	2019
GmbH	IHE COTTBUS	30	4,184	6	1,242	1,242	-	-	-	N/A	N/A	-	2019
GmbH	IHE FLORA MARZINA	25	2,964	6	1,074	1,074	-	-	-	N/A	N/A	-	2019
SASU	ICADE 3.0	1,000	(3,971)	100	1,000	-	-	5,074	-	1,013	(836)	-	2019
GmbH	IHE NEURUPPIN	30	1,969	6	991	991	-	-	-	N/A	N/A	-	2019
GmbH	IHE BREMERHAVEN	25	2,952	6	848	848	-	-	-	N/A	N/A	-	2019
GmbH	IHE KYRITZ	1,000	1,514	6	844	844	-	-	-	N/A	N/A	-	2019
GmbH	IHE TREUENBRIETZEN	1,000	1,279	6	830	830	-	-	-	N/A	N/A	-	2019
GmbH	IHE KOPPENBERGS HOF	25	2,364	6	829	829	-	-	-	N/A	N/A	-	2019
GmbH	IHE ERKNER	1,000	988	6	808	808	-	-	-	N/A	N/A	-	2019
GmbH	IHE RADENSLEBEN	1,000	1,315	6	768	768	-	-	-	N/A	N/A	-	2019
SA	CYCLE UP	1,500	(1,755)	50	750	-	-	655	-	364	(911)	-	2019
GmbH	IHE KLAUSA	25	1,733	6	584	584	-	-	-	N/A	N/A	-	2019
GmbH	IHE BELZIG	26	(14)	6	544	527	-	-	-	N/A	N/A	-	2019
GmbH	IHE FRIEDLAND	25	1,162	6	500	500	-	-	-	N/A	N/A	-	2019
GmbH	KLT GRUNDBESITZ	25	7	6	452	452	-	-	-	N/A	N/A	-	2019
GmbH	IHE HENNIGSDORF	26	197	6	339	339	-	-	-	N/A	N/A	-	2019
GmbH	PROMENT BESITZGESELLSCHAFT MBH	25	990	6	308	308	-	-	-	N/A	N/A	-	2019
GmbH	BRN GRUNDBESITZ	25	22	6	306	306	-	-	-	N/A	N/A	-	2019
GmbH	ARN GRUNDBESITZ	25	379	6	260	260	-	-	-	N/A	N/A	-	2019
GmbH	IHE AUENWALD	25	472	6	204	204	-	-	-	N/A	N/A	-	2019
GmbH	TGH GRUNDBESITZ	25	373	6	185	185	-	-	-	N/A	N/A	-	2019
SCI	LAFAYETTE	2	1,713	55	95	95	-	21,737	-	3,854	1,378	-	2019
SCI	STRATÈGE	2	1,882	55	84	84	-	8,781	-	3,742	1,663	-	2019
SCI	ORIANZ	10	(868)	65	65	65	-	20,902	-	3,525	(701)	-	2019
SCI	FACTORE.	10	(469)	65	65	65	-	11,537	-	480	(953)	-	2019
GmbH	IHE LICHTENBERG	25	22	6	52	52	-	-	-	N/A	N/A	-	2019



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(in thousands of euros)		Share capital	Equity excluding share capital	% ownership interest	Carrying amount of equity investments		Loans (excl. interest accrued but not due)	Advances (excl. interest accrued but not due)	Guarantees given to subsidiaries	Revenue	Profit/(loss) for the last financial year	Dividends received	Obs. (last reporting date)
					Gross	Net							
SCI	BSP	10	(484)	99	10	10	-	-	-	1,226	(222)	-	2019
SCIA	LE PARC DU MILLÉNAIRE	5	(838)	86	5	5	-	104,209	-	-	(838)	-	2019
SCI	FUTURE WAY	2	(1,607)	51	1	1	-	11,125	-	-	(1,163)	-	2019
SCI	BASILIQUE COMMERCE	1	(211)	51	1	-	-	3,448	-	35	(211)	-	2019
SCCV	1-3 RUE D'HOZIER	1	18	45	-	-	-	40	-	-	-	-	2018
SAS	IMMOBILIER DÉVELOPPEMENT	-	2,433	100	-	-	-	-	-	-	1,944	-	2018
<b>PROPERTY INVESTMENT COMPANIES - CONSOLIDATED COMPANIES</b>		-	-	-	<b>2,006,915</b>	<b>1,999,116</b>	<b>720,083</b>	<b>619,911</b>	-	-	-	-	-
SASU	ICADE PROMOTION	29,683	202,935	100	135,089	135,089	100,000	174,488	-	795,689	40,490	50,017	2018
<b>PROPERTY DEVELOPMENT COMPANIES - CONSOLIDATED COMPANIES</b>		-	-	-	<b>135,089</b>	<b>135,089</b>	<b>100,000</b>	<b>174,488</b>	-	-	-	-	-
SPPICAV	BOUTIQUES PREMIUM	62,200	2,251	47	18,105	18,105	-	-	-	3,988	3,696	1,018	2018
SEML	SEM FONCIÈRE COMMERCE SAINT-DENIS	41,000	N/A	-	50	50	-	-	-	-	-	-	-
SEM	PLAINE DÉVELOPPEMENT	-	-	-	17	17	-	-	-	-	-	-	-
SIC	SEM HACH	-	-	-	6	6	-	-	-	-	-	-	-
SCI	LA SUCRIÈRE	5	33	99	4	4	-	40	-	-	-	-	2019
SEM	SEM GEP	-	-	-	3	3	-	-	-	-	-	-	-
SNC	SNC CAPRI DANTON	1	-	100	1	1	-	-	-	-	-	-	2018
SCI	ISSY HOLDING CŒUR DE VILLE	1	(1)	33	-	-	-	1	-	-	28,006	15,240	2019
<b>UNCONSOLIDATED COMPANIES</b>		-	-	-	<b>18,186</b>	<b>18,186</b>	-	<b>41</b>	-	-	-	-	-
<b>TOTAL</b>		-	-	-	<b>2,160,190</b>	<b>2,152,391</b>	<b>820,083</b>	<b>794,440</b>	-	-	-	-	-

## 4. Statutory Auditors' report on the annual financial statements

*This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

### For the year ended December 31, 2019

To the Shareholders of Icade,

### Opinion

In compliance with the engagement entrusted to us by your General Meeting, we have audited the accompanying annual financial statements of Icade for the year ended December 31, 2019.

In our opinion, the annual financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company at December 31, 2019 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit and Risk Committee.

### Basis for opinion

#### Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the annual financial statements" section of our report.

#### Independence

We conducted our audit engagement in compliance with the independence rules applicable to us, for the period from January 1, 2019 to the date of our report, and, in particular, we did not provide any nonaudit services prohibited by article 5(1) of Regulation (EU) No 537/2014 or the French Code of Ethics (*Code de déontologie*) for Statutory Auditors.

#### Justification of assessments – Key audit matters

In accordance with the requirements of articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were the most significant in our audit of the annual financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the annual financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the annual financial statements.

### Valuation and impairment risk of tangible fixed assets (Notes 2.5 and 3 to the annual financial statements)

#### Description of risk

At December 31, 2019, the carrying value of tangible fixed assets amounted to €4,036 million, representing 47% of the Company's assets. Tangible fixed assets mostly comprise property assets held to earn rentals or for capital appreciation (or for both).

Property assets are recognised at cost less accumulated depreciation and any impairment, which is determined based on their fair value. Management has implemented a process for determining the fair value of the investment property portfolio, based on valuations performed by independent external appraisers and supplemented by an internal valuation process.

Measuring the fair value of a property asset is a complex exercise which involves making estimations. Thorough knowledge of the investment property market and significant judgement are required to determine the most appropriate valuation assumptions, such as: yield rate, discount rate, market rental values, cost estimates for construction work to be carried out and the estimated date of completion (in particular, for investment property under development) and any lease incentives (rent-free periods, works, etc.) granted to tenants.

We deemed the valuation and impairment risk of tangible fixed assets to be a key audit matter due to the materiality of the corresponding amounts in the annual financial statements, the high degree of judgement and estimation involved in determining the main valuation assumptions used and the potentially high sensitivity of the tangible fixed assets' fair value to these assumptions.

## How our audit addressed this risk

We carried out the following procedures:

- ▣ gaining an understanding of the process implemented by management to communicate data inputs to the external appraisers and to review the related values provided by said appraisers;
- ▣ collecting the external appraisers' engagement letters and assessing their competency and independence with respect to the Company;
- ▣ obtaining the appraisal valuation reports; critically assessing (i) the valuation methods used, (ii) the market inputs used (yield rate, discount rate, market rental values, etc.) and (iii) the assetspecific assumptions used (in particular, the cost estimates for construction work to be carried out and the estimated date of completion for investment property under development); and testing, on a sample basis, the data used (construction costs, rental market conditions, etc.);
- ▣ conducting interviews with management and the external appraisers to discuss their valuation of the overall property portfolio and the individual asset values with the most significant or unexpected fluctuations;
- ▣ verifying the amounts booked with respect to impairment;
- ▣ verifying the appropriateness of the disclosures provided in the notes to the annual financial statements.

## Valuation of equity investments and associated receivables (Notes 2.8 and 4 to the annual financial statements)

### Description of risk

The Company holds shares in property development and property investment companies. At December 31, 2019, these equity investments and associated receivables amounted to €2,152 million and €828 million, respectively, representing together 34% of the Company's assets.

After their acquisition, equity investments and associated receivables are recognised at their value in use. For equity investments in property investment companies, value in use is the adjusted net asset value including any unrealised gains on investment properties, estimated at fair value (determined with the assistance of external appraisers). For equity investments in property development companies, value in use is determined with the assistance of an independent appraiser using both the discounted cash flow and comparable multiples methods.

For both types of investments (and associated receivables), estimating their value in use requires in-depth knowledge of the property market. For property investment companies, it requires the same significant judgements as those described above under the "Valuation and impairment risk of tangible fixed assets" key audit matter. For property development companies, the judgements rely in particular on forecast data, such as business plans and discount rates.

We deemed the valuation of equity investments and associated receivables to be a key audit matter due to the materiality of the corresponding amounts recognised in the annual financial statements, the high degree of judgement and estimation involved in determining the main valuation assumptions used and the potential significance of the sensitivity of the fair value of the related assets to these assumptions.

### How our audit addressed this risk

We carried out the following procedures:

- ▣ verifying the appropriateness of the valuation methods used by management depending on the type of equity investment;
- ▣ comparing the carrying amounts of equity investments with the net asset values of the related companies;
- ▣ verifying, when applicable, the information used to estimate value in use;
  - for equity investments in property investment companies, on a sample basis:
    - ensuring that the equity values used were consistent with the annual financial statements of the related entities valued,
    - ensuring that any adjustments made to calculate the adjusted net asset value, in particular by taking into account any unrealised capital gains on investment property assets, were estimated based on the fair values determined by management with the assistance of external appraisers;
  - for equity investments in property development companies, based on a report prepared by an independent appraiser:
    - collecting the independent appraiser's engagement letter and assessing his/her competency and independence with respect to the Company,
    - collecting the independent appraiser's report and critically assessing the valuation methods used,
    - gaining an understanding of the main inputs used to implement the discounted cash flow and comparable multiples methods.
- ▣ verifying the amounts booked with respect to impairment;
- ▣ verifying the appropriateness of the disclosures provided in the notes to the annual financial statements.

### Specific verifications

In accordance with professional standards applicable in France, we have also performed the specific verifications required by French legal and regulatory provisions.

## **Information given in the management report and in the other documents provided to the shareholders with respect to the Company's financial position and the annual financial statements**

We have no matters to report as to the fair presentation and the consistency with the annual financial statements of the information given in the Board of Directors' management report and in the other documents provided to the shareholders with respect to the Company's financial position and the annual financial statements.

We attest to the fair presentation and the consistency with the annual financial statements of the information about payment terms referred to in article D.441-4 of the French Commercial Code.

## **Report on corporate governance**

We attest that the Board of Directors' report on corporate governance sets out the information required by articles L.225-37-3 and L.225-37-4 of the French Commercial Code.

Concerning the information given in accordance with the requirements of article L.225-37-3 of the French Commercial Code relating to remuneration and benefits paid or awarded to corporate officers and any other commitments made in their favour, we have verified its consistency with the annual financial statements or with the underlying information used to prepare these annual financial statements, and, where applicable, with the information obtained by the Company from controlled companies within its scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Concerning the information given in accordance with the requirements of article L.225-37-5 of the French Commercial Code relating to those items your Company has deemed liable to have an impact in the event of a takeover bid or exchange offer, we have verified its consistency with the underlying documents that were disclosed to us. Based on this work, we have no matters to report with regard to this information.

## **Other information**

In accordance with French law, we have verified that the required information concerning the acquisition of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

## **Report on other legal and regulatory requirements**

### **Appointment of the Statutory Auditors**

We were appointed Statutory Auditors of Icade by the General Meetings held on March 22, 2006 for Mazars and June 22, 2012 for PricewaterhouseCoopers Audit.

At December 31, 2019, Mazars and PricewaterhouseCoopers Audit were in the fourteenth and the eighth consecutive year of their engagement, respectively.

### **Responsibilities of management and those charged with governance for the annual financial statements**

Management is responsible for preparing annual financial statements giving a true and fair view in accordance with French accounting principles, and for implementing the internal control procedures it deems necessary for the preparation of annual financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the annual financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit and Risk Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The annual financial statements were approved by the Board of Directors.

### **Responsibilities of the Statutory Auditors relating to the audit of the annual financial statements**

#### **Objective and audit approach**

Our role is to issue a report on the annual financial statements. Our objective is to obtain reasonable assurance about whether the annual financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these financial statements.

As specified in article L.823-10-1 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit.

They also:

- ❑ identify and assess the risks of material misstatement in the annual financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ❑ obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- ❑ evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the annual financial statements;
- ❑ assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the annual financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- ❑ evaluate the overall presentation of the annual financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Report to the Audit and Risk Committee

We submit a report to the Audit and Risk Committee, which includes, in particular, a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit and Risk Committee includes the risks of material misstatement that, in our professional judgement, were the most significant in the audit of the annual financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit and Risk Committee with the declaration provided for in article 6 of Regulation (EU) No 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit and Risk Committee.

Paris La Défense and Neuilly-sur-Seine, March 16, 2020

The Statutory Auditors

**Mazars**  
Gilles MAGNAN

**Pricewaterhousecoopers Audit**  
Éric BULLE



# 7.

# PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT

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# 1. List of the Office Property Investment Division's properties

## 1.1. Office portfolio

AS OF DECEMBER 31, 2019

Office portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)				Floor space awaiting development, disposal or refurbishment (non-leasable)	Number of parking spaces	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %
			Total	Office floor area (Leasable)	Retail floor area (Leasable)	Other floor area (Leasable)					
<b>FRANCE</b>			931,741	823,030	17,499	34,465	56,748	13,199			
<b>PARIS REGION</b>			726,731	629,690	12,019	31,951	53,071	9,873			
<b>SUBTOTAL PARIS</b>			207,627	180,697	7,670	11,071	8,190	2,463			
Le Marignan - 29, 31, 33, avenue des Champs-Élysées	Paris, 8 <sup>th</sup> district	75	9,884	2,942	3,717	73	3,152	-	2004	1950	100%
Montparnasse tower - 1, rue de l'Arrivée	Paris, 15 <sup>th</sup> district	75	5,761	5,392	-	368	-	74	2017	1973	100%
Arc Ouest 19-29, rue Leblanc	Paris, 15 <sup>th</sup> district	75	27,638	26,716	-	922	-	376	2016		100%
94, avenue Gambetta	Paris, 20 <sup>th</sup> district	75	20,033	16,080	3,953	-	-	185	2017	1985-1989-2016	100%
Pont de Flandre - Flandre section	Paris, 19 <sup>th</sup> district	75	45	-	-	45	-	-	2002		100%
Pont de Flandre - PAT007 <sup>(b)</sup>	Paris, 19 <sup>th</sup> district	75	-	-	-	-	-	-	2002		100%
Pont de Flandre - Artois	Paris, 19 <sup>th</sup> district	75	20,066	18,942	-	1,124	-	556	2002		100%
Pont de Flandre - Le Brabant	Paris, 19 <sup>th</sup> district	75	8,400	8,400	-	-	-	78	2002		100%
Pont de Flandre - PAT025	Paris, 19 <sup>th</sup> district	75	12,489	12,489	-	-	-	-	2002		100%
Pont de Flandre - PAT026	Paris, 19 <sup>th</sup> district	75	7,751	6,441	-	1,310	-	-	2002		100%
Pont de Flandre - Le Beauvaisis	Paris, 19 <sup>th</sup> district	75	12,006	10,791	-	1,214	-	-	2002		100%
Pont de Flandre - PAT029	Paris, 19 <sup>th</sup> district	75	10,696	10,379	-	-	317	56	2002		100%
Pont de Flandre - PAT030	Paris, 19 <sup>th</sup> district	75	945	-	-	945	-	-	2002		100%
Pont de Flandre - PAT031	Paris, 19 <sup>th</sup> district	75	616	616	-	-	-	-	2002		100%
Pont de Flandre - PAT032	Paris, 19 <sup>th</sup> district	75	12,956	12,956	-	-	-	-	2002		100%
Pont de Flandre - PAT034	Paris, 19 <sup>th</sup> district	75	4,721	-	-	-	4,721	-	2002		100%
Millénaire 1 - 35, rue de la Gare	Paris, 19 <sup>th</sup> district	75	29,045	26,224	-	2,821	-	436	2002		100%
Millénaire 4 - 35, rue de la Gare	Paris, 19 <sup>th</sup> district	75	24,577	22,329	-	2,248	-	299	2016		100%
<b>SUBTOTAL LA DÉFENSE/PERI-DÉFENSE</b>			300,905	257,784	2,114	14,396	26,611	3,792			
Initiale tower - 1, terrasse Bellini	Puteaux	92	10,268	3,896	-	84	6,288	126	2004	2003	33%
Eqho tower - 2, avenue Gambetta	Courbevoie	92	78,974	73,856	-	4,517	601	1,110	2004-2007	2013	51%
PB5 tower - 1, avenue du Général-de-Gaulle	Paris - La Défense	92	30,209	26,098	-	2,158	1,953	276	2009	-	100%
H2O - 2, rue des Martinets	Rueil-Malmaison	92	21,729	21,609	-	120	-	458	2007	2008	100%
Étoile Park - 123, rue Salvador-Allende	Nanterre	92	5,606	5,484	-	122	-	68	2009	-	100%
Défense 2 - 25, boulevard des Bouvets	Nanterre	92	15,306	7,601	-	3,744	3,961	182	2013	1982	100%
Défense 456 - 7-11, boulevard des Bouvets	Nanterre	92	15,853	13,737	-	2,116	-	300	2013	2005	100%
Fontanot - 21-29, rue des Trois-Fontanot	Nanterre	92	13,808	-	-	-	13,808	116	2013	2010	100%
Origine - Boulevard des Bouvets <sup>(b)</sup>	Nanterre	92	-	-	-	-	-	-	2013	-	100%
Axe 13 - Les Terrasses de l'Arche	Nanterre	92	16,831	16,432	399	-	-	130	2013	2010	100%
Axe 14 - Les Terrasses de l'Arche	Nanterre	92	20,956	19,584	-	1,372	-	147	2013	2006	100%
Axe 15 - Les Terrasses de l'Arche	Nanterre	92	19,722	18,858	864	-	-	147	2013	2006	100%
Axe 16 - Les Terrasses de l'Arche	Nanterre	92	18,979	17,965	851	163	-	146	2013	2006	100%
Spring - 1 <sup>st</sup> phase	Nanterre	92	14,123	14,123	-	-	-	244	2017	2017	100%
Spring - 2 <sup>nd</sup> phase	Nanterre	92	18,540	18,540	-	-	-	342	2019	2019	100%

(a) Date of inclusion of the asset and/or entity in the Icade Group.

(b) The floor area of off-plan projects and property under construction is considered to be nil.



**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**  
List of the Office Property Investment Division's properties

Office portfolio as of December 31, 2019	City/town	Dpt No.	Floor area	Office floor	Retail floor	Other floor	Floor space awaiting development, disposal or refurbishment (non-leasable)	Number of parking spaces	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %
			(sq.m)	area	area	area					
			Total	(Leasable)	(Leasable)	(Leasable)					
<b>SUBTOTAL WESTERN CRESCENT</b>			<b>26,850</b>	<b>8,233</b>	-	<b>346</b>	<b>18,271</b>	<b>595</b>			
11-15, avenue Morizet	Boulogne-Billancourt	92	4,982	4,982	-	-	-	131	2004	2000	100%
Fresk - 1-5, rue Jeanne-d'Arc	Issy-les-Moulineaux	92	18,271	-	-	-	18,271	428	2016	1997-2008	100%
Charles de Gaulle - 93, avenue Charles-de-Gaulle	Neuilly-sur-Seine	92	1,792	1,446	-	346	-	-	2009	-	100%
Dulud - 22, rue Jacques-Dulud	Neuilly-sur-Seine	92	1,805	1,805	-	-	-	36	2009	-	100%
<b>SUBTOTAL INNER RING</b>			<b>191,349</b>	<b>182,977</b>	<b>2,235</b>	<b>6,138</b>	<b>-</b>	<b>3,023</b>			
Block 3 Loire - 32-36, avenue de Paris	Villejuif	94	19,805	19,361	444	-	-	250	2010	-	100%
Block 5 Seine - 10-12, avenue de Paris	Villejuif	94	9,968	8,726	328	914	-	197	2008	-	100%
Orsud - 3-5, rue Galliéni	Gentilly	94	13,713	12,251	-	1,462	-	242			100%
Pointe Métro 1 - 76, avenue Gabriel-Péri	Gennevilliers	92	23,518	23,518	-	-	-	429	2019		100%
Cézanne - 30, avenue des Fruitières	Saint-Denis	93	21,160	18,492	697	1,971	-	352	2013	2011	100%
Sisley - 40, avenue des Fruitières	Saint-Denis	93	20,606	19,839	767	-	-	343	2013	2014	100%
First Landy / Monet	Saint-Denis	93	20,567	18,775	-	1,791	-	275	2012	2015	100%
Victor - Rue Madeleine-Vionnet	Aubervilliers	93	-	-	-	-	-	-			100%
Le V - 30, rue Madeleine-Vionnet	Aubervilliers	93	44,908	44,908	-	-	-	557		2016	100%
Hugo - Rue Madeleine-Vionnet <sup>(b)</sup>	Aubervilliers	93	-	-	-	-	-	-			100%
Millénaire 5 - 23, rue Madeleine-Vionnet	Aubervilliers	93	17,106	17,106	-	-	-	378		2011	100%
<b>FRANCE OUTSIDE THE PARIS REGION</b>			<b>205,010</b>	<b>193,341</b>	<b>5,479</b>	<b>2,514</b>	<b>3,676</b>	<b>3,326</b>			
2, rue Jean-Artus	Bordeaux	33	1,203	956	247	-	-	30	1978	1978	100%
Orianz - 200, boulevard Albert-1 <sup>er</sup>	Bordeaux	33	20,778	19,207	1,571	-	-	302	2017	2018	65%
Factor E - Rue d'Armagnac, boulevard Albert-1 <sup>er</sup>	Bordeaux	33	10,922	10,362	560	-	-	141	2017	-	65%
Nautilus - 118-122, quai de Bacalan	Bordeaux	33	13,124	12,502	442	180	-	213	2017	2012-2014	100%
La Fabrique - 1-13, rue de Gironde	Bordeaux	33	3,714	3,714	-	-	-	59	2017	2014	100%
Centreda TR1 - 4, avenue Didier-Daurat	Blagnac	31	12,000	12,000	-	-	-	437	2017	1974	100%
Centreda TR2 - 4, avenue Didier-Daurat	Blagnac	31	4,150	4,150	-	-	-	105	2017	1989	100%
Latécoère - 135, rue Périole <sup>(b)</sup>	Toulouse	31	-	-	-	-	-	-			100%
Eko Active - 174, boulevard de la Villette	Marseille	13	7,845	7,845	-	-	-	25	2017	-	100%
Le Castel - 22, rue Jean-François-Leca	Marseille	13	5,961	5,961	-	-	-	58	2017	-	100%
40, rue Fauchier	Marseille	13	8,077	8,077	-	-	-	107	2017	2010	100%
19, quai de Rive-Neuve	Marseille	13	3,112	-	69	67	2,976	-	2017	-	100%
23, quai de Rive-Neuve	Marseille	13	-	-	-	-	-	8	2017	2007	100%
42, rue de Ruffi	Marseille	13	8,008	7,881	127	-	-	160	2017	2013	100%
44, rue de Ruffi 44 (car park)	Marseille	13	-	-	-	-	-	37	2017	2013	100%
4, place Sadi-Carnot	Marseille	13	5,936	3,690	925	1,321	-	-	2017	-	100%
5, place de la Joliette	Marseille	13	3,294	2,620	622	52	-	-	2017	-	100%
M Factory - 38, rue Forbin <sup>(b)</sup> (DESBIEF)	Marseille	13	-	-	-	-	-	-	2017	-	100%
Silky Way - Rue Alfred-de-Musset	Villeurbanne	69	36,593	36,593	-	-	-	613	2017	2015	100%

(a) Date of inclusion of the asset and/or entity in the Icade Group.

(b) The floor area of off-plan projects and property under construction is considered to be nil.

**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**  
List of the Office Property Investment Division's properties

Office portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)				Floor space awaiting development, disposal or refurbishment (non-leasable)	Number of parking spaces	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %
			Total	Office floor area (Leasable)	Retail floor area (Leasable)	Other floor area (Leasable)					
Park View - 2, boulevard du 11-novembre-1918 <sup>(b)</sup>	Villeurbanne	69	-	-	-	-	-	2017	-	51%	
Milky Way - 42, cours Suchet	Lyon	69	4,475	3,935	440	100	-	2017	2013	100%	
Stratège - 12-22, rue Juliette-Récamier	Lyon	69	16,515	16,515	-	-	-	2017	1993	55%	
Lafayette - Building A - Car parks - 10, rue Récamier	Lyon	69	8,727	8,609	-	118	-	2017	1976	55%	
Lafayette - Buildings B-C - Car parks - 10, rue Récamier	Lyon	69	7,207	6,960	-	247	-	2017	1976	55%	
Lafayette - Building D - Car parks - 10, rue Récamier	Lyon	69	7,821	7,392	-	429	-	2017	1976	55%	
Lafayette - Building E - Car parks - 10, rue Récamier	Lyon	69	2,274	1,097	476	-	701	2017	1976	55%	
Lafayette - Building F - Car parks - 10, rue Récamier	Lyon	69	-	-	-	-	423	2017	1976	55%	
New Way - 2-4 and 4bis, rue Legay	Villeurbanne	69	13,275	13,275	-	-	-	2017	2016	100%	
<b>GRAND TOTAL</b>			<b>931,741</b>	<b>823,030</b>	<b>17,499</b>	<b>34,465</b>	<b>56,748</b>	<b>13,199</b>			

(a) Date of inclusion of the asset and/or entity in the Icade Group.

(b) The floor area of off-plan projects and property under construction is considered to be nil.

## 1.2. Business park portfolio

AS OF DECEMBER 31, 2019

Business park portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)					Floor space awaiting development, disposal or refurbishment (non-leasable)	Acquisition date <sup>(a)</sup>	Ownership %
			Total	Business premises floor area (Leasable)	Office floor area (Leasable)	Warehouse floor area (Leasable)	Misc. floor area (Leasable)			
<b>SUBTOTAL INNER RING</b>			<b>350,461</b>	<b>160,064</b>	<b>120,266</b>	<b>38,665</b>	<b>1,767</b>	<b>29,699</b>		
Portes de Paris business park - Saint-Denis	Saint-Denis	93	100,054	37,518	47,757	3,043	776	10,961	2002	100%
Portes de Paris business park - Batigautier LEM	Aubervilliers	93	11,728	6,920	4,646	-	162	-	2002	100%
Portes de Paris business park - Aubervilliers Gardinoux	Aubervilliers	93	125,691	50,478	40,769	23,976	829	9,639	2002	100%
Portes de Paris business park - Pilier Sud	Aubervilliers	93	21,369	20,793	-	576	-	-	2002	100%
Portes de Paris business park - Parc CFI	Aubervilliers	93	69,638	41,949	22,660	2,647	-	2,382	2002	100%
Portes de Paris business park - Le Mauvin	Aubervilliers	93	21,981	2,407	4,434	8,423	-	6,717	2011	100%
<b>SUBTOTAL OUTER RING</b>			<b>388,366</b>	<b>96,340</b>	<b>259,927</b>	<b>-</b>	<b>5,758</b>	<b>26,342</b>		
Orly-Rungis business park	Rungis	94	388,366	96,340	259,927	-	5,758	26,342	2013	100%
<b>GRAND TOTAL</b>			<b>738,827</b>	<b>256,404</b>	<b>380,193</b>	<b>38,665</b>	<b>7,525</b>	<b>56,041</b>		
Including operating properties			702,705							

(a) Date of inclusion of the asset and/or entity in the Icade Group.

**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**  
List of the Office Property Investment Division's properties

## 1.3. Other Office Property Investment assets portfolio

AS OF DECEMBER 31, 2019

Other assets portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)	Floorspace awaiting development, disposal or refurbishment (non-leasable)	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %
			Total				
<b>FRANCE</b>			<b>162,056</b>				
<b>PARIS REGION</b>			<b>36,662</b>				
Le Millénaire shopping centre	Aubervilliers	93	29,031	-	2002		50%
Basilique Saint-Denis shopping centre	Saint-Denis	93	5,438	-	2019		51%
B&B Hotel Bobigny - 6, rue René-Gosciny	Bobigny	93	2,193	-	2017	2016	77%
<b>OUTER RING</b>			<b>74,011</b>	<b>351</b>			
BSP Pontoise - CH René Dubos - 8, avenue de l'Île-de-France	Pontoise	95	5,086	-	2007	2009	100%
10, rue Denis-Papin	Chilly-Mazarin	91	10,890	-	2009		100%
La Cerisaie retail park	Fresnes	94	56,959	351	2013		100%
B&B Hotel Saclay - 9002, chemin du Plateau du Moulon	Gif-sur-Yvette	91	1,076	-	2017	1984	100%
<b>FRANCE OUTSIDE THE PARIS REGION</b>			<b>51,383</b>	<b>-</b>			
University hospital (CHU) of Nancy - Site de Brabois - 5, allée du Morvan	Nancy	54	26,645	-	2007	2010	100%
B&B Hotel Vélodrome - 6, allée Marcel-Leclerc	Marseille	13	3,089	-	2017	2016	77%
B&B Hotel Forbin Joliette - 52-54, rue de Forbin	Marseille	13	2,975	-	2017	2010	77%
B&B Hotel - Block 34 - 44, rue de Ruffi	Marseille	13	3,864	-	2017	2013	77%
B&B Hotel Allar Euromed - 7, rue André-Allar	Marseille	13	1,940	-	2017	2015	77%
B&B Hotel Saint-Victoret - ZAC des Cascades Rue René-Cailloux	Marseille	13	2,114	-	2017	2013	77%
B&B Hotel Bègles - 1, rue des Terres-Neuves	Bègles		2,288	-	2017	2015	77%
B&B Hotel Armagnac Euratlantique - Rue d'Armagnac 200, boulevard Albert-1 <sup>er</sup>	Bordeaux	33	2,872	-	2017	-	77%
B&B Hotel Perpignan - 3429, avenue Julien-Panchot	Perpignan	66	1,926	-	2017	2013	77%
B&B Hotel Quimper - 131, route de Bénodet	Quimper	29	3,670	-	2017	1995	77%
<b>GRAND TOTAL</b>			<b>162,056</b>	<b>351</b>			

(a) Date of inclusion of the asset and/or entity in the Icade Group.

**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**  
List of the Office Property Investment Division's properties

## 1.4. Residential portfolio

AS OF DECEMBER 31, 2019

Residential portfolio as of December 31, 2019	City/town	Dpt No.	Habitable floor area (sq.m)	Acquisition date <sup>(a)</sup>	Ownership %	No. of housing units	
						Total	Incl. subsidised
<b>RESIDENTIAL ASSETS</b>							
<b>SUBTOTAL PARIS</b>			178			2	-
Porte de Vincennes	Paris	75	178	1968	100%	2	-
<b>SUBTOTAL INNER RING</b>			4,700			78	-
Eluard	Bagneux	92	91	1972	100%	1	-
Galilée	Bagneux	92	126	1959	100%	1	-
Pont de Pierre	Bobigny	93	1,772	1957	100%	32	-
Cachan I	Cachan	94	44	1957	100%	1	-
Cachan II	Cachan	94	303	1957	100%	5	-
Rodin	Villejuif	94	283	1957	100%	4	-
Rembrandt	Villejuif	94	154	1957	100%	2	-
10-16, rue Léon-Moussinac	Villejuif	94	695	1954	100%	11	-
Karl Marx	Villejuif	94	1,232	1954	100%	21	-
<b>SUBTOTAL OUTER RING</b>			29,254			464	-
Gémeaux	Les Mureaux	78	176	1977	100%	2	-
Sorrières	Montigny-le Bretonneux	78	839	1979	100%	12	-
Romarins	Montigny-le Bretonneux	78	83	1977	100%	1	-
Corniche	Poissy	78	187	1954	100%	3	-
Côte tower	Poissy	78	152	1958	100%	2	-
6-16 Montaigne	Poissy	78	1,034	1954	100%	22	-
78-88 Maladrerie (Clos Céleste)	Poissy	78	1,033	1954	100%	22	-
6 to 16, rue de Montaigne-Lyautey	Poissy	78	828	1954	100%	20	-
Square Cocteau	Trappes	78	223	1974	100%	3	-
2-6 d'Orbay	Draveil	91	64	1957	100%	1	-
Colombe	Épinay-sous-Sénart	91	149	1967	100%	3	-
1, rue Weber	Épinay-sous-Sénart	91	282	1967	100%	4	-
11, rue du Petit-Pont	Épinay-sous-Sénart	91	701	1967	100%	9	-
5 France	Épinay-sous-Sénart	91	328	1967	100%	4	-
Saint-Marc	Massy	91	69	1960	100%	1	-
Toulouse-Lautrec (Massy)	Massy	91	347	1960	100%	7	-
12-16 Mogador	Massy	91	446	1968	100%	9	-
2-8 Lisbonne (Lousiades)	Massy	91	393	1968	100%	7	-
Thorez	Massy	91	97	1968	100%	1	-
Blum	Massy	91	61	1968	100%	1	-
Blum II	Massy	91	511	1968	100%	7	-
2bis Herriot (Aigue-Marine)	Massy	91	797	1968	100%	11	-
4 Herriot	Massy	91	619	1968	100%	7	-
1 to 5, rue Julian-Grimau	Sainte-Geneviève-des-Bois	91	1,064	1954	100%	14	-
Vaux Germains	Châtenay-Malabry	92	107	1959	100%	2	-
La Roue	Fontenay-aux-Roses	92	160	1958	100%	3	-
Voltaire	Rueil-Malmaison	92	53	1956	100%	1	-
Arthur Rimbaud	Rueil-Malmaison	92	175	1957	100%	3	-
Gibets II	Rueil-Malmaison	92	171	1957	100%	4	-

(a) Date of inclusion of the asset and/or entity in the Icade Group.

**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**

List of the Office Property Investment Division's properties

Residential portfolio as of December 31, 2019	City/town	Dpt No.	Habitable floor area (sq.m)	Acquisition date <sup>(a)</sup>	Ownership %	No. of housing units	
						Total	Incl. subsidised
Pasteur	Bondy	93	177	1955	100%	3	
Jannin/Bouin	Gagny	93	2,750	1959	100%	38	
Dumas	Gagny	93	450	1959	100%	7	
Jean Bouin	Gagny	93	398	1959	100%	8	
Moulin	Gagny	93	563	1957	100%	10	
Couperin	Rosny-sous-Bois	93	55	1983	100%	1	
Herodia	Rosny-sous-Bois	93	164	1960	100%	3	
108-112 Alsace	Rosny-sous-Bois	93	269	1960	100%	9	
10-14 Couperin-Berlioz	Rosny-sous-Bois	93	543	1960	100%	10	
6-8 De la Lande	Rosny-sous-Bois	93	708	1976	100%	9	
2-4 Couperin	Rosny-sous-Bois	93	744	1960	100%	13	
2-4 Franck	Rosny-sous-Bois	93	342	1975	100%	5	
5 Ampère	Tremblay-en-France	93	48	1967	100%	1	
7 Ampère	Tremblay-en-France	93	71	1967	100%	1	
1 Ampère	Tremblay-en-France	93	367	1967	100%	5	
Plumerette	Créteil	94	56	1961	100%	1	
Mermoz	Créteil	94	56	1961	100%	1	
Savignat	Créteil	94	148	1961	100%	3	
1-3 Arcos	Créteil	94	526	1958	100%	9	
1-5 Timons	Créteil	94	357	1958	100%	7	
8-12 Vildrac	Créteil	94	1,639	1958	100%	24	
Roussel	Créteil	94	1,171	1961	100%	16	
Col Rivière	Fresnes	94	53	1957	100%	1	
Poètes	L'Hay-les-Roses	94	337	1957	100%	5	
Peintres	L'Hay-les-Roses	94	259	1957	100%	4	
Château de Sucy	Sucy-en-Brie	94	57	1954	100%	1	
Cytises	Sucy-en-Brie	94	590	1965	100%	8	
Parc Leblanc	Villeneuve-le-Roi	94	71	1957	100%	1	
Justice	Cergy	95	4,103	1983	100%	60	
Hauts de Cergy	Cergy	95	193	1983	100%	1	
Cergy Pissarro	Cergy	95	135	1983	100%	2	
Cergy Vexin	Cergy	95	209	-	100%	3	
Van Gogh	Ermont	95	136	1961	100%	2	
Orme Saint-Edme	Franconville	95	181	1967	100%	3	
Avenue des Lilas	Taverny	95	60	-	100%	1	
Pompon	Villiers-le-Bel	95	60	1965	100%	1	
Lalo	Villiers-le-Bel	95	59	1965	100%	1	
<b>SUBTOTAL FRANCE OUTSIDE THE PARIS REGION</b>			<b>153</b>			<b>2</b>	<b>-</b>
Martyrs de la Résistance	Vénissieux	69	153			2	
<b>TOTAL RESIDENTIAL</b>			<b>34,285</b>			<b>546</b>	<b>-</b>
<b>OTHER ASSETS</b>							
Homes and residences for the elderly			3,328		100%	2	
<b>TOTAL OTHER ASSETS</b>			<b>3,328</b>			<b>2</b>	<b>-</b>
<b>GRAND TOTAL</b>			<b>37,613</b>			<b>548</b>	<b>-</b>
Land bank			832,007		100%		

(a) Date of inclusion of the asset and/or entity in the Icade Group.

PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT  
List of the Healthcare Property Investment Division's properties

## 2. List of the Healthcare Property Investment Division's properties

AS OF DECEMBER 31, 2019

Healthcare portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)		Other floor area (Leasable)	Acute care facilities floor area (Leasable)	PAC facilities floor area (Leasable)	Number of beds	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %	Operator
			Total	(Leasable)								
<b>SUBTOTAL PARIS REGION</b>			<b>177,190</b>	<b>177,190</b>	-	<b>150,921</b>	<b>26,269</b>	<b>2,575</b>				
Saint-Louis private hospital	Poissy	78	13,396	13,396	-	13,396	-	170	2013	2007	56.84%	Elsan
L'Estrée private hospital	Stains	93	26,418	26,418	-	26,418	-	301	2015	2005	56.84%	Elsan
Parly 2 Le Chesnay private hospital	Le Chesnay	78	15,818	15,818	-	15,818	-	224	2008	1997	56.84%	Ramsay Santé
Ouest Parisien private hospital	Trappes	78	21,058	21,058	-	21,058	-	299	Before 2011	2000	56.84%	Ramsay Santé
Paul d'Égine private hospital	Champigny-sur-Marne	94	14,270	14,270	-	14,270	-	236	Before 2011	2006	56.84%	Ramsay Santé
Armand Brillard private hospital	Nogent-sur-Marne	94	13,170	13,170	-	13,170	-	220	Before 2011	2009	56.84%	Ramsay Santé
Marne-la-Vallée private hospital	Bry-sur-Marne	94	12,737	12,737	-	12,737	-	198	Before 2011	2009	56.84%	Ramsay Santé
La Muette private hospital	Paris	75	4,149	4,149	-	4,149	-	82	2014	1978	56.84%	Ramsay Santé
Bois d'Amour PAC facility	Drancy	93	6,457	6,457	-	-	6,457	126	Before 2011	2009	56.84%	Ramsay Santé
Monet PAC facility	Champigny-sur-Marne	94	6,177	6,177	-	-	6,177	134	2011	2011	56.84%	Ramsay Santé
Le Bourget PAC facility	Le Bourget	93	7,893	7,893	-	-	7,893	163	Before 2011	2010	56.84%	Ramsay Santé
Claude Bernard private hospital	Ermont	95	20,475	20,475	-	20,475	-	202	2014	2014	56.84%	Ramsay Santé
Domont private hospital	Domont	95	3,521	3,521	-	3,521	-	34	2015	-	56.84%	Ramsay Santé
Bercy private hospital	Charenton-le-Pont	94	5,909	5,909	-	5,909	-	74	2011	2005	56.84%	Hexagone
Montévrain PAC facility	Montévrain	77	5,742	5,742	-	-	5,742	112	2018	1905	56.84%	Ramsay Santé
<b>SUBTOTAL HAUTS-DE-FRANCE</b>			<b>138,917</b>	<b>138,917</b>	<b>4,500</b>	<b>134,417</b>	<b>-</b>	<b>1,700</b>				
Le Parc private hospital	Saint-Saulve	59	17,084	17,084	-	17,084	-	208	2011	2004	56.84%	Elsan
Vauban polyclinic	Valenciennes	59	18,410	18,410	-	18,410	-	322	2011	1999	56.84%	Elsan
Flandres private hospital	Coudekerque-Branche	59	9,927	9,927	-	9,927	-	121	2012	2004	56.84%	Elsan
Villette private hospital	Dunkerque	59	11,434	11,434	-	11,434	-	111	2012	1991	56.84%	Elsan
Saint-Claude private hospital	Saint-Quentin	02	15,947	15,947	-	15,947	-	170	2015	2004	56.84%	Elsan
Saint-Omer private hospital	Blendecques	62	10,279	10,279	-	10,279	-	116	2015	2003	56.84%	Elsan
Arras private hospital	Arras	62	23,269	23,269	-	23,269	-	284	2009	2007	56.84%	Ramsay Santé
La Roseraie private hospital	Soissons	02	5,035	5,035	-	5,035	-	81	Before 2011	2010	56.84%	Ramsay Santé
Villeneuve d'Ascq private hospital	Villeneuve-d'Ascq	59	23,032	23,032	-	23,032	-	197	2012	2012	56.84%	Ramsay Santé
Les Terrasses de la Scarpe nursing home	Courchelettes	59	4,500	4,500	4,500	-	-	90	2018	-	56.84%	Domus VI
<b>SUBTOTAL AUVERGNE-RHÔNE-ALPES</b>			<b>163,305</b>	<b>163,305</b>	<b>3,988</b>	<b>151,683</b>	<b>7,634</b>	<b>1,918</b>				
Pôle Santé République private hospital	Clermont-Ferrand	63	29,201	29,201	-	29,201	-	280	2011	2008	56.84%	Elsan
La Châtaigneraie private hospital	Beaumont	63	27,258	27,258	-	27,258	-	291	2015	2003	56.84%	Elsan
La Pergola private hospital	Vichy	03	10,042	10,042	-	10,042	-	158	2015	2009	56.84%	Elsan
Tronquières medical surgical centre	Aurillac	15	21,046	21,046	-	21,046	-	288	2015	1999	56.84%	Elsan
La Loire private hospital	Saint-Étienne	42	31,074	31,074	-	31,074	-	354	2013	2005	56.84%	Ramsay Santé
Le Beaujolais polyclinic	Arnas	69	14,024	14,024	-	14,024	-	105	2014	2004	56.84%	Ramsay Santé
La Sauvegarde private hospital	Lyon	69	19,038	19,038	-	19,038	-	239	2014	2012	56.84%	Ramsay Santé
Les Rives d'Allier nursing home	Pont-du-Château	63	3,988	3,988	3,988	-	-	76	2018	-	56.84%	Domus VI
Les Deux Lys PAC facility	Thyez	74	7,634	7,634	-	-	7,634	127	2019	-	56.84%	Korian

(a) Date of inclusion of the asset and/or entity in the Icade Group.

**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**  
List of the Healthcare Property Investment Division's properties

Healthcare portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)	Floor area (sq.m)	Other floor area	Acute care facilities floor area	PAC facilities floor area	Number of beds	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %	Operator
			Total	(Leasable)	(Leasable)	(Leasable)	(Leasable)					
<b>SUBTOTAL BOURGOGNE-FRANCHE-COMTÉ</b>			<b>48,707</b>	<b>48,707</b>	<b>12,440</b>	<b>31,269</b>	<b>4,998</b>	<b>772</b>				
Val de Loire polyclinic	Nevers	58	11,952	11,952	-	11,952	-	115	2015	2007	56.84%	Elsan
Le Chalonnois PAC facility	Châtenoy-le-Royal	71	4,998	4,998	-	-	4,998	100	2016	-	56.84%	Ramsay Santé
Saint-Vincent private hospital	Besançon	25	19,317	19,317	-	19,317	-	337	2014	2013	56.84%	Ramsay Santé
Résidence Granvelle nursing home	Besançon	25	6,829	6,829	6,829	-	-	123	2018	-	56.84%	Domus VI
Résidence Valmy nursing home	Dijon	21	5,611	5,611	5,611	-	-	97	2018	-	56.84%	Domus VI
<b>SUBTOTAL BRETAGNE</b>			<b>54,630</b>	<b>54,630</b>	<b>-</b>	<b>49,611</b>	<b>5,019</b>	<b>563</b>				
Keraudren polyclinic	Brest	29	20,096	20,096	-	20,096	-	225	2009	2007	56.84%	Elsan
Ter private hospital	Ploemeur	56	-	-	-	-	-	-	2015	2008	56.84%	Elsan
Océane private hospital	Vannes	56	29,515	29,515	-	29,515	-	338	2015	2000	56.84%	Elsan
L'Elorn PAC facility	Landerneau	29	5,019	5,019	-	-	5,019	-	Before 2011	2007	56.84%	Elsan
<b>SUBTOTAL CENTRE-VAL DE LOIRE</b>			<b>61,894</b>	<b>61,894</b>	<b>22,796</b>	<b>39,098</b>	<b>-</b>	<b>863</b>				
L'Archette private hospital	Olivet	45	17,179	17,179	-	17,179	-	169	Before 2011	2000	56.84%	Elsan
Eure-et-Loir private hospital	Mainvilliers	28	11,465	11,465	-	11,465	-	160	Before 2011	2001	56.84%	Elsan
Saint-Cœur private hospital	Vendôme	41	10,454	10,454	-	10,454	-	101	2015	2002	56.84%	Elsan
Vendômois disability care home	Vendôme	41	3,240	3,240	3,240	-	-	45	2013	2012	56.84%	Ramsay Santé
Pont de Gien private psychiatric facility	Gien	45	4,903	4,903	4,903	-	-	84	2016	-	56.84%	Ramsay Santé
Ronsard private psychiatric facility	Chambray-lès-Tours	37	6,042	6,042	6,042	-	-	126	2016	-	56.84%	Ramsay Santé
Résidence Valois nursing home	Orléans	45	4,318	4,318	4,318	-	-	90	2018	-	56.84%	Domus VI
Refllet de Loire nursing home	La Chapelle Saint-Mesmin	45	4,293	4,293	4,293	-	-	88	2019	-	56.84%	Korian
<b>SUBTOTAL GRAND EST</b>			<b>51,233</b>	<b>51,233</b>	<b>-</b>	<b>51,233</b>	<b>-</b>	<b>626</b>				
Majorelle polyclinic	Nancy	54	11,729	11,729	-	11,729	-	131	2011	2006	56.84%	Elsan
Chaumont medical surgical centre	Chaumont	52	9,689	9,689	-	9,689	-	111	2015	1992	56.84%	Elsan
Reims-Bezannes polyclinic	Bezannes	51	29,815	29,815	-	29,815	-	384	2015	-	56.84%	Courlancy
<b>SUBTOTAL NORMANDIE</b>			<b>80,341</b>	<b>80,341</b>	<b>23,434</b>	<b>40,292</b>	<b>16,615</b>	<b>1,265</b>				
Le Parc polyclinic	Caen	14	15,071	15,071	-	15,071	-	218	2014	2012	56.84%	Elsan
Océane private psychiatric facility	Le Havre	76	5,117	5,117	5,117	-	-	102	2016	-	56.84%	Ramsay Santé
Europe polyclinic	Rouen	76	25,221	25,221	-	25,221	-	348	2017	-	56.84%	Vivalto
Villa Saint-Do nursing home	Bois-Guillaume	76	4,791	4,791	4,791	-	-	102	2019	-	56.84%	Korian
Le Diamant nursing home	Aleçon	61	4,257	4,257	4,257	-	-	84	2019	-	56.84%	Korian
Rive de Sélune nursing home	Le Teilleul	50	3,366	3,366	3,366	-	-	70	2019	-	56.84%	Korian
Mare ô Dans private psychiatric facility	Les Damps	27	5,903	5,903	5,903	-	-	88	2019	-	56.84%	Inicea
Côte Normande PAC facility	Iffs	14	8,538	8,538	-	-	8,538	145	2019	-	56.84%	Korian
Petit Colmoulins PAC facility	Harfleur	76	8,077	8,077	-	-	8,077	108	2019	-	56.84%	Ramsay Santé
<b>SUBTOTAL NOUVELLE-AQUITAINE</b>			<b>250,136</b>	<b>250,136</b>	<b>23,590</b>	<b>222,436</b>	<b>4,110</b>	<b>3,149</b>				
Esquirol Saint-Hilaire private hospital	Agen	47	33,414	33,414	-	33,414	-	351	Before 2011	2004	56.84%	Elsan
Poitiers polyclinic	Poitiers	86	19,631	19,631	-	19,631	-	212	2008	2004	56.84%	Elsan
Saint-Augustin polyclinic	Bordeaux	33	16,020	16,020	-	16,020	-	283	2011	2007	56.84%	Elsan
Inkermann polyclinic	Niort	79	21,434	21,434	-	21,434	-	193	2011	2009	56.84%	Elsan
Pasteur private hospital	Bergerac	24	9,416	9,416	-	9,416	-	96	2011	2007	56.84%	Elsan
Limoges polyclinic	Limoges	87	33,420	33,420	-	33,420	-	418	2012	2008	56.84%	Elsan
Centre Clinical private hospital	Soyaux	16	21,053	21,053	-	21,053	-	216	2012	2009	56.84%	Elsan
Les Cèdres private hospital	Brive	19	12,300	12,300	-	12,300	-	170	2012	2003	56.84%	Elsan
Jean Villar polyclinic	Bruges	33	18,375	18,375	-	18,375	-	232	2012	2009	56.84%	Elsan
Saint-Charles private hospital	Poitiers	86	4,110	4,110	-	-	4,110	87	Before 2011	2004	56.84%	Elsan
L'Atlantique private hospital	Puilboreau	17	15,628	15,628	-	15,628	-	106	2014	2011	56.84%	Ramsay Santé
Marzet polyclinic	Pau	64	16,329	16,329	-	16,329	-	212	Before 2011	1999	56.84%	Gaucher

(a) Date of inclusion of the asset and/or entity in the Icade Group.

**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**

List of the Healthcare Property Investment Division's properties

Healthcare portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)		Other floor area (Leasable)	Acute care facilities floor area (Leasable)	PAC facilities floor area (Leasable)	Number of beds	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership %	Operator
			Total	(Leasable)								
Richelieu private hospital	Saintes	17	5,416	5,416	-	5,416	-	49	2011	2004	56.84%	Vivalto
Les Portes du Jardin nursing home	Tonnay-Charente	17	4,953	4,953	4,953	-	-	108	2018	-	56.84%	Domus VI
Le Littoral nursing home	Saint-Augustin-sur-Mer	17	4,351	4,351	4,351	-	-	84	2018	-	56.84%	Domus VI
La Chênaie nursing home	Saint-Ciers-sur-Gironde	33	4,024	4,024	4,024	-	-	80	2018	-	56.84%	Domus VI
Le Mont des Landes nursing home	Saint-Savin	33	4,227	4,227	4,227	-	-	97	2018	-	56.84%	Domus VI
Le Jardin des Loges nursing home	Saint-Bonnet-sur-Gironde	17	3,689	3,689	3,689	-	-	79	2018	-	56.84%	Domus VI
Mornay PAC facility - Under development	Saintes	17	-	-	-	-	-	-	2019	-	56.84%	Korian
Villa des Cèbrades nursing home	Notre-Dame-de-Sanilhac	24	2,346	2,346	2,346	-	-	76	2019	-	56.84%	Korian
<b>SUBTOTAL OCCITANIE</b>			<b>363,309</b>	<b>363,309</b>	<b>15,852</b>	<b>327,825</b>	<b>19,632</b>	<b>4,729</b>				
L'Occitanie private hospital	Muret	31	18,475	18,475	-	18,475	-	245	Before 2011	2007	56.84%	Elsan
Pont de Chaume private hospital	Montauban	82	28,544	28,544	-	28,544	-	321	2011	2006	56.84%	Elsan
Ambroise Paré private hospital	Toulouse	31	17,213	17,213	-	17,213	-	204	2011	2004	56.84%	Elsan
Saint-Pierre private hospital	Perpignan	66	16,142	16,142	-	16,142	-	249	2014	2001	56.84%	Elsan
Saint-Michel private hospital	Prades	66	5,127	5,127	-	5,127	-	52	2014	1997	56.84%	Elsan
Claude Bernard private hospital	Albi	81	26,023	26,023	-	26,023	-	295	2015	2003	56.84%	Elsan
Toulouse-Lautrec private hospital	Albi	81	11,948	11,948	-	11,948	-	174	2015	2007	56.84%	Clinipôle
Le Sidobre polyclinic	Castres	81	12,692	12,692	-	12,692	-	149	2015	2006	56.84%	Elsan
Gascogne private hospital	Auch	32	7,514	7,514	-	7,514	-	62	2015	2003	56.84%	Clinavenir
Greater Narbonne private hospital - Under development	Montredon-des-Corbières	11	-	-	-	-	-	-	2016	-	56.84%	Elsan
Ormeau polyclinic	Tarbes	65	21,046	21,046	-	21,046	-	315	2017	-	56.84%	Elsan
Médipôle Saint-Roch polyclinic	Cabestany	66	17,929	17,929	-	17,929	-	317	2017	-	56.84%	Elsan
Le Floride PAC facility	Le Barcarès	66	8,105	8,105	-	-	8,105	107	2014	1989	56.84%	Elsan
L'Union private hospital	Saint-Jean	31	34,343	34,343	-	34,343	-	430	2013	2006	56.84%	Ramsay Santé
Le Marquisat PAC facility	Saint-Jean	31	5,015	5,015	-	-	5,015	118	2013	1991	56.84%	Ramsay Santé
Les Cèdres private hospital	Cornebarrieu	31	56,792	56,792	-	56,792	-	613	2014	2012	56.84%	Ramsay Santé
Croix du Sud private hospital	Quint-Fonsegrives	31	30,903	30,903	-	30,903	-	338	2015	-	56.84%	Ramsay Santé
Beaupuy private psychiatric facility	Beaupuy	31	6,518	6,518	6,518	-	-	180	2017	-	56.84%	Ramsay Santé
Clinique du Parc private hospital	Castelnaud-le-Lez	34	23,134	23,134	-	23,134	-	273	2012	2010	56.84%	Clinipôle
Saint-Clément private psychiatric facility	Saint-Clément-de-Rivière	34	4,072	4,072	4,072	-	-	80	2012	2005	56.84%	Clinipôle
Pic Saint-Loup PAC facility	Saint-Clément-de-Rivière	34	6,512	6,512	-	-	6,512	112	2012	2005	56.84%	Clinipôle
Hélios disability care home	Saint-Germé	32	5,262	5,262	5,262	-	-	95	2017	-	56.84%	Clinipôle
Lunel PAC facility - Under development	Lunel	34	-	-	-	-	-	-	-	-	56.84%	Clinipôle
<b>SUBTOTAL PAYS DE LA LOIRE</b>			<b>235,854</b>	<b>235,854</b>	<b>8,724</b>	<b>218,561</b>	<b>8,569</b>	<b>2,461</b>				
Santé Atlantique health complex	Saint-Herblain	44	40,597	40,597	-	40,597	-	292	2008	2002	56.84%	Elsan
Bretéché private hospital	Nantes	44	17,756	17,756	-	17,756	-	227	Before 2011	2000	56.84%	Elsan
Pôle Santé Sud health complex	Le Mans	72	40,786	40,786	-	40,786	-	440	2012	2006	56.84%	Elsan
Santé Atlantique health complex - Bromélia	Saint-Herblain	44	19,740	19,740	-	19,740	-	213	2016	-	56.84%	Elsan
Roz Arvor PAC facility	Nantes	44	6,653	6,653	-	-	6,653	99	Before 2011	1990	56.84%	Elsan
Saint-Charles private hospital	La Roche-sur-Yon	85	17,974	17,974	-	17,974	-	200	Before 2011	2003	56.84%	Sisio
Le Maine polyclinic	Laval	53	13,679	13,679	-	13,679	-	169	Before 2011	2008	56.84%	Sisio
Porte Océane private hospital	Olonne	85	14,425	14,425	-	14,425	-	90	2010	2009	56.84%	Sisio
Centre Vendée physical rehabilitation facility	Les Essarts	85	1,916	1,916	-	-	1,916	42	Before 2011	1998	56.84%	Sisio
La Lande Saint-Martin nursing home	Haute-Goulaine	44	4,806	4,806	4,806	-	-	79	2018	-	56.84%	Domus VI

(a) Date of inclusion of the asset and/or entity in the Icade Group.



**PROPERTY PORTFOLIO AND PROPERTY VALUATION REPORT**  
List of the Healthcare Property Investment Division's properties

Healthcare portfolio as of December 31, 2019	City/town	Dpt No.	Floor area (sq.m)	Floor area (sq.m)	Other floor area	Acute care facilities floor area	PAC facilities floor area	Number of beds	Acquisition date <sup>(a)</sup>	Construction or renovation date	Ownership%	Operator
			Total	(Leasable)	(Leasable)	(Leasable)	(Leasable)					
Jardin Atlantique nursing home	Le Pouliguen	44	3,918	3,918	3,918	-	-	89	2019	-	56.84%	Korian
Confluent private hospital	Nantes	44	53,604	53,604	-	53,604	-	521	2019	-	56.84%	Vivalto
<b>SUBTOTAL PROVENCE-ALPES-CÔTE D'AZUR</b>			<b>94,107</b>	<b>94,107</b>	<b>24,998</b>	<b>57,397</b>	<b>11,712</b>	<b>1,728</b>				
Le Cap d'Or private hospital	La Seyne-sur-Mer	83	6,454	6,454	-	6,454	-	127	2011	2009	56.84%	Elsan
Les Fleurs polyclinic	Ollioules	83	13,462	13,462	-	13,462	-	280	2012	2007	56.84%	Elsan
Bouchard private hospital	Marseille	13	15,150	15,150	-	15,150	-	290	2015	1999	56.84%	Elsan
Montagard surgical centre	Avignon	84	3,206	3,206	-	3,206	-	52	2015	1992	56.84%	Elsan
Notre-Dame polyclinic	Draguignan	83	10,399	10,399	-	10,399	-	120	2015	2011	56.84%	Elsan
Fontvert private hospital	Sorgues	84	8,726	8,726	-	8,726	-	91	2014	2012	56.84%	Elsan
Les Seolanes nursing home	Marseille, 13 <sup>th</sup> district	13	5,081	5,081	5,081	-	-	129	2018	-	56.84%	Domus VI
La Carrairade nursing home	Le Rove	13	3,861	3,861	3,861	-	-	80	2018	-	56.84%	Domus VI
Le Grand Jardin nursing home	Le Lavandou	83	5,082	5,082	5,082	-	-	94	2018	-	56.84%	Domus VI
Aquarelle nursing home	Le Pontet	84	4,000	4,000	4,000	-	-	80	2019	-	56.84%	SGMR
Aubier de Cybèle nursing home	Fréjus	83	3,716	3,716	3,716	-	-	80	2019	-	56.84%	Korian
Mistral nursing home	Châteauneuf-de-Gadagne	84	3,258	3,258	3,258	-	-	80	2019	-	56.84%	SGMR
Les Trois Tours PAC facility	La Destrousse	13	11,712	11,712	-	-	11,712	225	2019	-	56.84%	Korian
<b>SUBTOTAL ITALY</b>			<b>46,473</b>	<b>46,473</b>	<b>46,473</b>	<b>-</b>	<b>-</b>	<b>592</b>				
Jesolo	Jesolo	-	6,692	6,692	6,692	-	-	120	2019	-	59.39%	Universiis
Carmagnola	Carmagnola	-	3,823	3,823	3,823	-	-	62	2019	-	59.39%	Sereni Orizzonti
San Giovanni al Natisone	San Giovanni al Natisone	-	2,753	2,753	2,753	-	-	80	2019	-	59.39%	Sereni Orizzonti
Pianoro	Pianoro	-	4,549	4,549	4,549	-	-	60	2019	-	59.39%	Sereni Orizzonti
Cinto Caomaggiore	Cinto Caomaggiore	-	14,278	14,278	14,278	-	-	90	2019	-	59.39%	Sereni Orizzonti
Fiesco	Fiesco	-	7,131	7,131	7,131	-	-	80	2019	-	59.39%	Sereni Orizzonti
Campofilone	Campofilone	-	7,247	7,247	7,247	-	-	100	2019	-	59.39%	KOS
<b>SUBTOTAL GERMANY</b>			<b>110,173</b>	<b>110,173</b>	<b>110,173</b>	<b>-</b>	<b>-</b>	<b>2,224</b>				
Bremerhaven	Bremerhaven	-	7,803	7,803	7,803	-	-	204	2019	-	61.83%	EMVIA Living
Cottbus	Cottbus	-	8,623	8,623	8,623	-	-	172	2019	-	61.83%	EMVIA Living
Herne	Herne	-	10,750	10,750	10,750	-	-	191	2019	-	61.83%	EMVIA Living
Klötze	Klötze	-	5,486	5,486	5,486	-	-	123	2019	-	61.83%	EMVIA Living
Herne	Herne	-	5,994	5,994	5,994	-	-	121	2019	-	61.83%	EMVIA Living
Neuruppin	Neuruppin	-	7,621	7,621	7,621	-	-	172	2019	-	61.83%	EMVIA Living
Bernau bei Berlin	Bernau bei Berlin	-	2,084	2,084	2,084	-	-	-	2019	-	61.83%	EMVIA Living
Büren	Büren	-	5,966	5,966	5,966	-	-	110	2019	-	61.83%	EMVIA Living
Belzig	Belzig	-	6,668	6,668	6,668	-	-	120	2019	-	61.83%	EMVIA Living
Radensleben	Radensleben	-	4,590	4,590	4,590	-	-	122	2019	-	61.83%	EMVIA Living
Friedland	Friedland	-	6,019	6,019	6,019	-	-	112	2019	-	61.83%	EMVIA Living
Treuenbrietzen	Treuenbrietzen	-	5,814	5,814	5,814	-	-	116	2019	-	61.83%	EMVIA Living
Nobitz-Klaus	Nobitz-Klaus	-	5,641	5,641	5,641	-	-	104	2019	-	61.83%	EMVIA Living
Kyritz	Kyritz	-	6,103	6,103	6,103	-	-	120	2019	-	61.83%	EMVIA Living
Tangerhütte - Under development	Tangerhütte	-	-	-	-	-	-	-	2019	-	61.83%	EMVIA Living
Erkner	Erkner	-	5,371	5,371	5,371	-	-	117	2019	-	61.83%	EMVIA Living
Arnsberg	Arnsberg	-	2,624	2,624	2,624	-	-	51	2019	-	61.83%	EMVIA Living
Hennigsdorf	Hennigsdorf	-	4,820	4,820	4,820	-	-	110	2019	-	61.83%	EMVIA Living
Leipzig	Leipzig	-	4,230	4,230	4,230	-	-	78	2019	-	61.83%	EMVIA Living
Berlin	Berlin	-	3,966	3,966	3,966	-	-	81	2019	-	61.83%	EMVIA Living
<b>GRAND TOTAL</b>			<b>1,876,269</b>	<b>1,876,269</b>	<b>296,968</b>	<b>1,474,743</b>	<b>104,558</b>	<b>25,165</b>				

(a) Date of inclusion of the asset and/or entity in the Icade Group.

## 3. Independent property valuers' condensed report

### 3.1. General background of the valuation assignment

#### General background

As part of our agreement entered into with Icade ("the Company"), we were requested to estimate the fair value of the property assets in Icade's portfolio. This condensed report, which summarises the circumstances surrounding our assignment, was drawn up to be included in the Company's universal registration document.

Our assignments have been carried out totally independently.

Our company has no ownership ties with Icade.

Our company confirms that the valuations have been carried out by and under the responsibility of qualified independent valuers and that our company has carried out its assignment as an independent valuation company qualified for the assignment.

Our annual fees charged to the Company represent less than 10% of our company's revenue recorded in the previous accounting year.

We have not identified any conflicts of interest during these assignments.

The assignments comply with the AMF's recommendation regarding the presentation of the valuations and risks associated with the property assets of listed companies published on February 8, 2010.

#### Current assignment

Our assignments involved estimating the fair value of the properties based on their occupancy as of December 31, 2019.

We confirm that, in accordance with IFRS 13, the assets were appraised based on their "highest and best use value".

We only included alternative use values in situations where either the conditions for its implementation had been met, or the following three conditions had been met: the operation is physically possible, legally permissible and financially feasible.

It is recalled that when the customer is the lessee under the terms of a finance lease, the property valuer only values the assets underlying the lease and not the lease itself. In the same way, where property was owned by a special purpose company, its value was estimated assuming the sale of the underlying property asset and not that of the Company.

### 3.2. Procedures for performing the assignment

#### Information reviewed

This assignment has been carried out based on the documents and information provided to us, which are assumed to be accurate and inclusive of all the information and documents in the Company's possession or of which the Company is aware, and which might have an impact on the fair value of the properties.

#### Valuation standards

The property appraisals and valuations have been carried out in accordance with:

- national standards:
  - the recommendations of the Barthès de Ruyter report on the valuation of the property assets of publicly traded companies published in February 2000,
  - the Property Valuation Charter,
  - principles set out in the Code of Ethics for French Listed Real Estate Investment Companies (SIIC);

- international standards, which may be applied as alternatives or in combination:

- TEGoVA's (The European Group of Valuers' Association) European Valuation Standards published in its "Blue Book",
- and also the standards of the Royal Institution of Chartered Surveyors' (RICS) Red Book published in its document "RICS Valuation – Professional Standards",
- the IVSC's (International Valuation Standards Committee) provisions.

#### Methods used

Valuations are based on the discounted cash flow method, the income capitalisation method, the residual method and the comparable sales method.

### 3.3. Total fair value as of December 31, 2019

The total fair value is the sum of the individual values of all assets and is calculated both excluding duties (after deducting transfer duties and fees) and including duties (fair value before deducting transfer duties and fees).

Name of the independent property valuer	Assets appraised	Number of assets appraised	Number of assets inspected during the December 2019 campaign	Fair value excluding duties as of 12/31/2019 <sup>(a)</sup> on a full consolidation basis (€m)
BNP Paribas Real Estate Valuation	Offices / Business parks	77	10	934
CBRE Valuation France	Offices / Business parks / Homes	88	5	2,006
CBRE Valuation Italy	Healthcare	2,772	0	72
Cushman & Wakefield Valuation France	Offices / Business parks / Shopping centres	6	5	36
Jones Lang Lasalle Expertises	Offices / Healthcare / Hotels	178	16	3,539
Catella Valuation FCC	Offices / Warehouses / Healthcare / Shopping centres	128	26	6,387
Impact of assets subject to a double appraisal approach		88	16	6,496
Non-appraised assets or assets measured at a different value				(3,857)
<b>TOTAL ASSETS</b>				<b>804</b>
				<b>14,340</b>

(a) Fair value excluding duties and taxes and excluding fixed legal expenses, adjusted for the share not attributable to Icade for assets held by equity-accounted companies in the consolidated financial statements.

### 3.4. General comments

These values are subject to market stability and to the absence of significant changes in the properties between the date the valuations were carried out and the value date.

This condensed report cannot be considered separately from the body of work carried out in respect of the valuation assignment.

Each of the five independent property valuers confirms the values of the properties that they appraised or updated, and may not be held responsible for the values determined by the other independent property valuers.

Christophe Adam  
CEO  
**Jones Lang LaSalle Expertises**

Anne Digard  
Chairwoman  
**CBRE Valuation France**

Jean-Claude Dubois  
Chairman  
**BNP Paribas Real Estate Valuation**

Philippe Dorion  
Deputy CEO  
**Cushman & Wakefield Valuation France**

Jean-François Drouets  
Chairman  
**Catella Valuation FCC**

Laura Mauri  
Executive Director  
**CBRE Valuation Italy**



# 8. CAPITAL, SHARES AND DISTRIBUTION POLICY

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# 1. Information on the issuer and its capital

## 1.1. Legal information on the issuer

### Registered office, legal form and applicable legislation

Company name	Icade
Registered office	27, rue Camille Desmoulins, 92130 Issy-les-Moulineaux, France
Legal form	French public limited company ( <i>société anonyme</i> , SA) with a Board of Directors
Legislation	French legislation
Date of incorporation and expiry of the Company's duration	The Company was incorporated on October 27, 1955. The period fixed for the duration of the Company shall expire on December 31, 2098.
Trade and Companies Register	Registered in the Nanterre Trade and Companies Register (RCS) under No. 582 074 944
Identification number	SIRET code: 582 074 944 01211
APE code (classification of activities)	6820 B
LEI code	969500UDH342QLTE1M42
Financial year	The financial year runs for twelve months from January 1 to December 31.

### Tax regime for French listed real estate investment companies (SIICs)

Starting on January 1, 2003, the Company opted for the tax regime for French listed real estate investment companies (SIICs) referred to in Article 208 C of the French General Tax Code (CGI). Companies which have opted for this tax regime benefit from an exemption from tax on income and capital gains realised as part of their activities as

real estate investment companies, provided that they pay an exit tax now calculated at a rate of 19% on unrealised capital gains existing at the date on which the tax regime is elected, and whose payment is to be spread over four years. In return for this tax exemption, SIICs are required to distribute 95% of their tax-exempt rental income and 70% of their tax-exempt capital gains within two years, and 100% of profits received from subsidiaries which have opted for this tax regime.

## 1.2. Articles of Association

### 1.2.1. Object of the Company (Article 2 of the Articles of Association)

The object of the Company is:

- to acquire, build and operate, in any form whatsoever, any property, land and real property rights or buildings located in France or abroad, and in particular any business premises, offices, shops, dwellings, warehouses or public salesrooms, restaurants, drinks outlets, roads, securities, corporate rights and any assets that may be attached to such assets;
- to carry out all types of research relating to those business activities, both for its own account and on behalf of its subsidiaries or third parties;
- to carry out any transport, transit and handling operations, forwarding agency, auxiliary transport and related activities;
- to assist with and provide any administrative, accounting, financial and management services to all subsidiaries and partly-owned companies as well as to contribute to the companies in its Group with any material or financial resources, particularly through cash transactions, in order to secure or promote their expansion as well as to carry out or assist with any economic, technical, legal, financial or other research without any restriction other than compliance with current legislation;
- to carry out business as an estate agency company, or as an intermediary for movable, immovable or commercial assets.

To that end, to create, acquire, lease, set up and operate any establishments relating to the estate agency business:

- to perform all types of property management agreements and in particular the collection of rents and tenant charges;

- to perform any activities related to the operation of the properties or provide services to the occupants;
- to take a direct or indirect interest or holding in any existing or future industrial, commercial or financial activities or operations, or in activities or operations related to movable or immovable property, of any kind, in any form whatsoever, in France or abroad, provided those activities or operations directly or indirectly relate to the object of the Company or to similar, related or complementary objects;
- and more generally speaking, to perform any operations, whether economic or legal, financial, trading or non-trading, which may be directly or indirectly associated with the object of the Company or with similar, related or complementary objects.

### 1.2.2. Rights and obligations attached to the shares (Articles 6 to 8 of the Articles of Association)

#### 1.2.2.1. Types of shares and identity of shareholders

Fully paid-up shares are in registered or bearer form, at the shareholder's discretion, within the framework of, and subject to, legal provisions in force.

The shares give rise to an account entry under the conditions of, and in accordance with, the procedures provided for by current legislation and are transferred by inter-account transfer.

The Company may at any time request information on the composition of its shareholders in accordance with the provisions of Article L. 228-2

## CAPITAL, SHARES AND DISTRIBUTION POLICY

Information on the issuer and its capital

of the French Commercial Code and/or any other statutory provision which may supplement or supersede it.

### 1.2.2.2. Rights attached to each share

The ownership of one share entails agreement with the Articles of Association and decisions of the General Meeting.

Where it is necessary to own a certain number of shares in order to exercise a right, it shall be up to the shareholders who do not own the required number of shares to make suitable pooling arrangements to reach the required number of shares.

All the shares which make up or will make up the share capital of the Company and which belong to the same category, have the same nominal value and are fully paid up at the same price, shall have all the same characteristics as existing shares as soon as they entitle their holders to the same dividend rights as existing shares.

In addition to the non-pecuniary rights provided for by current legislation or by these Articles of Association, each share shall entitle its holder to a portion of the profits or liquidation dividend in proportion to the number of existing shares.

### 1.2.2.3. Payment for shares

The value of shares issued as part of a capital increase and to be paid in cash is payable under the conditions laid down by the applicable legal and regulatory provisions.

Capital calls shall be brought to the attention of the subscribers and shareholders concerned at least fifteen days before the date set for each payment, by means of a notice published in a legal notice newspaper for the area where the registered office is located or through an individual registered letter.

Any delay in paying any amounts due in relation to shares shall, automatically and without the need for any formalities, entail payment of interest calculated *pro rata temporis* at the legal interest rate plus two hundred (200) basis points, without prejudice to any personal action that the Company may initiate against the defaulting shareholder or to any forced execution measures provided for by current regulations.

## 1.2.3. General Meetings (Article 15 of the Articles of Association)

### 1.2.3.1. Notice of meeting

Shareholders' Meetings shall be called and held and deliberations shall take place as provided for by current regulations.

### 1.2.3.2. Access to meetings

General Meetings shall include all shareholders whose shares are fully paid up (meaning that any amounts owing have been paid) and, in accordance with the provisions of Article R. 225-85 of the French Commercial Code, whose right to participate in General Meetings has been justified by the registration of their shares either in the name of the shareholder or, if the shareholder is not domiciled in France, in the name of the intermediary registered on their behalf, on the third working day preceding the meeting at midnight (Paris time).

The shares must be registered either in the registered securities accounts held by the Company or in the bearer securities accounts held by the

authorised intermediary, within the time limit mentioned in the previous paragraph.

Access to the General Meeting is open to its members on production of proof of their titles and identities. If it sees fit, the Board of Directors may give shareholders individual, personal admission cards and require these to be produced.

Any shareholder may, in accordance with the law, vote by post or be represented by another shareholder, their spouse or civil partner, or by any other natural or legal person of their choice.

In accordance with legal and regulatory requirements, shareholders may send their postal ballots or proxies, along with their share ownership certificate, in paper or electronic form, at least three days before the date of the General Meeting. They may also vote electronically. The procedures for sending these documents shall be specified by the Board of Directors in the notice of meeting. The Board of Directors may shorten or remove this three-day period.

A shareholder who has already voted by postal ballot, submitted a proxy, or requested their admission card or a share ownership certificate may at any time transfer ownership of all or part of their shares.

However, if the transfer is made before the second working day preceding the meeting at midnight, Paris time, the Company shall invalidate or amend accordingly, as appropriate, the postal vote, proxy, admission card or share ownership certificate. To this end, the authorised intermediary and account keeper shall notify the Company or its representative of the transfer of ownership and provide the necessary information to the Company.

No transfer of ownership carried out after the second working day preceding the meeting at midnight, Paris time, regardless of the method used, shall be notified by the authorised intermediary or taken into consideration by the Company, notwithstanding any agreement to the contrary.

### 1.2.3.3. Voting rights

Each member of the Ordinary or Extraordinary Meeting holds the same number of voting rights as the number of shares they own or represent.

Pursuant to Article L. 225-123, paragraph 3 of the French Commercial Code, the Combined General Meeting held on April 29, 2015 decided not to grant double voting rights for those shares for which it had been justified that they had been registered in the name of the same shareholder for at least two years.

### 1.2.3.4. Chairperson, attendance sheet and minutes

Meetings shall be chaired by the Chairman of the Board of Directors or, in their absence, by the Vice-Chairman or a director appointed for this purpose by the Board. Otherwise, the Chairman shall be elected by the members of the meeting themselves.

Minutes of meetings shall be drawn up and copies thereof shall be certified and distributed in accordance with current regulations.

Two members of the Works Council (if any), both appointed by that committee, one of them belonging to the "technical managers and supervisors" category and the other one to the "employees and labourers" category or, as the case may be, the persons referred to in the third and fourth paragraphs of Article L. 432-6 of the French Labour Code, may attend the General Meetings.

## 1.3. Information on the capital

### 1.3.1. General information

#### 1.3.1.1. Value of the share capital

Icade's share capital stands at €113,613,795.19 and is divided into 74,535,741 fully paid-up, no-par-value shares, all of the same category. As far as the Company is aware and as of the date of this document, none of the Company's 74,535,741 shares have been pledged.

#### 1.3.1.2. Capital authorised but not issued

##### List of delegations and other authorisations to increase the share capital granted by the General Meeting to the Board of Directors

The table summarising the authorisations and delegations in force or which have expired since the last General Shareholders' Meeting is presented in chapter 5.

#### List of authorisations and delegations to be submitted for approval at the Combined General Meeting on April 24, 2020

Type of security concerned	Date of the General Meeting	Resolution number	Duration and expiry date	Maximum authorised amount
Authorisation to have the Company repurchase its own shares	04/24/2020	Resolution 20	18 months i.e. until 10/23/2021	5% of the shares making up the share capital as adjusted for any capital increase or reduction occurring during the programme period Maximum purchase price: €130 per share Maximum total amount: €500m
Authorisation to reduce the share capital through the cancellation of treasury shares	04/24/2020	Resolution 21	18 months i.e. until 10/23/2021	10% of the share capital calculated as of the date of the cancellation decision, net of any shares cancelled in the previous 24 months
Authorisation to increase the share capital with preferential subscription right (reserved for existing shareholders)	04/24/2020	Resolution 22	26 months i.e. until 06/23/2022	€38m (Power to issue only ordinary shares)
Delegation to increase the share capital in consideration for contributions in kind of shares and securities entitling their holders to shares in the Company	04/24/2020	Resolution 23	26 months i.e. until 06/23/2022	10% of share capital This amount shall be deducted from the total nominal amount of ordinary shares that may be issued in accordance with Resolution 22 of the Combined General Meeting of April 24, 2020, i.e. €38m
Delegation to increase the share capital through an issue reserved for employees as part of the Company Savings Plan (PEE)	04/24/2020	Resolution 24	26 months i.e. until 06/23/2022	1% of diluted capital as of the Combined General Meeting of April 24, 2020 This amount shall be deducted from the total nominal amount of ordinary shares that may be issued in accordance with Resolution 22 of the Combined General Meeting of April 24, 2020, i.e. €38m

### 1.3.2. Non-equity shares

There are no shares not representing Icade's equity capital.

### 1.3.3. Securities held by Icade or for its own account

The Company's Combined General Meeting of April 24, 2019 renewed a resolution before its expiry date which authorised the Board of Directors, in accordance with Article L. 225-209 of the French Commercial Code, for a period of eighteen months, to have the Company repurchase its own shares, in one or more transactions and at such times as it deems appropriate, subject to a maximum limit of 10% of the number of shares making up the Company's share capital, adjusted where appropriate to take into account any increases or reductions in the share capital occurring during the period of the share repurchase programme.

This authorisation is intended to enable the Company to:

- stimulate the secondary market or ensure the liquidity of Icade shares by entering into a liquidity contract with an investment service provider. It should be noted that within this context, the number of shares used for the purpose of calculating the above-mentioned limit is the number of shares purchased, less the number of shares resold;

- retain the shares so purchased for subsequent use in exchange or as payment for potential acquisition transactions;
- meet the obligations arising from stock option plans and/or bonus share plans (or similar plans) for Group employees and/or corporate officers, as well as any share allocations as part of company or group savings plans (or similar plans), or as part of an employee profit-sharing plan and/or any other forms of allocating shares to Group employees and/or corporate officers;
- ensure that a sufficient number of shares is available to meet the obligations arising from securities entitling their holders to Company shares, as allowed under current regulations;
- potentially cancel the shares so purchased.

Shares may be purchased by any means, including block trades, and at such times as the Board of Directors deems appropriate.

Unless prior approval has been obtained from the General Meeting, the Board of Directors may not use this authorisation during a "pre-offer" period or a public offer initiated by a third party for the Company's shares until the end of the offer period.



**CAPITAL, SHARES AND DISTRIBUTION POLICY**  
Information on the issuer and its capital

The Company reserves the right to use options or other derivatives pursuant to applicable regulations.

The maximum purchase price is set at €110 per share. In the event of corporate actions affecting equity, especially share splits, reverse share splits or bonus shares granted to shareholders, the above-mentioned amount will be adjusted in the same proportion (multiplication factor equal to the number of shares making up share capital before the transaction divided by the number of shares after the transaction).

The maximum amount of the transaction is set at €735 million.

On April 24, 2019, the Company's Board of Directors decided to implement the share repurchase programme in respect of all the objectives set out by the Combined General Meeting of April 24, 2019.

On December 19, 2018, Icade entered into a contract with an investment service provider for the purpose of repurchasing its own shares over the period from December 19, 2018 to June 19, 2019 at the latest. The maximum number of shares that may be acquired under this contract is the higher of (i) 372,679 shares or (ii) 0.5% of the number of shares making up Icade's share capital. The contract was implemented and all 372,679 shares covered by the contract were acquired on March 28, 2019.

### Situation as of December 31, 2019

As of December 31, 2019, the Company held 594,031 treasury shares, representing 0.8% of share capital. As of the date of this report, no shares were held under the liquidity contract.

2019 information (cumulative data)	Shares	% of capital
Number of shares making up the issuer's capital as of November 30, 2018 (contract started on December 19, 2018)	74,535,741	
Directly- and indirectly-held treasury shares at the start of the programme	373,084	
Number of shares held as of December 31, 2019	549,031	0.74%
Number of shares repurchased during the year	1,106,566	1.48%
Number of shares sold during the year	956,419	1.28%
Average price of repurchases	78.55	
Average price of sales	80.07	
Transaction costs excluding tax	70,238	
Portfolio net book value	43,252,668	

### 1.3.4. Complex securities

#### 1.3.4.1. Convertible bonds

As of December 31, 2019, Icade had not issued any convertible bonds.

#### 1.3.4.2. Stock options

The information and history of stock options grants are described in paragraph 3.3 of this chapter of the universal registration document.

#### 1.3.4.3. Bonus share grants

The information and history of bonus share grants are described in paragraph 3.4 of this chapter of the universal registration document.

### 1.3.5. Option or agreement relating to the capital of Icade or companies in its Group

As of the date of this universal registration document, there are no commitments to purchase or sell (i) all or part of Icade's capital or (ii) all or part of the capital of a direct subsidiary of Icade.

### 1.3.6. Changes in Icade's capital over the last three years

Date	Action	Number of shares issued/cancelled	Nominal value of the capital increase or reduction (in €)	Share premiums, contribution premiums or merger premiums (in €)	Cumulative capital amount (in €)	Cumulative number of shares
June 29, 2018	Capital increase in consideration for the contributions made for the purposes of the merger of ANF Immobilier into Icade	420,242	640,568.91	21,187,096.81 <sup>(a)</sup>	113,607,220.94	74,531,428
Between August 1 and 31, 2018	Capital increase due to the exercise of Icade stock options (noted by the Board of Directors on October 18, 2018)	4,313	6,574.25	342,174.95	113,613,795.19	74,535,741

(a) Including €23,489,140.74 for the "legal" merger premium and deduction of -€2,302,043.93 of duties and costs payable as a result of the merger.

### 1.3.7. Icade's ownership structure over the last three years

Shareholders	12/31/2019		12/31/2018		12/31/2017	
	Number of shares	% of capital	Number of shares	% of capital	Number of shares	% of capital
Caisse des dépôts <sup>(a)</sup>	28,895,618	38.77	28,895,621	38.77	28,895,631	38.99
Crédit Agricole Assurances Group <sup>(b)</sup>	14,137,510	18.97	13,704,789	18.39	13,704,789	18.49
Icamap Investments S.à r.l./GIC Pte Ltd/Future Fund Board of Guardians acting in concert <sup>(c)</sup>	3,794,708	5.09	3,858,476	5.18		
Public	26,948,876	36.16	27,395,820	36.76	31,111,533	41.98
Employees	164,998	0.22	192,919	0.26	192,589	0.26
Treasury shares	594,031	0.80	488,116	0.65	206,644	0.28
<b>TOTAL</b>	<b>74,535,741</b>	<b>100</b>	<b>74,535,741</b>	<b>100</b>	<b>74,111,186</b>	<b>100</b>

(a) - In a letter dated February 18, 2020, Caisse des dépôts notified the Company that, indirectly through CNP Assurances which it controls, its holding exceeded the thresholds provided for in the Company's Articles of Association of 39% of the Company's share capital and voting rights on February 12, 2020. These crossings of thresholds resulted from the shares received by CNP Assurances as collateral.

- In a letter dated March 3, 2020, Caisse des dépôts notified the Company that, indirectly through CNP Assurances which it controls, its holding fell below the thresholds provided for in the Company's Articles of Association of 39% of the Company's share capital and voting rights on February 28, 2020. These crossings of thresholds resulted from the Icade shares received by CNP Assurances as collateral being returned. Since February 28, 2020, Caisse des dépôts has held, directly and indirectly through CNP Assurances, 29,062,924 shares and voting rights in the Company, representing 38.99% of the share capital and voting rights.

(b) Number of shares held notified to the Company as of December 31, 2019.

(c) In a letter received on February 21, 2020, the entities Icamap Investments S.à r.l., GIC Private Limited and Future Fund Board of Guardians notified that, while acting in concert, their holding fell below the thresholds of 5% of the Company's capital and voting rights on February 19, 2020 and that they held 3,673,553 Icade shares representing the same number of voting rights, i.e. 4.93% of the Company's capital and voting rights. This crossing of thresholds resulted from a disposal of Icade shares on the market.

As far as the Company is aware, no other shareholders hold more than 5% of the capital or voting rights.

### 1.3.8. Crossing of shareholding thresholds (Article 6 III of the Articles of Association)

In addition to the thresholds provided for by applicable law, any natural or legal person who, acting alone or in concert, exceeds or falls below a threshold of 0.5% or more of the Company's capital or voting rights, or any whole multiple of that percentage below 5%, must, within the time limits and in accordance with the provisions set out in Article L. 233-7 of the French Commercial Code (or any other article which may replace it), inform the Company, by registered letter with acknowledgement of receipt, of the total number of shares and voting rights they hold as well as the total number of securities entitling their holders to shares and associated voting rights in the Company.

Beyond 5% and up to a threshold of 50% (without prejudice to any additional legal requirement), the disclosure obligation mentioned in the previous paragraph shall apply when a threshold of 1% or more, or any whole multiple of that percentage, of the Company's capital or voting rights is crossed upwards or downwards.

For the purposes of this article, the holding of the person concerned shall be calculated in the same way as for legal thresholds. In respect of thresholds being crossed as a result of a purchase or sale on a regulated market, the time limit mentioned in Article L. 233-7 of the French Commercial Code shall begin to run from the date on which the securities are traded and not the date of their delivery.

In the event of non-compliance with this disclosure obligation, the sanctions provided for in Article L. 233-14 of the French Commercial Code shall apply; in particular, one or more shareholders holding at least 5% of the share capital may issue a request, which shall be included in the minutes of the General Meeting that the voting rights attached to the shares exceeding the fraction which should have been declared be suspended in respect of any Shareholders' Meetings held within two years of disclosing the crossing of the threshold.

**CAPITAL, SHARES AND DISTRIBUTION POLICY**  
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To the best knowledge of the Company and based on the crossings of shareholding thresholds provided for by law or by the Articles of Association which were notified by shareholders to the Company and/or the French Financial Markets Authority (AMF), below is the list of the positions notified for the financial year 2019:

Declaring party	Crossing date	Number of shares held after the threshold was crossed	% of total number of shares	Date of the notification letter sent to the Company	Threshold crossed in terms of share capital	Threshold crossed in terms of voting rights
BNP Paribas Asset Management	01/22/2019	/	1.01%	01/24/2019	Upward	Unchanged
Amundi	/	/	1.48%	01/25/2019	Downward	Downward
Moneta Asset Management	02/27/2019	865,000	1.16%	03/04/2019	Upward	Upward
BNP Paribas Asset Management	02/22/2019	/	1.14%	03/04/2019	Unchanged	Downward
BNP Paribas Asset Management	03/04/2019	/	1.15%	03/15/2019	Unchanged	Upward
Axa Investment Managers	03/20/2019	1,122,944	1.51%	03/22/2019	Upward	Upward
Spirica (subsidiary of Crédit Agricole Assurances, which is a subsidiary of Crédit Agricole SA)	06/04/2019	350,102	0.47%	06/07/2019	Downward	Downward
BlackRock	12/18/2019	2,264,067	3.04%	12/19/2019	Unchanged	Unchanged

- In a letter dated February 28, 2020, Aviva Investors Global Services Limited, Aviva Investors France SA, Aviva Investors Asia Pte Limited and Friends Provident International Limited notified the Company that their holding fell below the threshold of 0.5%, bringing it to 368,834 shares and voting rights in the Company.
- In a letter dated February 4, 2020, AXA Investment Managers SA, as part of its asset management activities, notified the Company that, on February 12, 2020, its holding exceeded the threshold provided for in the Company's Articles of Association of 2% of the Company's share capital and voting rights. As of that date, AXA Investment Managers SA held, for all the portfolios managed by its asset management subsidiaries, 1,527,371 shares and voting rights in the Company representing 2.05% of the share capital and 2.05% of the voting rights in the Company.
- In a letter dated February 18, 2020, Caisse des dépôts notified the Company that, indirectly through CNP Assurances which it controls, its holding exceeded the thresholds provided for in the Company's Articles of Association of 39% of the Company's share capital and voting rights on February 12, 2020. These crossings of thresholds resulted from the shares received by CNP Assurances as collateral.
- In a letter dated February 27, 2020, AXA Investment Managers SA, as part of its asset management activities, notified the Company that, on February 26, 2020, its holding fell below the threshold provided for in the Company's Articles of Association of 2% of the Company's share capital and theoretical voting rights. As of that date, AXA Investment Managers SA held, for all the portfolios managed by its asset management subsidiaries, 1,451,645 shares and voting rights in the Company representing 1.95% of the share capital and 1.95% of the voting rights in the Company.
- In a letter dated March 3, 2020, Caisse des dépôts notified the Company that, indirectly through CNP Assurances which it controls, its holding fell below the thresholds provided for in the Company's Articles of Association of 39% of the Company's share capital and voting rights on February 28, 2020. These crossings of thresholds resulted from the Icade shares received by CNP Assurances as collateral being returned. Since February 28, 2020, Caisse des dépôts has held, directly and indirectly through CNP Assurances, 29,062,924 shares and voting rights in the Company, representing 38.99% of the share capital and voting rights.
- In a letter dated March 5, 2020, AXA Investment Managers SA notified the Company that, on March 2, 2020, its holding exceeded the threshold provided for in the Company's Articles of Association of 2% of the Company's share capital and theoretical voting rights. As of that date, AXA Investment Managers SA held, for all the portfolios managed by its asset management subsidiaries, 1,495,267 shares and voting rights in the Company representing 2.01% of the share capital and 2.01% of the voting rights in the Company.
- In a letter dated March 11, 2020, AXA Investment Managers SA notified the Company that, on March 5, 2020, its holding fell below the threshold provided for in the Company's Articles of Association of 2% of the Company's share capital and theoretical voting rights. As of that date, AXA Investment Managers SA held, for all the portfolios managed by its asset management subsidiaries, 1,471,217 shares and voting rights in the Company representing 1.97% of the share capital and 1.97% of the voting rights in the Company.

## 1.4. Ownership structure

The following table shows the number of shares, percentage of capital and corresponding percentage of voting rights held by the Company's shareholders as of December 31, 2019.

Shareholders as of 12/31/2019	Number of shares	Percentage of share capital	Number of voting rights	Percentage of voting rights
Caisse des dépôts <sup>(a)</sup>	28,895,618	38.77	28,895,618	39.08
Crédit Agricole Assurances Group <sup>(b)</sup>	14,137,510	18.97	14,137,510	19.12
Icamap Investments S.à r.l./GIC Pte Ltd/Future Fund Board of Guardians acting in concert <sup>(b)(c)</sup>	3,794,708	5.09	3,794,708	5.13
Public	26,948,876	36.16	26,948,876	36.45
Employees (Icade's FCPE employee-shareholding fund)	164,998	0.22	164,998	0.22
Treasury shares	594,031	0.80	0	0.00
<b>TOTAL</b>	<b>74,535,741</b>	<b>100.00</b>	<b>73,941,710</b>	<b>100.00</b>

- (a) – In a letter dated February 18, 2020, Caisse des dépôts notified the Company that, indirectly through CNP Assurances which it controls, its holding exceeded the thresholds provided for in the Company's Articles of Association of 39% of the Company's share capital and voting rights on February 12, 2020. These crossings of thresholds resulted from the shares received by CNP Assurances as collateral.
- In a letter dated March 3, 2020, Caisse des dépôts notified the Company that, indirectly through CNP Assurances which it controls, its holding fell below the thresholds provided for in the Company's Articles of Association of 39% of the Company's share capital and voting rights on February 28, 2020. These crossings of thresholds resulted from the Icade shares received by CNP Assurances as collateral being returned. Since February 28, 2020, Caisse des dépôts has held, directly and indirectly through CNP Assurances, 29,062,924 shares and voting rights in the Company, representing 38.99% of the share capital and voting rights.
- (b) Number of shares held notified to the Company as of December 31, 2019.
- (c) In a letter received on February 21, 2020, the entities Icamap Investments S.à r.l., GIC Private Limited and Future Fund Board of Guardians notified that, while acting in concert, their holding fell below the thresholds of 5% of the Company's capital and voting rights on February 19, 2020 and that they held 3,673,553 Icade shares representing the same number of voting rights, i.e. 4.93% of the Company's capital and voting rights. This crossing of thresholds resulted from a disposal of Icade shares on the market.

In accordance with Icade's Articles of Association, no shareholder holds any special voting rights. Changes in Icade's ownership structure are shown in the section "Events after the reporting period".

### **1.4.1. Legal or natural persons who may exercise control over the Company**

Under Article L. 233-31, 4° of the French Commercial Code, Caisse des dépôts exercises sole control over the Company.

In the interests of good corporate governance, Icade has taken a number of actions to prevent conflicts of interest and has five independent directors on its Board of Directors (i.e. over one third). Furthermore, three committees of the Board of Directors (Appointments and Remuneration Committee; Audit and Risk Committee; and Strategy and Investment Committee) are chaired by independent directors.

### **1.4.2. Agreements relating to the control of the Company**

As far as the Company is aware, there are no agreements which could entail a change of control of Icade.

As of December 31, 2019, Icade had in place a set of measures intended to prevent conflicts of interest, amongst which:

- ▣ the presence of five independent directors on the Board of Directors made up of fifteen members. The proportion of independent directors on the Board of Directors is in compliance with Article 9.3 of the Afep-Medef Code of Corporate Governance;
- ▣ the existence of four committees including independent directors: Appointments and Remuneration Committee (mostly consists of independent directors, including the chairwoman); Audit and Risk Committee (two thirds of its members are independent directors, including the chairman); the Strategy and Investment Committee (consists of two independent directors, including the chairwoman); and the Innovation and CSR Committee (two thirds of its members are independent directors);
- ▣ the ownership ties between Caisse des dépôts and Icade are described in this document. No new related party agreements within the meaning of Article L. 225-38 of the French Commercial Code were entered into during the financial year ended December 31, 2019 (see the "Statutory Auditors' special report on regulated related party agreements" in chapter 5).

## 2. The Company's shares

As of December 31, 2019, Icade's share capital stood at €113,613,795.19, divided into 74,535,741 shares. As of December 31, 2019, the Company's market capitalisation was €7,234 million.

### 2.1. Data sheet

DATA SHEET	
CAPITALISATION as of 12/31/2019 <b>€7,234m</b>	ISIN code FR0000035081
NUMBER OF LISTED SHARES as of 12/31/2019 <b>74,535,741</b>	Ticker ICAD
	Listing market Euronext Paris – Euronext – Local equities
	Specific market Local equities – Compartment A (Blue Chips)
	Industry (Euronext classification) 6570, Real Estate Investment Trusts
	PEA (French share savings scheme) Not eligible (except for shares purchased before October 21, 2011)
	SRD (deferred settlement service) Eligible
	Industry Classification Benchmark (ICB) ICB Industrial & Office REITS, 8671
	Indices EPRA, SBF 120, CAC All-Tradable, Euronext 100, Euronext IEIF SIIC France, CAC All Shares, CAC Mid & Small, CAC Mid 60, CAC Financials, En Vigeo Eur 120 Euronext, Euronext IEIF REIT Europe

### 2.2. Icade shares from January 1 to December 31, 2019

2019	Price (in €)		Trading volumes	
	High	Low	Securities traded (in number)	Capital traded (in €m)
January	76.30	64.05	2,065,775	146.78
February	75.15	71.45	1,727,144	127.43
March	77.45	73.00	1,895,464	142.03
April	78.40	74.55	1,557,712	119.21
May	78.05	74.25	1,816,223	138.32
June	81.65	75.00	2,139,260	168.80
July	81.95	76.45	1,902,008	151.29
August	80.45	76.35	1,503,697	117.86
September	82.55	77.95	1,962,630	158.54
October	88.40	79.55	1,832,928	154.21
November	91.95	84.05	1,598,808	141.18
December	97.90	90.25	1,568,290	146.58
			<b>21,569,939</b>	<b>1,712.21</b>

(Sources: Euronext/Bloomberg)

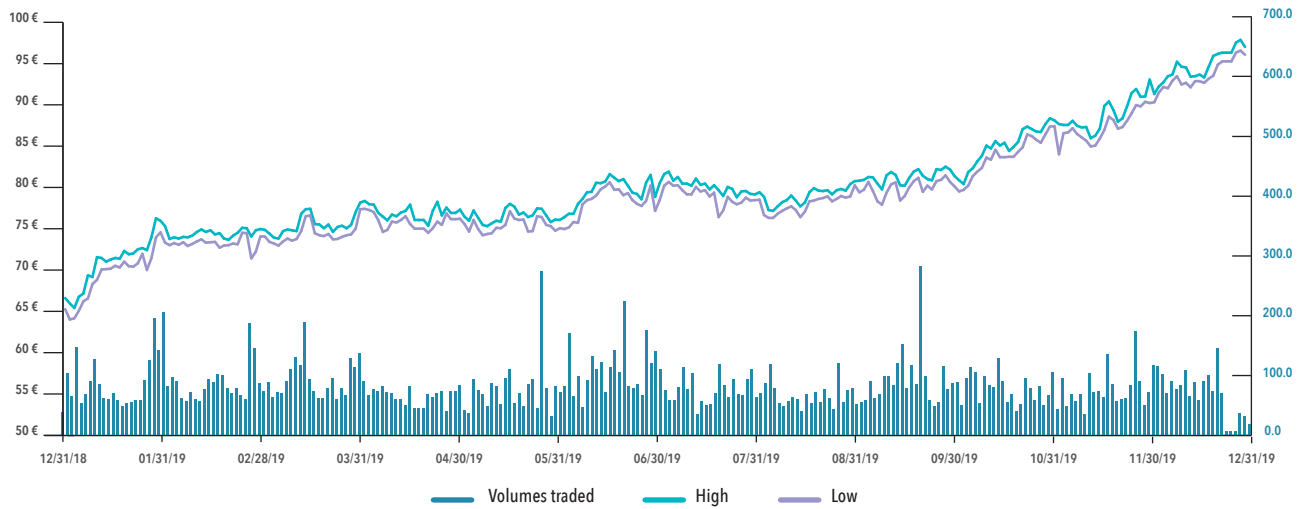
ICADE'S SHARE PRICE IN 2019 AND VOLUMES OF SHARES TRADED ON EURONEXT (in thousands of shares)

Icade's share price vs. EPRA Europe, SIIC France, SBF 120 from 12/31/2018 to 12/31/2019 (Icade's share price rebased to 100 at 12/31/2018)

PERFORMANCE OF THE ICADE SHARE IN 2019: +45.9%



Volumes of shares traded (in thousands of shares)



## 3. Employee shareholding

In order to involve employees in Icade's performance and strengthen their sense of belonging to the Group, regardless of rank or position, Icade has implemented a series of employee share ownership plans

including a Group Savings Plan with an "FCPE" employee-shareholding fund, bonus shares and performance shares, as well as stock option plans.

### 3.1. Group Savings Plan

All employees of Icade's Economic and Social Unit (UES) who have completed at least three months of service in the Icade Group benefit from the Group Savings Plan.

To invest these funds, Icade's Group Savings Plan offers employees several "FCPE" employee-shareholding funds, including four multi-company funds and the Icade fund.

The FCPE Icade Action fund represents 35.1% of outstanding investments in the Group Savings Plan. 40% of employee shareholders hold shares in this particular fund.

As of December 31, 2019, FCPE Icade Action held all employee-owned Icade shares, that is: 164,998 shares, i.e. 0.22% of capital.

As of December 31, 2019, no other "FCPE" employee-shareholding funds held Icade shares.

### 3.2. Bonus share plans and performance share plans

#### 3.2.1. 2016 bonus share plan and performance share plan

In accordance with the authorisation given by Icade's Combined General Meeting of May 23, 2016, Icade's Board of Directors, at its meeting of October 19, 2016, approved two bonus share plans for the employees of Icade and its subsidiaries within the Icade Economic and Social Unit (UES) (Icade SA, Sarvilep, Icade Management, SMDH and Icade Promotion) holding a permanent position on October 1, 2016. A bonus share plan for all employees and a performance share plan were launched.

The grant of 30 bonus shares to each employee became final after a two-year vesting period that started November 7, 2016, and subject to satisfaction of the condition of continued service within the Group or within the subsidiaries belonging to the Icade Economic and Social Unit (UES). After the vesting period, the beneficiaries became owners of the bonus shares that were granted to them and the shares are registered in their names on an account. They may only sell their bonus shares at the end of a one-year mandatory holding period.

The performance shares granted to senior executives (members of the Executive Committee and Coordination Committee, excluding the CEO) and to managers appointed in 2016 became final after a two-year vesting period that ended November 8, 2018, subject to satisfaction of the condition of continued service within the Company or within the subsidiaries belonging to the Icade Economic and Social Unit (UES) and to satisfaction of performance conditions as assessed according to the following two criteria:

- **criterion 1:** relative performance of Icade's share price compared to the FTSE EPRA Eurozone Index. This criterion applied to 50% of the performance shares granted;
- **criterion 2:** operational and financial performance assessed based on the achievement of objectives in terms of EPRA triple net asset value over two years compared to EPRA triple net asset value as of the end of 2015. This criterion applied to 50% of the performance shares granted.

The objectives set out by these two performance conditions have been achieved. 100% of the shares subject to these criteria have been permanently granted.

### 3.2.2. 2018 bonus share plan and performance share plan

In accordance with the authorisation given by Icade's Combined General Meeting on April 25, 2018, Icade's Board of Directors, at its meetings of October 18, 2018 and November 22, 2018, approved two bonus share plans for the employees of Icade and its subsidiaries within the Icade Economic and Social Unit (UES) (Icade SA, Sarvilep, Icade Management and Icade Promotion). A bonus share plan for all employees and a performance share plan were launched.

The grant of 40 bonus shares to each employee holding a permanent position on September 30, 2018 will only become final after a two-year vesting period that started October 18, 2018, and subject to satisfaction

of the condition of continued service within the Company or within the subsidiaries belonging to the Icade Economic and Social Unit (UES).

After the vesting period, the beneficiaries will become owners of the bonus shares that were granted to them and the shares will be registered in their names on an account. As from the vesting date, they may only sell their bonus shares at the end of a one-year mandatory holding period.

The performance shares granted to senior executives (members of the Executive Committee and Coordination Committee, excluding the CEO) and to managers appointed in 2018 will only become final after a two-year vesting period that started December 3, 2018, and subject to satisfaction of the condition of continued service within the Company or within the subsidiaries belonging to the Icade Economic and Social Unit (UES) and to satisfaction of performance conditions as assessed according to the following two criteria:

- **criterion 1:** relative performance of Icade's share price compared to the FTSE EPRA/NAREIT Eurozone Index. This criterion applies to 50% of the performance shares granted.

Vesting of performance shares will be contingent on the relative performance of Icade's share price compared to the FTSE EPRA/NAREIT Eurozone Index, as described in the following table:

#### RELATIVE PERFORMANCE: LEVEL OF THE ICADÉ SHARE COMPARED TO THE FTSE EPRA/NAREIT EUROZONE INDEX

Relative performance of the Icade share compared to the FTSE EPRA/NAREIT Eurozone Index	< -1.5%	≥ -1.5% and < -0.5%	≥ -0.5% and ≤ index	> index and < +1%	≥ +1% and ≤ +1.5%	> +1.5%
% of shares vested	0%	33.3%	66.7%	80%	100%	115%

This criterion will be assessed based on a two-year period for the purpose of vesting calculations (vesting date in December 2020). For this calculation, the difference between the percentage change in Icade's share price and the percentage change in the index over the period from October 30, 2018 to October 31, 2020 (rebased to 100 at the beginning of the period) will be assessed (determined at the end of October 2020 to allow calculation);

- **criterion 2:** operational and financial performance assessed based on the achievement of objectives in terms of NAV TSR over a two-year period, i.e. between June 30, 2018 and June 30, 2020. This criterion applies to 50% of the performance shares granted.

#### PERFORMANCE: CHANGE IN NAV TSR

2-year change in average TSR (assessed based on the financial statements as of June 30, 2018 and June 30, 2020)	< +3%	≥ +3% and < +4.5%	≥ +4.5% and < +6%	≥ +6% and < +8.1%	≥ +8.1% and ≤ +9.5%	> +9.5%
% of shares vested	0%	33.3%	66.7%	80%	100%	115%

This criterion will be assessed at the end of the preparation of the half-year financial statements in June 2020 for the purpose of vesting calculations (vesting date in December 2020).

After the vesting period, the beneficiaries will become owners of the shares that were granted to them and the shares will be registered in their names on an account. As from the vesting date, they may only sell their bonus shares at the end of a two-year mandatory holding period.



### 3.2.3. 2019 performance share plan

In accordance with the authorisation given by Icade's Combined General Meeting of April 25, 2018, Icade's Board of Directors, at its meeting of November 21, 2019, approved a bonus share plan for Executive Committee members (excluding the CEO), Coordination Committee members and key executives. The grant will only become final after a

two-year vesting period that started December 3, 2019, and subject to satisfaction of the condition of continued service within the Company or within the subsidiaries belonging to the Icade Economic and Social Unit (UES) and to satisfaction of performance conditions as assessed according to the following two criteria:

- **criterion 1:** relative performance of Icade's share price compared to the FTSE EPRA/NAREIT Eurozone Index. This criterion applies to 50% of the performance shares granted.

Vesting of performance shares will be contingent on the relative performance of Icade's share price compared to the FTSE EPRA/NAREIT Eurozone Index, as described in the following table:

#### RELATIVE PERFORMANCE: LEVEL OF THE ICADÉ SHARE COMPARED TO THE FTSE EPRA/NAREIT EUROZONE INDEX

Relative performance of the Icade share compared to the FTSE EPRA/NAREIT Eurozone Index	< -1.5%	≥ -1.5% and < -0.5%	≥ -0.5% and ≤ index	> index and < 1%	≥ +1% and ≤ +1.5%	> +1.5%
% of shares vested	0%	33.3%	66.7%	80%	100%	115%

This criterion will be assessed based on a two-year period for the purpose of vesting calculations (vesting date in December 2021). For this calculation, the difference between the percentage change in Icade's share price and the percentage change in the index over the period from October 31, 2019 to October 29, 2021 (rebased to 100 at the beginning of the period) will be assessed (determined at the end of October 2021 to allow calculation);

- **criterion 2:** operational and financial performance assessed based on the achievement of objectives in terms of NAV TSR over a two-year period, i.e. between June 30, 2019 and June 30, 2021. This criterion applies to 50% of the performance shares granted.

#### PERFORMANCE: CHANGE IN NAV TSR

2-year change in average TSR (assessed based on the financial statements as of June 30, 2018 and June 30, 2020)	< +3%	≥ +3% and < +4.5%	≥ +4.5% and < +6%	≥ +6% and < +8.1%	≥ +8.1% and ≤ +9.5%	> +9.5%
% of shares vested	0%	33.3%	66.7%	80%	100%	115%

This criterion will be assessed at the end of the preparation of the half-year financial statements in June 2021 for the purpose of vesting calculations (vesting date in December 2021).

After the vesting period, the beneficiaries will become owners of the shares that were granted to them and the shares will be registered in their names on an account. As from the vesting date, they may only sell their shares at the end of a one-year mandatory holding period.

### 3.2.4. Summary of current bonus share plans and performance share plans

The table below shows the features of all bonus share plans and performance share plans implemented by Icade and still in effect.

	1-2016 Plan	2-2016 Plan	1-2018 Plan	2-2018 Plan	1-2019 Plan
Date of the General Meeting	05/23/2016	05/23/2016	04/25/2018	05/23/2016	04/25/2018
Date of the Board of Directors' meeting	10/19/2016	10/19/2016	10/18/2018	12/03/2018	11/21/2019
Maximum number of shares that may be granted	370,555 <sup>(a)</sup>	370,555 <sup>(a)</sup>	745,357 <sup>(d)</sup>	745,357 <sup>(d)</sup>	745,314 <sup>(d)</sup>
Total number of shares initially granted	31,560	52,959	44,800	52,660	8,918
Total number of shares that may vest	31,560 <sup>(b)</sup>	52,959	44,800 <sup>(e)</sup>	52,660	8,918
- in favour of the top ten non-corporate officer employee awardees		13,237		11,360	7,170
- in favour of other non-corporate officer employee awardees		39,722		41,300	1,748
- in favour of corporate officers					
Total number of beneficiaries	1,052	220	1,120	218	24
Grant date	11/07/2016	11/07/2016	10/18/2018	12/03/2018	12/03/2019
Vesting date	11/08/2018	11/08/2018	10/19/2020	12/04/2020	12/04/2021
Release date (end of the mandatory holding period)	11/07/2019	11/07/2020	10/18/2021	12/03/2022	12/03/2022
Grant price	€66.49 <sup>(c)</sup>	€66.49 <sup>(c)</sup>	€77.32 <sup>(f)</sup>	€73.16 <sup>(g)</sup>	€89.55 <sup>(i)</sup>
Vesting subject to a condition of service on the vesting date	yes	yes	yes	yes	yes
Vesting subject to performance conditions	no	yes <sup>(h)</sup>	no	yes <sup>(j)</sup>	yes <sup>(j)</sup>
Cancelled shares (II) including:	5,880	11,021	6,080	7,072	0
Vested shares (III)	25,680	41,938	40	0	0
- in favour of the top ten non-corporate officer employee awardees		12,293			
- in favour of other non-corporate officer employee awardees		29,645	40		
- in favour of corporate officers					
Remaining shares as of 12/31/2019 (IV) = (I) - (II) - (III)	0	0	38,680	45,588	8,918

- (a) Resolution 22 of the Combined General Meeting of May 23, 2016 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 0.5% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".
- (b) That is, 30 shares per employee holding a permanent position on October 1, 2016 and still working for the Company on the grant date.
- (c) Average of the 20 most recent opening prices as of November 7, 2016.
- (d) Resolution 20 of the Combined General Meeting of April 25, 2018 states that: "The total number of bonus shares granted under this authorisation cannot exceed 1% of share capital as of the date on which the decision to grant the shares is made. [...] It is granted for a period of thirty-eight months starting on the date of this Meeting."
- (e) That is, 40 shares per employee holding a permanent position on September 30, 2018 and still working for the Company on the grant date.
- (f) Average of the 20 most recent opening prices as of October 18, 2018.
- (g) Average of the 20 most recent opening prices as of December 3, 2018.
- (h) 100% of these shares vested in favour of their beneficiary as they met the condition of service on November 7, 2018, and as EPRA triple net asset value per share and the relative performance of Icade's share price compared to the FTSE EPRA Eurozone Index reached 100% of the objectives set as part of the plan's performance conditions.
- (i) Average of the 20 most recent opening prices as of December 3, 2019.
- (j) 100% of these shares will vest in favour of their beneficiary subject to a condition of continued service, and to the change in NAV TSR and Icade's share price reaching the objectives set as part of the plan's performance conditions, with each of these criteria relating to 50% of the performance shares granted. These awards may be increased by 15% if the performance of either of the indicators exceeds that of the respective benchmark.

In addition, when ANF was acquired on October 23, 2017 and merged into Icade on July 1, 2018, the performance share plan established by the Executive Board on May 23, 2016 by delegation from the Extraordinary General Meeting of May 11, 2016 and authorisation from the Company's Supervisory Board (meeting of March 14, 2016), having obtained the

opinion of the Appointments and Remuneration Committee on March 7, 2016, was converted into an Icade bonus share plan by applying the exchange ratio used for the merger (3 Icade shares for 11 ANF shares). 4,326 shares from the 2015-2016 Plan vested on May 23, 2019, after a 3-year vesting period.

### 3.3. Stock options – grant history and information

No stock option plan was introduced in the financial year 2019.

The characteristics of the last plan adopted by Icade, which reached its end date on March 3, 2019, are as follows:

#### 1-2011 Plan

Date of the General Meeting	04/15/2009
Date of the Board of Directors' meeting	02/16/2011
Maximum number of options that may be granted	498,377 <sup>(a)</sup>
Total number of options initially granted	147,500
Total number of shares that may vest	147,500 <sup>(b)</sup>
- in favour of the top ten non-corporate officer employee awardees	80,500
- in favour of other non-corporate officer employee awardees	27,000
- in favour of corporate officers	40,000
Total number of beneficiaries	32
Grant date	03/03/2011
Start date of the exercise period	03/03/2015
End date of the plan	03/03/2019
Strike price	€80.86 <sup>(c)</sup>
Vesting subject to a condition of service on the vesting date	yes
Vesting subject to performance conditions <sup>(b)</sup>	yes
Options cancelled	143,187
including those cancelled for failing to meet performance conditions	80,190
Options exercised:	4,313
- in favour of the top ten non-corporate officer employee awardees	0
- in favour of other non-corporate officer employee awardees	0
- in favour of corporate officers	0
Remaining options as of 12/31/2019	0

(a) Resolution 18 of the Combined General Meeting of April 15, 2009 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 1% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".

(b) 35% of options are not subject to any performance condition but only to the beneficiary still working for the Company on the exercise date.

65% of options are subject to performance conditions in addition to the condition of the beneficiary still working for the Company on the exercise date:

- for half of the performance-contingent options, achieving the objectives depends on the change in Icade's share price compared to the IEIF index; objectives will be achieved if, over the reference periods, the change in Icade's share price (average of the 20 most recent opening prices as of January 2 of each period) is between 4% and 16% greater than the change in the IEIF benchmark index over the same periods.

However, if the change in Icade's share price between January 2, 2011 and January 2, 2015 is more than 16% greater than the change in the IEIF benchmark index over the same period, and the independently determined conditions for each of the periods have not been met, 80% of the performance-contingent options may be exercised by the beneficiaries;

- for half of the performance-contingent options, the objectives will be achieved if, in the first 4 financial years, 2011 cash flow reaches €240 million, 2012 cash flow reaches €284 million, 2013 cash flow reaches €291 million, and 2014 cash flow reaches €337 million. However, if in year 4 the objective is 100% achieved, 80% of the options contingent on cash flow may be exercised by the beneficiaries.

(c) Average of the 20 most recent opening prices as of March 3, 2011.

### 3.3.1. 1-2011 Plan for stock options

In accordance with the authorisation given by the Combined General Meeting of Icade EMGP (renamed "Icade") of April 15, 2009, Icade's Board of Directors meeting of February 16, 2011 approved a "1-2011 Plan" in favour of corporate officers (Article L. 225-185 of the French Commercial Code) including the chairman of simplified joint stock companies (SAS) in the Group, and/or a salaried individual of a company of the Group and member of the Executive Committee or Coordination

Committee of the Company, or performing management duties within a company of the Group.

In accordance with the delegation granted to him by Icade's Board of Directors on February 16, 2011, the Chairman and Chief Executive Officer decided that the grant of options provided for by the 1-2011 Plan would take place on March 3, 2011.

The main characteristics of this 1-2011 Plan are described below:

#### 1-2011 Plan

Maximum number of shares that can be subscribed if all the options are granted and exercised	751,361 <sup>(a)</sup> and 498,377 per financial year
Total number of stock options initially granted	147,500
Total number of shares that can be subscribed by exercising options	147,500, of which 80,500 shares can be subscribed by the top ten non-corporate officer employee awardees. 26,000 can be subscribed by other non-corporate officer employee awardees, and 40,000 can be subscribed by Serge Grzybowski, Chairman and Chief Executive Officer and the only corporate officer concerned.
Total number of beneficiaries	32
Start of the stock option exercise period	March 4, 2015
Expiry date	March 3, 2019
Subscription price	€80.86
Exercise terms and conditions	These options can be exercised by their beneficiary from the start of the stock option exercise period under the following terms and conditions: <ul style="list-style-type: none"> <li>■ up to 35% of the total number of options granted to them; and</li> <li>■ for the remainder, i.e. up to 65% of the total number of options granted (the "Performance-Contingent Options"), 32.5% of options shall be exercisable or not depending on the change in the price of the Icade share relative to the change in the IEIF benchmark index<sup>(b)</sup> and the remaining 32.5% depending on the achievement of objectives in terms of net current cash flow.</li> </ul>
Cancelled stock options	143,187 (including 80,190 for failing to meet objectives set as part of the performance conditions)
Exercised stock options	4,313
Outstanding stock options as of 12/31/2019	0

(a) Resolution 18 of the Combined General Meeting of April 15, 2009 states that: "the General Meeting decided that the total number of options granted cannot provide entitlement to a total number of shares resulting in a nominal capital increase exceeding 1.5% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months) and 1% of the diluted capital determined as of the day of this Meeting, per financial year".

(b) Thus, these objectives will be achieved for half of the performance-contingent options if, over the reference periods, the change in Icade's share price (average of the 20 most recent opening prices as of January 2 of each period) is between 4% and 16% greater than the change in the IEIF benchmark index over the same periods. However, if the change in Icade's share price between January 2, 2011 and January 2, 2015 is more than 16% greater than the change in the IEIF benchmark index over the same period, and the independently determined conditions for each of the periods have not been met, 80% of the performance-contingent options may be exercised by the beneficiaries.

Similarly, the objectives will be achieved for half of the performance-contingent options if, in the first 4 financial years, 2011 cash flow reaches €240 million, 2012 cash flow reaches €284 million, 2013 cash flow reaches €291 million, and 2014 cash flow reaches €337 million. However, if in year 4 the objective is 100% achieved, 80% of the options contingent on cash flow may be exercised by the beneficiaries.

In addition, when ANF was acquired on October 23, 2017 and merged into Icade on July 1, 2018, the stock option plans established by the Executive Board on December 14, 2009, December 15, 2010, December 22, 2011,

April 2, 2013, June 23, 2014 and November 12, 2014 were converted into Icade bonus share plans by applying the exchange ratio used for the merger (3 Icade shares for 11 ANF shares).

## 3.4. Bonus shares

### 3.4.1. 1-2016 Plan and 2-2016 Plan for Icade bonus shares

In accordance with the authorisation given by Icade's Combined General Meeting of May 26, 2016, Icade's Board of Directors, at its meeting of October 19, 2016, approved a bonus share plan for the employees of

Icade and its subsidiaries within the Icade Economic and Social Unit (UES) (i.e.: Icade SA, Sarvilep, Icade Management, SMDH and Icade Promotion) holding a permanent position on October 1, 2016.

The main characteristics of the 1-2016 and 2-2016 plans are described below:

#### 1-2016 Plan

Maximum number of shares that may be granted	370,555 <sup>(a)</sup>
Total number of shares initially granted	31,560
Total number of shares that may vest	31,560, i.e. 30 shares per employee holding a permanent position on October 1, 2016 and still working for the Company on the grant date.
Total number of beneficiaries	1,052
Vesting date	November 7, 2018
Release date (end of the mandatory holding period)	November 7, 2019
Grant price	€66.49 <sup>(b)</sup>
Vesting terms and conditions	These shares will vest provided that their beneficiary still works for the Company on the vesting date.
Cancelled shares	5,880
Vested shares	25,680
Remaining shares as of 12/31/2019	0

(a) Resolution 22 of the Combined General Meeting of May 23, 2016 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 0.5% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".

(b) Average of the 20 most recent prices as of November 7, 2016.

#### 2-2016 Plan

Maximum number of shares that may be granted	370,555 <sup>(a)</sup>
Total number of shares initially granted	52,959
Total number of shares that may vest	52,959, of which 13,237 shares may vest in favour of the top ten non-corporate officer employee awardees and 39,722 in favour of other non-corporate officer employee awardees.
Total number of beneficiaries	220
Vesting date	November 7, 2018
Release date (end of the mandatory holding period)	November 7, 2020
Grant price	€66.49 <sup>(b)</sup>
Exercise terms and conditions	100% of these shares will vest provided that their beneficiary still works for the Company on the vesting date and that adjusted EPRA earnings per share and the price of the Icade share reach the objectives set as part of the plan's performance conditions <sup>(c)</sup> .
Cancelled shares	11,021
Vested shares	41,938
Remaining shares as of 12/31/2019	0

(a) Resolution 22 of the Combined General Meeting of May 23, 2016 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 0.5% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".

(b) Average of the 20 most recent prices as of November 7, 2016.

(c) At the end of the vesting period, the objectives set as part of the performance conditions were 100% met.

**CAPITAL, SHARES AND DISTRIBUTION POLICY**  
Employee shareholding

**3.4.2. 1-2018 Plan and 2-2018 Plan for Icade bonus shares**

In accordance with the authorisation given by Icade's Combined General Meeting of April 25, 2018, Icade's Board of Directors, at its meeting of

October 18, 2018, approved two bonus share plans for the employees of Icade and its subsidiaries within the Icade Economic and Social Unit (UES) (i.e.: Icade SA, Sarvilep, Icade Management and Icade Promotion).

The main characteristics of the 1-2018 and 2-2018 plans are described below:

**1-2018 Plan**

Maximum number of shares that may be granted	745,375 <sup>(a)</sup>
Total number of shares initially granted	44,800
Total number of shares that may vest	44,800, i.e. 40 shares per employee holding a permanent position on September 30, 2018 and still working for the Company on the grant date.
Total number of beneficiaries	1,120
Vesting date	October 19, 2020
Release date (end of the mandatory holding period)	October 19, 2021
Grant price	€77.32 <sup>(b)</sup>
Vesting terms and conditions	These shares will vest provided that their beneficiary still works for the Company on the vesting date.
Cancelled shares	6,080
Vested shares	40
Remaining shares as of 12/31/2019	38,680

(a) Resolution 20 of the Combined General Meeting of April 25, 2018 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 1% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".

(b) Average of the 20 most recent prices as of October 18, 2018.

**2-2018 Plan**

Maximum number of shares that may be granted	745,357 <sup>(a)</sup>
Total number of shares initially granted	52,660
Total number of shares that may vest	52,660, of which 11,360 shares may vest in favour of the top ten non-corporate officer employee awardees and 41,300 in favour of other non-corporate officer employee awardees.
Total number of beneficiaries	218
Vesting date	December 4, 2020
Release date (end of the mandatory holding period)	December 4, 2022
Grant price	€73.16 <sup>(b)</sup>
Exercise terms and conditions	100% of these shares will vest provided that their beneficiary still works for the Company on the vesting date and that the change in NAV TSR and the price of the Icade share reach the objectives set as part of the plan's performance conditions.
Cancelled shares	7,072
Vested shares	0
Remaining shares as of 12/31/2019	45,588

(a) Resolution 20 of the Combined General Meeting of April 25, 2018 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 1% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".

(b) Average of the 20 most recent prices as of December 3, 2018.

**CAPITAL, SHARES AND DISTRIBUTION POLICY**  
Employee shareholding

### 3.4.3. 1-2019 Plan for Icade bonus shares

In accordance with the authorisation given by Icade's Combined General Meeting of April 25, 2018, Icade's Board of Directors, at its meeting of November 21, 2019, approved a performance share plan for the new

members of the Executive Committee and Coordination Committee and key executives of Icade and its subsidiaries within the Icade Economic and Social Unit (UES) (i.e. Icade SA, Sarvilep, Icade Management and Icade Promotion).

The main characteristics of this 1-2019 Plan are described below:

#### 1-2019 Plan

Maximum number of shares that may be granted	745,357 <sup>(a)</sup>
Total number of shares initially granted	8,918
Total number of shares that may vest	8,918, of which 7,170 shares may vest in favour of the top ten non-corporate officer employee awardees and 1,748 in favour of other non-corporate officer employee awardees.
Total number of beneficiaries	24
Vesting date	December 4, 2021
Release date (end of the mandatory holding period)	December 4, 2022
Grant price	€89.55 <sup>(b)</sup>
Exercise terms and conditions	100% of these shares will vest provided that their beneficiary still works for the Company on the vesting date and that the change in NAV TSR and the price of the Icade share reach the objectives set as part of the plan's performance conditions.
Cancelled shares	0
Vested shares	0
Remaining shares as of 12/31/2019	8,918

(a) Resolution 20 of the Combined General Meeting of April 25, 2018 states that: "the General Meeting decided that the total number of shares granted cannot represent a nominal capital increase exceeding 1% of the diluted capital determined as of the day of this Meeting during the period of this authorisation (i.e. 38 months)".

(b) Average of the 20 most recent prices as of December 3, 2019.

## 3.5. Information on stock options granted by the Company and exercised by non-corporate officer employees during the financial year

When ANF was acquired on October 23, 2017 and merged into Icade on July 1, 2018, the stock option plans established by the Executive Board on December 14, 2009, December 15, 2010, December 22, 2011, April 2, 2013, June 23, 2014 and November 12, 2014 were converted into Icade

bonus share plans by applying the exchange ratio used for the merger (3 Icade shares for 11 ANF shares).

Stock options exercised by non-corporate officer employees during the financial year are detailed below:

#### Date on which the options were granted

#### Grant and exercise of stock options for current and former non-corporate officer employees (aggregate information)

<b>Grant (ANF) on December 14, 2009</b>	<b>28,495</b>
Subscription price	€82.60
<b>Grant (ANF) on December 15, 2010</b>	<b>4,950</b>
Subscription price	€82.89
<b>Grant (ANF) on December 22, 2011</b>	<b>1,384</b>
Subscription price	€78.86
<b>Grant (ANF) on April 2, 2013</b>	<b>1,477</b>
Subscription price	€79.89
<b>Grant (ANF) on June 23, 2014</b>	<b>3,600</b>
Subscription price	€87.47

#### Stock options granted to the top ten non-corporate officer employee awardees and options exercised by the latter during the financial year

#### Total number of options granted/ shares subscribed or purchased

#### Weighted average price

Options granted during the financial year, by the issuer or any company included within the scope of grant of options, to the ten employees of the issuer or any company within this scope, who received the highest number of options (aggregate information).

Options held against the issuer or the above-mentioned companies which were exercised during the financial year by the ten employees of the issuer or of these companies who purchased or subscribed the highest number of shares as a result (aggregate information).

39,906      €83.34

## 4. Appropriation of profits and dividend distribution policy

### 4.1. Dividend history and proposed appropriation of profits

Icade	2017	2018	2019
Dividend proposed by the annual OGM for the financial year <i>(in millions of euros)</i> <sup>(a)</sup>	318.7 <sup>(b)</sup>	342.9 <sup>(e)</sup>	298.9 <sup>(b)</sup>
Dividend per share <i>(in euros)</i>	4.30	4.60 <sup>(f)</sup>	4.01
Number of shares (including treasury shares)	74,111,186 <sup>(c)</sup>	74,535,741 <sup>(c)</sup>	74,535,741 <sup>(d)</sup>
Number of shares (excluding treasury shares)	73,904,542 <sup>(c)</sup>	74,047,625 <sup>(c)</sup>	73,941,710 <sup>(d)</sup>

(a) Including treasury shares.

(b) Subject to the approval of the annual OGM held to approve the financial statements. This sum will be adjusted to the number of shares in existence on the day of the annual OGM.

(c) Number of shares as of the date of the annual OGM held to approve the financial statements for the year.

(d) Number of shares as of December 31, 2019 at midnight.

(e) Including €67.1 million deducted from the merger premium.

(f) Including €0.90 deducted from the merger premium.

### 4.2. Obligation related to the SIIC tax regime and dividend distribution

The ratio of activities not eligible for the SIIC status on the parent company's balance sheet stood at 11.92% as of December 31, 2019.

In 2019, Icade's net profit amounted to €360.2 million, corresponding to a profit for tax purposes of €214.2 million.

This tax base breaks down between the various business activities as follows:

- €64.9 million in tax-exempt current income from SIIC activities, subject to a 95% distribution obligation;
- €123.5 million in tax-exempt income from disposals, subject to a 70% distribution obligation to be fulfilled by the end of the second year following the year in which the disposals are carried out;

- €151.0 million in tax-exempt dividends from SIIC subsidiaries, subject to a 100% distribution obligation;

The Company incurred a tax loss of -€125.1 million.

These results generated a total distribution obligation of €299.1 million for the financial year 2019, broken down as follows:

- €61.7 million relating to the rental business (95% obligation);
- €86.4 million relating to asset disposals (70% obligation);
- €151.0 million relating to dividends from SIIC subsidiaries (100% obligation).

(in millions of euros)	Profit/(loss) for tax purposes			Profit/(loss) for tax purposes		
	12/31/2019	Distribution obligation	Amount	12/31/2018	Distribution obligation	Amount
Current profit/(loss) from SIIC activities	64.9	95%	61.7	35.0	95%	33.2
Profit/(loss) from asset disposals	123.5	70%	86.4	169.3	70%	118.5
Dividends from SIIC subsidiaries	151.0	100%	151.0	57.1	100%	57.1
Taxable profit/(tax loss)-	(125.1)	0%	-	(0.6)	0%	-
<b>TOTAL</b>	<b>214.2</b>		<b>299.1</b>	<b>260.8</b>		<b>208.9</b>
Obligations limited to tax-exempt profit			N/A			N/A
Distribution obligations taken over from acquired companies			N/A			N/A
<b>TOTAL</b>	<b>214.2</b>		<b>299.1</b>	<b>260.8</b>		<b>208.9</b>

In response to the French government's urging at the end of March 2020 and in line with our commitment to act responsibly, Icade's Board of Directors, at its meeting held on April 1, 2020, submitted a dividend of €4.01 per share for shareholder approval at the General Meeting of April 24, 2020. This dividend relates exclusively to the SIIC dividend payment obligations incumbent on the Company at the end of 2019. Based on the number of existing shares as of December 31, 2019, i.e. 74,535,741 shares, the dividend amount proposed at the General Meeting will be €298.9 million.

The payment of the dividend in two equal instalments, consisting of an interim dividend in March and a balance payment in July, will be proposed at the Combined General Meeting on April 24, 2020. From now on, this modality will be used each year, in particular to provide shareholders with more regular income streams.



**CAPITAL, SHARES AND DISTRIBUTION POLICY**  
Schedule of financial publications and events

	12/31/2019	12/31/2018
Dividend distributed for the financial year (in millions of euros) <sup>(a)</sup>	298.9	342.9
Including ordinary dividend	298.9	275.8
Including merger premium	0.0	67.1
Dividend per share (in euros) <sup>(a)</sup>	4.01	4.60
Including ordinary dividend	4.01	3.70
Including merger premium	0.0	0.9

(a) The number of shares used is the number of shares making up the capital, i.e. 74,535,741 as of December 31, 2019 and 74,535,741 as of December 31, 2018.

### 4.3. Non-tax deductible expenses

The total amount of expenses and charges that are not considered tax deductible by the tax administration as defined in Articles 39-4 and 223 quarter of the French General Tax Code stood at €37,555.0 for the financial year ended.

## 5. Documents on display

The Articles of Association, minutes of General Meetings and other corporate documents of Icade, as well as historical financial information, all the valuations or declarations issued by an independent valuer at Icade's request that are required to be made available to the shareholders, and any other document required to be made available to the shareholders in accordance with applicable legislation, are available at Icade's registered office: 27, rue Camille Desmoulins, 92130 Issy-les-Moulineaux, France.

The regulated information as defined in Article 221-3 of the AMF General Regulation is available on Icade's website ([www.icable.fr/en](http://www.icable.fr/en)).

Copies of this universal registration document are available free of charge from Icade (27, rue Camille Desmoulins, 92130 Issy-les-Moulineaux, France), on its website ([www.icable.fr/en](http://www.icable.fr/en)), and on the French Financial Markets Authority's (AMF) website ([www.amf-france.org/en](http://www.amf-france.org/en)).

## 6. Schedule of financial publications and events

	Publication of the AMF press release 2020	Quiet period <sup>(b)</sup> 2020	Blackout period <sup>(c)</sup> 2020
Q4			
Full Year Results	Monday, February 17 before the market opens	Sunday, February 2 to Monday, February 17	Saturday, January 18 to Tuesday, February 18 inclusive
Dividend <sup>(a)</sup>	Monday, April 27 before the market opens	Monday, April 20 to Monday, April 27	Sunday, April 12 to Tuesday, April 28 inclusive
Q1	Monday, April 27 before the market opens	Monday, April 20 to Monday, April 27	Sunday, April 12 to Tuesday, April 28 inclusive
H1	Tuesday, July 21 before the market opens	Monday, July 6 to Tuesday, July 21	Sunday, June 21 to Wednesday, July 22 inclusive
Q3	Thursday, October 22 before the market opens	Thursday, October 15 to Thursday, October 22	Wednesday, October 7 to Friday, October 23 inclusive
Investor Day	Monday, November 23	Monday, November 16 to Monday, November 23	Sunday, November 8 to Tuesday, November 24 inclusive

(a) Estimated dividend amount to be paid in two equal instalments consisting of an interim dividend paid in March and the remaining balance in July.

(b) Period preceding the announcement of full-year and half-year results and quarterly financial data. During that period, Icade shall refrain from entering into contact with analysts, investors and the media in order to avoid the risk of disclosing insider information.

*Specific rules applying to Icade: 7 calendar days for Q1 and Q3 results and the Investor Day, and 15 calendar days for full-year and half-year results. The quiet period ends when earnings are released.*

(c) Period during which persons discharging managerial responsibilities and insiders of Icade shall refrain from trading in Icade shares.

*Specific rules applying to Icade: 15 calendar days for Q1 and Q3 results and the Investor Day, and 30 calendar days for full-year and half-year results. The prohibition is extended until the day after the earnings release date (inclusive).*



# 9. ADDITIONAL INFORMATION

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## 1. Persons responsible

### 1.1. Person responsible for this document

Mr Olivier Wigniolle, Chief Executive Officer of Icade.

### 1.2. Declaration by the person responsible for this document

I certify that, having taken all reasonable care to ensure such is the case, the information contained in this universal registration document, to the best of my knowledge, is in accordance with the facts and contains no omission likely to affect its import.

I certify that, to the best of my knowledge, the financial statements have been drawn up in accordance with applicable accounting standards and give a true and fair view of the assets and liabilities, financial position and profits and losses of the Company, and of all the companies included in its scope of consolidation, and that the management report, whose correspondence table is shown on page 326, gives a fair view of the business, results and financial position of the Company and of all the companies included in its scope of consolidation and describes the main risks and uncertainties to which they are exposed.

Issy-les-Moulineaux, on April 3, 2020

Olivier Wigniolle

Chief Executive Officer

### 1.3. Persons responsible for auditing the financial statements

#### PricewaterhouseCoopers Audit

Member of Compagnie régionale des commissaires aux comptes de Versailles

63, rue de Villiers  
92200 Neuilly-sur-Seine, France

Registered in the Nanterre Trade and Companies Register (RCS) under No. 672 006 483

Represented by Éric Bulle

First appointed: June 22, 2012

Reappointed: April 25, 2018

End of term: after the Annual General Meeting to be held to approve the financial statements for the financial year ended December 31, 2023.

#### Mazars

Member of Compagnie régionale des commissaires aux comptes de Versailles

Tour Exaltis  
61, rue Henri-Regnault  
92400 Courbevoie, France

Registered in the Nanterre Trade and Companies Register (RCS) under No. 784 824 153

Represented by Gilles Magnan

First appointed: March 22, 2006

Reappointed: April 24, 2019

End of term: after the Annual General Meeting to be held to approve the financial statements for the financial year ended December 31, 2024.

### 1.4. Fees of the Statutory Auditors and members of their networks for the financial year 2019

The fees charged by the Statutory Auditors are detailed in note 13 to the consolidated financial statements in paragraph 13.4 (chapter 6 of this universal registration document).

### 1.5. Person responsible for financial disclosures

#### Olivier Wigniolle

Chief Executive Officer

27, rue Camille Desmoulins, 92130 Issy-les-Moulineaux, France

Telephone: +33 1 41 57 70 01

[olivier.wigniolle@icade.fr](mailto:olivier.wigniolle@icade.fr)

#### Victoire Aubry

Member of the Executive Committee in charge of Finance, IT and Work Environment

27, rue Camille Desmoulins, 92130 Issy-les-Moulineaux, France

Telephone: +33 (0)1 41 57 70 12

[victoire.aubry@icade.fr](mailto:victoire.aubry@icade.fr)

## 2. Correspondence tables

### 2.1. Correspondence table with the items of Annex 1 of Commission Delegated Regulation (EU) 2019/980

The correspondence table below indicates the items of the universal registration document structure provided for in Annex 2 to which the information contained in this document corresponds.

Information	Chapters	Pages
<b>1 Persons responsible, third party information, experts' reports and competent authority approval</b>		
1.1 Persons responsible for the information	Chap. 9	322
1.2 Declaration by the person responsible	Chap. 9	322
1.3 Statements by experts and declarations of interest	Chap. 7	296
1.4 Third party information	Chap. 7	296
1.5 Statement on the competent authority approving the document	N/A	1
<b>2 Statutory Auditors</b>		
2.1 Information on the auditors	Chap. 9	322
2.2 Information on auditors having resigned or not been reappointed	N/A	-
<b>3 Risk factors</b>	Chap. 4	135 to 146
<b>4 Information about the issuer</b>		
4.1 Legal and commercial name of the Company	Chap. 8	300
4.2 Place of registration of the Company, its registration number and legal entity identifier	Chap. 8	300
4.3 Date of incorporation and duration of the Company	Chap. 8	300
4.4 Domicile and legal form of the Company, legislation under which it operates	Chap. 8	300 to 305
<b>5 Business overview</b>		
5.1 Principal activities	Chap. 1 and Chap. 2	Chap. 1 p. 6; Chap. 2 p. 31, 34, 44, 57
5.2 Principal markets	Chap. 2	35, 45, 52
5.3 Important events in the development of the Company's business	Chap. 1 and Chap. 2	Chap. 1 p. 14 to 17; Chap. 2 p. 20 to 21
5.4 Description of the strategy and objectives	Chap. 1	10-11
5.5 Extent to which the issuer is dependent on patents or licences, industrial, commercial or financial contracts or new manufacturing processes	N/A	-
5.6 Basis for any statements made by the issuer regarding its competitive position	Chap. 2	35, 45, 52
5.7 Investments		
5.7.1 Description of the Company's material investments	Chap. 1 and Chap. 2	Chap. 1 p. 16; Chap. 2 p. 38, 48
5.7.2 Description of investments of the Company that are in progress, including their geographic distribution or which the Company is planning to carry out	Chap. 2	39, 48, 57-58
5.7.3 Information on the undertakings and joint ventures in which the issuer holds a proportion of the capital likely to have a significant effect on the assessment of its own assets and liabilities, financial position or profits and losses	Chap. 6	229 and 240 to 247
5.7.4 Description of any environmental issues that may affect the issuer's utilisation of tangible fixed assets	Chap. 3	130 and 131
<b>6 Organisational structure</b>		
6.1 Group description	Chap. 1	6
6.2 List of significant subsidiaries	Chap. 6	240 to 247

**ADDITIONAL INFORMATION**  
Correspondence tables

Information	Chapters	Pages
<b>7 Operating and financial review</b>		
7.1 Financial condition		
7.1.1 Review of the business for each period presented	Chap. 2	19 to 58
7.1.2 Indication of the Company's likely future development and R&D activities	Chap. 2	39, 48, 57-58
7.2 Operating results		
7.2.1 Events affecting the issuer's income from operations	Chap. 2	20-21, 40 to 43, 49-50, 54 to 56
7.2.2 Narrative discussion of the reasons for material changes in net sales and/or revenues	Chap. 2	20-21, 40 to 43, 49-50, 54 to 56
<b>8 Capital resources</b>		
8.1 Information on the Company's capital resources	Chap. 6 and Chap. 8	193, 218; Chap. 8 p. 302 to 305
8.2 Sources and amounts of and a narrative description of the issuer's cash flows	Chap. 6	192
8.3 Information on the borrowing requirements and funding structure of the issuer	Chap. 2 and Chap. 6	Chap. 2 p. 27 to 30; Chap. 6 p. 209 to 216
8.4 Information regarding any restrictions on the use of capital resources that could materially affect the issuer's operations	Chap. 2; Chap. 6 and Chap. 8	Chap. 2 p. 30; Chap. 6 p. 216, 237; Chap. 8 p. 306
8.5 Anticipated sources of funds needed by the Company to fulfil its commitments	Chap. 2 and Chap. 6	Chap. 2 p. 27 to 30; Chap. 6 p. 209 to 216
<b>9 Regulatory environment</b>		
9.1 Information regarding any governmental, economic, fiscal, monetary or political policies or factors that have materially affected, or could materially affect the issuer's operations	Chap. 4 and Chap. 8	Chap. 4 p. 138-139; Chap. 8 p. 300
<b>10 Trend information</b>		
10.1 Most significant recent trends in production, sales and inventory, and costs and selling prices since the end of the last financial year Significant change in the financial performance of the Company	Chap. 1 and Chap. 2	Chap. 1 p. 14 to 16; Chap. 2 p. 20 to 23
10.2 Known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the issuer's prospects for at least the current financial year	Chap. 1	17-18
<b>11 Profit forecasts or estimates</b>	N/A	-
<b>12 Administrative, management and supervisory bodies and senior management</b>		
12.1 Information on the members of the Company's administrative and management bodies	Chap. 5	149 to 169,
12.2 Administrative, management and supervisory bodies' and senior management's conflicts of interests	Chap. 5	187
<b>13 Remuneration and benefits</b>		
13.1 Amount of remuneration paid and benefits in kind granted	Chap. 5 and Chap. 6	Chap. 5 p. 173 to 180, 182; Chap. 6 p. 236, 272
13.2 Total amounts set aside or accrued by the issuer or its subsidiaries to provide for pension, retirement or similar benefits.	Chap. 5	181
<b>14 Board practices</b>		
14.1 Date of expiry of current terms of office	Chap. 5	151
14.2 Members of the administrative and management bodies' service contracts with the issuer	N/A	-
14.3 Information about the audit committee and remuneration committee	Chap. 5	166 to 168
14.4 Statement of compliance with the corporate governance regime	Chap. 5	148
14.5 Potential impact on the corporate governance, including any changes in the Board and committee composition	Chap. 5	150
<b>15 Employees</b>		
15.1 Number of employees	Chap. 1; Chap. 3 and Chap. 6	Chap. 1 p. 6; Chap. 3 p. 97-98, Chap. 6 p. 236, 271
15.2 Shareholdings and stock options	Chap. 6 and Chap. 8	Chap. 6 p. 234-235, 273; Chap. 8 p. 309 to 317
15.3 Arrangements for involving the employees in the capital of the issuer	Chap. 8	309 to 317

**ADDITIONAL INFORMATION**  
Correspondence tables

Information	Chapters	Pages
<b>16 Major shareholders</b>		
16.1 Shareholders holding more than 5% of the share capital	Chap. 1 and Chap. 8	Chap. 1 p. 8; Chap. 8 p. 305
16.2 Existence of different voting rights	N/A	
16.3 Ownership of or control over the issuer	Chap. 8	236-237, 277
16.4 Arrangements the operation of which may result in a change in control	Chap. 8	306
<b>17 Related party transactions</b>		
17.1 Details of related party transactions	Chap. 6	236
<b>18 Financial information concerning the issuer's assets and liabilities, financial position, and profits and losses</b>		
18.1 Historical financial information	Chap. 6	190 to 247 and 252 to 279
18.2 Interim and other financial information	N/A	
18.3 Auditing of historical annual financial information	Chap. 6	248, 280
18.4 Pro forma financial information	N/A	
18.5 Dividend policy	Chap. 8	318-319
18.6 Legal and arbitration proceedings	Chap. 4	146
18.7 Significant change in the financial or trading position	N/A	
<b>19 Additional information</b>		
19.1 Share capital		
19.1.1 Amount of issued capital and information on each class of share capital	Chap. 8	302 to 303
19.1.2 Number and characteristics of shares not representing capital	N/A	
19.1.3 Number, book value and face value of shares in the issuer held by or on behalf of the issuer itself or by its subsidiaries	Chap. 6 and Chap. 8	Chap. 6 p. 218 and Chap. 8 p. 302 and 303
19.1.4 Amount of any convertible securities, exchangeable securities or securities with warrants	N/A	
19.1.5 Information about and terms of any acquisition rights and/or obligations over authorised but unissued capital or an undertaking to increase the capital	N/A	
19.1.6 Information about any capital of any member of the Group which is under option or agreed conditionally or unconditionally to be put under option	Chap. 6	237
19.1.7 A history of share capital for the period covered by the historical financial information	Chap. 8	304
19.2 Memorandum and Articles of Association		
19.2.1 Description of the Company's objects and purposes and registration number	Chap. 8	300
19.2.2 Description of the rights, preferences and restrictions attaching to each share class	Chap. 8	300-301
19.2.3 Provisions that may delay, defer or prevent a change in control of the issuer	Chap. 8	306
<b>20 Material contracts</b>	Chap. 2	60
<b>21 Documents available</b>	Chap. 8	319

## 2.2 Correspondence table for the annual financial report

The following table identifies the information required by the French Financial Markets Authority (AMF) in respect of the annual financial report, in accordance with Article 212-13 VI of its General Regulation.

<b>Subjects (in compliance with Article 222-3 of the AMF General Regulation)</b>	<b>Universal registration document</b>
<b>1. Annual financial statements</b>	<b>Chap. 6 p. 252 to 279</b>
<b>2. Consolidated financial statements</b>	<b>Chap. 6 p. 190 to 247</b>
<b>3. Statutory Auditors' reports on the annual financial statements and consolidated financial statements</b>	<b>Chap. 6 p. 280 to 283; 248 to 251</b>
<b>4. Management report</b>	
4.1 Activity of the Company and its subsidiaries	Chap. 2 p. 19 to 58
4.2 Appropriation of profits, and dividends	Chap. 8 p. 318-319
4.3 Subsidiaries and holdings	Chap. 6 p. 240 to 247; p. 278-279
4.4 Treasury shares	Chap. 8 p. 302-303
4.5 Employee shareholding	Chap. 8 p. 309 to 317
4.6 Other information	
4.6.1 Payment terms	Chap. 2 p. 59-60
4.6.2 Corporate officers' transactions in the Company's securities	Chap. 5 p. 183-184
4.7 Social, environmental and R&D information, and opinion of the independent third-party body	Chap. 3 p. 61 to 134
<b>5. Corporate governance report</b>	<b>Chap. 5 p. 147 to 187</b>

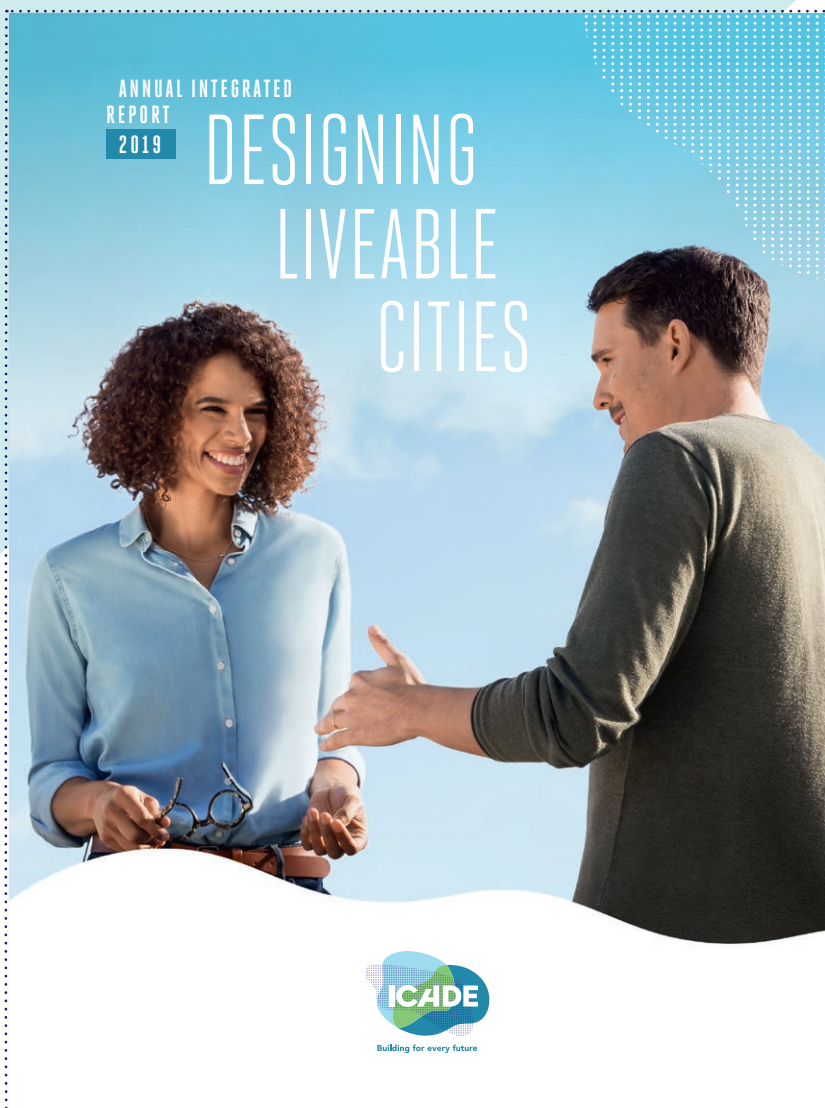






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## OUR ANNUAL INTEGRATED REPORT



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