



2026 Half-Year Results



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AGENDA

2026 HALF-YEAR RESULTS



1.
H1 2026
in a nutshell



2.
Performance of
business lines



3.
Half-Year
Financial results



4.
2026 outlook



1. H1 2026 IN A NUTSHELL

H1 2026 key messages

Progress on the disposal plan

New step in the disposal of the **Portuguese healthcare portfolio** representing an exposure of **€75m** for Icade

Successful completion of Marignan disposal for €402m

Taking over the EQHO Tower

Opportunistic buyout of the 49% minority stake held by OPPCI EQHO Property Holdings

Strong operational performance

Property Investment

c. 94,000 sq.m
Let in H1 2026

85.9%
Financial occupancy rate

Property Development

Growth in residential orders
+12% in volume
+6% in value

Solid liquidity

High liquidity
at c. **€2.5bn**

New €150m bond issuance
expiring in 2035

Renewal of €450m RCF
with an average maturity of 5 years

2026 guidance unchanged

Group NCCF
€[2.90 – 3.10] per share
Including €2.25-2.45 per share from strategic operations, expected to mark a low point

H1 2026 in a nutshell – Group KPIs

€1.80/share

Group NCCF
(vs €2.03/share in HY 25)

€1.15/share

NCCF from strategic operations⁽¹⁾
(vs €1.44/share in HY 25)

€49.7/share

NAV NTA
(vs €53.3/share as of 12/2025)

39.0%

LTV incl. duties
(vs 39.6% as of 12/2025)

9.2x

Net debt/EBITDA⁽²⁾
(vs 9.1x as of 12/2025)

1.85%

Average cost of debt
(vs 1.68% as of 12/2025)

For the definition of acronyms, please refer to July 21, 2026 press release and Half-Year Financial Report available on www.icafe.fr/en/

(1) Strategic operations correspond to the Property Investment and Property Development divisions

(2) Rolling 12-month EBITDA plus dividends from equity-accounted and non consolidated companies

H1 2026 in a nutshell – Business lines KPIs

Property Investment

€170m

Gross Rental Income (vs €178.3m in HY 25)

€5.6bn

Gross Asset Value⁽¹⁾ (vs €6.1bn as of 12/2025)

5.4%

EPRA net initial yield (vs 5.6% as of 12/2025)

Property Development

€473m

Economic revenue (vs €501m in HY 25)

1.9%

Operating margin (vs 2.3% in HY 25)

2,368 units

Orders in volume terms (vs 2,116 in HY 25)



2. PERFORMANCE OF BUSINESS LINES



VALUE-ENHANCING CAPITAL REALLOCATION

Property disposal plan well advanced

Marignan disposal completed in April 2026

€402m

*After sale agreement signed in 2025,
deal closed in April 2026*

**>20%
above NAV⁽¹⁾**

Healthcare : a new stage achieved

c. €75m

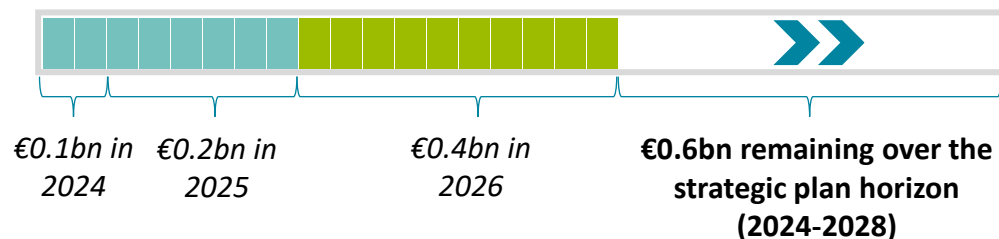
*Agreement for the disposal of Portuguese portfolio by
Praemia Healthcare and IHE Healthcare Europe*

At NAV⁽²⁾

Update ReShapeE



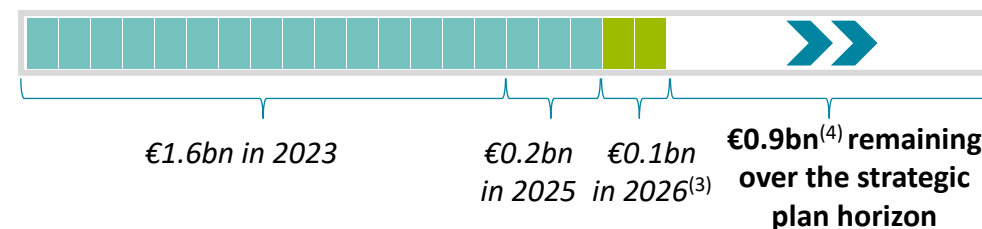
More than 50% achieved over the €1.3bn target



Update Healthcare



Further reduction of Icade's remaining stake in Healthcare



(1) NAV as of December 31, 2024

(2) NAV as of December 31, 2025

(3) Subject to the completion of the disposal

(4) Remaining stake in Praemia Healthcare of €0.7bn and in IHE Healthcare Europe of €0.2bn

Marignan disposal: accretive capital allocation

Well-executed disposal

Marignan, 29-33 Champs-Élysées (Paris, Ile-de-France)



Estimated yield⁽¹⁾ of
~3.75%

Opportunistic liability management

c. €400m

Marignan office disposal



c. €460m

*Bond repayment maturing
in June 2026*



Saving a bond issuance with
a cost of ~4.5%

Investment in long-term profitability

Investments in offices, student
housing, data centres, asset
redevelopment...



Target average
yield >7%

(1) Estimated yield at completion

New step achieved in the Healthcare disposal process

- Signing of a **share purchase agreement with Healthcare Activos concerning all the shares of a fund holding a portfolio of four healthcare assets in Portugal**
- **Fund owned by Praemia Healthcare (51%) and IHE (49%)⁽¹⁾ and managed by Praemia REIM France**
- **GAV of the portfolio at €186m, in line with the value retained in Icade's NAV as of December 2025**
- **Icade' stake in the portfolio: c. €75m**
- **Closing expected in H2 2026⁽²⁾**



Hospital Lusíadas, Lisbon



Hospital Lusíadas, Porto

(1) Praemia Healthcare was 21.6% owned by Icade and IHE Healthcare Europe was 59.4% owned by Icade as of December 31, 2025

(2) Subject to completion of conditions precedent



GOOD OPERATIONAL ACHIEVEMENTS

Good commercial momentum in H1 2026

c. 94,000 sq.m

signed or renewed

€32m

Annual headline rents
related to leases signed or
renewed since January 1st, 2026

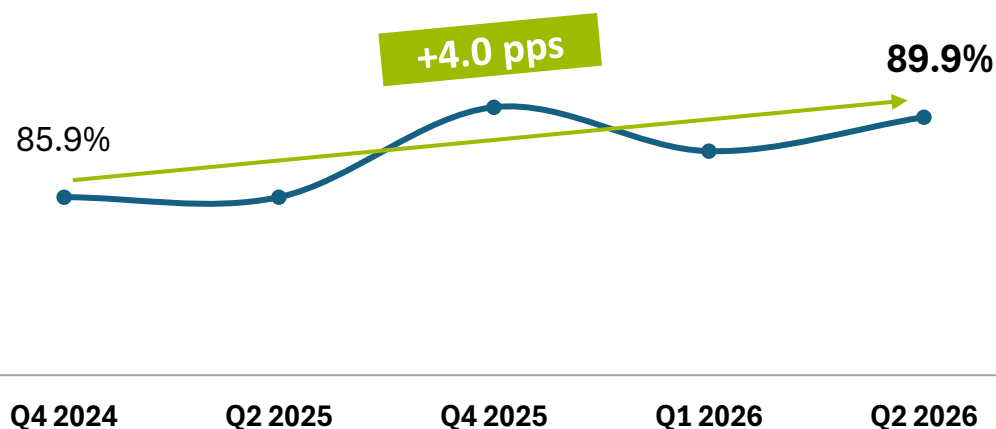
8.7 years

Firm commitment
related to leases signed or
renewed since January 1st, 2026

85.9%

Financial occupancy rate
as of 06/30/2026
+0.9pp vs March 2026

Office financial occupancy rate improved gradually
over the last 18 months to be close to 90%⁽¹⁾



Défense 4-5-6
c. 4,000 sq.m renewed
la DRIEETS



Prairial
c.13,000 sq.m renewed
MINISTÈRE DE L'INTÉRIEUR
Liberté
Égalité
Fraternité

(1) Financial occupancy rates restated for non-core office assets from the new segmentation

Main 2027 expiry 100% renewed

58,000

sq.m

9-year

Firm lease

100%

let

- Lease renewed with a **French insurance company** (long-standing partnership began in 2006)
- Starting on January 1, 2028 (upon expiry of the current lease)
- **High accessibility** in Nanterre Prefecture through a strategic transportation hub
- **A recognized environmental performance**



HQE
BÂTIMENT
DURABLE

Very efficient

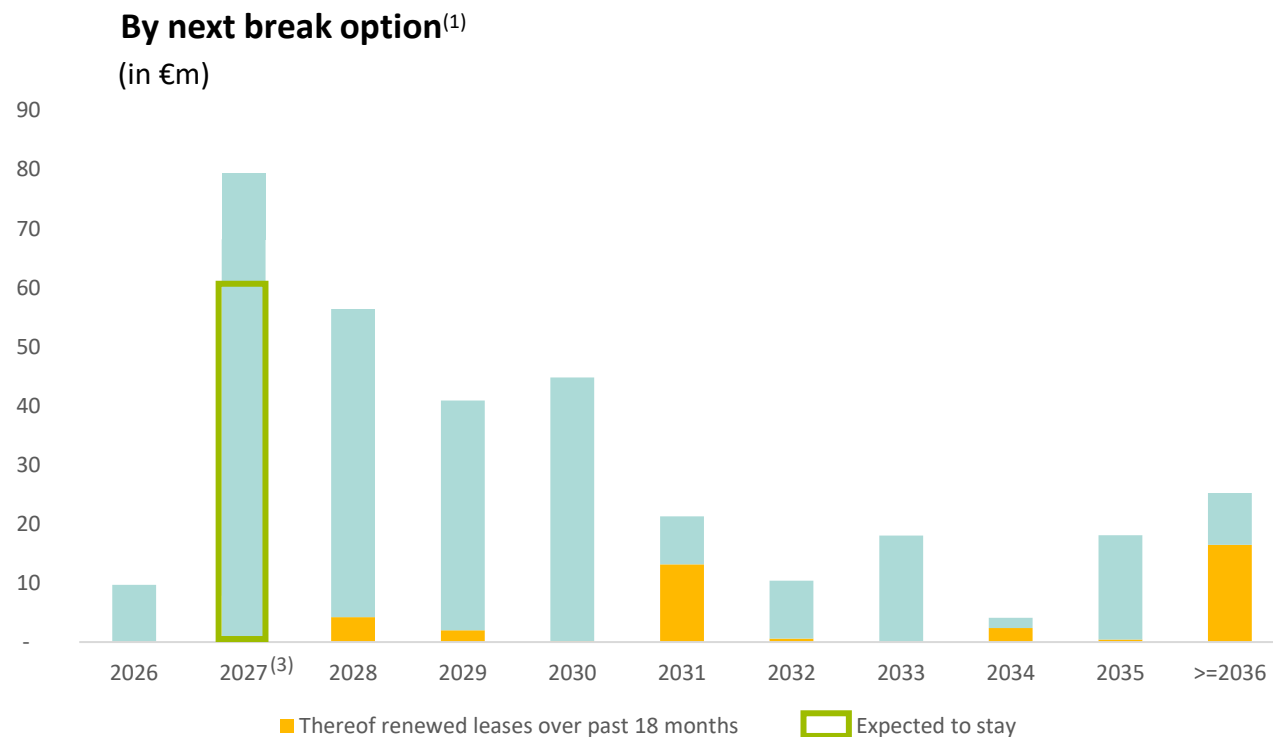


Very Good



Grands Axes (Nanterre, Hauts-de-Seine)

Proactive management of the lease schedule



75% of 2027 expiries
expected to stay

WALB extended to 4 years
+0.6 years vs Dec. 2025

Gradual crystallization of negative reversion
-7.1%⁽²⁾ of potential reversion on
headline rents (vs -9.7% as of Dec. 2025)

(1) Annualized IFRS rental income (in €m, 100% + Group share of JVs basis)

(2) -4.4% after KPMG and Grands Axes reversion

(3) Including €11m of expired leases

A good opportunity seized on the EQHO Tower



EQHO (La Défense, Hauts-de-Seine)



Tour EQHO, an emblematic tower in La Défense

- > 79,000 sq.m floor spaces
- > 100% let, after renewal of KPMG and signature with Préfecture des Hauts-de-Seine in 2025
- > Optimal accessibility in La Défense area
- > Full range of services
- > High environmental performance



Opportunistic acquisition of the 49% minority stake in the tower

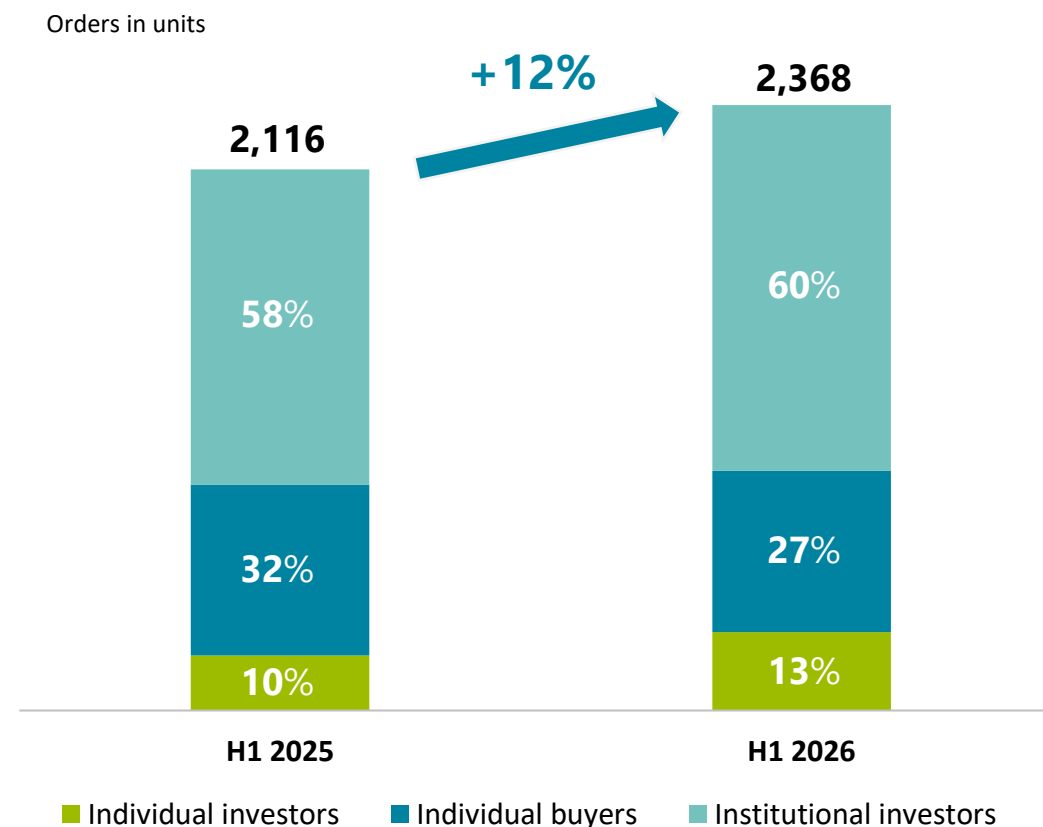
Cash-Flow relative

Yield >8%⁽¹⁾

(1) Based on market rent and implied transactional value

Catch-up in residential development activity

- A growing residential activity: **+12% in volume** and **+6% in value YoY**
- Orders driven by **bulk activity**, representing **60%** of total orders volume
- Increase in individual orders, **+6% in volume** and **+5% in value**, in a market down by c. -15%⁽¹⁾



(1) Source: Adéquation, data as of June 2026

Good visibility on near-term activity

Secure restart of construction launches

+63% YoY

Construction starts⁽¹⁾

High level of pre-commercialization
before construction start

>80%

Backlog supported by residential activity

€1.6bn (-2.2% vs Dec. 2025)

Stability of **residential backlog**

c. 20 months

of revenue

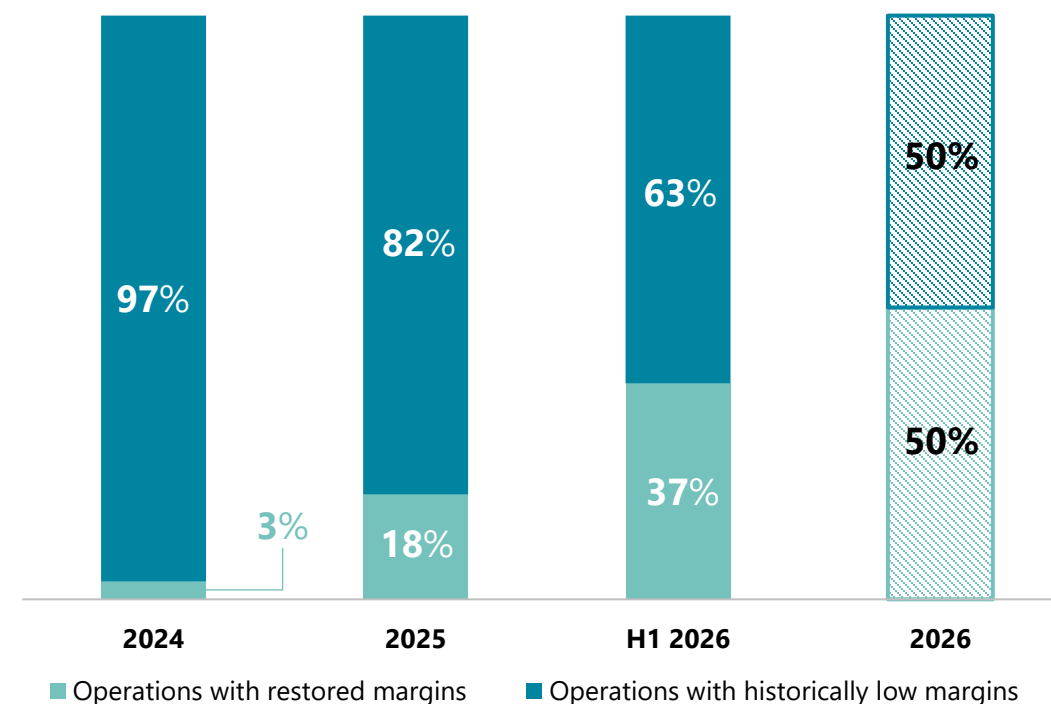
Note: data as of 06/30/2026

(1) In volume terms

Operations margins gradually improving

- **2024: portfolio rebalancing** involving write-downs and cancellation of some operations
- **2025: gradual delivery** of operations initiated before the crisis, **new operations** accelerating with restored margins
- **H1 2026: continued improvement in margins**, in line with the annual target

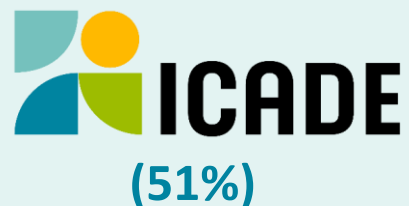
% in turnover



A photograph of a modern, multi-story building with a light-colored brick or stone facade. The building features large, dark-framed windows and glass doors. In the foreground, there is a curved, landscaped area with green plants and a paved walkway. In the background, a parking lot with several cars and a building with a sign that reads "espace bien-être" are visible under a clear blue sky.

NEW PARTNERSHIPS TO SUPPORT INVESTMENTS

Student housing: a new strategic partnership



Dedicated property investment vehicle

2 projects
already launched

€240m
Targeted total investment
c. 2,000 beds

3-year
Investment period

A unique operator
NomadCampus
YOUNG PEOPLE FIRST



Ivry-sur-Seine, Val-de-Marne

193 beds
c. 3,600 sq.m
Expected
delivery in **2028**

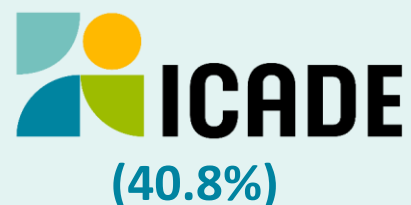


Levallois, Hauts-de-Seine

309 beds
c. 6,600 sq.m
Expected
delivery in **2028**

(1) Banque des Territoires

New partnership to address the housing demand



"Evolution Habitat"



Conversion of vacant office buildings into residential developments – **Potential covering 6 million sq.m in Paris region**



Three-year investment period, totaling 50,000-60,000 sq.m of refurbished space over the investment period



High environmental standards: NF Habitat HQE certification, BBCA Renovation and Effinergie Renovation labels, RE 2028/2031 carbon performance level

(1) Banque des Territoires

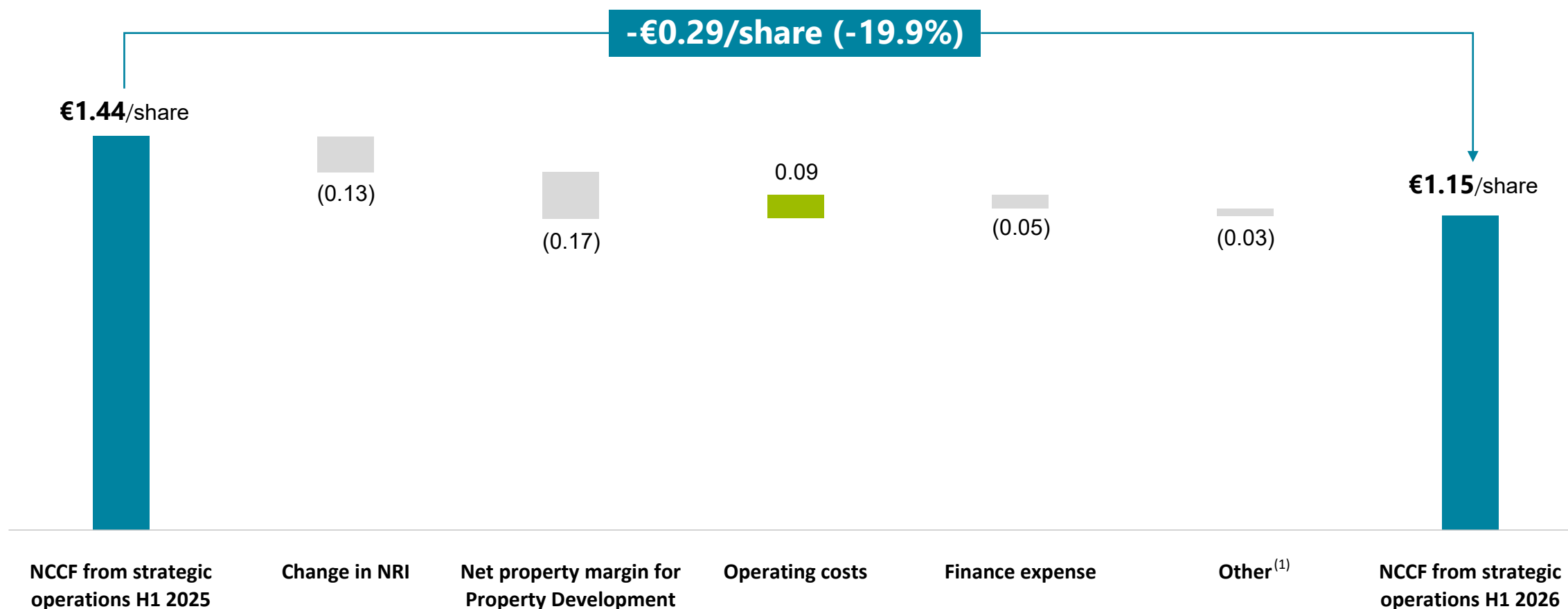


3. H1 2026 FINANCIAL RESULTS

The image shows the interior of a modern building with a high ceiling and a large, open space. The structure is characterized by a series of thick, dark wooden columns and beams that form a grid-like framework. The ceiling is composed of large glass panels, allowing natural light to flood the space. The floor is a light-colored, polished material. In the background, there are glass doors and windows that lead to an outdoor area with greenery. A semi-transparent white box is overlaid on the center of the image, containing the text "3.1. P&L" in a blue, sans-serif font. A thin blue horizontal line is positioned below the text.

3.1. P&L

Expected decline in strategic NCCF

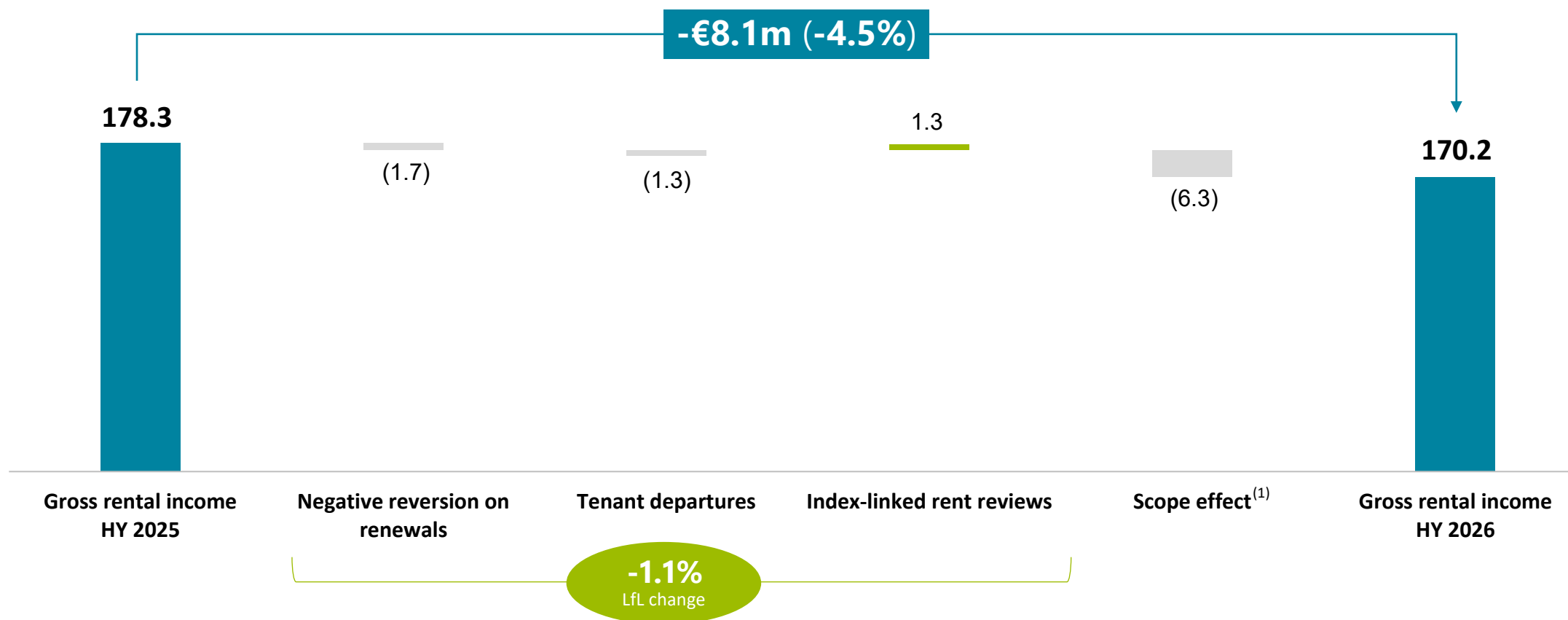


Note: Figures may not add up due to rounding

(1) Share of profit/loss from equity accounted investments + income tax expense + non-controlling interests + income from other activities

Moderated decline in LfL gross rental income

(in €m)



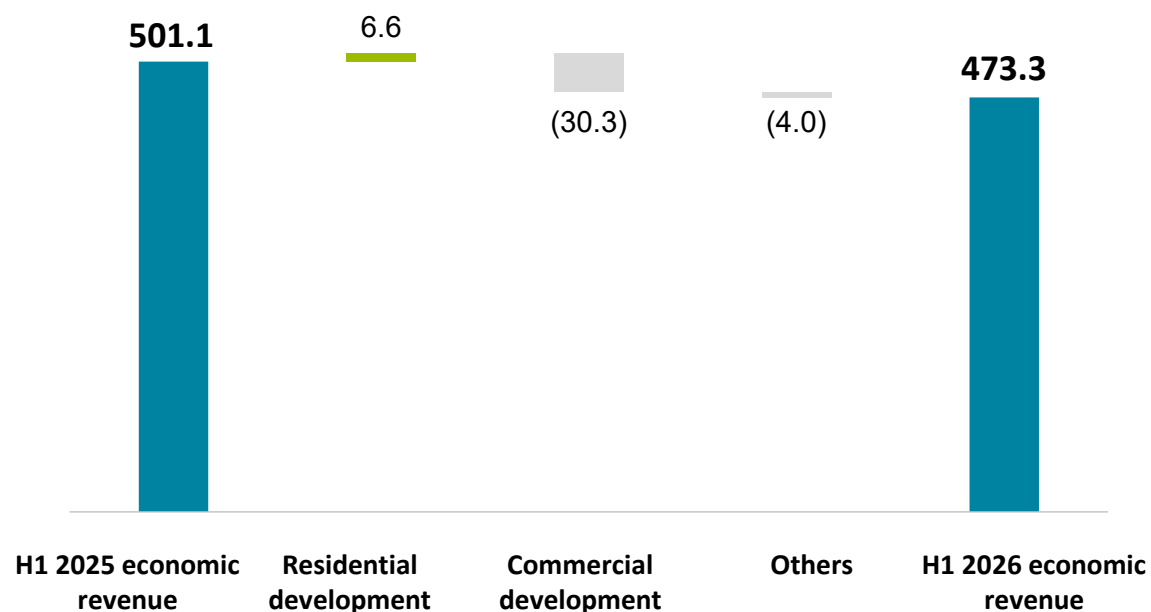
Note: Figures may not add up due to rounding

(1) Including early termination fees

Development activity backed by residential segment

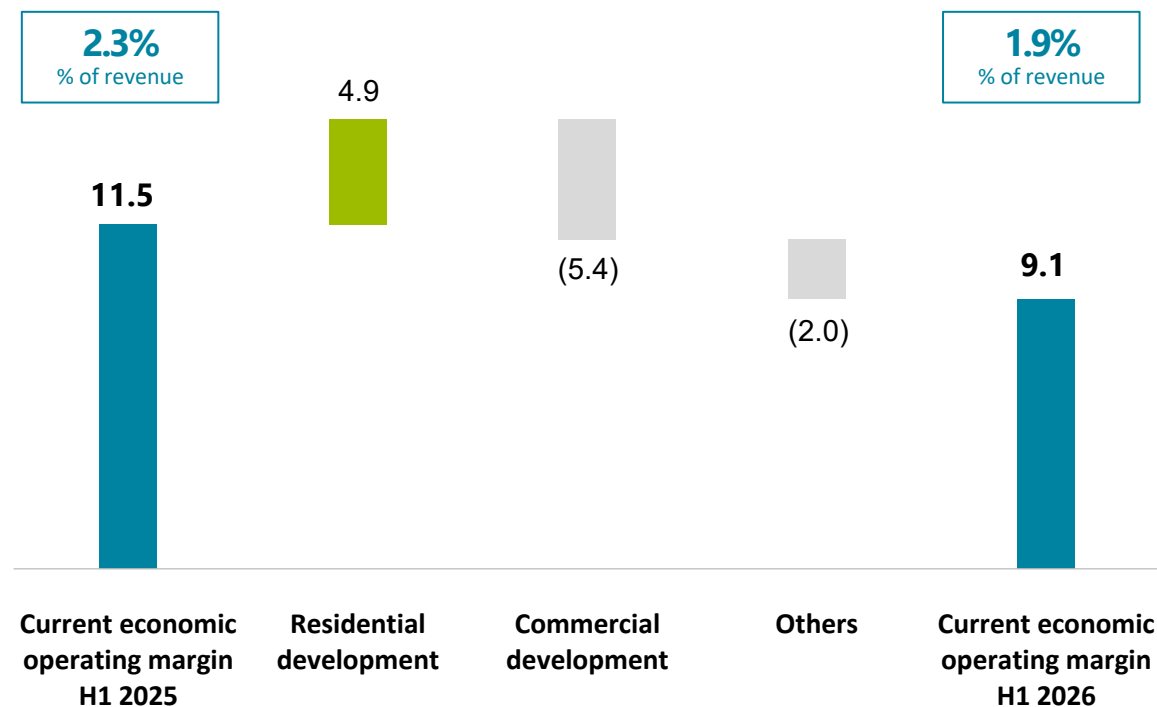
6-month economic revenue

(in €m)

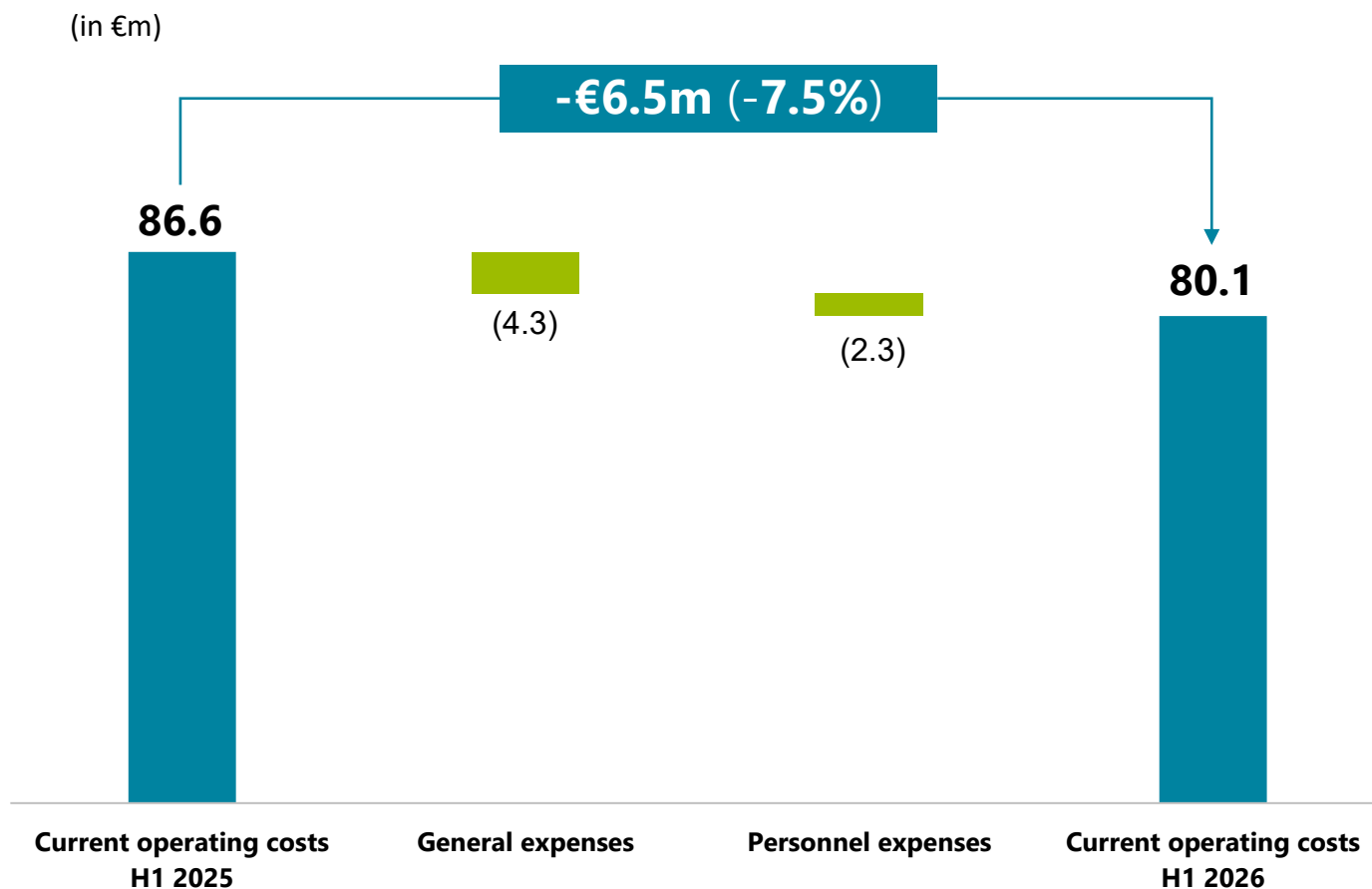


Current economic operating margin

(in €m)



Cost-saving plan delivering results



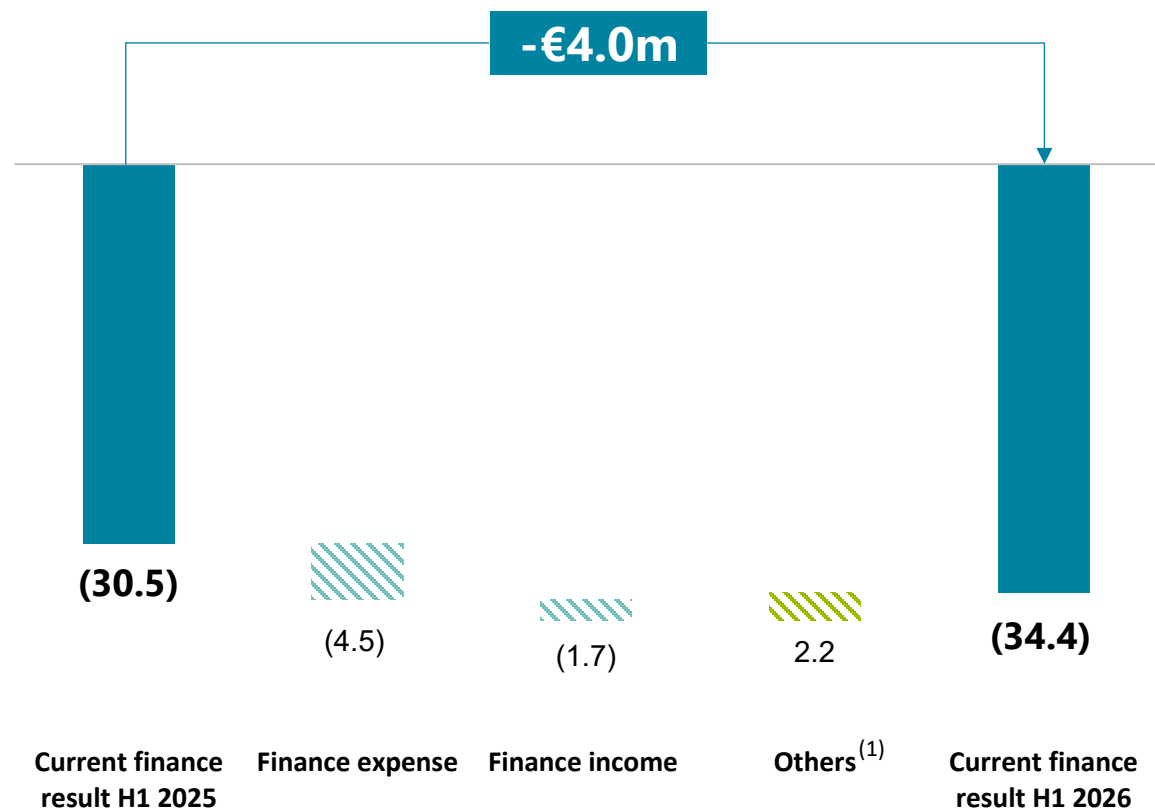
- > **General expenses reduction:** disciplined procurement and process optimization
- > **Headcount discipline,** allowing additional cost savings effective from H1
- > **Voluntary redundancy plan to start contributing from H2 2026**

Note 1: Figures may not add up due to rounding

Note 2: Excluding non-recurring expenses related to the corporate restructuring

Average cost of debt under control

(in €m, from strategic activities)



1.85%

Avg. cost of debt
~2% by end-2026

97%

Hedged in H2 2026

3.8x

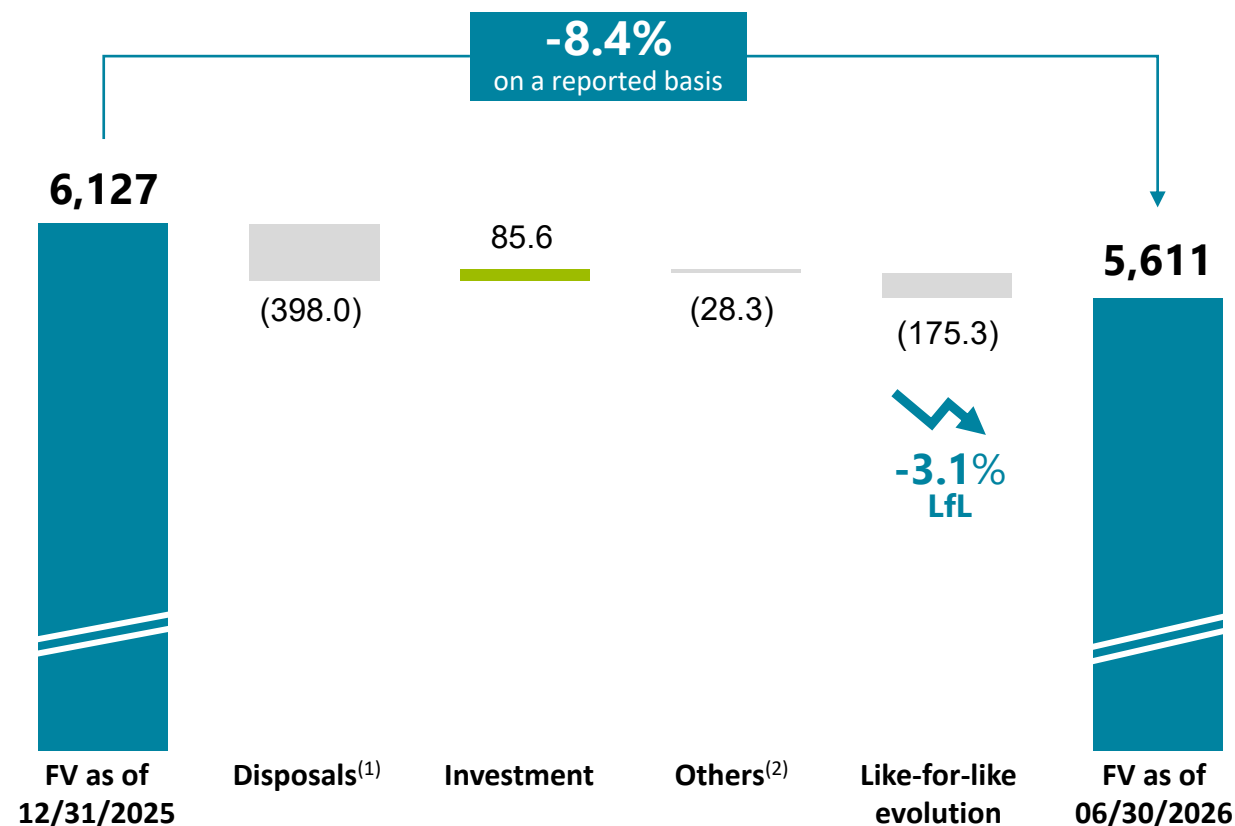
Interest Cover Ratio
(vs 6.6x in 2025)

(1) Including interest on overdrafts, interest on projects under development, non-use fees, finance income/(expense) from lease liabilities

A photograph of a modern building's courtyard. The building features a curved glass facade and a prominent spiral staircase. The courtyard is paved with light-colored tiles and includes a set of stairs leading to a lower level. There are several potted plants and a small seating area with a table and chairs. The overall design is clean and contemporary.

3.2. BALANCE SHEET

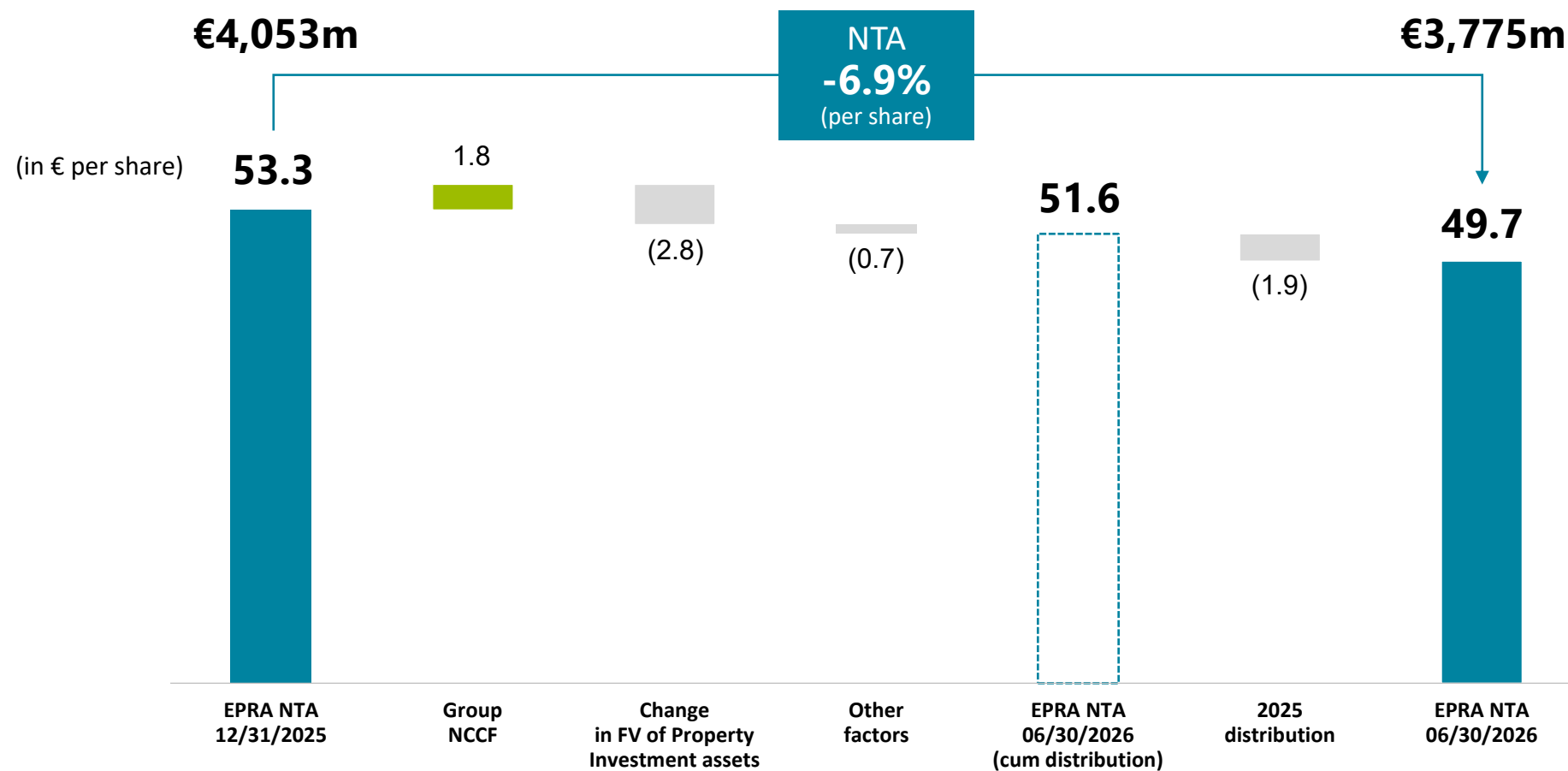
Decrease in fair value of Property Investment portfolio



- > Property Investment portfolio **down -3.1% on a LfL basis** in HY 2026
- > Like-for-like decline driven primarily by **market rates**
- > **EPRA Net Initial Yield: 5.4%**
(vs 5.6% as of December 31, 2025)
- > **EPRA Topped-up Net Initial Yield: 6.3%**
(vs 6.5% as of December 31, 2025)

(1) Fair value as of 12/31/2025 of assets sold during the period
 (2) Including mainly tax changes

NAV impacted by change in asset values



Note: Figures may not add up due to rounding

Robust liquidity for handling upcoming maturities

€2.5bn
Liquidity position
As of June 30, 2026

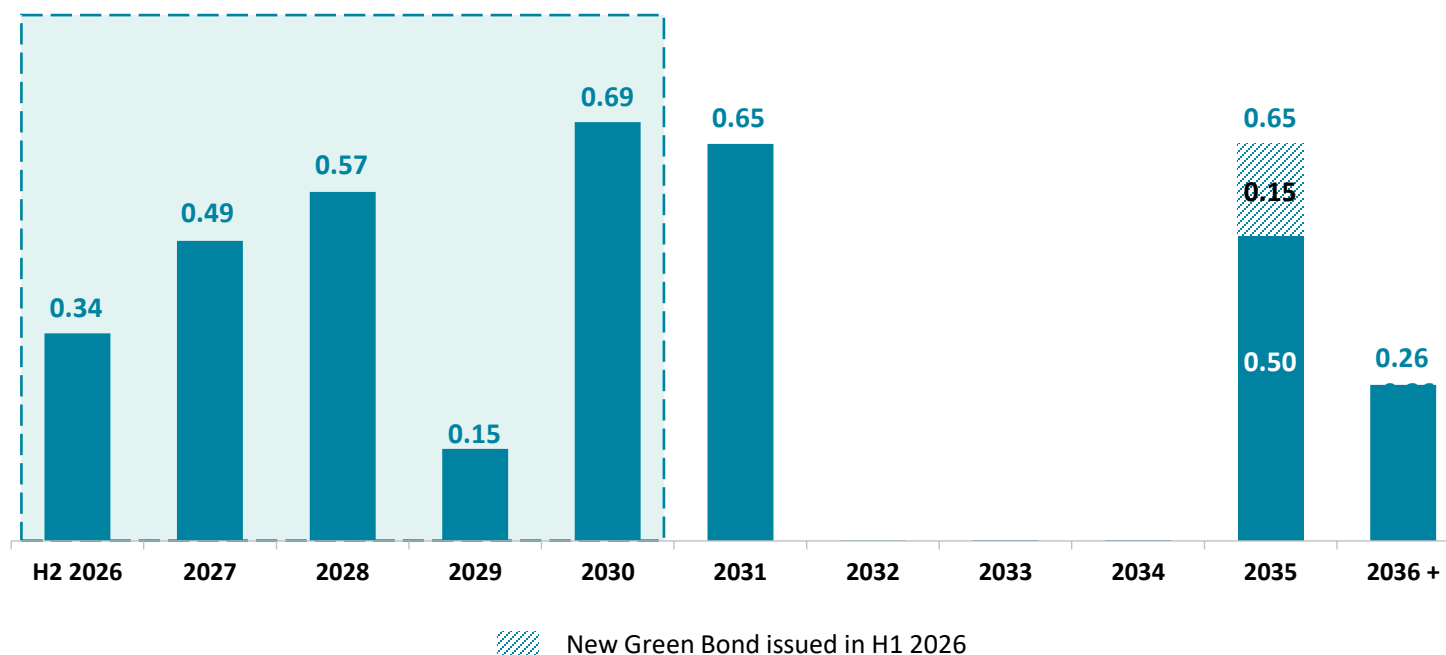
€0.7bn **€1.8bn**
Net cash position Undrawn credit lines

- > **€150m new 2035 bonds**
issued in May 2026 at 4.375%
- > **€450m⁽¹⁾ renewed Revolving Credit Facilities** at 5 years

Debt maturity schedule

(As of June 30, 2026, in €bn)

Covering principal until 2030



(1) Including €150m renewed in July 2026

An architectural rendering of a modern, multi-story residential building. The building features a light-colored facade, large windows, and balconies with glass railings. Some balconies have potted plants. The building is surrounded by lush green trees and a grassy area. In the foreground, there are people walking on a path, including a person pushing a stroller and a child. The sky is blue with some clouds. A semi-transparent white box with a blue border is overlaid on the center of the image, containing the text "4. 2026 OUTLOOK".

4. 2026 OUTLOOK

FY2026 guidance unchanged

2026 Group NCCF

€2.90-3.10 per share

- *€2.25-2.45 per share from strategic operations, expected to mark a low point⁽¹⁾*
- *c. €0.65 per share from discontinued operations (already secured)*

⁽¹⁾ Subject to no deterioration in the political and macroeconomic environment

Financial Calendar

9-month 2026 Trading update: October 20, 2026





APPENDICES

Paris region leasing volumes muted

Weak occupier demand

- Take-up volume remain low with 750,000 in H1 2026 (-5%)
- Decline across all size segments with large deals >5,000 sq.m down (-13%)
- **Paris CBD** is lagging (-9%, vs +18% for the rest of Paris) as well as the **1st Ring** (-60%) and Western Crescent (-12%). **La Défense** gained momentum (+52%)
- **1.6 M sq.m** expected in 2026 with activity constrained by renegotiations and slow occupier decisions

Delayed and cost-saving decisions dominate

- More tenant focuses on rationalisation
- Occupiers extend their search beyond Paris
- **“Stay”** decisions dominate over the **“go”** on many markets, like **La Défense, Péri-Défense** and the **1st Ring**

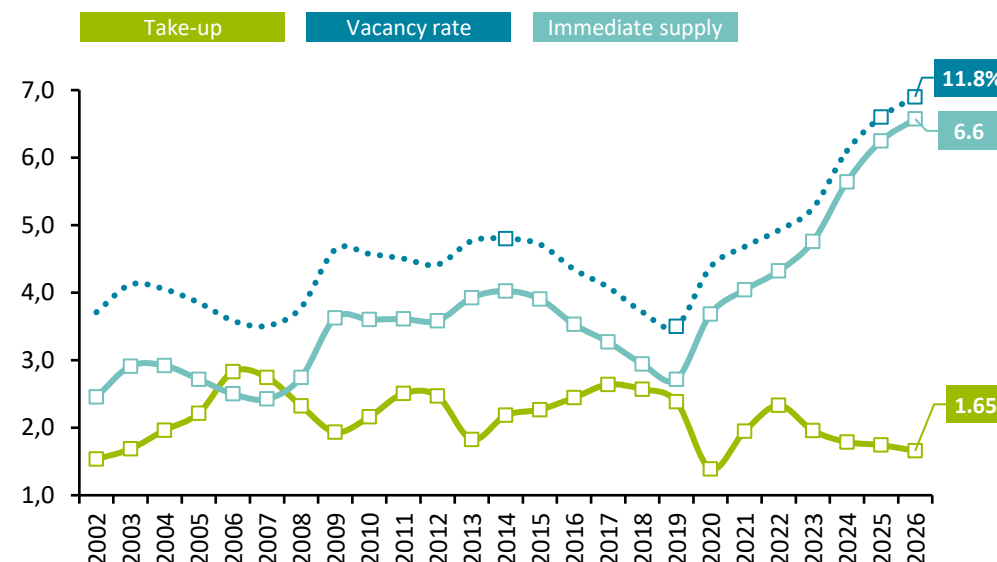
Supply meet slower absorption, even in Paris

- **Paris: supply rising** at high headline rents and absorption falling
- **Outside Paris:** wider range of options at attractive rents

➡ 4 out of the top 5 deals occurred outside Paris in H1 2026

Take-up, immediate supply and vacancy rate in the Paris region

(vacancy in % / rolling 12M take-up in million sq.m)



Segment size	Take-up	Var. YoY
> 5 000 sq.m	192,700 sq.m	▼ -13%
1 000-5 000 sq.m	245,500 sq.m	▼ -3%
< 1 000 sq.m	311,700 sq.m	▼ -1%

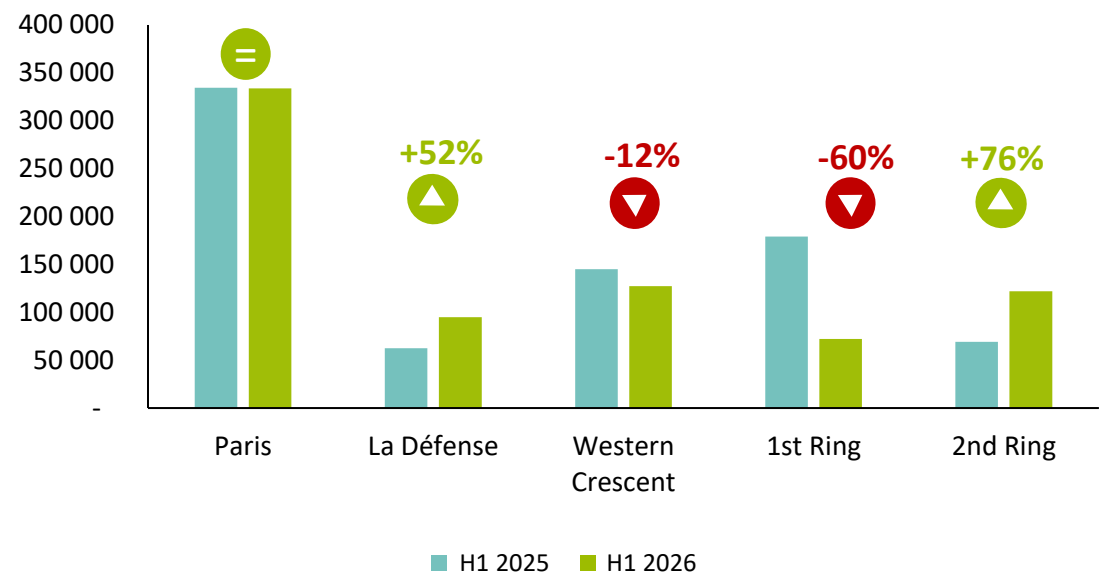
Subdued leasing activity with few pockets of activity

La Défense stands out as occupiers seek quality space at good value for money

Take-up contracts across most markets in H1 2026

4 out of the top 5 largest deals outside Paris

Take-up in the Paris region



2nd Ring

Airbus / 36,800 sq.m
"Campus Grand Paris"

La Défense

Casino / 25,700 sq.m
"Tour Blanche"

2nd Ring

Dassault Systemes / 23,400 sq.m
"Connect"

Western Crescent

Axens / 21,700 sq.m
"Le Hive"

Paris

Harmonie Mutuelle / 12,500 sq.m
"Sequana"

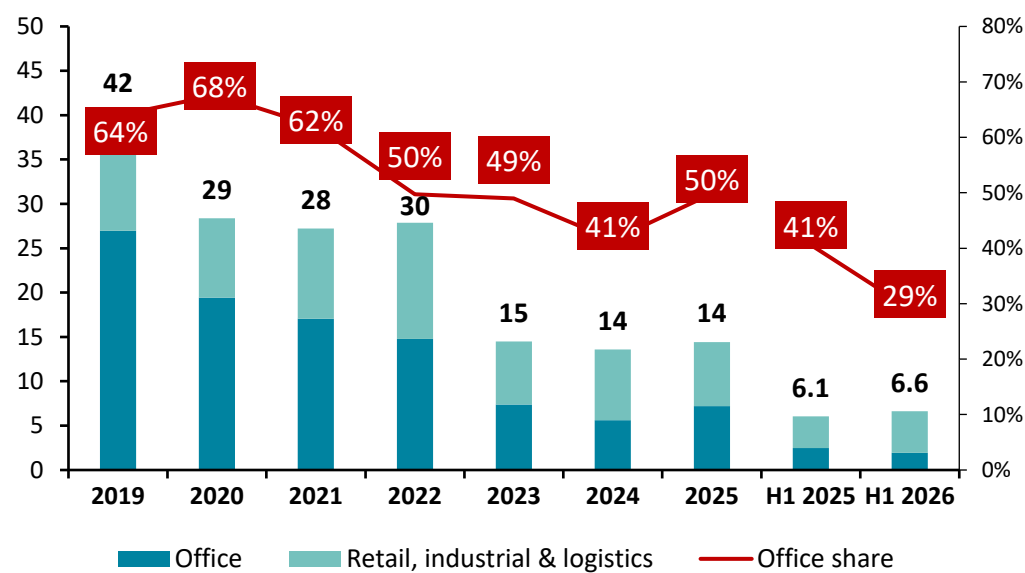
Investment stalled amid geopolitical uncertainty

Office investment lost momentum

- **€6.6bn** invested in H1 2026 (+9% YoY) out of which **€3.1 bn** in the Paris region (-18%)
- **Offices (€1.9 bn)** accounted for only **~30%** in H1 2026
- Geopolitical uncertainty pushed yields higher and reduced visibility

Direct Real Estate Investments in France

(Commercial Real Estate, €bn)

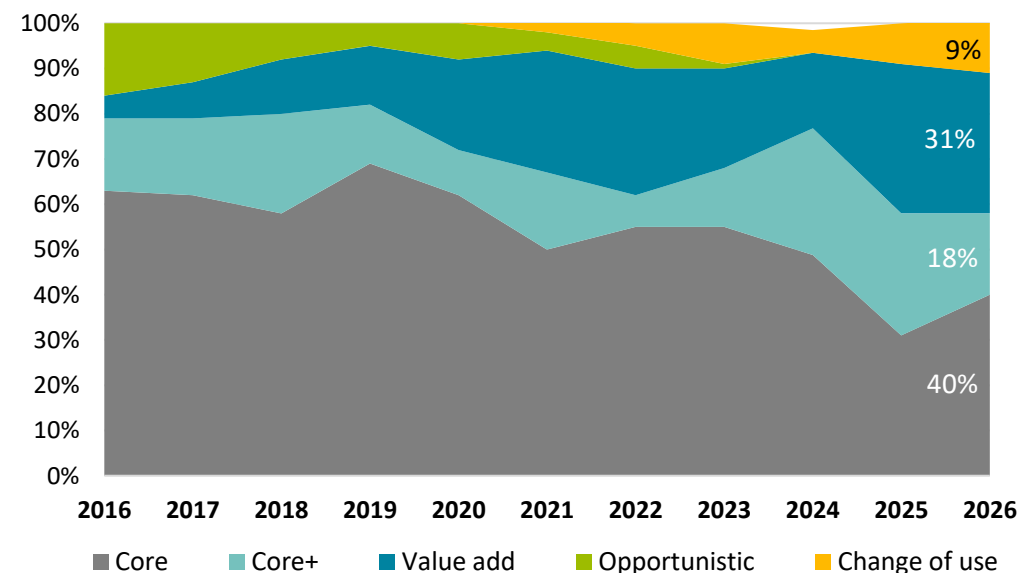


Focus on value-add asset class

- **Value-add** account for **31%** of investment volume (vs. **18%** in 10y average)
- **Core assets** are losing momentum as risk premiums tighten
- Buyer-seller pricing gap has widened across all risk profiles

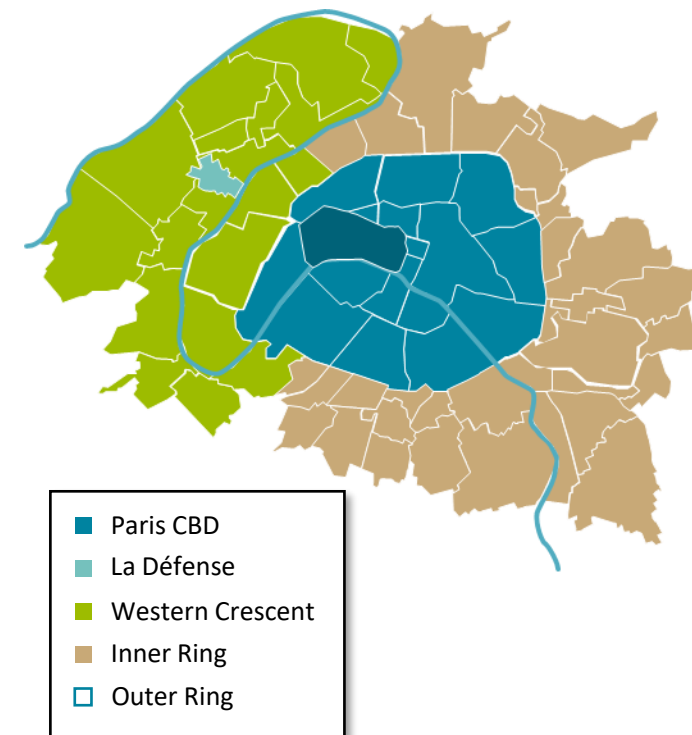
Shift towards value-add over core/core+ acquisitions

Investment volume by strategy

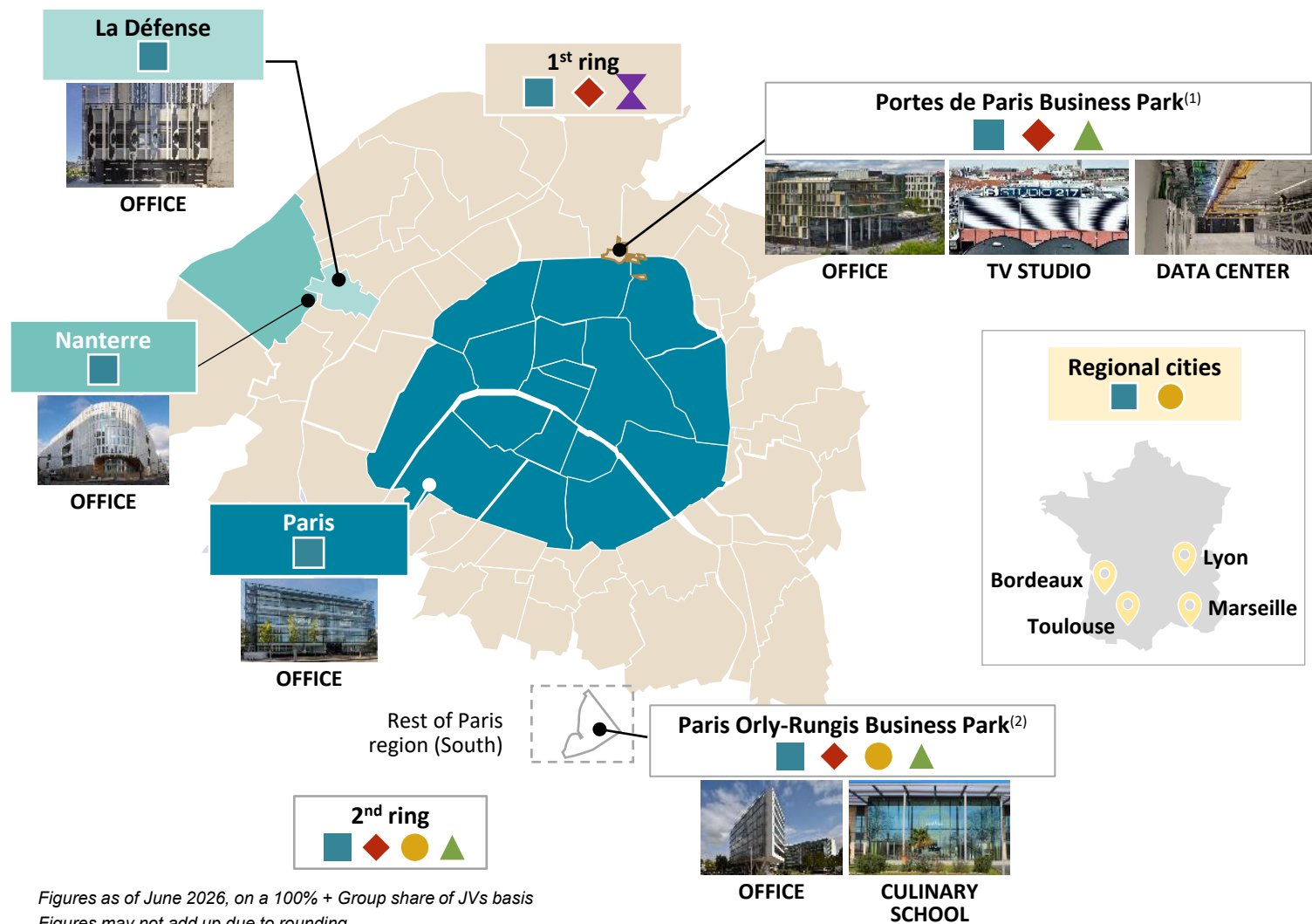


Leasing market under pressure

Q2-2026	Paris CBD	La Défense	Western Crescent	Inner Ring	Outer Ring
Physical vacancy rate (vs a year earlier)	6.9% ▲ +220 bps	13.4% ▼ -220 bps	22.1% ▲ +230 bps	21.1% ▲ +260 bps	6.1% ▲ +43 bps
Take-up (2026 vs 2025/vs 10-year average)	148,200 sq.m (-9% / -23%)	94,900 sq.m (+52% / -1%)	127,300 sq.m (-12% / -40%)	72,100 sq.m (-60% / -54%)	121,950 sq.m (+76% / +12%)
Prime Rent (€/sq.m/year headline excl. taxes & service charges, vs a year earlier)	€1 240/sq.m ▲ +3%	€555/sq.m ▲ +1%	€735/sq.m ▲ +16%	€445/sq.m ▲ +1%	€240/sq.m ▼ -4%
Lease incentives (Q1 2026 vs a year earlier)	15% ▼ -1.00 pp	40% ▲ +2.80 pp	40% ▲ +7.00 pp	37% ▲ +4.70 pp	27% ▼ -1,3 pp
Prime yield (2026 Q2 vs 2025 Q4)	4.40% ▲ +30 bps	7.00% ▲ +50 bps	6.25% ▲ +50 bps	8.50% ▲ +25 bps	8.50% ▲ +25 bps



A diversified portfolio, with assets located in good hubs



Figures as of June 2026, on a 100% + Group share of JVs basis

Figures may not add up due to rounding

(1) Part of 1st ring area

(2) Part of 2nd ring area

214 assets	€5.6bn GAV	1.8m sq.m
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Breakdown by asset type	06/30/2026	
	GAV	% GAV
■ Offices	€4.2bn	76%
◆ Light industrial	€0.8bn	14%
● Other	€0.4bn	7%
✕ Living	€0.1bn	2%
▲ Land banks	€0.1bn	2%

Breakdown by location	06/30/2026	
	GAV	% GAV
Paris	€0.8bn	15%
Nanterre	€1.3bn	22%
La Défense	€0.6bn	10%
1 st ring	€1.4bn	25%
2 nd ring	€0.9bn	17%
Regional cities	€0.6bn	10%

A selective positioning in the main regional cities



Focus Regions – all assets

146,698 sq.m

€0.6bn⁽¹⁾

10%
of the overall
portfolio

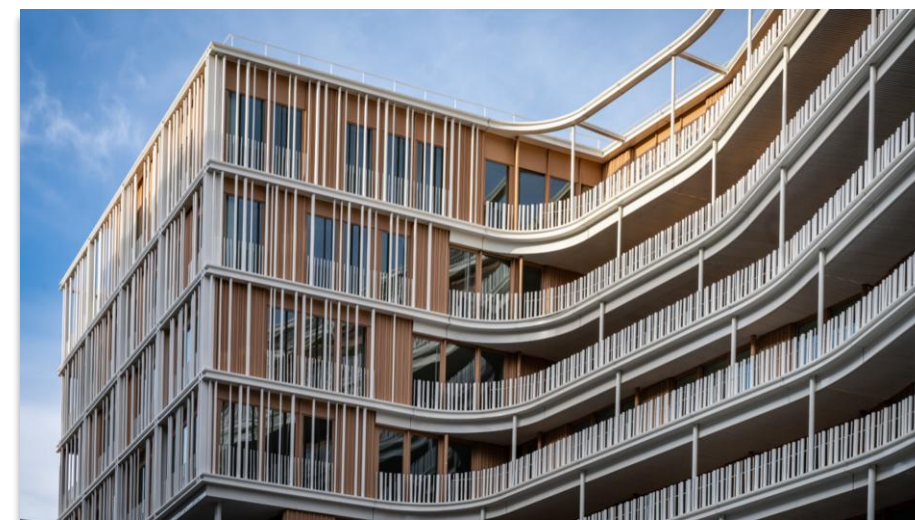
Best environmental specifications, attractive locations and rent levels are key to attract large corporates

Main regional cities

(1) Figures as of June 2026, on a 100% + Group share of JVs basis

Property Investment portfolio

	06/30/2026	12/31/2025
Portfolio value (100% + Group share of JVs basis, excl. duties)	€5.6bn	€6.1bn
Icade net yield ⁽¹⁾	8.3%	8.2%
Total floor area (in million of sq.m)	1.8	1.8
WALB	4.0 years	3.4 years
Financial occupancy rate	85.9%	86.8%
Offices	89.9%	90.4%
Light industrial	88.0%	89.7%
Living	100.0%	100.0%
Others	56.1%	63.5%



Edenn, Nanterre Prefecture

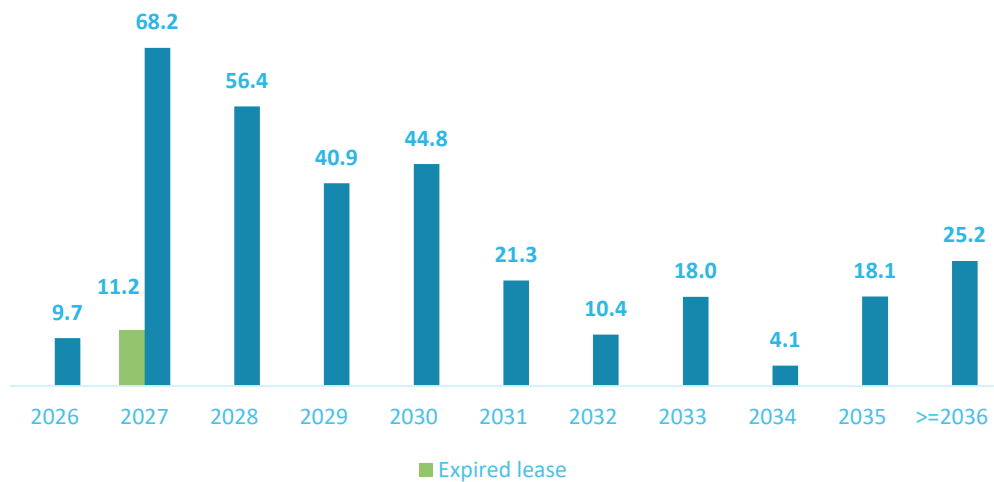
(1) Equals annualized net rental income from leased space plus potential net rental income from vacant space based on estimated rental value, excluding lease incentives, divided by the appraised value (including duties) of operating properties

Lease expiries schedule

By next break option⁽¹⁾

(in €m)

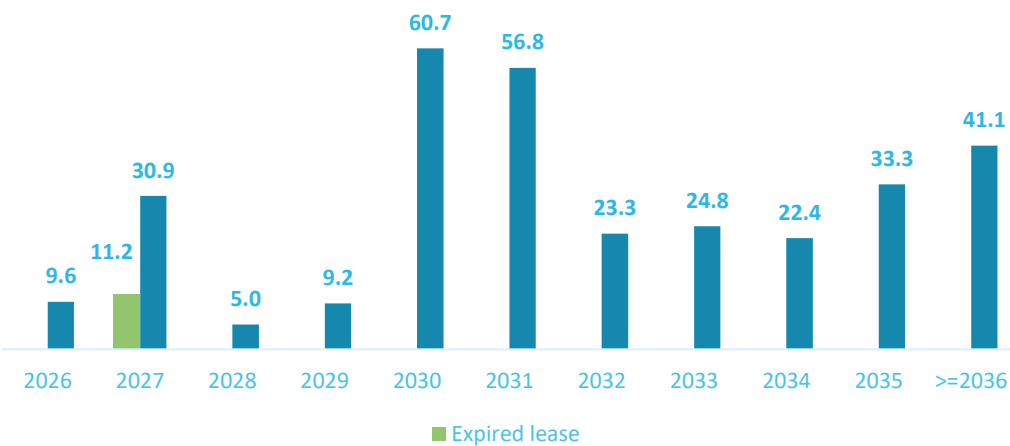
WALB
4.0 years



By lease term⁽¹⁾

(in €m)

WALT
5.7 years



(1) Annualized IFRS rental income (in €m, 100% + Group share of JVs basis)

Development pipeline as of June 30, 2026

Project name	Location	Type of works	Property type	Estimated date of completion	Floor area (sq.m)	Rental income (€m)	YoC ⁽¹⁾	Cost including remaining capex (€m)	Remaining capex (€m)	Pre-let
EQUINIX	PORTES DE PARIS	Construction	Data Center	Q3 2026	7 490			36	0	100%
QUITO	RUNGIS	Refurbishment	Office	Q4 2026	11 133			32	11	100%
SEED	LYON	Refurbishment	Office	Q1 2027	8 200			48	11	0%
BLOOM	LYON	Construction	Office	Q1 2027	5 000			24	5	0%
CENTREDA	TOULOUSE	Construction	Office	Q4 2027	24 322			82	52	100%
CITYPARK LEVALLOIS	NEUILLY-LEVALLOIS	Refurbishment	Student Housing	Q1 2028	6 617			68	31	-
IVRY MARIE CURIE	IVRY-SUR-SEINE	Construction	Student Housing	Q2 2028	3 588			27	17	-
HELSINKI	RUNGIS	Refurbishment	Hotel	Q4 2028	11 445			55	48	48%
TOTAL PROJECTS STARTED⁽²⁾					77 795	22	6.0%	371	174	64%

(1) Fair value-based YoC = headline rental income / cost of the project. This cost includes the fair value of the asset at project start, cost of works (incl. expenses, external fees and TI's) and carrying costs, excluding internal fees

(2) Projects started: operations for which work is underway, or a lease has been signed or a building permit obtained

Data center: towards a higher returns JV model

5 operational Data Centers

Supply / sq.m	18 MW IT on 35,000 sq.m
Business model	Powered shell ⁽¹⁾
YoC	—
Status	100% let



Portes de Paris business park

1 Data Center to be delivered in Q3 2026

15 MW on 7,500 sq.m
Powered shell ⁽¹⁾
6.2%
Under construction, 100% pre-let



Portes de Paris business park

1 hyperscale Data Center to be delivered in 2031

130 MW on 65,000 sq.m
JV partnership under review⁽²⁾
↗ [c.10%]
Permit obtained



Paris Orly-Rungis business park

(1) Powered shell: building shell + power supply

(2) Tender process underway

Development activity still at a low point

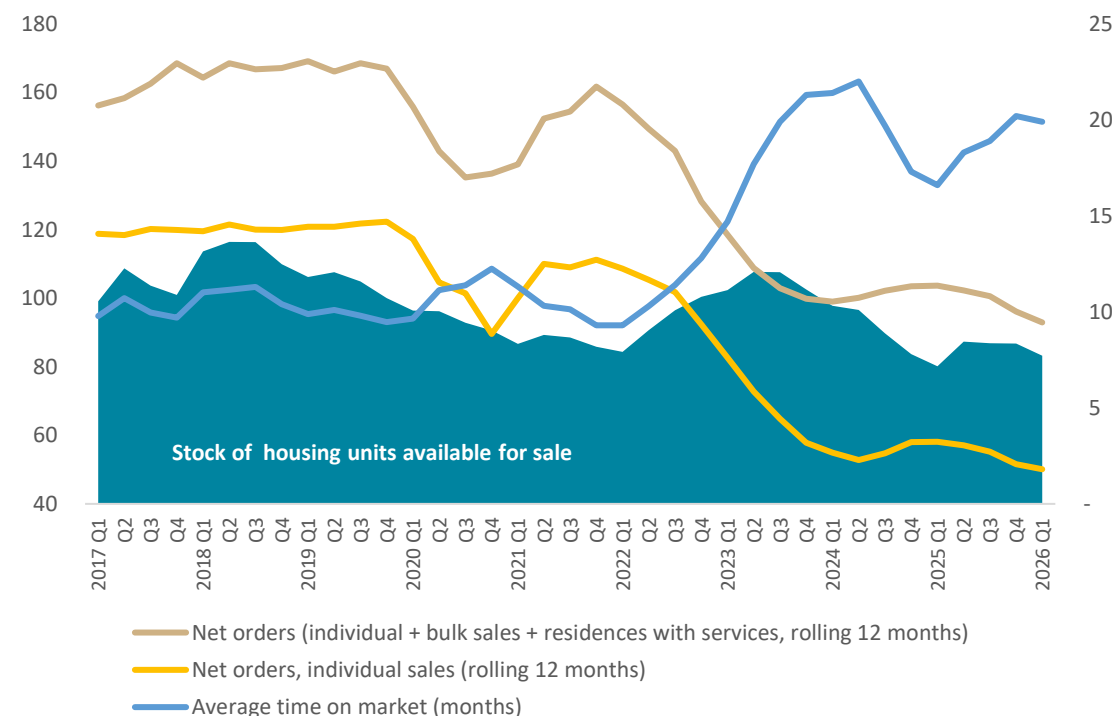
Slight recovery in housing starts and building permits in France

In thousands of housing units, excl. single-family detached units



Orders volumes stabilized at a low level

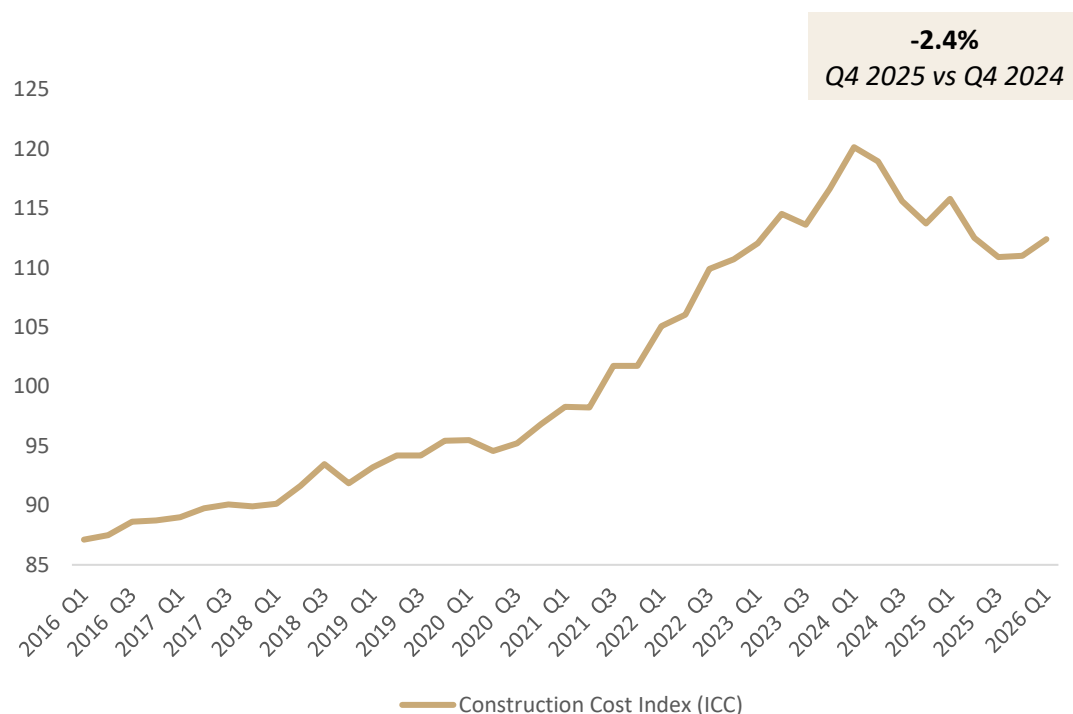
In thousands of housing units per year



Construction costs and selling prices stabilize

Construction costs slightly decreasing since 2024

Index rebased to 100 in 2021 (source INSEE)



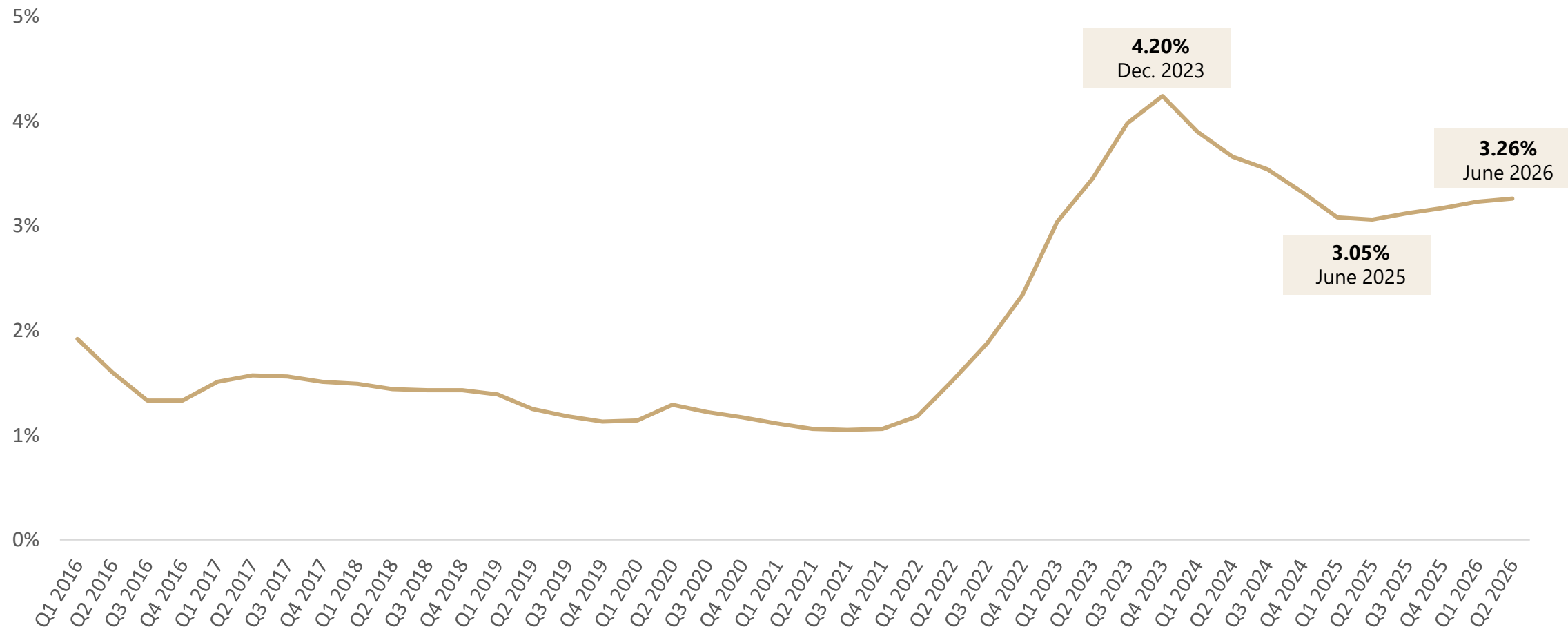
Stock stabilizes at low point and prices rise slightly



Average residential mortgage rate over 10 years

Average mortgage rate for individuals

Rate in %



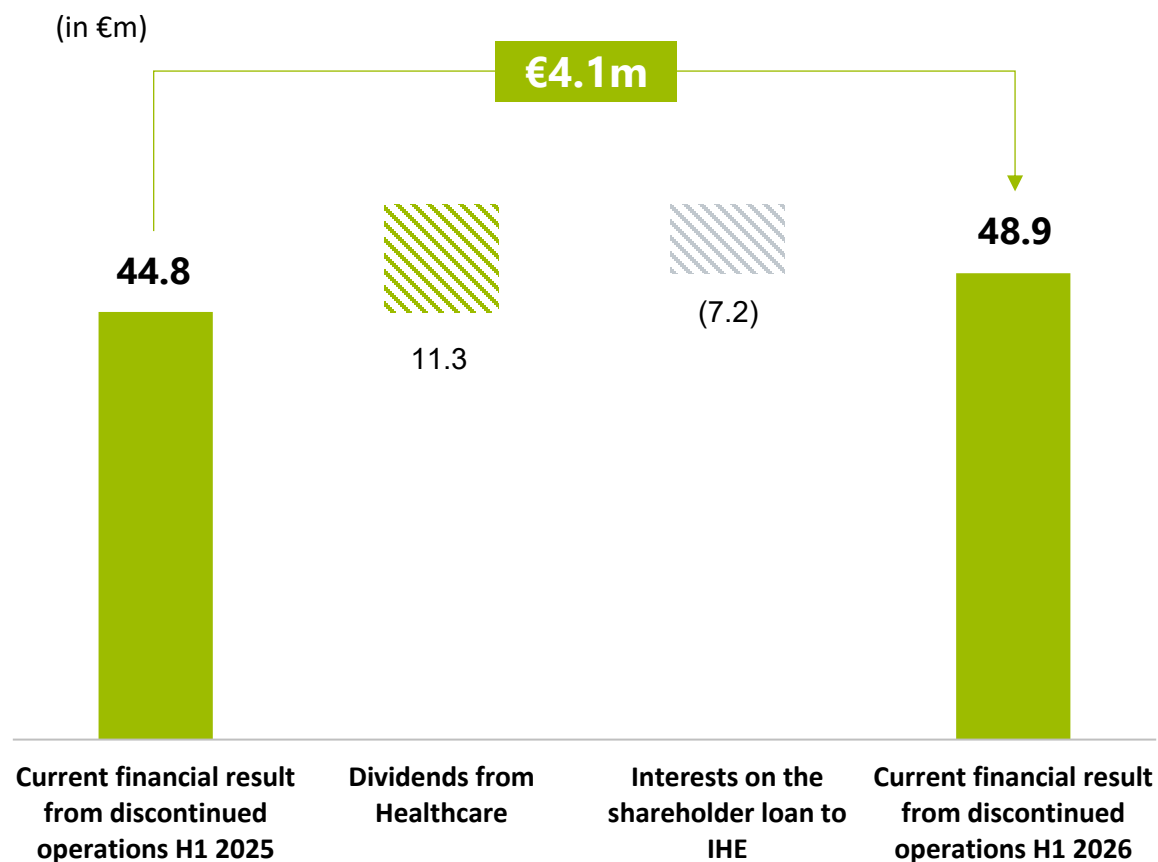
Earnings indicators

in €m	06/30/2026	06/30/2025	Change
Total IFRS revenue	600.8	630.4	(4.7%)
<i>Gross rental income</i>	170.2	178.3	(4.5%)
<i>Property development revenue</i>	425.5	443.1	(4.0%)
<i>Other income</i>	5.2	9.0	(42.4%)
EBITDA ⁽¹⁾	104.3	144.8	(27.9%)
Financial result	(46.7)	(21.5)	N.A.
Net profit ⁽²⁾	(155.9)	(91.7)	70.1%
NCCF from strategic operations	87.6	109.3	(19.8%)
Group NCCF	136.6	154.1	(11.4%)

(1) EBITDA, or earnings before interest, taxes, depreciation, and amortization, as reported in the consolidated financial statements

(2) Net profit attributable to the Group

Cash-flow from discontinued operations secured

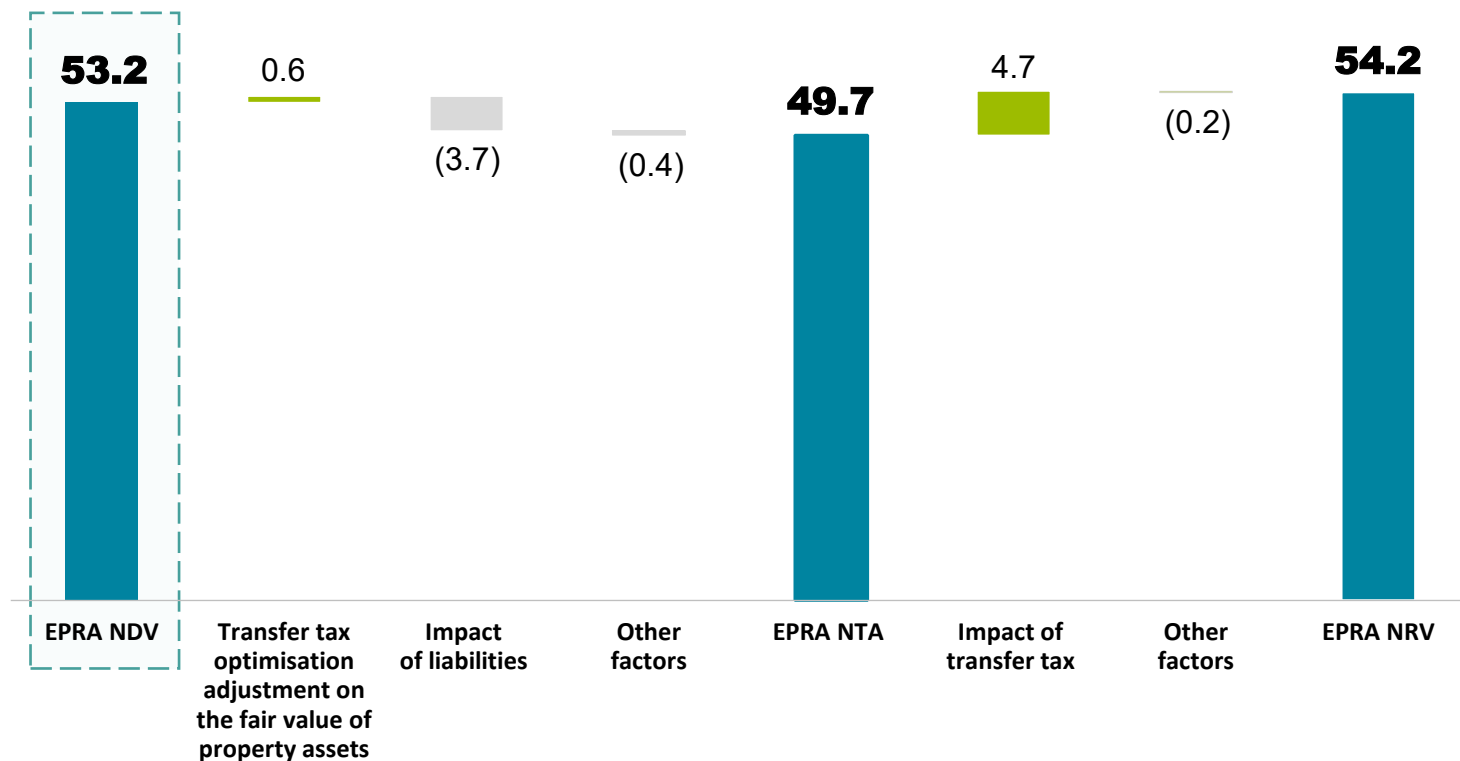


Increased dividend from Praemia Healthcare as no interim dividend paid in 2025

No finance income following the repayment of the shareholder loan granted by Icade to IHE

EPRA NRV, NTA & NDV

(In € per share)



	In €m	In € per share	Chg. vs. Dec. 2025 ⁽¹⁾
EPRA NDV	4,039	53.2	(6.7%)
EPRA NTA	3,775	49.7	(6.9%)
EPRA NRV	4,120	54.2	(6.6%)

(1) Change in NAV per share

Leading position confirmed in ESG

MSCI
ESG RATINGS



- Excellent environmental, social and governance practices
- Ranking among the top 6% of companies in the Real Estate Management & Services category worldwide

**INDICE
VÉRITÉ⁴⁰
AXYLIA**



**SCORE
CARBONE®
AXYLIA**

- Among the 40 French publicly traded companies with the best carbon scores
- Score assessing Icade's ability to manage its carbon footprint by taking into account its total carbon emissions and calculating a carbon-adjusted EBITDA