2024 UNIVERSAL REGISTRATION DOCUMENT

ANNUAL FINANCIAL REPORT

ALTAREA

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A detailed summary is presented at each chapter entry.

2024 UNIVERSAL REGISTRATION DOCUMENT

including the annual financial report

AUTORITÉ DES MARCHÉS FINANCIERS AMF

The Universal Registration Document was filed on 19 March 2025 with the French Financial Markets Authority (AMF), as the competent authority according to EU Regulation 2017/1129, without prior approval per Article 9 of the same regulation.

The Universal Registration Document may be used for the purposes of a public offering of financial securities or the admission of financial securities to trading on a regulated market if it is supplemented by a prospectus and, where applicable, a summary and all the amendments made to the Universal Registration Document. The resulting package is approved by the AMF in accordance with Regulation (EU) 2017/1129.

This document is a translation into English of the Universal Registration Document of the Company including the 2024 annual financial report issued in French in ESEF (European Single Electronic Format), filed with the AMF and available on both the AMF's and Company's websites.

GROUP PRESENTATION

Altarea, a unique business model

A HUGE MARKET

The health, environmental and social crises of recent years have highlighted the need to thoroughly rethink the organisation and functioning of our cities. Much of our real estate infrastructure is now obsolete and must be transformed to adapt to the changes in use that affect all real estate products, the low-carbon revolution and the changing climate.
All Altarea's know-how is focused on developing real estate products that integrate these issues into a complex economic equation to support cities through their transformation, either in successive stages or at the scale of entire neighbourhoods. Altarea thus occupies a central place in the immense urban transformation market, for which entry barriers (technical, administrative, financial and environmental) are high.

BUILDING THE CITY

Altarea has developed a system that is unique in France, to design and produce all the real estate products that make up our cities.
It offers a particularly wide range:

- Residential: new housing of all types, managed residences, co-living, third spaces, historical monuments, with a presence throughout France (Paris Region, major and medium-sized cities);
- Retail: large shopping and leisure centres, retail parks, travel retail in stations and convenience stores;
- Business Property: offices of all formats, logistics platforms, business and industrial premises, hotels, schools and campuses;
- Photovoltaic Infrastructure: complete range of solar power plants integrated into buildings, solar car park shades, agrivoltaic systems;
- Ecoresponsible data centres of all sizes in colocation or hyperscale versions.

This unique offering is a key selling point that means the Group can talk to local authorities about all their development and transformation issues.

ALTAREA GROUP BRANDS

All retail

ALTAREA COMMERCE

As a developer, investor and asset manager, Altarea Commerce designs innovative and sustainable retail spaces.

All Business Property

ALTAREA ENTREPRISE

Through its projects in the Paris Region, Altarea Entreprise is building the future of Business Property.

COGEDIM

Cogedim is today the leading developer of Business Property in France.

Woodeum

At the cutting edge of technical innovation, Woodeum is positioned within the tertiary market.

All residential

A leading player in new real estate, Cogedim has built more than 130,000 housing units since 1963.

Woodeum is developing a 100% low-carbon housing offer, with projects adapted to each region.

For more than 30 years, Histoire & Patrimoine has specialised in the rehabilitation of heritage properties.

Nohée develops serviced residences that create social links for the seniors of today and tomorrow.

Les Hespérides is the leading brand for senior serviced residences in co-ownership, with a network of 23 residences throughout France.

XF thinks about real estate differently, working with local expertise to build projects adapted to the needs of each region.

All real estate services

Altarea Solutions & Services guarantees tailor-made support to all its customers at each stage of their real estate journey.

With an experienced team, Altarea Investment Managers offers its individual and institutional clients high-performance real estate savings solutions.

All logistics

As a developer, builder, developer, investor and manager, Altarea Logistique meets the fast-growing needs of the logistics sector.

All infrastructure

By developing and producing photovoltaic energy, Altarea supports local authorities, businesses, the agricultural sector and landowners in their transition, while making the most of their assets.

Altarea supports the development of hyperscalers in France.

With around 15 sites planned by 2030, Nation Data Center is creating the first French network of sovereign, local and responsible data centers.

2024 highlights

JANUARY

25.01
Cogedim retains the No. 1 spot in the HCG France customer relations – *Les Échos* Top 200 for customer relations in 2024.

25.01
Nation Data Center launches the construction of the first data center in western France.

APRIL

19.04
The Qwartz shopping centre celebrates its 10th anniversary.

MAY

22.05
Altarea launches Access, a new generation of affordable housing to unlock access to real estate.

24.05
CAP3000 winner of the FACT trophy in the "Local CSR Initiative" category at the SIEC.

JUNE

17.06
Woodeum obtains the first carbon credits for property development in France.

19.06
Altarea Commerce and the *Établissement Français du Sang* team up to promote blood donation.

26.06
Histoire & Patrimoine lays the foundation stone for the renovation of the Domaine des Bas Buisson in Dreux.

JULY

04.07
Altarea acquires Prejeance Industrial and enhances its photovoltaic installation development platform in France.

Prejeance Industrial

21.07
AltaConvictions obtains the SRI label!

ALTA CONVICTIONS

SEPTEMBER

27.09
Altarea Entreprise announces the signature of an off-plan lease with the law firm Ashurst for the 185 Saint-Honoré real estate complex in Paris.

OCTOBER

08.10
BBCA awards: Woodeum confirms its leadership in low-carbon real estate development with 100% of its 2024 projects labelled "Excellent".

24.10
Histoire & Patrimoine inaugurates the Château de la Touche Milon.

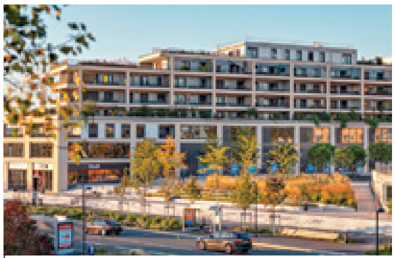
NOVEMBER

5.11
Altarea strengthens its commitment to diversity and inclusion by joining the *Association Française des Managers de la Diversité (AFMD).*

07.11
Inauguration of the Nohée residence in Toulouse Quai Saint-Pierre, developed by Cogedim.

15.11
Cogedim voted best Customer Service of the Year 2025, the 7th time it has won this award.

19.11
Altarea Commerce reinvents Sant Cugat Shopping centre.



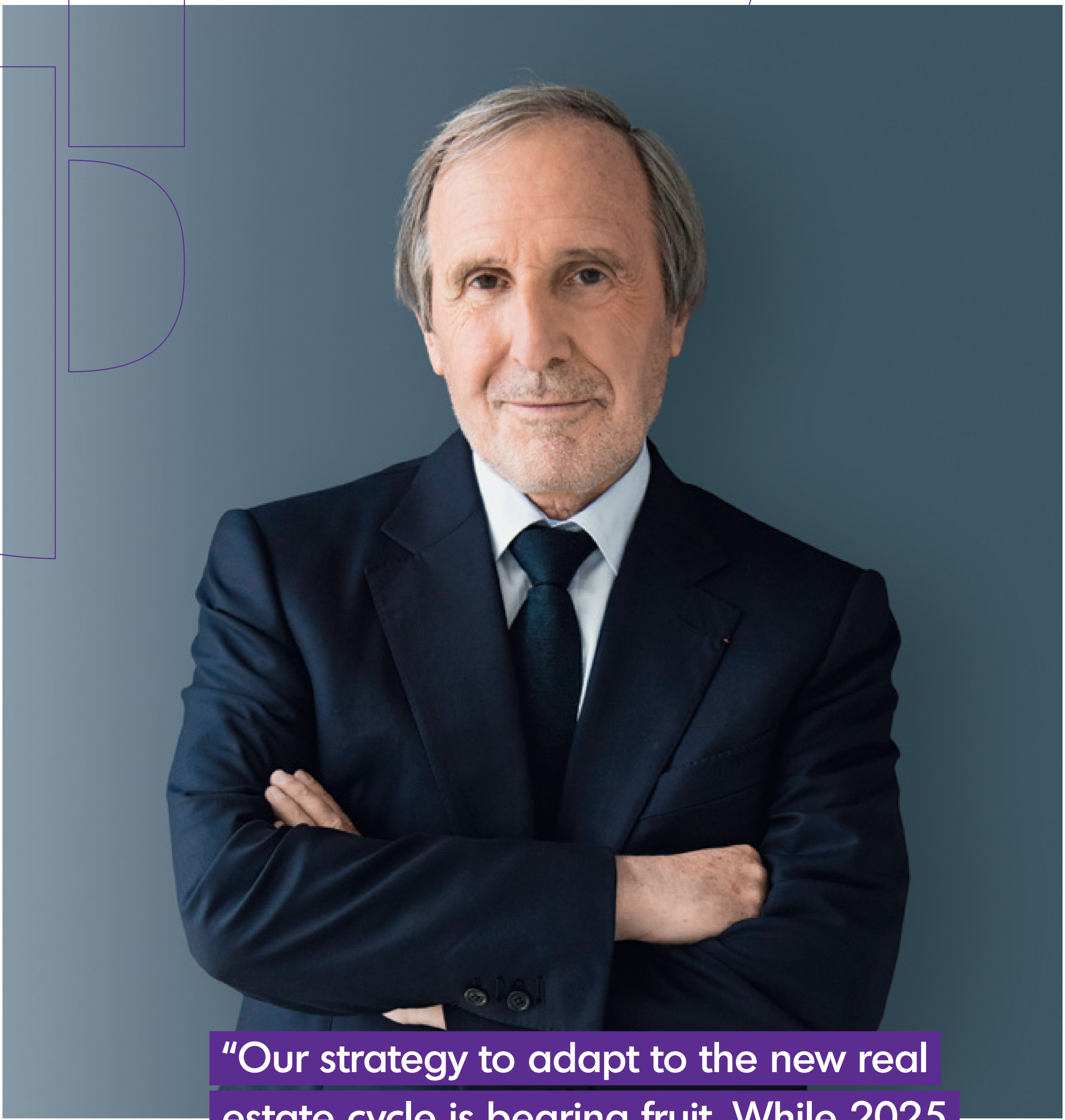
29.11
Inauguration of the Belvédère district in Bordeaux, developed by Cogedim and Altarea Commerce.

DECEMBER

02.12
Altarea announces several major divestments in logistics.

11.12
At SIMI, Altarea calls on all stakeholders, public and private, to join with the regions to boost affordable housing, particularly for first-time buyers.

19.12
Altarea Entreprise delivers "Le Bellini", the future Swiss Life headquarters in Puteaux.



"Our strategy to adapt to the new real estate cycle is bearing fruit. While 2025 will remain a challenging year, I have deep confidence in Altarea's future."

ALAIN TARAVELLA
Chairman and Founder of Altarea

18
access projects launchedin 2024 (for 1,317 housing units)

44
high-performance shopping centres operated by our Real Estate Investment Company

As anticipated, the crisis affecting the real estate sector continued in 2024, in a degraded economic and political environment. The housing crisis continues to prevent millions of French people from finding adequate housing and to affect many players in the sector. In this environment, Altarea has been able to stay the course, demonstrating its financial strength, agility and the power of its multi-business and multi-brand model.

The strategic roadmap that we defined at the end of 2022 was rolled out with rigour and determination by the entire Group. It included two main stages: in 2023 and 2024, we had to make the necessary changes to adapt to the change in the real estate cycle. Then, for the next three years, our ambition is to ramp up our historical business lines and our new businesses. Thanks to the mobilisation of all our teams, we are now on target with this trajectory.

Our retail REIT maintained its excellent operational performance in 2024. It was driven by growth in retailers' rents, visitor numbers in our shopping centres, as well as numerous successes in flow retail in stations. the Retail business is the Group's flagship and a major contributor to its robustness in this period of crisis, buying other business lines time to ready their rebound.

In Residential, we completed the sale of the old generation offer and significantly reduced our commitments in line with our targets. At the same time, we have developed a new offer for all customers. To take into account the continuous decrease in the size of French households, these mainly consist of two-and three-room apartments, whose compactness has been optimised, without compromising on comfort, quality and environmental performance. We initially focused on first-time buyers with Access. This affordable offer is a return to the fundamentals: listening to the needs of our customers, in terms of uses and purchasing power. It enables low-income households to buy a home with monthly payments close to what they would pay in rent and nothing to pay before they pick up the keys. I am particularly proud of this because we are making home ownership once again possible for young people or single-parent families for whom it once seemed impossible.

In Business Property, we had sustained activity in the Paris Region and in the other regions, while limiting our risks. In logistics, we completed two major disposals, for a total of €390 million, reaping the benefits of the growth strategy that we have been pursuing for several years in this booming market.

Our new businesses also benefited from a global investment of more than €200 million and a significant boost to their teams. With the prospect of strong progress in data centers – first data center to be delivered in early 2025 – and asset management, with five initial investments made by SCPI AltaConvictions. 2024 was also the year of acceleration in photovoltaic infrastructure.

→ Continued on page 10

€390 m
from sales of logistics assets

94 MWp
of which 61 MWp in operation and 33 under construction or awaiting connection at the end of 2024

For this activity, we now have a working organisation, with a cross-functional model of developer, asset manager and operator. In 2024, we acquired Préjeance Industrial, a French company specialising in the development of photovoltaic projects on small and medium-sized roofs, mainly agricultural sheds. We are thus able to offer our customers a comprehensive range of photovoltaic infrastructure solutions, meeting all their needs.

In terms of financial performance, our results are in line with our roadmap, with FFO of €274.1 million, up 10.5% and FFO Group share of €127.2 million, up 25.7%. We have a robust level of liquidity, stable net debt and strong ratios. We continued to improve our environmental performance indicators, with 68.6% of revenue aligned with the European taxonomy while reducing our carbon footprint.

I have deep confidence in Altarea's future.
We operate in a huge market, urban transformation, whose needs have been multiplied by the recent health, environmental and social crises. We have an ambitious corporate project based on deep convictions: all of Altarea's business lines are socially useful and we pursue them while limiting our impact on the climate and the environment as far as possible. We are masters of complex know-how and can count on a team motivated and united by a strong entrepreneurial culture. In a year that will remain difficult in view of the economic situation, our unique model will be our best asset, as it has always been since the creation of the Group more than 30 years ago. Altarea has developed a system that is unique in France, to create all the real estate products that cities need to achieve their transformation. Our financial profile, which combines two complementary financial models – investment and development – enables the Group to diversify its exposure to changing real estate cycles and to be more robust, particularly in times of market downturns.

We know that 2025 is going to be a challenging year during which we will have to strengthen our overall performance. But we are on the right track and we are ready to seize the opportunities of the new real estate cycle.

"In a year that will remain difficult in view of the economic situation, our unique model will be our best asset, as it has always been since the creation of the Group more than 30 years ago."

EDWARD ARKWRIGHT
Group Chief Executive Officer, Altarea

"My mission is to implement the Group's strategic roadmap and, in this way, to help project it into the future."

2025 will be a challenging year and Altarea's priority is to implement its strategic roadmap in the business lines while consolidating the Group's strengths.

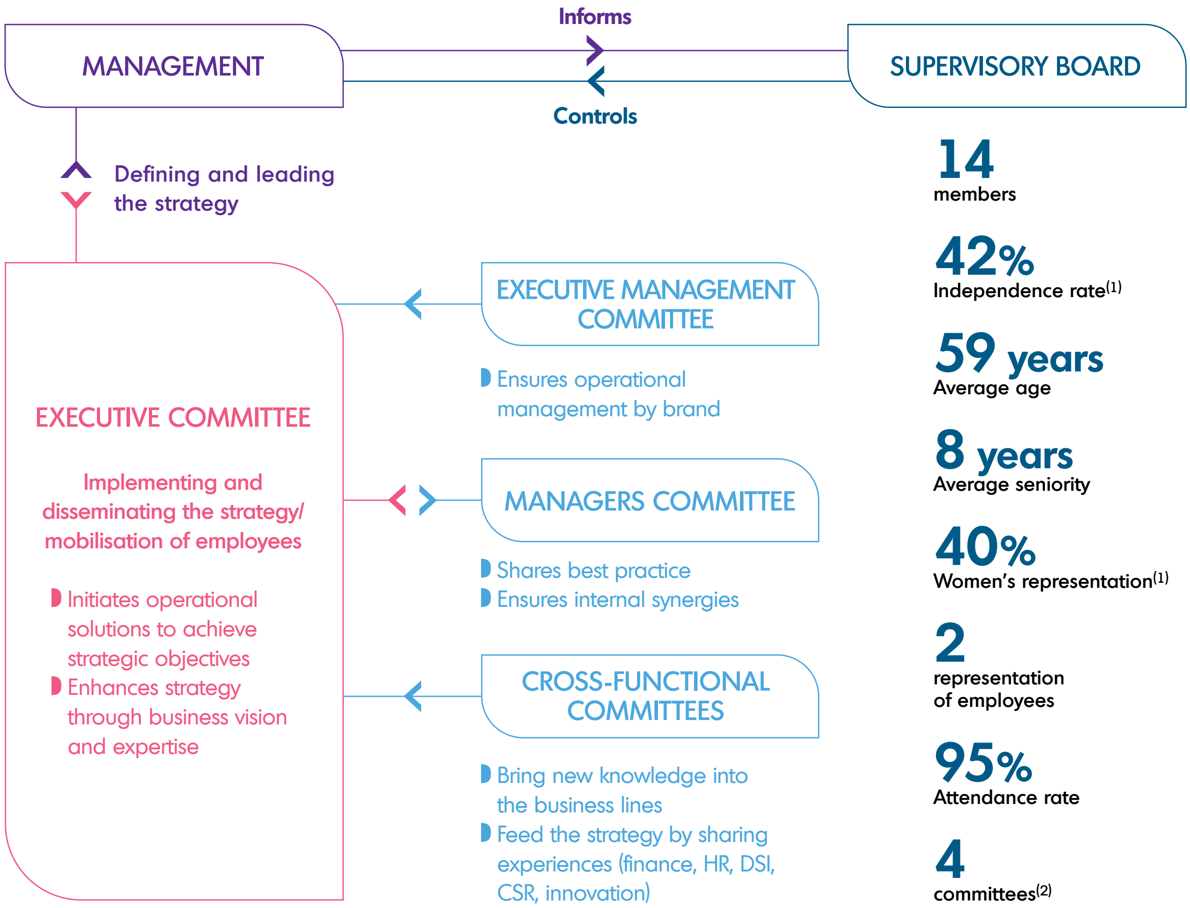
The Altarea Group and its employees have exceptional assets that make it a benchmark in the sector. An entrepreneurial spirit, a culture of calculated risk and clear-sightedness fuel strategic agility. The strength of the financial balance sheet, enabled by the investor/developer model and the Group's rigorous management, makes it easier to reallocate capital employed. Employees have the highest level of expertise and demonstrate their commitment to serving customers and the Group every day. They can rely on strong brands, environmental commitment, and a taste for innovation.

In 2025, we will continue to improve the Group's operational efficiency, by maintaining the priority given to financial discipline and risk management, and by developing collective projects. In particular, we will continue to work to restore the profitability of residential development projects, and will develop our Access offer by building on the strength of the Cogedim brand. With regard to Retail, as well as working on our assets, we will be stepping up development in railway stations. In Business Property, we will strengthen the portfolio of logistics projects and continue to promote our office expertise to our customers in the Paris Region and other regions. In the new businesses, the priorities for 2025 will be strengthening the skills platform in renewable energies and data centers, and finding partners for projects under development. Finally, we will maintain the highest standards of financial and environmental performance.

For the Altarea Group, 2025 will be a year of preparation for a new stage in its growth and its history. Alongside Alain Taravella, with the Executive Committee and Altarea employees, and drawing on the Group's unique assets, my mission is to implement this roadmap and, in this way, help to project it into the future.

Governance that supports Altarea's transformation

Led by its founding Chairman, Alain Taravella, the Altarea Group can count on a robust governance framework that serves its strategic ambition: to be the leader in low-carbon urban transformation. Structured around the Management, embodied by Alain Taravella and Edward Arkwright, Group Chief Executive Officer, a Supervisory Board, an Executive Committee and three business line management committees, its ensures the smooth running of the Group over the long term.



HIGH STANDARDS OF BUSINESS CONDUCT

A dedicated Ethics Committee, chaired by the Group Chief Executive Officer and composed of the Director of Human Resources and the Ethics Officer, oversees the Group's compliance program. The main objective is to apply zero tolerance for unethical practices. To this end, the Group has drawn up and deployed an Ethics Charter, which is communicated to all employees. It lays down the principles of professional ethics that guide the behaviour of Group employees in their relations with external stakeholders.

A whistleblowing line, open to all employees and third parties, makes it possible to report any behaviour that is illegal (corruption, bribery, etc.) or clearly contrary to the principles of the Charter. The reports reported are analysed by the Ethics Officer, who carries out the necessary investigations, reports to the Ethics Committee and proposes the appropriate remedial actions for each situation.

(1) Excluding members representing employees in line with the AFEP-MEDEF Code recommendations.
(2) Audit and CSR Committee, Appointments Committee, Compensation Committee, Investment Committee.

CHRISTIAN DE GOURNAY

Chairman of the Supervisory Board of Altarea

In a difficult environment for the residential market, the Supervisory Board congratulates the whole company for taking the action required to successfully adapt the organisation to a new order volume of 8,000 housing units per year (down by 30% compared to 2021).

With the Access range, the Group has been able to create a disruptive offer on the market, by focusing on the main constraint on buyers: monthly mortgage repayments tin line with the cost of rent. In Business Property, Altarea had some big successes in 2024, notably with the disposal of three logistics sites at the end of the year. Its Retail activities posted very solid performance and profitability, supporting the less dynamic performance of the other business lines. The Group has also continued the gradual development of its new businesses according to the trajectory it has set.

In 2024, the Supervisory Board carried out its duties by addressing a variety of strategic issues at its quarterly meetings. For example, it closely monitored the development of Altarea's new business lines, particularly in the data center and renewable energy markets, and by being consulted on the acquisition of Prejeance Industrial.

The "Upper Montparnasse" office project was also presented in detail to the members of the Board: covering 55,000 m^2 above the Paris-Montparnasse station, this operation is revealing of Altarea's agility and its ability to innovate in Business Property, with increased visibility on the market, and the prospect of new opportunities.

Thanks to a dedicated discussion time, the Board was also able to gain an in-depth understanding of the issues related to the implementation of the objectives of the Corporate Sustainability Reporting Directive (CSRD). This is a powerful lever for steering the Group's sustainability performance and a valuable management tool for carrying out the necessary low-carbon transition and CSR actions over the next three years.

As every three years, a review of the Supervisory Board's work was carried out by an independent consultant. It highlighted the quality and transparency of the information provided by the Management on strategy, activity and results; progress made in good governance practices; and the commitment of Board members to the Company and its values.

Our impacts as seen by our Executive Committee

"As anticipated, the crisis affecting the real estate sector continued in 2024, in a degraded economic and political environment. Despite the context, Altarea has been able to stay the course, demonstrating its financial strength, agility and the power of its model. We know that 2025 is going to be a challenging year during which we will have to strengthen our overall performance. But we are on the right track and ready to seize the opportunities of the new real estate cycle."

ALAIN TARAVELLA
Chairman and Founder of Altarea

"This year, the Histoire & Patrimoine teams once again demonstrated their high standards, their commitment and the excellence of their know-how by delivering exceptional projects. I am thinking of the magnificent Maison Houot building in Nancy, or the Brasserie Motte-Cordonnier in Hauts-de-France, a superb building that used to house one of the oldest French breweries."

RODOLPHE ALBERT
Chairman, Histoire & Patrimoine

"The evolution of Altarea IM illustrates the Group's tremendous ability to diversify to create new growth drivers. In 2024, we celebrated the first anniversary of our SCPI AltaConvictions, with rising inflows and our first investments. The SCPI also obtained the SRI label and posted a yield of 6.5% in 2024, which positions it solidly to continue its development."

BAPTISTE BOREZÉE
Deputy CEO of Altarea

"Altarea has exceptional assets, that make it a benchmark in the sector. 2025 will be a year of preparation for the Group's next stage, enabling it to continue its growth. Alongside Alain Taravella, with the Executive Committee and all employees, my mission is to implement the Group's strategic roadmap and, in this way, help to project it into the future."

EDWARD ARKWRIGHT
Group Chief Executive Officer, Altarea

"Despite the crisis in the residential market, Altarea has resisted the temptation to focus solely on social and economic issues. The Group is of course responding to these challenges in all its business lines, by devising innovative solutions such as the Access offer, which removes the barriers to home ownership. But it also continues with an equally strong determination to strengthen its positive environmental impacts. For example, the percentage of our revenue aligned with the European taxonomy increased to 68.6% in 2024, compared to 48.1% in 2023. And we are staying the course, because the future of our business lines lies in low-carbon and inclusive urban transformation."

NATHALIE BARDIN
Director of Strategic Marketing,
CSR and Innovation, Altarea

"In 2024, we completed two major logistics transactions, that have enabled us to reap the benefits of our growth strategy in this booming market. Today, we are pursuing our ambitions, with a pipeline of projects under development of 650,000 m². In office property, activity was strong throughout the year, in the Paris Region and in the other regions. In particular, we obtained the building permit for Upper Montparnasse, an emblematic 55,000 m² building which will be fully restructured over the coming years."

ADRIEN BLANC
Chairman of Altarea Entreprise

"In 2024, we significantly accelerated the development of the new businesses. For photovoltaics, the year was marked by the acquisition of Préjeance Industrial, specialising in small-scale projects on farm building roofs, and developing a significant pipeline now covering a full range of infrastructures. We have also taken an important step in the development of a sovereign, local and responsible network of data centers. Work has started on a first site in Brittany and we are studying larger hyperscale projects.»

LUDOVIC CASTILLO
Chairman of the Management Board of Altarea Commerce, Chairman of Altarea Energies Renouvelables and Chairman of Altarea Data Center

"Amid the still deep real estate crisis, after a year in 2023 devoted to reducing risks and winding up the previous cycle, in 2024 we readied Altarea to return to growth on a new basis. The Group's results are up and its financial position is particularly strong, with robust liquidity and stable debt."

ÉRIC DUMAS
Chief Financial Officer, Altarea

"Employees are Altarea's biggest asset because they embody the real estate know-how and entrepreneurial culture that have always made the Group successful. As we enter a new real estate cycle that requires an in-depth transformation of our historical businesses and support for the rise of emerging activities, we are more committed than ever to developing an innovative HR policy based on four priorities: continuous training of our talents to rise to the new real estate challenges, support for their career paths, special attention to the quality of life at work and sharing the value created as part of a strong social contract."

KARINE MARCHAND
Director of Human Resources, Altarea

"The year 2024 was marked by an excellent performance by our retail REIT, with green lights on all our key indicators: tenants' revenue, net rental income and occupancy rate. These results are the result of the unwavering commitment of our teams, our partners, and the trust of our customers. Across our five asset classes, we have the ability to create vibrant, attractive and sustainable spaces for consumers and retailers alike. This is a real strength on which we will continue to capitalise."

RODRIGO CLARE
Chief Executive Officer of Altarea Commerce

"Launched in 2024, our new Access offer marks a radical change in the residential market. Designed 100% according to the lifestyles and purchasing power of our customers, it is means the majority of people can once again own their home. It is a concrete response to the urgent need for housing for young people and single-parent families."

VINCENT EGO
Chief Executive Officer of Altarea Promotion and Chief Executive Officer of Cogedim

"Woodeum is continuing its drive for innovation, that improves quality, with a major challenge: making timber and low-carbon construction accessible to all in a tight market. Thanks to their use of wood means, all Woodeum projects can expect to attain at least the 2028 threshold of the RE2020 regulations or the BBCA label. By obtaining the first carbon credits for new buildings in France in 2024 on an initial three residences, we are demonstrating our desire to always be one step ahead of decarbonisation challenges.»

JULIEN PEMEZEC
Chief Executive Officer, Woodeum

Employees, more than ever Altarea's biggest asset

PILLAR 1

Altarea, a university for urban transformation

With unrivalled multidisciplinary expertise, Altarea is now a leading employer in the real estate sector. To continuously develop this know-how, cultivate the talent pool we will need to support the sector's rebound and enable the ramp-up of new businesses, we have made employee training one of the priorities of our HR policy. Almost all employees receive at least one training session per year a the Altarea Academy, a significant proportion of which is provided by in-house experts. Several schemes have also been set up to promote exchanges between business lines and between brands. Each year, nearly 300 to 500 work-study students are trained within the Group, some of whom will be recruited at the end of their studies. Altarea has also set up a Graduate Program for young graduates who have the opportunity to complete an 18-month personalised career path in three different business lines. Each new cohort of employees gets an induction programme lasting several days which introduces them to all the Group's business lines as well as its history and values. This course includes visits to real estate projects and assets, discussion with the members of the Executive Committee and ends with an exchange with the Chairman and Founder of Altarea. Depending on the year, this experience can involve several hundred newly recruited employees, sometimes joined by former employees wishing to update their knowledge of the Group, its business lines and its challenges.

PILLAR 2

Sharing value is at the heart of the Altarea model

Sharing the value created is an integral part of Altarea's business model. It is based on a comprehensive system, notable for a proactive employee shareholding policy that includes:

- the best compensation in the sector, with particular attention paid to gender-equal pay for equivalent positions;
- a profit-sharing system comprising financial and non-financial criteria aligned with those used to determine the variable compensation of the Management;
- an FCPE (Company Savings Fund) invested in Altarea shares on favourable terms, which employees can top up with additional sums if they wish.
- an option for employees who so wish to receive all or part of their bonuses in the form of Altarea shares (AGA) on favourable terms with a matching contribution from the employer under certain conditions;
- a systematic free share distribution policy as part of medium-term plans, part of which is conditional on continued employment and part on the achievement of collective and/or individual targets.

Shares granted to employees represent between 200,000 and 300,000 Altarea shares each year, i.e. approximately 1.0% to 1.5% of the share capital. More than 70% of the Group's employees are shareholders and employee shareholdings represented 4.3% of the share capital at the end of 2024.

PILLAR 3

"Tous Altaréens!"

We pay particular attention to the quality of life and working conditions of our employees. We have been awarded Top Employer certification for four years, thanks to the daily support of a hands-on HR team that works closely with employees. It is also reflected in the coordination of a close-knit collective, sharing an entrepreneurial culture and a sense of social utility, which is embodied in the "Maisons Altarea" in Paris and in the regions. Altarea's head office, located in the heart of Paris at 87 rue de Richelieu, is a true demonstration of the Group's office expertise. It brings together the 1,200 employees working in the Paris Region on a 16,000 m² site with an exceptional location and particularly pleasant working conditions. Everything has been designed to promote collaborative work, exchanges between brands and the integration of young employees. The "Maison Altarea" has many meeting spaces, a spectacular exterior and a wide range of catering and other services. Employees benefit from unique infrastructures including a 280-seat auditorium operated by a third party and available for the Group's private use. Designed first and foremost as a powerful working tool for employees, the "Maison Altarea" is also a showcase of the Group's know-how and a media hub for all of its brands. In 2024, "Maisons Altarea" were established throughout France, to promote cross-functionality between the teams of the various brands in the regions.

Employees are the Group's biggest asset, embodying the real estate know-how and entrepreneurial culture that have always made Altarea successful. Through an innovative HR policy, we strive to continually train our talents, support evolving career paths, pay particular attention to the quality of life at work and share the value created as part of a strong social contract.

216
employees who benefited from internal mobility (internal mobility represents 67.4% of positions filled in 2024)

30
employees hired for their first job (i.e. 19.1% of employees hired in 2024)

19,958
hours of training provided in 2024 (87.6% of employees received training)

4.3%
of the share capital held at the end of 2024 by employee shareholders

200,000 to 300,000
Altarea shares awarded each year to employees as compensationn

€64,523
average gross annual compensation for employees

29.8%
of women on managers committee

GRADUATE PROGRAM — Sixth cohort of the Graduate Program. This programme, designed to attract new talent, is rolled out over 18 months with three rotations within teams and across business lines.

Develop and invest for low-carbon urban transformation

Altarea's corporate project combines two complementary financial models: Investing in activities that create value over the medium term and continuously developing projects within its activities. Together, they enable the Group to diversify its exposure to different real estate cycles, optimise its capital employed and reduce its financial risks.

OUR ACTIVITIES	ALL RETAIL	ALL RESIDENTIAL	ALL BUSINESS PROPERTY
OUR COMPLEMENTARY MODELS	INVESTMENT	INVESTMENT / DEVELOPMENT	INVESTMENT / DEVELOPMENT
OUR OFFERS An unrivalled range of real estate products	◗ Major destinations (shopping centres and shopping-leisure centres): size, depth of offer, leisure shopping, entertainment ◗ Large retail parks: the best proximity/price ratio ◗ Retail infrastructure in stations: a natural, massive, continuous footfall with revisited assets ◗ Convenience stores: as part of residential or large mixed-use projects	◗ Altarea is number two in the Residential Development market in France through a comprehensive multi-brand range and national coverage: new entry-level, mid-range and high-end housing, social/free housing, serviced residences for seniors and students, property renovation and refurbishment. ◗ All customers: private sector and social housing institutional investors, individual buyers and investors ◗ All rental investments: Pinel, furnished non-professional rentals, historic buildings, etc.	◗ A complete range of 1,500 m² offices at 70,000 m²: head offices, multi-occupant buildings, high-rise buildings, hotels, business and industrial premises, schools and campuses ◗ An offer tailored to both the Paris Region and regional cities
OUR STRATEGY & PRIORITIES 2025-2026	◗ **Continuation of the asset management policy to optimise the profitability of capital employed** ◗ **Leverage resilience and recurrence to drive strong business performance**	◗ **Respond to the declining property purchasing power of individuals with an affordable, low-carbon and profitable new generation offer that also meets the expectations of institutional investors (social housing or free intermediate housing (LLI))** ◗ **Focus our efforts on middle-class first-time buyers by deploying the Access range and its innovative and attractive loan financing offer** ◗ **Staying the course of customer satisfaction**	◗ **Take a position upstream of projects where value creation is greatest and optimise risk-taking** ◗ **Ensure the proper execution and delivery of the ongoing pipeline** ◗ **Develop service delivery operations**
2024 ACHIEVEMENTS	◗ Continued solid operational momentum for our REIT with rental income of €243.5 million ◗ Growth in footfall (+1.5%) and tenants' revenue (+4.2%) ◗ Multiple successes in travel retail in stations (including concession extensions)	◗ Roll-out of the Access affordable housing offer, to make home ownership possible once again for first-time buyers, especially young people ◗ New orders: 7,601 units (down 5%) due to historically low supply levels	◗ Signing of major rental transactions on our Grand Paris assets: – Off-plan lease signed for the 185 rue Saint-Honoré (6,100 m²) in Paris – Lease of 8 floors of Landscape, raising the occupancy rate to 56% ◗ Delivery of the Bellini, future headquarters of SwissLife ◗ Delivery of four buildings in the Regions

OUR COMPLEMENTARY MODELS

INVESTMENT

Altarea favours investments in operational know-how that creates the most long-term value in its business lines.

DEVELOPMENT

Altarea has comprehensive and recognised expertise throughout the value chain of real estate project development, developing assets for sale to users or to investors or on its own behalf.

ALL LOGISTICS	ALL DATA CENTERS	ALL PHOTOVOLTAICS	ALL REAL ESTATE SERVICES
DEVELOPMENT	INVESTMENT DEVELOPMENT	INVESTMENT DEVELOPMENT	INVESTMENT
◗ Large-scale platforms to support the development of distributors and e-commerce players ◗ Multi-user hub: logistics spaces along major roads	◗ Strong growth market, driven by the desire of many players to relocate their data storage to national territory ◗ Shortage of products, particularly in "eco-responsible" data centres (self-generation and energy recovery, connection with urban heating networks, etc.) ◗ Increased need for data centers to cope with the emergence and development of AI	◗ A promising, fast-growing market ◗ An expert team, being strengthened ◗ Tactical acquisitions to accelerate the internalisation of operational know-how ◗ Different types of infrastructure (photovoltaic roofs, photovoltaic shades, ground-based photovoltaic plants, agrivoltaic systems, agricultural sheds)	◗ Altarea Investment Managers (AIM): the SCPI AltaConvictions fund, which makes it possible to invest in all growth sectors ◗ Real estate debt fund in partnership with Tikehau: financing of a wide range of real estate assets (offices, retail, industrial assets, housing, logistics and hotels) ◗ Altarea Solutions & Services, which guarantees tailor-made support to all its customers at each stage of their real estate journey
◗ **Large platforms and hubs: deliver the pipeline and seize disposal opportunities**	◗ **Develop a pipeline of a dozen shared data centers and support the development of hyperscalers in France** ◗ **Opening of a first data center in Rennes in spring 2025**	◗ **800 MWp under management** ◗ **Search for partnership agreements to share projects**	◗ **Target of a payout ratio of 6.50% for SCPI AltaConvictions**
◗ €390 million generated with two disposals completed ◗ A pipeline of projects under development, representing 650,000 m² of which 310,000 m² have been granted building permits	◗ 2 projects under development	◗ Acquisition of Prejeance Industrial to consolidate the Group's expertise in medium- and small-scale photovoltaic projects (for an enterprise value of €140 million) ◗ 800 MWp secured including 94 MWp of which 61 MWp in operation and 33 under construction or awaiting connection at the end of 2024 ◗ Receipt of the first revenue from the sale of electricity	◗ Continued collection of AltaConvictions ◗ First investments in commercial assets, business premises and industrial assets by AltaConvictions ◗ SRI certification obtained by SCPI AltaConvictions

A comprehensive and diversified low-carbon urban transformation model

WE MOBILISE OUR STRENGTHS…

ENTREPRENEURIAL DNA

- Share of capital held by Alain Taravella: 45.9%
- Share of capital held by employees: 4.3%

SKILLS PLATFORM

Presence across the entire real estate value chain enabling the development of multi-business expertise

"TOUS ENGAGÉS" CSR APPROACH

Commitment of all of the Group's business lines to business transformation

A RESILIENT MODEL

The specificity of Altarea's model remains its ability to withstand shocks through the diversity of its real estate activities. The Group's sources of revenue are diversified and complementary

… AND OUR RESOURCES

FINANCIAL RESOURCES

- Total equity: €3,163 million (of which €1,694 million Group share)
- Available cash: €2,530 million
- Net financial debt: €1,681 million
- Net rents from Retail tenants: €216.4 million

HUMAN RESOURCES

- Number of employees: 1,981
- Number of work-study students/interns: 302
- The Digital Academy: employee training via the digital academy, Altarea's innovative training platform

ENVIRONMENTAL RESOURCES

- Raw materials (iron, sand, wood, energy, water, soil)
- Altarea benefits from several ecosystem services: protection against extreme climate events, supply of water and biosourced resources or even the contribution in kind increasing the attractiveness of projects.
- Total energy consumption: 126,893 MWh (−12.2% vs. 2023)
- Share of renewable energy in the energy consumed: 93%

REAL ESTATE RESOURCES

- Total retail assets under management: €5.3 bn (of which €2.3 bn Group Share)
- Number of housing units: reserved 7,601
- €1,875 million in value of home reservations
- Number of m^2 managed or in progress in logistics: 650,000 m^2

OUR AMBITION | is to be the key player in

In order to deploy its strategy and meet the major challenges of urban transformation, the Group relies on solid assets and a multi-business model with new businesses, constituting solid growth drivers.

… SERVING TWO COMPLEMENTARY AND HIGH-PERFORMANCE MODELS…

INVESTMENT **DEVELOPMENT**

ALL RETAIL

For retailers, visitors

- 1,900 shops offered to visitors
- +4.2% increase in retailer revenue
- +1.5% increase in footfall at Retail assets

ALL RESIDENTIAL

For home buyers and investors, occupants of housing and residences

- 120,000 people housed for 5 years
- 4,100 seniors housed in our residences
- 8,400 people with access to social/intermediate housing
- 3,800 students housed in our student residences
- 1,317 housing units launched under the Access offer

ALL BUSINESS PROPERTY

For business users

- 310,000 m^2 project pipeline in the Regions
- Development of services

ALL LOGISTICS

For all individuals, investors, partners

- 2 disposals completed for €390 million

ALL DATA CENTERS

For business users

- 15 responsible data centers developed

ALL PHOTOVOLTAICS

For electricity purchasers, the electricity distribution network

- 94 MWp of which 61 MWp in operation and 33 MWp under construction or awaiting onnection at the end of 2024

ALL REAL ESTATE SERVICES

For investors

- 6.5% return for our SCPI AltaConvictions fund
- SRI certification obtained by AltaConvictions

… TO MAXIMIZE OUR VALUE CREATION

INVESTORS & PARTNERS

- Maintain limited risk exposure for office activities
- Excellent operational performance in Retail

INTERNAL

Employees

- €187.5 million in salaries and social security contributions
- 100% of employees took part in a learning action
- Certifications: Top Employer, Youth Employment, Happy Trainees
- 19,958 hours of training for employees

Shareholders

- €8.0 dividend per share(1)
- €2,768.5 m revenue
- €127.2 million in FFO (income)

ENVIRONMENT

The planet

- Percentage of revenue aligned to European taxonomy: 68.6%
- −50% reduction in GHG emissions (Scope 1, 2, 3) since 2019
- 100% of shopping centres are certified BREEAM® in-Use have a biodiversity action plan
- 12% reduction in energy consumption per m^2 compared to 2023
- 10 shopping centres equipped with electric vehicle charging stations as part of the partnership with Electra

SOCIETY

Local authorities and government

- 32% essential retail in each asset on average (by surface area)

Local communities

- 46,500 direct and indirect jobs created by the Group's activities

Regulator

- Participation in sector bodies promoting sustainable development to anticipate changes in regulations (ParisActionClimat/Université de la Ville de Demain/Label'ID)

SUPPLIERS & SERVICE PROVIDERS

Site workers (project management, tradespeople, etc.)

- 80% of the Group's purchases come from companies located less than 100 km from the purchasing site

(1) Subject to approval by the General Shareholders' Meeting of 5 June 2025.

low-carbon urban transformation

An in-depth analysis of our sustainability challenges

In 2024, Altarea carried out in-depth work to comply with regulatory changes in ESG reporting. This work, which mobilised all internal decision-makers, made it possible to consolidate the Group's understanding of its priority issues. These issues can be grouped into two challenges: environmental sufficiency and social utility. It is on these two areas that Altarea is focusing its actions to generate a positive impact.

As part of the preparation of its Sustainability Report to comply with the ESG reporting requirements expressed by the Corporate Sustainability Reporting Directive (CSRD), Altarea carried out a double materiality analysis. This consists of a detailed study of ESG issues – Impacts, Risks and Opportunities (IRO) – to identify those that are material for the Group. These are both those on which the Group has a significant positive or negative impact (materiality impact) but also those that have a major financial impact for the Group (financial materiality). For these issues determined as material, the Group then ranked their relative importance through a rating process that is graphically reflected in the materiality matrix.

106
IRO analysed and rated by Altarea including 56 equipment

20
stakes identified as material

A BALANCED IMPACT ON SOCIAL ISSUES AND ENVIRONMENTAL

The materiality analysis shows that Altarea's impact is focused on two key areas: social utility and environmental sufficiency. Altarea's action therefore responds as a priority to these challenges, with a CSR strategy that is translated into policies and action plans responding to the various related issues. At the social level, Altarea works by continuously improving its positive impact by meeting the essential needs of its customers (housing, purchasing power, ageing well, etc.). In addition, through its projects, it contributes to the public interest of populations and regions, to strengthen social cohesion, contribute to local development and support their transformation. For its employees, Altarea implements an HR policy aimed at providing them with a fulfilling work environment. From an environmental standpoint, Altarea monitors carbon indicators that make it possible to assess the contribution of the Group's activities to climate change mitigation and to measure its adaptation to its effects. More generally, the Group manages its performance based on its environmental challenges (preservation of biodiversity and water resources, waste management, etc.).

OUR DOUBLE MATERIALITY MATRIX

Overview of our performance and impacts

FINANCIAL PERFORMANCE

- **€2,768.5 m**
revenue
- **€127.2 m**
FFO
- **9.8%**
Group operating margin

- **€6.1 m**
net profit, Group share
- **€8.0**
dividend per share[1]

- **€2,530 m**
available cash at the end of 2024

- **€1,681 m**
net debt
- **4 years**
and 6-month average duration of bank and bond debt

SOCIAL UTILITY

- **120,000**
people housed for 5 years
- **1,317**
housing units launched under the Access offer

- **4,100**
seniors living in our serviced residences
- **3,800**
students housed in our student residences

(1) Subject to approval by the Shareholders' Meeting of 5 June 2025.

ENVIRONMENTAL SUFFICIENCY

18
Average number of essential stores in each Altarea Commerce shopping centre (i.e. 32% on average per shopping centre)

13,000
jobs in the Group's commercial assets

46,500
direct and indirect jobs generated by the Group's activities

94 MWp
of which 61 MWp in operation and 33 MWp under construction or awaiting connection at the end of 2024

776
thousands of tCO_2e — Group carbon performance (scopes 1, 2 and 3), i.e. a decrease of 50% vs. 2019 (reference year)

1,155
$kgCO_2e/m^2$ the Group's carbon intensity per unit area, i.e. a reduction of 16% since 2019

68.6%
share of revenue aligned with the European taxonomy

280
gCO_2e generated for each €1 of revenue (economic carbon intensity)

100%
of the assets of our Retail real estate company were the subject of an update of their climate and physical risk audit in 2024

10
shopping centres equipped with charging stations for electric vehicles (as part of a partnership with Electra)

59%
of waste recovered in our Property Development business

51%
of the waste generated by our shopping centres was recycled (36% of which is material and the rest is composted and methanised)

100%
of Histoire & Patrimoine projects are refurbishments (82% for Altarea Entreprise projects)

36%
of Woodeum projects rendered permeable with an exposed soil ratio higher than the original site

100%
of BREEAM® in-Use certified shopping centres have a biodiversity action plan

44%
of Business Property projects underwent an ecological assessment by an independent ecologist

1

2024 BUSINESS REVIEW

1.1 Altarea, leader in low-carbon urban transformation

Since the creation in 1994, Altarea has had a strong corporate project based on deep convictions, its complex know-how and an entrepreneurial mindset. Today, the Group is the leader in low-carbon urban transformation with an unrivalled model.

1.1.1 Altarea, an unrivalled model

A huge market

The successive crises of recent years (health, environmental, social) have highlighted the need to thoroughly rethink the organisation and the way our cities should work. Many real estate infrastructures have become obsolete and have to be transformed to adapt to the changes in use that affect all real estate products, to low-carbon revolution and to global climate change.

All of Altarea's know-how is focused on developing real estate products that address all these issues within a complex economic equation to support cities to be actors in their own transformation, either through successive touches or on the scale of entire neighbourhoods. Altarea thus holds a key position in the immense urban transformation market, for which entry barriers (technical, administrative, financial and environmental) are high.

Building the city

Altarea has developed a system that is unique in France, to design and produce all the real estate products that shapes our cities. It offers a particularly wide product range:

- Residential: new housing of all types, managed residences, coliving, "tiers-lieux", historical buildings throughout France (Paris Region, major cities and medium-sized cities);
- Retail: large shopping and leisure centres, retail parks, travel retail in railway stations and convenience stores;
- Business property: offices of all formats, logistics platforms, business and industrial premises, hotels, schools and campuses;
- Photovoltaic infrastructure: complete range of solar power plants integrated into buildings, solar car park shades, agrivoltaic systems;
- ecoresponsible Data centres of all sizes in colocation or hyperscale versions.

This unique offer is a major strength of the Group in discussions with local authorities about all their development and transformation issues.

A robust financial profile combining two complementary models

Since its creation, Altarea's business model is built on two pillars with complementary financial profiles: Investor and Developer.

Investor model

Altarea is a Retail REIT with SIIC status [(1)]. This business mobilises 71% of the Group's capital employed at end-December 2024 [(2)]. Altarea distinguished itself by putting in place a strategy of joint ownership of its portfolio with long-term financial partners. The volume of assets under management thus amounted to €5.3 billion at the end of 2024, of which €2.3 billion Group share. This strategy enables it to extract the full value of its operational expertise from the volumes under management and to optimise the profitability of its capital employed in Group share.

In Business Property, the Group makes counter-cyclical directional investments in offices and logistics in particular. Altarea's strategy is to rely on its strong balance sheet to take an upstream position of projects where value creation is the greatest, and to apply its know-how on project setup to optimize its risk-taking.

Altarea also designs and manages real estate funds, both private (AltaFund [(3)] and ATREC [(4)]) and public (SCPI Alta Convictions [(5)]) in which the Group often remains itself a minority investor.

More fundamentally, since its creation, Altarea has preferred investments in operational know-how, which create the most value over the long term, particularly in its real estate developer business.

Developer model

Altarea has comprehensive expertise in the development of real estate projects both for sale to their final users or to investors and on its own behalf.

The Group is thus the number two French residential developer through its consumer brands (Cogedim, Woodeum, Histoire & Patrimoine).

Altarea is also a leading player in the Business Property market as a developer or service provider. In previous cycles, Altarea was one of the main developers of new/restructured offices in the Paris Region and other regions of France. Now it is one of the leading developers of major logistics platforms in France.

More recently, Altarea has extended its development activities to two new markets: photovoltaic infrastructure and data centres.

(1) Société d'Investissement Immobilier Cotée (listed real estate investment company).

(2) Amounts at market value.

(3) Discretionary business real estate investment fund created in 2011 sponsored and operated by Altarea.

(4) Altarea Tikehau Real Estate Credit - First fund from the real estate debt platform created in 2023 in partnership with Tikehau Capital.

(5) First retail fund launched at the end of 2023 positioned on the theme of the new real estate cycle without stock or pre-crisis financing.

A diversified and agile model

The combination of these two financial models, Investor and Developer, allows the Group to diversify its exposure to the various real estate cycles with an optimized return on capital employed and a lower financial risk than a pure-play developer, particularly in periods of market downturns.

A strong entrepreneurial culture

Altarea's culture is driven by its President and Founder, whose family holds nearly 46% of the capital.

The "Altarea mindset" is also characterized by high standards and respect for work. Its corporate culture is fundamentally focused on innovation, agility and calculated risk-taking but also and above all on the customer satisfaction, their needs and desires.

The Altarea collective is united by a strong social contract, built around the content of the work, the meaning given by the social usefulness of the corporate project and the sharing of the value created.

Lastly, this corporate culture is reflected in the Group's governance, which is the cornerstone of its success. Altarea is organized as a *Société en Commandite par Actions* (Partnership Limited by Shares), in which the Executive Management is subject to the permanent oversight of a Supervisory Board. This status makes it possible to maintain the Group's long-term shareholding and guarantee its strategic freedom while establishing a stable balance between the different categories of shareholders (family, institutionals, individual and employee).

A culture of environmental responsibility

Real estate is an intensive sector for consumption of non-renewable resources, particularly carbon resources. As a leader in the urban transformation market and a true architect of the low-carbon city, Altarea puts itself on the front lines of the battle against climate change by offering particularly energy-efficient real estate products. The Group's projects are designed to minimize environmental impact throughout their life cycle (construction, use, dismantling, recycling).

The Group has done in-depth work on its environmental performance indicators in terms of carbon accounting (1) and the european taxonomy (2). This approach enables it to reliably measure progress made and set objectives to be achieved by each business as part of targeted action plans.

Altarea's bank financing includes criteria for alignment with its environmental performance. Alignment with the taxonomy and carbon performance objectives have also been integrated into the compensation of employees and Management (3), testifying to Altarea's commitment to environmental efficiency.

Aware of its environmental responsibility, Altarea considers that the Group's consumption of non-renewable resources is fundamentally justified by the social usefulness of its corporate project.

1.1.2 Social utility at the heart of Altarea's corporate project

The social usefulness of the corporate project is at the heart of Altarea's model, which acts in the interest of its customers and employees as well as in the public interest.

Meeting the essential needs of its customers (4)

Altarea satisfies essential needs (housing, work, consumption) of very different customers and delivers every time the response meeting their needs and expectations in terms of usages and, in particular, of their purchasing power.

A wide range of customers

Altarea directly and indirectly serves a wide range of customers with very varied expectations.

Individuals:

- buyers of their main residence (first-time and second-time buyers) looking for pleasant, affordable and well-designed housing to live inside and build asset and wealth;
- individual investors who want to increase their savings over the long term;
- visitors to shopping centres looking for a broad and competitive commercial offering;
- employees using workspaces designed by the Group.

Companies:

- users of the offices or logistics platforms designed by the Group;
- local, national and international retailers who are tenants in our stores;
- institutional investors looking for high-performance investment vehicles.

Communities

Altarea sees local authorities as customers as well, their issues must be considered at both project and territorial level, in order for Altarea to better support them in their development and transformation.

(1) *Altarea has developed a "percentage-of-completion" carbon accounting system that is particularly suited to the Property Development sector, using the same databases as those used for financial accounting.*

(2) *The european taxonomy is a particularly demanding universal standard (all sectors) that incorporates multi-criteria environmental analysis (energy efficiency, adaptation to climate change, water, circular economy, biodiversity and ecosystems, pollution).*

(3) *Notably through the Group Profit-Sharing Agreement and in the variable remuneration criteria for Management (Say on Pay).*

(4) *See ESRS S4, Consumers and end-users, of the sustainability report.*

Adapting to changes in society and practices

Altarea strives to respond as early as possible to changes in society and in its customers' practices:

- residents of Altarea homes appreciate their comfort and functionality, which has been fully designed to meet their needs and expectations (1). The Group's housing units are modular and adapted to the socio-demographic changes in French society (size of households, ageing population). Their design is optimized to maximize the well-being of occupants, particularly in terms of summer comfort and indoor air quality. The programmes developed by the Group systematically include individual or collective outdoor spaces, an aspiration that has been strengthened since the lockdown;
- customers who visit the shopping centres managed by Altarea always find a wide range of products that are constantly renewed and match their needs and desires. The Group's shopping centres are located near living areas, close to transport hubs and the busiest urban districts and are particularly suited to multi-channel and hybrid shopping;
- the employees of the companies that use the offices designed by Altarea work in pleasant, well-connected spaces adapted for remote working, with spaces designed to promote cross-functionality and collaborative working. Particular attention is paid to natural lighting, the range of services and modularity. The projects developed by the Group systematically incorporate high environmental and technological quality requirements.

Design an affordable offer

Offering its customers products that suit their purchasing power is one of the most important challenges for Altarea. For example:

- in Retail, Altarea is a pioneer in retail parks whose competitiveness/price ratio is particularly suited to the challenges of price-conscious consumers. This retail format, focused on the needs of the family, with a simple but qualitative operation, offers affordable rents for tenant retailers which are ultimately passed on to the end customer;
- in Residential, the Access offer is Altarea's response to the purchasing power issues of first-time buyers. This completely redesigned, affordable and sustainable residential product, coupled with innovative financing, is aimed at customers currently renting in the private or social sector who could not imagine becoming homeowners for a monthly loan repayment close or equivalent to what they were paying in rent.

Human capital, Altarea's biggest asset

Since its creation, Altarea's strategy has been to leverage its real estate know-how to support urban transformation.

This strategy has been implemented over the long term through a mix of external acquisitions and the recruitment of the sector's best talents, to whom the Group offers a strong social contract built around the content of the work, the meaning given by the social utility of the corporate project and the sharing of the value created.

Mastery of real estate know-how, the guiding principle of Altarea's history

Altarea began life in the Retail market in 1994, and immediately stood out for its innovative and pioneering approach with the Bercy Village project in the 12th arrondissement of Paris. Since its opening in 1997, Bercy Village has been (and still is) a laboratory of urban retail, combining shops and leisure activities on the site of the old Paris wine market. Subsequently, the Group developed other innovative retail formats - retail parks, travel retail in railway stations and convenience stores - mainly in France, but also in Italy and Spain.

Cogedim's acquisition in 2007 was a real turning point for Altarea, which in just a few years has become the number two French residential developer thanks to a strategy to expand the Cogedim's product range, initially focused on the high-end sector.

During the 2010s, the Group then became one of the leading office developers in France building on the know-how initially provided by Cogedim. At the same time, external acquisitions have enabled the Group to extend its operational skills to logistics platforms, rehabilitation of historical buildings and low-carbon development.

More recently, Altarea has extended its expertise to include data centres, photovoltaic infrastructure and real estate asset management through a mix of tactical acquisitions and external recruitment.

Today, Altarea is a platform of real estate expertise unrivalled in France, where nearly 2,000 professionals (2) spend their days inventing the city of tomorrow with all its component parts.

Altarea, a strong employer brand (3)

The image of the Altarea employer brand is first linked to the Group's history of bold successes and crises overcome. It is also based on the strong values promoted within the Company: agility, customer focus, excellence, taste for innovation and calculated risk-taking, and respect for work.

Joining Altarea is to participate in the construction of the city within a company renowned for its innovative projects and its entrepreneurial mindset.

The wealth of the Altarea collective

The Altarea collective has a great diversity of profiles, backgrounds and trainings.

Special attention is paid to gender balance, particularly at Managerial levels (4) and to the age distribution in order to have a balanced mix within the teams.

(1) Cogedim, the Group's flagship residential brand, was honoured in November 2024 and for the 7th time given the "Customer Service of the Year 2025" award in the "Property Development" category.

(2) Employees on permanent contracts and fixed-term contracts excluding work-study contracts.

(3) In 2024, the Altarea employer brand was awarded Top Employers France certification for the fifth consecutive year.

(4) The percentage of women in managerial roles (managing at least three open-ended contracts) is a criterion for the Group's profit-sharing. In 2024, this rate reached 35%, an increase compared to 2023.

Across all its business lines, the Group's headcount breaks down on average as follows:

- development and origination: 9%;
- sales & marketing: 19%;
- production and assets: 44%;
- operational support: 5%;
- Group support functions: 10%.

To which should be added work-study students spread over different functions who represent approximately 13% of the workforce.

A "University" for jobs in urban transformation

Altarea is an unrivalled centre of multidisciplinary expertise in real estate. This unique characteristic, combined with the culture of know-how transmission, has made Altarea a true university for urban transformation.

Each year, nearly 300 to 500 work-study students (1) are trained within the Group, some of whom are recruited at the end of their studies. Altarea has also set up a Graduate Program for young graduates who have the opportunity to complete an 18-month personalized career path in three different business lines.

Each new cohort of employees attend an induction program which, during several days, introduces them to all the Group's business lines as well as its history and values. This course includes visits to real estate projects and assets, discussions with the members of the Executive Committee and ends with an exchange with the President and Founder of Altarea. Depending on the year, this experience can involve several hundred new hires, sometimes joined by former employees wishing to update their knowledge of the Group, its business lines and its challenges.

Lastly, almost all employees receive at least one training session per year at the Altarea Academy, a significant proportion of which is provided by in-house experts (2). Several schemes (3) were set up in order to promote exchanges between business lines and between brands.

Diversified career paths

Internal mobility (4) is encouraged and appreciated because it promotes talent retention and synergies of expertise. This policy makes the Group more agile in its organization and allows to manage its skills pool in a holistic way and not just according to the specific situation of each business line.

An "Maison Altarea", in the image of the Group

Restructured by the Altarea Entreprise teams, Altarea's head office, located in the heart of Paris at 87 rue de Richelieu, is a true showcase for the Group's office know-how. It brings together the 1,200 employees working in the Paris Region (5) on a 16,000 m^2 (6) site with an exceptional location and particularly pleasant working conditions.

Everything has been designed to promote collaborative work, exchanges between brands and the integration of young employees. The "Maison Altarea" has many meeting spaces, a spectacular exterior and a wide range of catering and other services. Employees benefit from unique infrastructures including a 280-seat auditorium operated by a third party and available for the Group's private use.

Altarea prefers on-site work (7) and the average use rate of the premises is close to 75%, a particularly high figure in a context of remote working (8).

Designed first as a high-performance working tool for employees, the "Maison Altarea" is also a showcase (9) of the Group's know-how and a media platform serving its brands.

Sharing the value created

Sharing the value created is an integral part of the Altarea model. It is based on a comprehensive system whose specificity is a proactive employee shareholding policy with:

- compensation at the best levels in the sector, with particular attention paid to gender equality with equal pay for equivalent positions;
- a profit-sharing system based on financial (10) and extra-financial (11) criteria that are aligned with the criteria used to determine variable compensation for the Management;
- an Company Savings Fund (12) invested in Altarea shares on favourable terms, which employees can top up with additional sums, if applicable;

(1) For the seventh consecutive year, Altarea obtained the ChooseMyCompany Happy Trainees® label, thanks to approval ratings from work-study students and interns.

(2) In 2024, Altarea received the Silver trophy from the Learning Impact Organization Awards, which rewards the impact of training strategies, taking into account the educational model, social impact, environmental dimension and commitment of stakeholders.

(3) "Super 45" are 45-minute events during which employees present their team, their expertise, a current project or an initiative to all Group employees.

(4) In 2024, the internal recruitment rate reached 67.4% of positions to be filled (104 transfers, 90 promotions), a sharp increase from the 50.7% in 2023. This indicator forms part of the Group's profit-sharing criteria.

(5) The "Maison Altarea" concept housing all of the Group's brands is also available in the Regions, in Toulouse, Aix en Provence and Nantes, as well as soon in Bordeaux and Nice.

(6) The building at 87 rue de Richelieu covers 25,000 m^2, of which 16,000 m^2 are used by Altarea teams.

(7) The Group has adopted a partial flexoffice with 9 workstations for 10 employees, a ratio that can be adapted if necessary.

(8) The Altarea Group allows remote working for a maximum of one day per week.

(9) Cogedim has installed two show apartments for the Access range (a 3-room and a 2-room), used as a showcase for potential customers and decision-makers.

(10) Related to FFO (funds from operations).

(11) Linked to indicators of sustainable development (taxonomy and carbon intensity), HR (increase in women in managerial functions and internal recruitment) and customer satisfaction (recommendation rate).

(12) French FCPE (Fonds commun de placement d'entreprise).

- an option for employees who so wish to receive all or part of the bonus in the form of Altarea shares (AGA) on favourable terms with a matching contribution from the employer under certain conditions;
- a systematic free share distribution policy as part of medium-term plans, part of which is conditional on continued employment and part on the achievement of collective and/or individual targets.

The allocations of shares to employees represents between 200,000 and 300,000 Altarea shares each year [(1)], *i.e.* approximately 1.0% to 1.5% of the share capital. The vast majority of the Group's employees are shareholders and employee shareholding represented 4.3% of the capital at the end of 2024.

Altarea acts in the public interest

By meeting essential needs (housing, work, consumption), Altarea places social utility at the heart of its corporate project and seeks at the scale where it operates to provide answers to certain issues that are at the heart of public debate.

Altarea provides – at its scale – a response to the housing crisis

The housing crisis is a complex and multifactor problem that affects a growing number of French people, particularly young people and the popular classes for whom access to housing has become almost impossible [(2)]. In France, there is an acute shortage of affordable housing, which is blocking up the housing ladder [(3)] and fuelling social, generational and regional tensions.

By offering affordable housing with quality, Altarea plays a key role as a public utility, helping to streamline people's residential pathways. Every year, Altarea builds the equivalent of a small French town and provides 15,000-20,000 people with housing in well-designed homes with good public transport links [(4)].

More than half of the Group's production is reserved for the rental market of popular classes (social housing) or the middle classes (intermediate housing), the remainder being intended for owners-users or the private rental market.

By helping populations find housing in the heart of urban areas, Altarea helps to limit the shift to peri-urban areas and the problems related to urban sprawl (transport, artificialisation of land, access to public services).

Altarea makes cities more human

Recent social crises that French society has gone through partly stem from obsolete, failing and dehumanised urban planning.

Thanks to its extensive know-how and long-term expertise, Altarea supports cities in their transformations and contributes to making them more human. Indeed, Altarea:

- reduces urban divides by rehabilitating brownfield sites, renovating neglected neighbourhoods and connecting them to the living heart of cities;
- promotes social and generational cohesion in cities thanks to its mixed-use residential offering, enabling everyone to find housing adapted to their needs;
- revitalises entire neighbourhoods with its mixed-use projects combining all aspects of the city and putting retail at the core;
- addresses the climate challenges of low-carbon cities that are efficient to build and use, and where nature is omnipresent;
- supports its partner cities over several decades and designs their projects at the scale of several generations. It can take four to ten years between the identification of a real estate opportunity and the delivery of a building, which will then be used for an average of 70 to 100 years.

Altarea is thus helping create a city that unites its constituent neighbourhoods, where everyone can find their place and meet their basic needs.

Altarea contributes to the development of territories

Altarea contributes to the development of territories through the positive impacts of its projects on local employment, municipal finances, and more broadly, for all residents of the territories.

Altarea supports employment in the territories. Depending on the year, several tens of thousands of jobs [(5)] are directly and indirectly supported by the Group, particularly in retail [(6)] and all construction-related services [(7)].

Altarea's impact is structuring for the commercial landscape of the territories thanks to its proximity offerings in city centers and suburbs. More than 30% of the commercial offerings managed by the Group concern businesses considered essential [(8)], whose operations were maintained during the last sanitary crisis.

Finally, Altarea's impact is particularly significant for public finances due to the direct and indirect tax revenues generated by the Group, both nationally (VAT, income tax) and locally (urban planning taxes, registration fees, property taxes), amounting to several hundred million euros annually.

Altarea is an important local player that contributes to the development of the territories where it operates and defines itself as a true partner of general interest for cities.

(1) Of which a portion acquired subject to conditions.

(2) It is estimated that 4 million people are poorly housed in France, and unmet demand from the social housing stock exceeded 2.7 million in 2024.

(3) In the absence of affordable housing, the middle classes can no longer access property and are forced to remain tenants, thus blocking space for those starting their residential career (young professionals, students).

(4) 99% of the units produced by the Group are located less than 500 meters from public transport.

(5) Approximately 46,000 in 2024. Socio-economic impact study of the Altarea Group conducted in October 2024 by Strategy&, a member of the PwC network.

(6) Approximately 13,000 jobs are hosted within the assets managed by the Group in 2024. Study by Strategy&, a member of the PwC network.

(7) It is estimated that the construction of a new housing unit employs between 1.5 and 2 full-time people over the course of a year. Study by Strategy&, a member of the PwC network.

(8) Definition of essential businesses used during the COVID-19 pandemic (Article 8, Decree No. 2020-293 of 23 March 2020), namely establishments that were able to continue receiving the public during the first COVID-19 lockdown (e.g., supermarkets, opticians, phone stores, pharmacies, newsstands, etc.).

1.2 Operational performance

1.2.1 Retail

Retail, Altarea's historical business, accounts for the vast majority of the Group's capital employed, with assets under management of €5.3 billion at the end of 2024, generating €323 million in recurring revenues [1].

In recent years, shopping centres have undergone a profound transformation of their model, which has enabled them to emerge stronger and to return to an excellent operational performance.

1.2.1.1 A relevant asset management strategy

Altarea has pursued a strategy of selecting the most promising formats (large shopping centres, travel retail in railway stations, retail parks, convenience stores) and currently manages a portfolio of 44 particularly high-performing shopping centres [2].

At 100% *(€ millions)*	31/12/2024		31/12/2023	
Regional shopping centres	3,122	59%	3,094	59%
Travel retail	546	10%	537	10%
Retail parks	988	19%	997	19%
Convenience stores	619	12%	605	12%
TOTAL ASSETS UNDER MANAGEMENT	**5,276**	**100%**	**5,233**	**100%**
o/w Group share	*2,266*	*43%*	*2,240*	*43%*
o/w Third-party share	*3,009*	*57%*	*2,992*	*57%*

These assets are mainly held in partnerships with leading institutional investors. This strategy allows the Group to extract the full value of its operational expertise from the volumes under management, while optimising return on capital employed.

At 100%	31/12/2024	31/12/2023
Regional shopping centres	5.93%	5.76%
Retail parks	6.59%	6.31%
Convenience stores	6.39%	6.18%
WEIGHTED AVERAGE	**6.11%**	**5.92%**

Real estate exit rates [3] stood at an average of 6.11% at the end of 2024, up 19 bps compared to the end of 2023.

The value of the shopping centres managed by Altarea rose by €43 million to 100% (€26 million Group share), as the increase in rents on a like-for-like basis have by far offset the increase in property exit rates.

1.2.1.2 Excellent operating performance

Tenant's revenue [4] and footfall [5]

At end December 2024 (12 months)	**Chge. *vs* 2023**
Revenue (incl. Tax)	+4.2%
Footfall	+1.5%

(1) *Figures at 100% (€2.3 billion in assets for €139.4 million in gross rental income, Group share).*

(2) *In 2024, the Group sold a centre in Essarts-le-Roi at the end of December to Foncière Publique d'Ile de France for €6 million excluding transfer taxes and signed a management agreement for convenience stores in the Bordeaux Belvédère district.*

(3) *The exit rate (or "capitalisation rate") is used by appraisers to capitalise rents in the terminal period of their DCF models. It reflects the fundamental quality of the asset over the medium and long term.*

(4) *Cumulative change in tenants revenue incl. VAT in France and Spain.*

(5) *Cumulative change in the number of visitors, measured by Quantaflow for equipped shopping centres, and by counting cars for retail parks (excluding travel retail), in France and Spain.*

The growth of footfall and tenants' revenue was once again solid this year, confirming the attractiveness of the sites and the quality of their commercial offering.

The new Sant Cugat Shopping Centre located in the suburbs of Barcelona was especially popular. Having completed its renovation in November, it recorded spectacular increases in footfall and is tending to establish itself as the leading site in its catchment area.

Financial vacancy

At 100% *(€ millions)*	31/12/2024	31/12/2023	31/12/2022
Financial vacancy	2.8%	2.7%	2.7%

Financial vacancy rate is still at a level considered optimal.

Rental activity

At 100%	No. of leases	Annual contracted rent
France and International	341	€32.8 m

Rental activity has remained dynamic in 2024, driven by demand from leading brands attracted by the quality of the Group's assets:

- CAP3000 confirms its positioning as a key site in the development strategy of retailers in France, with 42 new signings including: Hollister, Adidas, Doppio Malto, Paradis du Fruit and Ninja Stadium;
- Qwartz confirms its position as a flagship site in the Paris Region with the extension of the New Yorker flagship store and the arrival of new concepts in France such as Mira-Mira, a Spanish jewellery brand with more than 150 stores worldwide and the iconic American donut brand Krispy Kreme, ever popular with French customers;
- Bercy Village confirms its position as the leading food & leisure destination in Paris with the upcoming arrival of trendy restaurants Bao Family and Junk and the opening of an immersive Ocean 12 mini-golf course.

The quality of the assets managed by Altarea is recognized by the best performing brands in the market, such as Normal, which opened in Bercy Village and Toulouse-Compans in December and signed up for two new stores in Aix-Jas de Bouffan and Carré de Soie in Lyon for 2025.

Consolidated net rental income, recovery rate

France and International	*(€ millions)*	Chge
NET RENTAL INCOME AT 31 DECEMBER 2023	**204.8**	
Change in scope of consolidation	0.7	+0.3%
Like-for-like change	10.9	+5.3%
o/w indexation	*9.6*	*+4.7%*
NET RENTAL INCOME AT 31 DECEMBER 2024	**216.4**	**+5.7%**

The increase in net rental income on a like-for-like basis was +5.3%, *i.e.* 60 bps above indexation.

The collection rate stood [1] at 97.5%, equivalent to pre-COVID levels.

(1) Rents and charges collected compared to rents and charges payable. (incl. Tax) at publication date.

Lease expiration schedule

Lease end date	In € millions at 100%	% of total	Three-way exit option.	% of total
Past due	7.7	2.8%	7.7	2.8%
2024	6.7	2.4%	10.1	3.7%
2025	17.9	6.6%	47.1	17.2%
2026	28.3	10.4%	64.4	23.6%
2027	21.9	8.0%	45.2	16.5%
2028	18.6	6.8%	19.2	7.0%
2029	25.9	9.5%	16.6	6.1%
2030	35.6	13.0%	30.6	11.2%
2031	32.3	11.8%	6.4	2.4%
2032	26.7	9.8%	9.1	3.3%
2033	25.6	9.4%	7.1	2.6%
> 2033	26.0	9.5%	9.7	3.6%
TOTAL	**273.2**	**100%**	**273.2**	**100%**

1.2.1.3 Development

Travel retail in railway stations

This year, Altarea had numerous successes in travel retail in stations:

- **Paris-Austerlitz station:** the restructuring of the retail spaces is progressing at a good pace and marketing is under way. The Paris-Austerlitz station will represent 25,000 m^2 of shops directly connected to the mainline station, metro lines 5 and 10 and the RER C;
- **Gare de l'Est:** Altarea negotiated [1] a three-year extension of the concession, which now runs until 2051, in exchange for work to improve the station's food offering (Starbucks, McDonald's and Pokawa). Shops at Gare de l'Est station represent a surface area of more than 7,300 m^2;
- **Italian railway stations** [2]: Altarea negotiated a six-year extension of the concessions on its five Italian stations, now set to expire in 2047. Altarea was also awarded the operation of the lounge of the emblematic Orient-Express/Dolce Vita train within the Rome-Ostiense station, where the Group already runs other retail spaces;
- **Grand Paris Express:** Altarea, in partnership with RATP Travel Retail, has been designated as the preferred bidder to win the development and operation of retail spaces in the 45 stations of the Grand Paris Express. This 12-year concession represents nearly 136 retail spaces over an area of 12,500 m^2. The finalization of this operation remains subject to the signature of legal documentation with the concessionaire;
- **Milano Metro Retail**: Altarea has also entered an exclusive due diligence phase with ATM - Azienda Trasporti Milanese Spa, 100% owned by the municipality of Milan, for the "Milano Metro Retail" operation. This project aims to develop and manage, through a 20-year concession, more than 17,000 m^2 of commercial spaces within 83 Milanese metro stations, where close to 600 million visitors commute every year.

In total, the portfolio of stations operated by the Group potentially represents €100 million in gross rents [3] over 105,000 m^2 of commercial space (8 stations and 128 metro stations).

Property Development on behalf of third parties

The Group develops transactions on behalf of third parties, based on a developer model. In 2024, Altarea:

- delivered the Enox 2 food park (1,600 m^2) and its four units leased to the Bertrand Franchise Group's catering brands (Burger King, Au Bureau, Volfoni and Pitaya);
- inaugurated the shops in Quartier Deschamps – Belvédère [4] in Bordeaux, which offers around 20 food stores, restaurants and cultural activities over 8,500 m^2. This retail complex was sold in December to SCPI Alta Convictions and is now managed by Altarea Commerce;
- continued refurbishment work on the 14,000 m^2 of shops in the new Bobigny Cœur de Ville district (formerly Bobigny2) already fully marketed in the run-up to delivery to tenants, with opening scheduled for the second half of 2025.

Disposal of the stake in MRM

Altarea sold its 15.9% stake in MRM, a real estate company specializing in retail to be repositioned, to SCOR for €15 million.

Installation of electric charging points

As part of the partnership signed in early 2022 with Electra, the French specialist in ultra-fast recharging (50-300 kW), Altarea is continuing the deployment of recharging stations in car parks at its retail sites. At the end of 2024, 10 sites are now equipped. Over the first half of the year, more than 49,000 recharging sessions were sold, saving 1,172 tCO_2e.

(1) This negotiation began in 2023.

(2) Milan-Porte Garibaldi, Rome-Ostiense, Turin-Porte Susa, Padua, Naples-Afragola.

(3) Figures at 100% before royalties paid to the granting authorities.

(4) A large-scale mixed-use programme of 140,000 m^2 in total. which combines housing, shops, offices, public and cultural facilities.

Assets under management at 31 December 2024

Asset and type	Nb.	GLA (in m²)	Gross rents (€m)	Values (€m)	Group share	GS Value (€m)
CAP3000 (Nice)		105,900			33 %	
Espace Gramont (Toulouse)		56,600			51 %	
Avenue 83 (Toulon-La Valette)		54,900			51 %	
Qwartz (Villeneuve-la-Garenne)		43,300			100 %	
Sant Cugat (Barcelona, Spain)		43,000			100 %	
Bercy Village (Paris)		23,800			51 %	
Le Due Torri (Bergamo–Stezzano, Italy)		44,900			25 %	
La Corte Lombarda (Bellinzago, Italy)		21,100			25 %	
Espace St Quentin (St Quentin en Yvelines)		35,300			0 %	
NicEtoile (Nice)		18,100			0 %	
Regional shopping centres	**10**	**446,900**	**167**	**3 122**		**1,395**
Montparnasse station (Paris)		18,200			51 %	
Gare de l'Est (Paris)		7,300			51 %	
Italian railway stations (5 assets)		13,500			51 %	
Oxygen (Belvédère 92)		2,900			100 %	
Travel retail	**8**	**41,900**	**57**	**546**		**281**
Family Village (Le Mans-Ruaudin)		31,000			51 %	
Family Village (Limoges)		29,400			51 %	
Family Village (Nîmes)		29,000			51 %	
Les Portes de Brest Guipavas (Brest)		29,400			51 %	
Family Village (Aubergenville)		28,200			51 %	
Espace Chanteraines (Gennevilliers)		24,100			51 %	
Thiais Village (Thiais)		23,200			51 %	
Les Portes d'Ambresis (Villeparisis)		20,300			51 %	
La Vigie (Strasbourg)		27,100			100 %	
Marques Avenue A13 (Aubergenville)		12,900			51 %	
Pierrelaye		10,000			51 %	
Carré de Soie (Lyon)–RP		51,000			50 %	
Chambourcy		34,300			0 %	
Retail parks	**13**	**349,900**	**60**	**988**		**485**
-X% (Massy)		18,100			100 %	
Grand Place (Lille)		8,400			100 %	
Atelier d'Issy (Nida)		1,700			100 %	
Le Parks (Paris)		33,300			25 %	
Reflets Compans (Toulouse)		13,900			25 %	
Jas de Bouffan (Aix-en-Provence)		10,100			18 %	
Grand'Tour (Bordeaux)		26,100			0 %	
Bordeaux - Belvedere		7,600			0 %	
Issy Cœur de Ville		24,300			0 %	
Bezons Cœur de Ville		14,500			0 %	
Toulouse Aérospace		15,100			0 %	
Place du Grand Ouest (Massy)		17,000			0 %	
Toulon Grand Ciel		3,300			0 %	
Convenience stores	**13**	**194,900**	**40**	**619**		**105**
TOTAL ASSETS UNDER MANAGEMENT	**44**	**1,033,600**	**323**	**5 276**	**43 %**	**2 266**

1.2.2 Residential

Altarea is the number two Residential developer in France [1] through its consumer brands (Cogedim, Woodeum and Histoire & Patrimoine), which offer a wide and diversified range of housing [2] throughout the country.

1.2.2.1 Adapting to the new cycle

The previous cycle, marked by low interest rates and continued growth in volumes, reached an end in 2022, from that moment on, the market ran into crisis.

Altarea has dedicated year 2023 to close out the previous cycle, in particular by accelerating the sale of the old generation units, reviewing its project portfolio and drastically reducing its land acquisitions. This policy made it possible to significantly reduce its commitments and recover €346 million in cash.

In 2024, Altarea has sold out all units built in previous cycle [3] and launched its affordable, low-carbon and profitable new generation offer.

In 2025 and 2026, the Group expects an increase in the volumes of the retail offer but with block sales still in the majority and a gradual restoration of profitability.

1.2.2.2 The new offer

An affordable, low-carbon and profitable offer

With the newly developed offer, the Group goes back to fundamentals: the customer, their needs and their purchasing power.

The offer is mainly focused on two and three-room apartments in order to take into consideration changes in sociology and the size of households.

The compactness has been enhanced to maximize the useful square meters of living space through rework on the plans (simplification and standardization) and on the interior design (limiting distribution, circulation and infrastructure spaces).

The cost price has been optimized, both for the shell and the constructability of the plots, without compromising on architectural and environmental quality. The Group has focused on the ancillary costs of charts or imposed specifications without any benefits the customer.

This new generation offer is aimed at all of the Group's customers (block buyers, first-time buyers, investors). For first-time buyers, additional specific work has been done and the Access offer is addressed to them.

Access, the new offer designed for first-time buyers

Altarea has concentrated its efforts on first-time buyers from the middle classes [4] and developed Access, an offer tailored for customers who are currently renting in the private or social sectors and who could not imagine being able to own property.

Access proposes an unprecedented and highly attractive financing offer, with loans at subsidized rates, no personal down payment, no notary fees and no interim interest. The buyer therefore only begins to pay when the keys are handed over for a monthly loan repayment close to or even equivalent to what they would pay in rent.

A new offering to meet the demand of institutional and individual investors

Institutional investors (social housing or intermediate housing or Logement Locatif Intermédiaire) account for the majority of the Group's residential sales. The new generation offer is tailored to their expectations in terms of quality (location, carbon performance, care in construction) as well as to their rental profitability target. Housing units acquired en bloc from Altarea are thus an investment vehicle with a particularly attractive quality/price ratio.

For individual investors, Altarea offers products meeting their needs (furnished properties rented under the LMNP scheme, managed residences, particularly for students). The Group has also developed a joint ownership offering based on freehold rental usufruct, as well as a tax solution for optimising the transfer of assets by doubling the reduction in gift tax.

Customer satisfaction as a priority

2024 was marked by strong delivery activity (11,000 units). Product quality and customer satisfaction remained at the heart of the Group's concerns, with a particularly satisfactory performance in terms of quality [5].

As a reward for such commitment, Cogedim, the Group's flagship residential brand, was voted best "Customer Service of the Year" for the 7th time in the "Property Development" category.

Cogedim also, for the 3rd consecutive year, retained its first place in the all-sector Top 200 for customer relations in 2024, organised by The Human Consulting Group for *Les Échos*.

(1) *Source: Classement des Promoteurs (developers ranking) published in June 2024 by Innovapresse.*

(2) *New housing all ranges (home ownership and investment, free, social, Intermediate rental housing), serviced residences, Malraux, historical monuments, land deficits, condominium, timber-frame housing CLT, renovation. Mainly under the consumer brands Cogedim, Woodeum and Histoire & Patrimoine.*

(3) *With the exception of a few units currently being reconfigured (cut up, repositioned).*

(4) *Based on income slightly above the minimum wage.*

(5) *With an average of less than 1.2 reserves per unit (almost all raised in the days following delivery of the housing units) and particularly low rates in the Residential Development sector.*

1.2.2.3 Activity of the year

New orders [1]

In 2024, new orders were down -5% in volume (7,601 units) and -17% in value (€1,875 million) compared to 2023.

The decrease in volumes is explained by a low offer for sale throughout the year due to limited sourcing in 2024.

This shortage of supply is the Group's main challenge, while demand for affordable products remained strong, as evidenced by the order rate of 10.4% of the retail units offered [2].

The decrease in value is furthermore affected by the reduction in the average price of units ordered, which is explained by an increasing weight of units located in the regions *versus* Paris, and by the type of units (more two- and three-room units and more compact units). The average price per lot fell year-on-year from €281,000 to €247,000 (-12%).

New orders	2024	%	2023	%	Chge
Individuals-Residential buyers	1,482	19%	1,458	18%	+2%
Individuals-Investment	1,646	22%	2,356	29%	-30%
Block sales	4,473	59%	4,190	52%	+7%
TOTAL IN VOLUME *(units)*	**7,601**		**8,004**		**-5%**
Individuals-Residential buyers	447	24%	472	21%	-5%
Individuals-Investment	427	23%	649	29%	-34%
Block sales	1,001	53%	1,130	50%	-11%
TOTAL IN VALUE *(€m incl. VAT)*	**1,875**		**2,250**		**-17%**
Of which EM, Group share	*17*	*1%*	*54*	*2%*	

Block sales orders accounted for a little more than half of new orders. They involved a great number of buyers, with the top two customers (CDC Habitat and INLI) representing almost 40% of block sales.

Order by individual first-time buyers held up relatively well, driven in particular by the Access range which accounted for nearly a third of sales to first-time buyers.

Order by individual investors were down sharply throughout the year, despite the late recovery in demand for the last units eligible for the Pinel scheme.

Notarised sales

	2024	%	2023	%	Chge
Individuals	3,091	37%	4,531	58%	-32%
Block sales	5,348	63%	3,298	42%	62%
IN UNITS	**8,439**		**7,829**		**+8%**
Individuals	897	42%	1,418	62%	-37%
Block sales	1,220	58%	857	38%	42%
IN €M INCL. VAT	**2,118**		**2,275**		**-7%**

The sharp increase in notarised block sales almost offset the fall in sales by individuals, particularly by investors.

Notarised sales were higher than new orders for the year, reflecting a healthy commercial situation and controlled commitments.

(1) New orders net of withdrawals, in euros, including VAT when expressed in value. Data at 100%, except for operations under joint control which are reported in Group share.

(2) Average monthly new orders compared with the average monthly offer (retail offer of new housing) over the year 2024. The offer for sale is sold out in less than 12 months when the rate is over 8%.

Commercial launches

Launches	2024	2023	Chge
In units	3,126	3,564	-12%
In number of programmes	76	104	-27%

The year 2024 marks a low point for commercial launches. The Access range only started to ramp up in the second half of the year (1,377 units launched, *i.e.* 44% of the year's launches).

Building permits and land acquisitions

In 2024, the Group acquired 71 plots of land, including 37 in the last quarter alone. The recovery in land acquisitions should gain momentum throughout 2025.

In units	2024	2023	Chge
Permit filings	10,704	8,664	+24%
Permits obtained	6,166	10,177	-39%
Land acquisitions	6,282	5,064	+24%

The permit filing activity recovered at the end of 2024 with 10,704 units filed, including a significant proportion in the Access range.

1.2.2.4 Outlook

Offer

At the end of 2024, the offer for sale represented 2,801 units [(1)], of which 72% under construction. It is now almost entirely made up of affordable, low-carbon and profitable programmes, of which around a quarter are from the Access range.

Offer	2024	2023	Chge
In units	2,801	3,307	-15%
In € millions	840	1,130	-26%

Land options [(2)]

Land options	2024	2023	Chge
In € miilions incl. VAT	2,261	2,719	-17%
In units	11,108	9,934	+12%

The year's supplies concern programmes for which the average unit size is smaller than in the past, in line with the Group's commercial policy.

Pipeline

€m incl.VAT of potential revenue	31/12/2024	No. months	31/12/2023	Chge
Offer	840	5	1,130	-26%
Land portfolio	8,895	57	8,690	+2%
PIPELINE	**9,735**		**9,820**	**-1%**
No. of transactions	*538*		*545*	*-1%*
No. of units	*39,603*		*34,574*	*+15%*
In m^2	*2,415,760*		*2,109,040*	*+15%*

After a year 2023 dedicated to the in-depth review of the land portfolio that led to the abandonment of 13,200 units, year 2024 marks a restarting point in terms of land development, with a pipeline now adapted to the new cycle.

Residential backlog [(3)]

The Residential backlog at 31 December 2024 was €2.4 billion excl. VAT, (*vs* €2.7 billion excl. VAT at end-December 2023).

(1) Including 28 completed units not sold.

(2) Signature of new land options.

(3) Revenue (excl. tax) from notarised sales to be recognised on a percentage-of-completion basis and individual and block new orders to be notarised.

1.2.3 Business property (BP)

In Business Property sector, Altarea operates in the Office and Logistics markets with a limited risk exposure and in various ways thanks to its highly diversified skill sets throughout the country.

1.2.3.1 Offices

In Offices, Altarea acts as developer (off-plan sales, BEFA, PDC, or DPM [(1)]) and sometimes as a co-investor for certain assets to be repositioned.

Offices/Grand Paris

In 2024, the Group focused mainly on projects as service provider, while keeping a close eye on the market for investments. As a result, the Offices business in Grand Paris were highlighted by:

- the delivery at the end of April of *26 Champs-Elysées* in Paris, a 14,000 m^2 complex combining offices and shops, on behalf of 52 Capital;
- the delivery of the *Bellini* building (18,000 m^2, La Défense), the new head office of SwissLife France;
- the signature of a 9-year firm leasehold agreement with the law firm Ashurst for the 6,100 m^2 real estate complex at 185 rue Saint-Honoré in Paris, with delivery scheduled for the first half of 2026;
- the rental of ten floors of *Landscape* (22,200 m^2, La Défense), bringing the occupancy rate to nearly 60% (project carried out on behalf of AltaFund);
- the signature of the property development contract for the *Madeleine* project (21,000 m^2 in Paris) on behalf of Norges Bank IM;
- obtaining the final building permit for the renovation of the former CNP headquarters above Paris-Montparnasse station, formerly known as the Upper building. This 55,000 m^2 project, developed in a 50/50 partnership with *Caisse des Dépôts*, will undergo a complete restructuring over the next few years.

Offices/Regional cities

The year was marked by the sale to Midi 2i of the *Blanc Azur* building in Aix-en-Provence, a fully let multi-occupant office of 6,600 m^2.

In the Regions, the Group delivered four office buildings, totalling 14,000 m^2 (*rue Laurencin*, *Hill Side* and *Urbanclay* in Toulouse and the first batch of *Feel Good* in Nantes).

In addition, six new projects totalling 38,000 m^2 were managed in Nantes, Nice, Clermont-Ferrand and Grenoble.

The pipeline of projects in the Regions represented 310,000 m^2 at the end of 2024. This highly granular portfolio consists of projects that will make a recurring contribution to the Group's future results.

1.2.3.2 Logistics

In Logistics, the Group operates as a land and property developer on projects that meet increasing standard of technical, regulatory and environmental challenges.

Altarea mainly develops large platforms or hubs strategically located on the traditional north-south transit route, as well as on the Atlantic Arc. These platforms are mainly for the use of distributors and e-commerce companies.

Active in the development of logistics platforms for many years now, Altarea began to reap the rewards of its strategy this year and confirmed its ambitions in this buoyant market.

€390 million disposals signed at the end of 2024

At the end of 2024, the Group signed two disposal deals for a total amount of €390 million:

- sale of the *Bollène* logistics park [(2)] (Vaucluse) to WDP, which will eventually offer 260,000 m^2 of space over time as well as the 37,000 m^2 *Oseraye* logistics park in Puceul (Loire-Atlantique);
- sale to a fund managed by CBRE of three units in the *Coastal Ecopark* platform in La Boisse near Lyon (56,200 m^2). This project stands out for its particularly exemplary environmental performance [(3)].

The accounting impact of these transactions is mostly recorded in the financial year 2024 with the balance spread over years 2025 and 2026.

After these disposals, the projects secured or in the process of being set up represents 650,000 m^2, out of which 310,000 m^2 has cleared building permits (75,000 m^2 pre-let), and will contribute to the Group's results over the coming financial years.

Business Property backlog [(4)]

The Business Property backlog at 31 December 2024 was worth €214 million excluding VAT (compared with €282 million excluding VAT at end-2023).

(1) VEFA (off-plan sale), BEFA (off-plan lease), PDC (property development contract) and DPM (delegated project management).

(2) The site has five warehouses, three of which are in operation and leased (ITM, ID Logistics, Mutual Logistics, Gerflor and Mistral Semences) and two are under development. The Bollène wind farm meets the latest safety standards and will be equipped with photovoltaic panels with an installed capacity of around 22 MWp, with 3 MWp currently in operation. It has the HQE® Bâtiment Durable Excellent and BREEAM® Excellent labels.

(3) Delivered in November 2024, the Ecoparc was developed in compliance with biodiversity compensation and benefits from a low-carbon heating system using heat pumps. The site is aiming for HQE® Excellent certification.

(4) Revenue (excl. tax) from notarised sales not yet recognised according to percentage of completion, new orders pending notarised deeds (signed PDCs) and fees pending receipt from third parties under signed agreements.

1

1.2.4 New businesses

As part of its strategic roadmap, Altarea has decided to invest in new activities that complement its know-how: photovoltaics, data centers and property asset management.

These New businesses are driven by huge needs, with high barriers to entry linked to the mastery of complex know-how.

Altarea's strategy is to master the operational value chain (investing in skills) while adopting an economic model adapted to each risk profile.

1.2.4.1 Photovoltaics

The decarbonisation of the French economy should significantly increase the need for electricity from photovoltaic sources [(1)] with investments estimated at several billion euros per year over the coming decades.

Altarea intends to capture part of this market through a strategy that combines the mastering of operational know-how and an optimised economic model in terms of capital employed. The Group is mastering the first links in the operational value chain with the teams already built, with a complete product range and with a pipeline of projects quite important.

In 2024, Altarea reached a milestone with the acquisition of Prejeance Industrial [(2)] for an enterprise value [(3)] of €140 million, and received its first income from the sale of electricity.

A comprehensive system

Altarea has set up a dedicated team operating in France and Italy, enabling it to master the entire operational value chain:

- studies of feasibility, design, land management;
- administrative authorisations (construction, connection) and financing;
- marketing of the energy produced;
- installation and commissioning;
- operation, monitoring, maintenance and recycling.

The Group now offers a complete product range:

- car park shading systems (particularly on its portfolio of managed shopping centres);
- photovoltaic roofs on its property projects (particularly logistics warehouses);
- ground-mounted solar power plants on brownfield sites (quarries, wasteland, landfill sites, etc.);
- agrivoltaics on the ground or integrated into buildings (barns, sheds, greenhouses, etc.), either directly or through strategic partnerships.

Infrastructure integrated into the Group's property projects

Altarea now systematically integrates photovoltaic power plants into its real estate projects wherever possible in order to enhance the sites' value and deliver their users an extra service (comfort, self-consumption, responsibility).

In 2024, the Group commissioned the photovoltaic shade shelters at the Family Village Costières Sud in Nîmes, following that in La Vigie, Strasbourg (500 kWp [(4)] for each site). Seven projects are now under way, notably on the Retail Parks portfolio managed by the Group [(5)].

In Logistics, the Bollène logistics park, sold to WDP this year, will include photovoltaic panels on the roof for an installed capacity of around 22 MWp over time.

Strategic partnerships with major operators

In early 2024, a partnership was signed with Terrena, an agricultural cooperative bringing together nearly 20,000 members in the Grand Ouest region. This partnership, which was initially addressed to sheep farmers, was opened during the year to other types of farming (cattle, poultry, wine-making, etc.). It will allow to make several dozen projects happen from 2026.

Altarea is also in discussions with other cooperatives and major landowners (manufacturers, hospitals, logistics companies, REITs, etc.) to support them in their investments in photovoltaic infrastructures.

Operating assets and project portfolio

At the end of December 2024, Altarea owned and operated a total capacity of 94 MWp, divided between 61 MWp of facilities already connected and 33 MWp under construction and/or awaiting connection.

The Group is also working on an important portfolio of projects, at very different stages of completion, of which 800 MWp is secured [(6)] and the remainder undergoing studies [(7)].

(1) These needs would be in the order of 100 gigawatts-peak (GWp) by 2050 (source: RTE's "Energy pathways to 2050" report). At 31 March 2024, the capacity of France's solar photovoltaic installations stood at 21.1 GWp. Source: Ministry for Ecological Transition and Territorial Cohesion.

(2) A French company specialised in developing photovoltaic projects on small and medium-sized rooftops (ranging from 100 to 500 kWp), primarily on agricultural warehouses.

(3) O/w €10.4 million of intangible assets.

(4) Watt-peak: theoretical maximum power reached at peak production by a solar panel.

(5) Brest Guipavas, Gennevilliers, Aubergenville, Villeparisis and Ruaudin.

(6) Secured land or land under promise.

(7) Includes projects for which the land is the subject of a letter of intent, projects in the process of being secured, and projects undergoing calls for tenders (AO), calls for expressions of interest (MAI) or calls for projects (AAP).

1.2.4.2 Data centers

The need for data centers, particularly large capacity, is growing worldwide, driven by the digitalisation of the economy and the rise of artificial intelligence. Total investment required is hard to estimate but certainly runs into several billion euros per year for a market such as France, which benefits from largely low-carbon electricity.

Altarea has decisive competitive advantages for capturing part of this market thanks to its expertise in land management and obtaining complex administrative authorisations.

The Group intends to address two distinct segments: medium-sized colocation data centers and hyperscale data centers (Cloud and AI).

Eco-responsible colocation data centers

Local data centres are designed for corporate customers (private or public), providing connectivity, high performance, high security and high availability. They allow companies who so wish to (re)locate their data storage on French soil. These are generally medium-sized data centers (less than 20 MW).

For this type of product, the Group's strategy is to master the entire operational value chain (origination and authorisations, construction and building of facilities, marketing, operation and management of the physical infrastructure).

Altarea has created a dedicated team through a mix of tactical acquisition and internal and external recruitments to develop eco-responsible data centers [(1)] under a "developer-asset Manager" type of business model.

The first data centre built entirely by Altarea is expected to be delivered during the 1st quarter 2025. Located in Noyal-sur-Vilaine near Rennes, it will develop a capacity of around 2.3 MW IT over a 3,000 m^2 area.

The Group is working on a pipeline of around fifteen potential sites in the main French cities (Paris, Lyon, Marseille, Toulouse, Nantes).

Hyperscale data centers

Hyperscale data centers are aimed at a limited number of organisations who think on a global scale and whose needs are immense. France is a preferred geographical target for these groups, enabling them to access the European market and benefit from largely low-carbon electricity. Hyperscale data centers require considerable investments due to their power requirements, which can reach several hundred megawatts.

Altarea is working on several potential locations in a context where this type of product is both rare and administratively highly complex.

1.2.4.3 Real estate asset management

Altarea Investment Managers, which was accredited by the *Autorité des Marchés Financiers* in 2023, now has a full management and investment team. It aims to gradually extend its distribution agreements to the general public, particularly through external networks and wealth management advisers (WMA), and to develop a comprehensive range of property investment vehicles.

The Alta Convictions SCPI, its first retail fund launched at the end of 2023, sits on the theme of the 'new property cycle', with no inventory or pre-crisis funding. Fund collection is ramping up, as do investments, with a diversification target both sectorally and geographically. This year, the SCPI made three investments in Retail (Paris, Annecy, Bordeaux-Belvédère), acquired business premises (Orléans) and a first industrial asset abroad (Madrid). In June, the SCPI was awarded the SRI label, underlining its commitment to responsible and sustainable management.

Altarea also launched a real estate debt platform in 2023 in partnership with Tikehau Capital through a first fund, called ATREC (Altarea Tikehau Real Estate Credit) capitalised at €200 million from its sponsors (€100 million each) with intention to welcome third-party partners. This platform capitalises on Tikehau Capital and Altarea's complementary expertise in private debt and real estate assets, and will provide investors with privileged access to the combined pipeline of the two groups and their respective networks to seize the most attractive investment opportunities. The first projects have been rolled out and a pipeline of opportunities is being studied.

(1) With treatment of waste energy including, where applicable, the recovery of the heat emitted and its reinjection into the district heating and cooling networks.

1.3 Environmental performance

1.3.1 European taxonomy [1]

The european taxonomy is a classification system for economic sectors to identify environmentally sustainable activities. It defines uniform criteria for each sector to assess their contribution to the six environmental objectives defined by the European Commission.

Non-financial companies are required to publish indicators directly from their financial statements (revenue, CapEx and OpEx), indicating for each the proportion that comes under the taxonomy (eligibility rate published since 1 January 2022) as well as the proportion in line with the European environmental objectives (rate of alignment since 1 January 2023) and social (minimum social guarantees).

Since 1 January 2024, financial companies have had to publish the share of their investments that finance economic activities aligned with the taxonomy (Green Asset Ratio or GAR). Financial institutions with a high GAR should eventually benefit from a more favourable framework for their activities, as the goal pursued by the European Union is to sustain the ecological transition by driving savings and financing towards sustainable activities.

Altarea methodology

Altarea analyses the alignment of its revenue at the level of project or asset [2].

To be considered aligned, each project or asset contributing to revenue must be studied in light of six families of environmental criteria [3] (Climate change mitigation (Energy), Climate change adaptation (Climate), Sustainable use and protection of water and marine resources, (Water), Transition to a circular economy, Pollution prevention and control, Protection and restoration of biodiversity and ecosystems), themselves made up of several analytical sub-criteria [4].

In recent years, Altarea has deployed significant resources to ensure the digitised collection, control and standardised referencing of several thousand documents to justify the alignment of the programs analysed and to ensure a reliable audit trail. The Group has carried out specific work on certain particularly demanding criteria: energy, circular economy and pollution [5].

Thus, starting from the 2023 financial year, the methodology for calculating taxonomy alignment and its result has been subject of a review issued by consultants E&Y one year ahead of the regulatory requirement.

68.6% of revenue aligned in 2024 [6]

(€ millions)	**Construction**	**Renovation**	**Ownership**	**Group**
Consolidated revenue	2,280.7	197.5	274.9	2,768.5
Aligned CapEx	1,627.7	92.6	179.5	1,899.8
% of consolidated revenue	*71.4%*	*46.9%*	*65.3%*	***68.6%***

In 2024, the alignment rate of consolidated revenue was 68.6% (44.0% for financial year 2022, 48.1% in 2023).

The steady increase in alignment is mainly due to the growing contribution of property development projects initiated from the 1 January 2022, for which the Group has implemented a policy of systematic alignment with the taxonomy on the energy criterion.

(1) See CSRD-compliant sustainability report.

(2) This corresponds to a project (building or group of buildings) for the development and to a centre managed, co-managed or owned by the REIT. In 2024, 225 transactions/assets studied with comprehensive supporting documentation were considered aligned.

(3) One criterion of "substantial contribution" and five criteria of "do no significant harm" ("DNSH"). The number and nature of the criteria vary according to each activity, with a minimum number of two (a substantial contribution criterion and a DNSH criterion).

(4) For example, climate change mitigation composed of four sub-criteria: primary energy consumption, airtightness and thermal integrity, life cycle analysis of a building (design, construction, operation and demolition) and energy management.

(5) Altarea carried out a specific check on a representative sample of the products and materials used in the construction of its projects to ensure that its suppliers were not using hazardous products within the meaning of the REACH regulation and had the whistleblowing processes in place checked by a specialised firm.

(6) In 2023, Altarea was one of the nine French companies to submit a "Say on Climate" resolution at its General Shareholders' Meeting. Source: 2023 French "Say on Climate" report published by the Forum for Responsible Investment.

A key indicator for Altarea

The alignment of revenue has become a key performance indicator for the Group to measure the sustainability of its operating model given its multi-criteria nature.

The taxonomy analysis grid makes it possible to highlight the Group's work over many years to guarantee the environmental quality of its commercial assets and property development projects.

Altarea has integrated this indicator into its strategic roadmap, setting itself the objective of achieving, and now maintaining, revenue that is largely aligned with the taxonomy [(1)]. Taxonomy alignment objectives have also been integrated into employee and Management compensation [(2)]. Since July 2023, all corporate bank loans (signed or renewed) include a revenue alignment clause with the taxonomy.

1.3.2 Carbon performance

Altarea has developed carbon accounting for all of its activities, making it possible to monitor its carbon performance with the same rigour as its accounting performance.

The Group thus has relevant indicators that enable it to measure reliably and over time its emission volumes, economic carbon intensity and carbon intensity per unit area.

Altarea methodology

GHG emissions [(3)], in kilogrammes of CO_2 equivalent ($kgCO_2e$), are classified in three categories (scopes [(4)]):

- direct emissions (scope 1) cover all emissions associated with the consumption of fossil fuels (burning of fossil fuels, refilling of refrigerants, etc.);
- indirect emissions associated with energy (scope 2) represent emissions related to electricity consumption or heating and cooling networks;
- other indirect emissions (scope 3) represent all the other emissions from activities on which the overall Company's activities depend (purchases of goods & services, travel, freight, fixed assets, etc.).

For Altarea, the GHG emissions depend on the Group's business lines:

- in **Property Development** [(5)], they are linked to:
  - construction of buildings: materials (including their transport), construction site and equipment, as well as maintenance and recycling, and
  - their use: energy consumed by the occupants of the built asset, over a period of 50 years;
- in **Retail REIT** they correspond to the energy consumed (common and private areas);
- in **Corporate** area, they concern the emissions of employees in the context of their professional activity (energy consumption of the Group's headquarters and fuel consumption related to business travel).

The scope used for reporting emissions corresponds to proprietary transactions under operational control [(6)].

Property Development

Altarea accounts for its carbon performance "on a percentage-of-completion" basis, based on the same principles used to determine its accounting revenue:

- a carbon footprint is calculated for each project that contributed to revenue in 2024;
- construction-related emissions are recognised on a prorata basis according to technical progress (excl. land) of each project;
- emissions related to the use of the asset are recognised on a pro rata basis according to commercial progress of each project.

Reit

The Retail REIT's carbon performance is based on the consumption of the common areas (actual measurements) and private areas (actual and estimated measurements). This consumption is then converted into GHG emission equivalent using a factor whose level fluctuates according to the carbon intensity of the energy consumed.

The Group does not include emissions related to visitor transport on which it has no direct influence. For information, they represented 198 thousand tonnes in 2024 [(7)].

(1) In 2023, Altarea was one of the nine French companies to submit a "Say on Climate" resolution at its General Shareholders' Meeting. Source: 2023 French "Say on Climate" report published by the Forum for Responsible Investment.

(2) Notably through the Group Profit-Sharing Agreement and in the variable remuneration criteria for Management (Say on Pay).

(3) GHGs are gases in the atmosphere (carbon dioxide, nitrous oxide, methane, ozone, etc.) that absorb infrared radiation and redistribute it in the form of radiation that helps to retain solar heat (greenhouse effect).

(4) In accordance with the GHG international protocol proposing a framework for measuring, accounting and managing GHG emissions from private and public sector activities developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).

(5) On behalf of third parties.

(6) Fully consolidated at 100% and accounted for by the equity method at proportionate consolidation.

(7) In 2023, they were 303 thousand tCO_2e.

15% reduction in emissions in 2024

In 2024, the Group's emissions (scopes 1, 2 and 3) represented 776 thousand tonnes, down -15% compared to 2023 and -50% compared to 2019 (the reference year) (1). Out of this total, 232 thousand tonnes (*i.e.* 30%) correspond to emissions that have not yet occurred (share related to the future use of the buildings under construction).

In thousands of tCO_2e	2024	2023	2019
Property Development	**739**	**884**	**1,551**
Residential	*567*	*760*	*1,041*
Business Property	*148*	*82*	*315*
Retail	*23*	*42*	*195*
Retail & Corporate	**36**	**26**	**12**
New businesses	**1**	**-**	**-**
GROUP	**776**	**910**	**1,563**
o/w Construction	*509*	*602*	*822*
o/w Use	*231*	*282*	*729*
o/w REIT and Corporate	*36*	*26*	*12*

Property Development accounts for the vast majority of the Group's emissions (96%), heavily concentrated in Residential Development (73% of the total).

The Retail REIT business has a low level of emissions, as the decarbonisation process was initiated in 2010.

Analysis of the change in GHG emissions and trajectory by 2030

Altarea's carbon trajectory is based on the combination of two (2) factors:

- the **business volume (volume effect)** measured by the real estate surface areas developed by the Group, the evolution of which depends largely on the real estate cycle (3);
- **carbon intensity per unit area (rate effect)** expressed in $kgCO_2$ e/m² measures the equivalent quantity of carbon needed to build one m² of real estate plus the carbon emitted by the end user over a period of 50 years.

Altarea's main decarbonisation lever is to act on carbon intensity per unit area. Its reduction requires a review of all industrial processes (sourcing of materials and suppliers, design and construction of buildings) in order to achieve a low-carbon real estate product without compromising on its value in use.

Trend in 2024

Group GHG emissions *In thousands of tCO_2e*		**Chge**
2023 GHG emissions	**910**	
CSRD scope adjustment	+12	+1%
Property Development - volume effect	(48)	-5%
Property Development - rate effect	(98)	-11%
2024 GHG EMISSIONS	**776**	**-15%**

The -5% decrease due to the volume effect is mainly a reflection of the economic crisis in Residential Development.

The -11% fall in carbon intensity per surface area (4) to 1,155 $kgCO_2e/m^2$ in 2024 (*vs.* 1,299 $kgCO_2e/m^2$ in 2023) is linked, on the one hand, to the exit of older and more carbon-intensive projects (5) and, on the other hand, to the integration of new, more efficient operations (6).

(1) Altarea has chosen 2019 as the starting point of its decarbonisation trajectory. The year 2019 corresponded to relatively high levels of activity with an average carbon intensity per square meter of 1,553 $kgCO_2eq/m^2$ and a total carbon footprint of 1,562 thousand tCO_2eq/m^2.

(2) The change in the product mix (housing, offices, logistics, etc.) could in theory have an influence on the Group's carbon trajectory, even if in practice, Altarea's carbon intensity per unit area is very close on average to that of housing with occasional exceptions depending on the year.

(3) Real estate markets are characterised by cycles of variable duration and intensity. It is thus considered that the low of the previous cycle was reached in 2008/2009 and that the last cyclical high was reached in 2021/2022. Since the end of 2022, the real estate market has entered a downward phase whose duration is still difficult to estimate but which seems to have reached a plateau during 2024.

(4) Quantity of CO_2e emitted to build and use a square meter of real estate, expressed in kilograms of CO_2e per square meter or $kgCO_2e/m^2$. Calculation excluding Logistics.

(5) Average carbon intensity per unit area of 1,381 $kgCO_2e/m^2$.

(6) Average carbon intensity per unit area of 1,125 $kgCO_2e/m^2$.

Change since 2019 (reference year) [1]

Group GHG emissions *In thousands of tCO_2e*		**Chge**
2019 GHG emissions	**1,563**	
CSRD adjustment	*+12*	
Change in scope of consolidation	*+50*	
Scope effect	**+62**	**+4%**
Volume effect	**(450)**	**-29%**
Rate effect	**(398)**	**-25%**
2024 GHG EMISSIONS	**776**	**-50%**

Compared with 2019, the Group's emissions fell from 1,563 thousand tCO_2e to 776 thousand tCO_2e, a decrease of -50%. Structural decarbonisation (rate effect linked to intensity per unit area) represented -25%, the balance being due to the decline in activity (volume effect) and changes in scope of consolidation.

Carbon trajectory by 2030

By 2030, Altarea estimates that its average intensity per unit area will be between 900 $kgCO_2e/m^2$ and 1,000 $kgCO_2e/m^2$, due in particular to the ramp-up of the very demanding RE2020 regulations (thresholds in 2025 and 2028).

Altarea has set itself the target of returning to a level of activity at least equivalent to that of 2019 by 2030. With this in mind, and given its target for intensity per unit area, GHG emissions in 2030 should be between 850 and 950 thousand tCO_2e (down by -46% to -39% compared to 2019).

This estimate is "all other things being equal". It does not include certain potentially significant events likely to have a favourable or unfavourable impact on the Group's carbon trajectory, namely:

- changes in the real estate cycle between now and 2030;
- a transformation of construction processes and materials used in the construction of new buildings;
- any regulatory change that calls into question Altarea's carbon trajectory assumptions;
- the rise in the sale of carbon credits by the Group, particularly for Woodeum products [2];
- a structural change in the Group's product mix;
- any significant external growth or divestment transactions;

Altarea will review its carbon trajectory every year and explain any potential variations.

Monitoring the decoupling between economic value creation and GHG emissions

Decoupling of economic value creation from GHG emissions is a fundamental principle of low-carbon growth. Altarea measures this decoupling through the carbon intensity (Group share), which corresponds to the quantity of CO_2e emitted to generate one euro in revenue [3].

In gCO_2e/€	**2024**	**2023**	**2019**
Carbon intensity	**280**	**335**	**503**

In 2024, Altarea emitted 280 grams of CO_2e per euro of revenue, *i.e.* -18% compared to 2023 (and -45% compared to 2019). The decrease recorded in 2024 was particularly sharp due to the significant contribution of Logistics to consolidated revenue. Logistics is a less carbon-intensive product on average than Residential or Offices, for example.

(1) 2019 corresponded to a "normal" level of activity with an average carbon intensity per unit area of 1,553 $kgCO_2e/m^2$ and a total carbon footprint of 1,562 thousand tCO_2e/m^2.

(2) In 2024, Woodeum obtained the very first carbon credits for new construction in France, corresponding to 2,042 tCO_2eq/m^2.

(3) Expressed in grammes of CO_2e per euro or gCO_2e/€.

1.4 Financial performance

1.4.1 2024 annual results and 2025 outlook

Revenue was €2,768.5 million (*vs.* €2,712.3 million in 2023), up +2.1%, and funds from operations (FFO [1]) was up by +25.7% to €127.2 million (*vs.* €101.2 million in 2023), in line with the guidance set at the beginning of 2024.

In total, net income Group share was €6.1 million, compared to a loss of €-472.9 million in 2023 [2].

(€ millions)	Retail	Residential	Business Property	New businesses	Other (corporate)	Funds from operations (FFO)	Changes in value, estimated expenses and transaction costs	Total
Revenue	**294.3**	**1,985.7**	**476.6**	**11.7**	**0.3**	**2,768.5**	**-**	**2,768.5**
Change vs. 31/12/2023	*+13.6%*	*-11.6%*	*x2.3*	*na*	*na*	*+2.1%*		*+2.1%*
Net rental income	216.4	-	-	-	-	216.4	-	216.4
Net property income	4.1	74.9	58.7	1.1	(0.0)	138.8	(5.7)	133.2
External services	26.7	26.7	4.7	0.3	0.3	58.7	-	58.7
Net income	**247.2**	**101.6**	**63.4**	**1.5**	**0.3**	**414.0**	**(5.7)**	**408.3**
Change vs. 31/12/2023	*+7.4%*	*-34.0%*	*x2.2*	*na*	*na*	*0.3%*	*na*	
Own work capitalised and production held in inventory	5.3	125.0	8.2	-	-	138.6	-	138.6
Operating expenses	(48.8)	(197.3)	(27.5)	(12.9)	0.6	(285.8)	(23.9)	(309.7)
Net overhead expenses	**(43.5)**	**(72.3)**	**(19.2)**	**(12.9)**	**0.6**	**(147.2)**	**(23.9)**	**(171.2)**
Share of equity-method affiliates	6.5	(2.4)	3.3	(0.1)	-	7.4	4.0	11.3
Gain/loss on sale of Retail assets							(0.1)	(0.1)
Change in values, calculated expenses and transaction costs - Retail							(2.4)	(2.4)
Calculated expenses and transaction costs - Residential							(23.7)	(23.7)
Calculated expenses and transaction costs - Business property							(2.8)	(2.8)
Others				(0.9)	0.9	-	(10.1)	(10.1)
Operating income	**210.3**	**26.9**	**47.6**	**(12.4)**	**1.7**	**274.1**	**(64.7)**	**209.4**
Change *vs.* 31/12/2023	+7.6%	-52.7%	x3.5	na	na	+10.5%		
Net borrowing costs						(28.5)	(5.8)	(34.3)
Other financial results						(31.8)	(3.5)	(35.3)
Gains/losses in the value of fin. instruments						-	(58.7)	(58.7)
Gains or losses on disposals of equity interests						-	(5.9)	(5.9)
Corporate income tax						(4.0)	14.7	10.6
Net result						**209.8**	**(123.7)**	**86.1**
Non-controlling interests						(82.6)	2.6	(80.0)
NET INCOME, GROUP SHARE						**127.2**	**(121.1)**	**6.1**
Change *vs.* 31/12/2023						+25.7%		
Diluted average number of shares						*21,791,045*		
NET INCOME, GROUP SHARE PER SHARE						**5.84**		
Change vs. 31/12/2023						*+20.8%*		

(1) Funds from operations (FFO): net income excluding changes in value, estimated expenses, transaction costs and changes in deferred tax. Group share.

(2) As a reminder, in 2023 Altarea recorded an exceptional change in value in Property Development in the amount of €-448.8 million (€-348.3 million after tax).

Revenue: €2,768.5m (+2.1%)

At 31 December 2024, consolidated revenue was €2,768.5 million, up +2.1% compared to 2023:

- in **Retail** it increased by +13.6% to €294.3 million (*vs.* €259.0 million). It breaks down into €243.5 million in rental income, €27.0 million in external services and €24.0 million in Retail Development projects. Rental income increased by +5.0% driven by the good performance of operational indicators (indexation, like-for-like growth, vacancies, recovery);
- in **Residential**, it fell -11.6% to €1,985.7 million (*vs.* 2,247.1 million). The revenue is mainly composed of transactions from the old cycle. New generation projects represented only a small proportion of revenue in 2024 (14% of the total), with a ramp-up expected in 2025 and especially in 2026 when they will become the majority;
- in **Business Property** it was up sharply to €476.6 million (*vs.* €204.0 million, *i.e.* 2.3x) driven by Logistics transactions.

Operational result FFO: €274.1m (+10.5%)

FFO [(1)] increased by +10.5% to €274.1 million (*vs.* €248.1 million). It is composed of:

- **€210.3 million in Retail** (+7.6%), driven by net rental income up by +5.7% and a strong performance by fees;
- **€26.9 million in Residential** (*vs.* €56.8 million), hampered by recognition of the percentage-of-completion contribution from low-margin transactions from the previous cycle;
- **€47.6 million in Business Property** (*vs.* €10.5 million). This increase is mainly due to Logistics transactions, whose accounting impact was mainly recorded during the financial year, the remainder being mainly spread over 2025 and 2026. Moreover, the Regional Office business remained strong in 2024;
- overhead costs associated with the development of New businesses are fully expensed.

Overall, Operating margin [(2)] for the Group was 9.8% compared to 9.1% in 2023.

Funds from operations (FFO): €127.2m (+25.7%)

Financing expenses (net borrowing costs of €-28.5 million and other financial income of €-31.8 million) were relatively stable largely due to the interest rate hedging position.

Tax expense amounted to €-4.0 million and remains low due to tax loss carry forwards and a still low tax contribution from taxable activities.

In total, FFO Group share amounted to €127.2 million, up +25.7%, or €5.84 per share (+20.8%) after the dilutive impact of the creation of 1,160,013 new shares [(3)] in 2024.

Net income (Group share): €6.1million

Consolidated net income (Group share) was €6.1 million (*vs.* €-472.9 million in 2023 [(4)]) after booking a notable €-58.7 million for the change in value of financial instruments and other changes in value, estimated expenses and transaction costs, including a €16 million write-down of intangible assets [(5)].

2025 Outlook

The retail REIT will continue to capitalise on the high quality of its portfolio and should continue its growth trajectory. Altarea will continue to invest in ongoing projects, with an acceleration in travel retail in stations.

Altarea does not anticipate a strong recovery in the Residential market in 2025 and Residential revenue will still be mainly composed of projects from the previous cycle with low margins. The roll-out of new generation projects should ramp up throughout the year and the Group will continue to apply the same discipline in terms of commitments with control over capital employed.

In Business Property, the Group will pursue the same strategy of controlled commitments in Offices and development in Logistics. Altarea does not plan to close any major transactions in 2025, unless opportunities arise to accelerate transactions whose exit is expected in 2026 and 2027.

Photovoltaics and data centers will enter a more intense investment phase and the Group will seek partnership agreements to share the carrying cost of the projects. The real estate asset management business will continue to grow at a controlled pace, depending on the inflows.

Guidance

In 2025, Altarea will pursue its capital employed and human resources reallocation in line with its roadmap. Earnings should benefit from the start of a recovery in Residential and a good performance in Retail. FFO is thus expected to rise slightly.

(1) Funds from operations (FFO): net income excluding changes in value, estimated expenses, transaction costs and changes in deferred tax. Group share.

(2) Operating income FFO as a percentage of consolidated Group revenue.

(3) O/w 1,080,657 new shares from the partial scrip dividend, 70,426 new shares from free shares delivered to employees and 8,930 in respect of the FCPE.

(4) As a reminder, in 2023 Altarea recorded an exceptional change in value in Property Development in the amount of €-448.8 million (€-348.3 million after tax).

(5) Including the Pitch brand.

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1.4.2 Net asset value (NAV)

1.4.2.1 Going concern nav (fully diluted) [1] at €110.1/share

	31/12/2024				31/12/2023	
NAV–Group	*(€m)*	*Chge*	*€/share*	*Chge*	*(€m)*	*€/share*
Consolidated equity, Group share	**1,694.3**	**(3.0)%**	**77.4**	**(8.2)%**	**1,747.5**	**84.3**
Other unrealised capital gains	515.1				355.4	
Deferred tax on the balance sheet for non-SIIC assets[a]	22.0				22.4	
Fixed-rate market value of debt	78.9				167.6	
Effective tax for unrealised capital gains on non-SIIC	(16.5)				(11.7)	
Optimisation of transfer duties[b]	67.8				68.6	
General partners' share[c]	(12.9)				(13.5)	
NNNAV (NAV liquidation)	**2,348.6**	**+0.5%**	**107.3**	**(4.8)%**	**2,336.3**	**112.7**
Estimated transfer duties and selling fees	63.6				63.4	
General partners' share[c]	(0.3)				(0.4)	
GOING CONCERN NAV (FULLY DILUTED)	**2,411.8**	**+0.5%**	**110.1**	**(4.8)%**	**2,399.3**	**115.7**
Number of diluted shares:	*21,896,835*				*20,736,822*	

(a) International assets.
(b) Depending on disposal method (asset deal or securities deal).
(c) Maximum dilution of 120,000 shares.

The going concern net asset value (fully diluted) was almost stable at €2,411.8 million (compared to €2,399.3 million in 2023, *i.e.* +0.5%).

1.4.2.2 Change in NAV

Going concern NAV (fully diluted)	*(€m)*	*€/share*
NAV 31 December 2023	**2,399.3**	**115.7**
Dividend	(168.9)	(8.0)
Capital increases (incl. dilution)	109.9	(0.9)
FFO Group share 2024	127.2	5.84
Value creation[a]	134.2	6.1
Financial instruments and fixed-rate debt	(151.8)	(6.9)
IFRS 16	(19.1)	(0.9)
Other and transaction costs[b]	(19.0)	(0.9)
NAV 31 DECEMBER 2024	**2,411.8**	**110.1**
vs. 31 December 2023	+0.5%	(4.8)%

(a) Property Development Logistics and Retail REIT.
(b) Including free shares, deferred taxes, depreciation and amortisation, partners' share.

The going concern net asset value was virtually unchanged at €2,411.8 million. The impact of the 2023 dividend, changes in the value of financial instruments and fixed-rate debt was offset by the recurring income for the year and an increase in the value of the development driven by Logistics. The value assigned to Property Development in 2024 is close to the low end of the appraisal value [2] calculated by Accuracy.

The decrease in NAV per share (€110.1/share compared to €115.7/share in 2023) is entirely due to the increase in the number of diluted [3] shares.

(1) Market value of equity view of maintaining the Group's activity and considering the potential dilutive effect resulting from the partnership limited by shares (SCA) status.

(2) As a reminder, the value of the Property Development in NAV had been adjusted downwards by €-826.7 million over the previous two years (€-458.5 million in 2023 and €-368.2 million in 2022).

(3) O/w 1,080,657 new shares from the partial scrip dividend, 70,426 new shares from free shares delivered to employees and 8,930 in respect of the FCPE.

1.4.2.3 Calculation principles

Asset valuation

Investment properties

Property assets are represented at their appraised value in the Group's IFRS statements (Investment properties).

Retail assets are valued by multiple appraisers. The breakdown of the valuation of the assets by experts is detailed below:

Appraiser	Portfolio	% of value, incl. transfer duties
Jones Lang LaSalle	France	29%
Cushman & Wakefield	France & International	33%
CBRE	France & International	32%
Others	France & International	6%

The appraisers use two methods:

- discounted cash flow (DCF method), including exit value at the end of the period;
- capitalisation of net rental income, based on a yield rate that takes into account the site's characteristics and rental income (including variable rent and market rent of vacant premises, adjusted for all charges borne by the owner).

These valuations are conducted in line with the criteria set out in the Red Book – Appraisal and Valuation Standards, published by the Royal Institution of Chartered Surveyors. The surveyors' assignments were all carried out in accordance with the recommendations of the COB/AMF Barthès de Ruyter Report and fully comply with the instructions of the Appraisal Charter of Real Estate Valuation (*Charte de l'Expertise en Évaluation Immobilière*) updated in 2017. Experts are paid at lump-sum fee based on the size and complexity of the appraised properties. Fee is therefore totally independent of the results of the appraisal.

Other assets

The unrealised capital gains on other assets consist of:

- the Residential and Business Property Development divisions (Cogedim, Woodeum x Pitch Immo, Histoire & Patrimoine, Logistics);
- the Retail Asset Management (Altarea France) and Business Property (Altarea Entreprise Management) divisions.

These assets are appraised once a year by external appraisers on annual closing: Retail Asset Management (Altarea France), the Property Development division (Residential and Business property) and the Business Property Asset management division are valued by appraisers Accuracy.

The method used by Accuracy is the discounted cash flow method (DCF) in conjunction with a terminal value based on normalised cash flow. Accuracy provides a range of values calculated using different scenarios. In addition to its DCF valuation, Accuracy also provides a valuation based on listed peer group comparable.

Tax

Because of its SIIC status, most of Altarea's assets are not subject to capital gains tax, with the exception of a limited number of assets which are not SIIC-eligible due to their ownership structure, and of assets owned outside France. For these assets, capital gains taxes on disposals are deducted directly from the consolidated financial statements at the standard tax rate in the host country, based on the difference between the market value and taxes value of the property assets.

Altarea took into account the ownership structure of non-SIIC assets to determine Going Concern NAV after tax, since the tax considered in Going Concern NAV reflects the tax that would effectively be paid if the shares of the Company were sold or if the assets were sold building by building.

Transfer taxes

In the IFRS consolidated financial statements, investment properties are recognised at fair value excluding transfer taxes. To calculate Going Concern NAV, however, transfer duties were added back in the same amount. In Altarea's NNNAV, duties are deducted either based on a transfer of shares or on a building by building basis depending on the legal structure that holds the asset.

General partners' share

The share of general partners represents the maximum dilution provided for under the Group's Articles of Association in the event of liquidation of the limited partnership (where the general partner would be granted 120,000 shares).

1.4.3 Financial resources

1.4.3.1 Major events 2024

In 2024, the Group has:

- completed its corporate loan refinancing programme, begun in 2023, by contracting €476 million in corporate loans maturing in 2029, including an alignment clause with the european taxonomy [(1)];
- redeemed €255 million of 2024 bonds in July;
- placed a €300 million bond issue with a broad investor base with a 7-year maturity and a fixed coupon of 5.50%;
- arranged two mortgage loans: one for €90 million with a seven-year maturity [(2)] secured against the Spanish Sant Cugat shopping centre and a second for €76 million for five years secured against the Le Parks shopping centre owned by SNC Macdonalds Commerces (an equity affiliate);
- strengthened its consolidated equity by €92.0 million, of which €91.3 million related to the partial scrip dividend (creation of 1,080,657 new shares) and €0.7 million to a capital increase reserved for the FCPE (creation of 8,930 new shares).

Available cash

At 31 December 2024, Altarea had available cash of [(3)] €2,530 million (€2,410 million at 31 December 2023).

Available *(€ millions)*	**Cash**	**Unused credit lines**	**Total**
At Corporate level	601	1,311	1,912
At project level	340	278	618
TOTAL	**941**	**1,589**	**2,530**

Unused credit lines at corporate level refer to RCF lines totalling €1,290 million, none of which were drawn down at 31 December 2024. Approximately 90% of the €941 million in cash is invested. The return on the Group's cash investments is close to €STER.

Short and medium-term financing

The Group has two NEU CP [(4)] programmes (maturity less than or equal to one year) and two NEU MTN [(5)] programmes (maturity greater than one year) for Altarea and Altareit. At 31 December 2024, the outstanding amount of these programmes was nil.

(1) These loans now include a clause aligning consolidated revenue with the european taxonomy ("EU Taxonomy linked loan").

(2) This mortgage loan is also 'Green' in the sense of the 'Green Loan Principals' laid down by the Loan Market Association, as the San Cugat shopping centre is aligned with the european taxonomy

(3) Amounts at 100%.

(4) NEU CP (Negotiable European Commercial Paper).

(5) NEU MTN (Negotiable European Medium Term Note).

1.4.3.2 Net debt [1]

Change in net debt in 2024

The net debt was almost stable at €1,681 million, compared with €1,647 million at the end of 2023.

(€ millions)	
Net debt at 31 December 2023	**1,647**
Dividend	77
FFO	(127.2)
WCR Property Development	(173)
of which Logistics	*(194)*
of which Residential	*-*
of which Office	*20*
Capex Retail	41
New businesses	210
Others	7
NET DEBT AT 31 DECEMBER 2024	**1,681**

During the year, the Group reduced its Property Development WCR by €-173 million, mainly in Logistics, following a decrease in Residential WCR by around €-350 million in 2023.

The recovery of capital employed in Property Development has enabled Altarea to continue to invest while keeping debt almost constant. These high-value-added investments mainly concern Retail (CapEx at the Paris-Austerlitz station, etc.) and New businesses (acquisition of Prejeance Industrial, photovoltaic and data centers).

Net debt structure and duration

(€ millions)	31/12/2024	31/12/2023
Corporate and bank debt	264	247
Credit markets	1,445	1,496
Mortgage debt	559	473
Debt on property development	111	144
Debt on photovoltaic projects	81	-
Total gross debt	**2,460**	**2,360**
Cash and cash equivalents	(779)	(713)
TOTAL NET DEBT	**1,681**	**1,647**

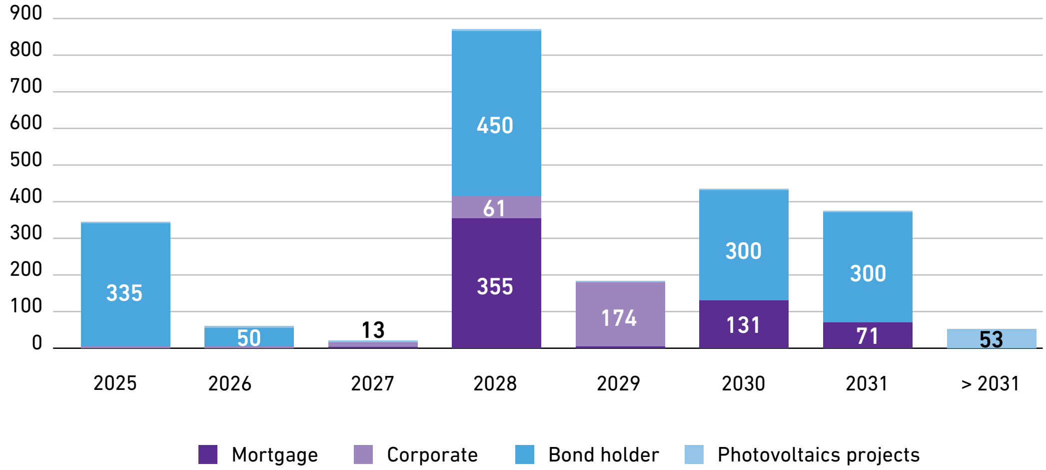
At 31 December 2024, the average duration of gross [2] debt is 4 years, compared to 3 years and 6 months at 31 December 2023. After taking into account available cash, which can reimburse Altareit's 2025 bond issue, the effective duration of the debt is 4 years and 6 months.

(1) Net bank and bond debt.

(2) Excluding Property Development debt.

Long-term debt by maturity

The chart below (in € m) presents the Group's long-term [(1)] debt by maturity.



The €335 million bond repayment coming due in 2025 is already covered by available liquidity, mainly in the form of invested cash.

The 2028 mortgage is backed by the CAP3000 shopping centre (St-Laurent du Var), the 2030 mortgage by the Qwartz shopping centre (Villeneuve-la-Garenne) and the 2031 mortgage by the Sant Cugat shopping centre (Barcelona). All the Group's other consolidated assets are mortgage-free.

Debt maturing after 2031 concerns photovoltaic projects where the average debt maturity was at least 20 years at the time it was contracted.

Hedging: nominal and average rate

Altarea benefits from a significant interest rate hedging position reflecting the Group's overall risk management policy.

Outstanding at year-end *(€ millions)*	**Fixed-rate debt**	**Fixed rate hedges[(a)]**	**Fixed-rate position[(b)]**	**Average hedge ratio[(c)]**
2025	1,100	1,613	2,713	0.87%
2026	1,050	1,532	2,582	1.06%
2027	1,050	1,525	2,575	1.06%
2028	600	1,032	1,632	1.57%
2029	600	825	1,425	1.60%
2030	300	317	617	2.20%

(a) Interest rate swaps and caps.
(b) After hedging, prorata consolidation.
(c) Average hedging rate and average swap rate on fixed-rate debt (mid-swap rate at the pricing date of each bond, excluding credit spreads).

Average cost of debt: 1.92% (-23 bps)

The average cost of gross debt fell in 2024 due to the positive impact of the Group's hedging position and the free cash investment products.

(1) At date of publication and excluding short-term Property Development financing.

1.4.3.3 Ratios and covenants

Loan to Value (LTV)

The LTV ratio compares consolidated net bond and bank debt to the consolidated market value of Group assets.

(€ millions)	31/12/2024	31/12/2023
Gross debt	2,460	2,360
Cash and cash equivalents	(779)	(713)
Consolidated net debt	**1,681**	**1,647**
Retail at value (FC)[a]	3,872	3,861
Retail at value (EM securities), other[b]	197	185
Investment properties valued at cost[c]	126	110
Business Property investments[d]	149	121
Enterprise value of Property Development[e]	1,322	1,466
New businesses	233	-
Market value of assets	**5,898**	**5,744**
LTV RATIO	**28.5%**	**28.7%**

(a) Market value (including transfer taxes) of shopping centres in operation recognised according to the fully consolidated method.
(b) Market value (including transfer taxes) of shares of equity-method affiliates carrying shopping centres and other retail assets.
(c) Net carrying amount of investment properties in development valued at cost.
(d) Market value (including transfer taxes) of shares in equity affiliates holding investments and other Business Property assets.
(e) Including Residential and Business Property (Offices and Logistics).

Credit ratios

At 31 December 2024, the Net Debt to EBITDA [1] ratio improved to 6.1x, compared with 6.6x at 31 December 2023.

The Net Debt/Net Debt + Equity ratio was 34.7% (compared to 33.8% at 31 December 2023).

Neither of these two ratios constitutes a bank covenant for the Group.

The only two banking covenants included in all credit documentation are LTV and ICR.

	Covenant	31/12/2024	31/12/2023	Delta
LTV[a]	≤ 60%	28.5%	28.7%	-0.2pt
ICR[b]	≥ 2.0x	9.6x	7.5x	+2.1x

(a) LTV (Loan to Value) = Net bond and bank debt/Restated value of assets including transfer duties.
(b) ICR (Interest Coverage Ratio) = Operating income/Net borrowing costs (column "funds from operations").

At 31 December 2024, the financial position of the Group largely satisfied all of the covenants of its various credit contracts.

1.4.3.4 Debt rating

On 9 October 2024, S&P Global confirmed Altarea's long-term rating at BBB-, Investment grade, with a negative outlook. The linked rating of its development subsidiary Altareit was also confirmed.

(1) Net bond and bank debt/12-month rolling FFO operating income.

2

2024 CONSOLIDATED FINANCIAL STATEMENTS

2.1 Financial statements

Consolidated balance sheet

(€ millions)	Note	31/12/2024	31/12/2023
Non-current assets		**5,079.3**	**4,865.2**
Intangible assets	7.2	359.2	369.5
o/w Goodwill		*246.2*	*235.8*
o/w Brands		*99.0*	*115.0*
o/w Customer relationships		*1.3*	*3.6*
o/w Other intangible assets		*12.7*	*15.1*
Property, plant and equipment		165.2	26.5
Right-of-use on tangible and intangible fixed assets	7.3	113.1	120.6
Investment properties	7.1	*4,016.2*	*3,948.6*
o/w Investment properties in operation at fair value		*3,628.0*	*3,617.2*
o/w Investment properties under development and under construction at cost		*132.3*	*114.7*
o/w Right-of use on Investment properties		*255.9*	*216.7*
Securities and investments in equity affiliates	4.5	357.7	327.1
Non-current financial assets	4.6	17.0	35.6
Deferred taxes assets	5.3	50.9	37.3
Current assets		**3,320.7**	**3,471.9**
Net inventories and work-in-progress	7.4	992.3	1,140.6
Contract assets	7.4	507.2	536.0
Trade and other receivables	7.4	954.1	930.2
Income credit		7.7	23.8
Current financial assets	4.6	25.2	25.8
Derivative financial instruments	8	55.3	101.7
Cash and cash equivalents	6.2	778.9	713.1
Assets held for sale	7.1	0.0	0.8
TOTAL ASSETS		**8,400.0**	**8,337.1**

(€ millions)	Note	31/12/2024	31/12/2023
Equity		**3,162.9**	**3,219.6**
Equity attributable to Altarea SCA shareholders		**1,694.3**	**1,747.5**
Share capital	6.1	334.6	316.9
Other paid-in capital		330.7	420.4
Reserves		1,022.9	1,483.2
Income associated with Altarea SCA shareholders		6.1	(472.9)
Equity attributable to non-controlling interests in subsidiaries		**1,468.6**	**1,472.1**
Reserves associated with non-controlling interests in subsidiaries		1,165.2	1,284.2
Other equity components, Subordinated Perpetual Notes		223.5	223.5
Income associated with non-controlling interests in subsidiaries		80.0	(35.7)
Non-current liabilities		**2,586.8**	**2,375.6**
Non-current borrowings and financial liabilities	6.2	2,467.6	2,254.8
o/w Participating loans and advances from associates		*63.6*	*60.4*
o/w Bond issues		*1,094.2*	*1,128.7*
o/w Borrowings from credit establishments		*943.6*	*726.5*
o/w Lease liabilities		*116.9*	*126.3*
o/w Contractual fees on investment properties		*249.4*	*212.9*
Long-term provisions	6.3	61.3	68.7
Deposits and security interests received		48.7	44.6
Deferred tax liability	5.3	9.1	7.5
Current liabilities		**2,650.2**	**2,742.0**
Current borrowings and financial liabilities	6.2	532.1	637.7
o/w Bond issues		*356.4*	*275.5*
o/w Borrowings from credit establishments		*62.9*	*89.6*
o/w Negotiable European Commercial Paper		*–*	*92.2*
o/w Bank overdrafts		*3.4*	*47.7*
o/w Advances from Group shareholders and partners		*82.6*	*108.7*
o/w Lease liabilities		*20.4*	*19.6*
o/w Contractual fees on investment properties		*6.5*	*4.4*
Derivative financial instruments	8	13.7	32.0
Contract liabilities	7.4	130.2	257.0
Trade and other payables	7.4	1,972.5	1,814.7
Tax due		1.8	0.6
TOTAL LIABILITIES		**8,400.0**	**8,337.1**

Statement of consolidated comprehensive income

(€ millions)	Note	31/12/2024	31/12/2023
Rental income		243.5	231.8
Property expenses		(8.0)	(6.5)
Unrecoverable rental expenses		(9.7)	(10.3)
Expenses re-invoiced to tenants		*65.2*	*63.8*
Rental expenses		*(74.9)*	*(74.0)*
Other expenses		1.6	0.7
Net charge to provisions for current assets		(10.9)	(11.0)
Net rental income	**5.1**	**216.4**	**204.8**
Revenue		2,466.3	2,418.5
Cost of sales		(2,240.3)	(2,253.2)
Other income		(74.9)	(89.3)
Net charge to provisions for current assets		(15.6)	(242.6)
Amortisation of customer relationships		(2.3)	(5.9)
Net property income	**5.1**	**133.2**	**(172.6)**
External services		58.7	62.0
Own work capitalised and production held in inventory		138.6	154.4
Personnel costs		(236.9)	(241.2)
Other overhead expenses		(70.9)	(91.8)
Depreciation expenses on operating assets		(31.2)	(30.6)
Net overhead expenses		**(141.7)**	**(147.1)**
Other income and expenses		(1.9)	(8.1)
Depreciation expenses		(3.2)	(1.3)
Transaction costs		(2.8)	(1.9)
Others		**(7.8)**	**(11.3)**
Proceeds from disposal of investment assets		6.4	(2.9)
Carrying amount of assets sold		(6.4)	(0.8)
Net gain/(loss) on disposal of investment assets		**(0.1)**	**(3.7)**
Change in value of investment properties	7.1	2.8	(189.8)
Net impairment losses on investment properties measured at cost		–	(0.6)
Net impairment losses on other non-current assets		(12.3)	(54.6)
Net charge to provisions for risks and contingencies		7.6	(31.9)
Impairment of goodwill		–	(0.6)
OPERATING INCOME BEFORE THE SHARE OF NET INCOME OF EQUITY AFFILIATES		**198.1**	**(407.3)**
Share in earnings of equity-method affiliates	4.5	11.3	(68.8)
OPERATING INCOME AFTER THE SHARE OF NET INCOME OF EQUITY AFFILIATES		**209.4**	**(476.0)**
Net borrowing costs	5.2	(34.3)	(38.2)
Financial expenses		*(126.3)*	*(78.1)*
Financial income		*92.0*	*39.9*
Other financial results	5.2	(35.3)	(33.5)
Discounting of debts and receivables		–	0.4
Change in value and income from disposal of financial instruments	5.2	(58.7)	(72.8)
Net gain/(loss) on disposal of investments		(5.9)	(2.8)
Profit before tax		**75.2**	**(622.9)**
Corporate income tax	5.3	10.9	114.4
NET INCOME		**86.1**	**(508.6)**
o/w Attributable to shareholders of Altarea SCA		6.1	(472.9)
o/w Attributable to non-controlling interests in subsidiaries		80.0	(35.7)
Average number of non-diluted shares[a]		21,312,636	20,490,581
NET EARNINGS PER SHARE ATTRIBUTABLE TO SHAREHOLDERS OF ALTAREA SCA *(€)*	**5.4**	**0.29**	**(23.08)**
Diluted average number of shares[a]		21,791,045	21,020,550
DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO SHAREHOLDERS OF ALTAREA SCA *(€)*	**5.4**	**0.28**	**(22.50)**

(a) In accordance with IAS 33, the weighted average number of shares (diluted and undiluted) is adjusted retrospectively to take into account the capital increases that took place in April, July, September and October 2024 to allow the delivery of free shares.

Other comprehensive income

(€ millions)	31/12/2024	31/12/2023
NET INCOME	**86.1**	**(508.6)**
Actuarial differences on defined-benefit pension plans	1.4	1.1
o/w Taxes	*(0.4)*	*(0.3)*
Subtotal of comprehensive income items that may not be reclassified to profit	1.4	1.1
OTHER COMPREHENSIVE INCOME	**1.4**	**1.1**
COMPREHENSIVE INCOME	**87.5**	**(507.5)**
o/w Net comprehensive income attributable to Altarea SCA shareholders	7.5	(471.8)
o/w Net comprehensive income attributable to non-controlling interests in subsidiaries	80.0	(35.7)

Consolidated cash flows statement

(€ millions)	Note	31/12/2024	31/12/2023
Cash flow from operating activities			
Total consolidated net income		**86.1**	**(508.6)**
Elimination of income tax expense (income)	5.3	(10.9)	(114.4)
Elimination of net interest expense (income) and dividends	5.2	69.6	71.6
Net income before tax and before net interest expense (income)		**144.8**	**(551.3)**
Elimination of share in earnings of equity-method affiliates	4.5	(11.3)	68.8
Elimination of depreciation and impairment		47.3	126.4
Elimination of value adjustments	7.1/5.2	55.9	262.9
Elimination of net gains/(losses) on disposals[(a)]		5.6	6.6
Estimated income and expenses associated with share-based payments	6.1	16.2	21.6
Net cash flow		**258.4**	**(65.0)**
Tax paid		14.0	(25.6)
Impact of change in operational working capital requirement (WCR)	7.4	159.8	421.2
CASH FLOW FROM OPERATIONS		**432.3**	**330.5**
Cash flow from investment activities			
Net acquisitions of assets and capitalised expenditures	7.1	(69.6)	(38.2)
Gross investments in equity affiliates	4.5	(24.3)	(127.5)
Acquisitions of consolidated companies, net of cash acquired	4.3	(16.7)	3.1
Other changes in Group structure		(0.1)	0.2
Increase in loans and advances		(52.4)	(29.0)
Sale of non-current assets and reimbursement of advances and down payments[(a)]		11.0	(2.3)
Disposals of equity affiliates	4.5	69.9	60.5
Disposals of consolidated companies, net of cash transferred		2.6	(0.0)
Reduction in loans and other financial investments		34.8	22.7
Net change in investments and derivative financial instruments	5.2	(24.1)	67.1
Dividends received		(42.7)	46.4
Interest income on loans		90.8	45.6
CASH FLOW FROM INVESTMENT ACTIVITIES		**(20.7)**	**48.6**
Cash flow from financing activities			
Capital increase[(b)]		92.0	34.3
Share of non-controlling interests in the capital increase of subsidiaries[(c)]		36.2	–
Dividends paid to Altarea SCA shareholders	6.1	(168.9)	(206.0)
Dividends paid to minority shareholders of subsidiaries		(79.7)	(71.4)
Issuance of borrowings and other financial liabilities	6.2	689.0	408.2
Repayment of borrowings and other financial liabilities	6.2	(698.5)	(677.3)
Repayment of lease liabilities	6.2	(21.9)	(19.3)
Net sales (purchases) of treasury shares	6.1	(1.0)	(5.5)
Net change in security deposits and guarantees received		4.2	5.2
Interest paid on financial debts		(153.0)	(110.0)
CASH FLOW FROM FINANCING ACTIVITIES		**(301.5)**	**(641.8)**
CHANGE IN CASH BALANCE		**110.1**	**(262.7)**
Cash balance at the beginning of the year	**6.2**	**665.4**	**928.1**
Cash and cash equivalents		713.1	952.3
Bank overdrafts		(47.7)	(24.2)
Cash balance at period-end	**6.2**	**775.5**	**665.4**
Cash and cash equivalents		778.9	713.1
Bank overdrafts		(3.4)	(47.7)

(a) Gains/losses on disposals included in the calculation of net cash flow are presented net of transaction costs. Likewise, disposals of property assets are presented net of transaction costs in the cash flow from investment activities.
(b) Capital increase related to the employee savings fund (FCPE) and scrip dividend option.
(c) Dilution of the share capital of SCPI Alta Convictions (new subscribers) during the first three quarters of 2024.

Changes in consolidated equity

(€ millions)	Share capital	Other paid-in capital	Elimination of treasury shares	Reserves and retained earnings	Equity attributable to Altarea SCA shareholders	Equity attributable to non-controlling interests in subsidiaries	Equity
AS OF 1 JANUARY 2023	**311.4**	**395.0**	**(30.5)**	**1,699.3**	**2,375.2**	**1,584.4**	**3,959.5**
Net Income	–	–	–	*(472.9)*	*(472.9)*	*(35.7)*	*(508.6)*
Actuarial difference relating to pension obligations	–	–	–	*0.9*	*0.9*	*0.0*	*1.1*
Comprehensive income	**–**	**–**	**–**	**(472.0)**	**(472.0)**	**(35.7)**	**(507.5)**
Dividend distribution	–	*(3.3)*	–	*(202.7)*	*(206.0)*	*(75.3)*	*(281.3)*
Capital increase	*5.5*	*28.7*	–	*0.0*	*34.3*[(a)]	*0.1*	*34.3*
Subordinated Perpetual Notes	–	–	–	–	–	–	–
Measurement of share-based payments	–	–	–	*16.0*	*16.0*	*(0.0)*	*16.0*
Elimination of treasury shares	–	–	*15.6*	*(15.7)*	*(0.1)*	–	*(0.1)*
Transactions with shareholders	**5.5**	**25.4**	**15.6**	**(202.3)**	**(155.8)**	**(75.2)**	**(231.0)**
Changes in ownership interests without taking or losing control of subsidiaries	–	–	–	–	–	–	–
Changes in ownership interests associated with taking or losing control of subsidiaries	–	–	–	0.1	0.1	(1.4)	(1.3)
Others	–	–	–	0.0	0.0	(0.0)	(0.0)
AS OF 31 DECEMBER 2023	**316.9**	**420.4**	**(14.9)**	**1,025.2**	**1,747.5**	**1,472.1**	**3,219.6**
Net Income	–	–	–	*6.1*	*6.1*	*80.0*	*86.1*
Actuarial difference relating to pension obligations	–	–	–	*1.4*	*1.4*	*0.0*	*1.4*
Comprehensive income	–	–	–	*7.5*	*7.5*	*80.0*	*87.5*
Dividend distribution	–	*(164.0)*	–	*(4.9)*	*(168.9)*	*(83.4)*	*(252.3)*
Capital increase	*17.7*	*74.3*	–	*0.0*	*92.0*[(a)]	*35.9*[(b)]	*127.9*
Subordinated Perpetual Notes	–	–	–	–	–	–	–
Measurement of share-based payments	–	–	–	*12.0*	*12.0*	*(0.0)*	*12.0*
Elimination of treasury shares	–	–	*14.2*	*(11.3)*	*2.9*	–	*2.9*
Transactions with shareholders	**17.7**	**(89.7)**	**14.2**	**(4.2)**	**(61.9)**	**(47.5)**	**(109.4)**
Changes in ownership interests without taking or losing control of subsidiaries	–	–	–	–	–	–	-
Changes in ownership interests associated with taking or losing control of subsidiaries	–	–	–	*0.3*	*0.3*	*(35.8)*[(b)]	*(35.5)*
Others	*0.0*	–	–	*0.9*	*0.9*	*(0.1)*	*0.8*
AS OF 31 DECEMBER 2024	**334.6**	**330.7**	**(0.7)**	**1,029.7**	**1,694.3**	**1,468.6**	**3,162.9**

(a) Capital increase related to the employee savings fund (FCPE) and scrip dividend option.
(b) Capital increases subscribed by the non-controlling interests of Alta Convictions, which led to the loss of control and the reporting of the subsidiary by the equity method in the last quarter of 2024.

The notes constitute an integral part of the consolidated financial statements.

2.2 Notes – Consolidated income statement by segment

	31/12/2024			31/12/2023		
(€ millions)	Funds from operations (FFO)	Changes in value, estimated expenses and transaction costs	Total	Funds from operations (FFO)	Changes in value, estimated expenses and transaction costs	Total
Rental income	243.5	–	243.5	231.8	–	231.8
Other expenses	(27.1)	–	(27.1)	(27.0)	–	(27.0)
Net rental income	**216.4**	**–**	**216.4**	**204.8**	**–**	**204.8**
External services	26.7	–	26.7	25.0	–	25.0
Own work capitalised and production held in inventory	5.3	–	5.3	1.8	–	1.8
Operating expenses	(48.8)	(5.0)	(53.8)	(42.0)	(5.7)	(47.7)
Net overhead expenses	**(16.7)**	**(5.0)**	**(21.7)**	**(15.3)**	**(5.7)**	**(20.9)**
Share of equity-method affiliates	**6.5**	**9.1**	**15.6**	**5.4**	**(19.2)**	**(13.8)**
Net depreciation, amortisation and provision	**–**	**(2.3)**	**(2.3)**	**–**	**1.2**	**1.2**
Income/loss on sale of assets	**4.1**	**0.9**	**5.0**	**0.5**	**(3.7)**	**(3.2)**
Income/loss in the value of investment properties	**–**	**4.7**	**4.7**	**–**	**(190.4)**	**(190.4)**
Operating income - retail	**210.3**	**7.4**	**217.7**	**195.5**	**(217.7)**	**(22.3)**
Revenue	1,959.0	–	1959.0	2,218.1	–	2,218.1
Cost of sales and other expenses	(1,884.1)	(6.7)	(1890.8)	(2,093.3)	(300.2)	(2,393.6)
Net property income	**74.9**	**(6.7)**	**68.2**	**124.8**	**(300.2)**	**(175.4)**
External services	26.7	–	26.7	29.0	–	29.0
Production held in inventory	125.0	–	125.0	142.0	–	142.0
Operating expenses	(197.3)	(19.8)	(217.1)	(238.9)	(19.8)	(258.7)
Net overhead expenses	**(45.6)**	**(19.8)**	**(65.4)**	**(67.9)**	**(19.8)**	**(87.7)**
Share of equity-method affiliates	**(2.4)**	**(5.3)**	**(7.6)**	**(0.0)**	**(3.7)**	**(3.7)**
Net depreciation, amortisation and provision	**–**	**(23.7)**	**(23.7)**	**–**	**(63.2)**	**(63.2)**
Transaction costs	**–**	**–**	**–**	**–**	**(0.0)**	**(0.0)**
Operating income - residential	**26.9**	**(55.4)**	**(28.5)**	**56.8**	**(386.9)**	**(330.1)**
Revenue	471.9	–	471.9	196.0	–	196.0
Cost of sales and other expenses	(413.2)	–	(413.2)	(175.4)	(17.9)	(193.3)
Net property income	**58.7**	**–**	**58.7**	**20.6**	**(17.9)**	**2.7**
External services	4.7	–	4.7	8.0	–	8.0
Production held in inventory	8.2	–	8.2	10.8	–	10.8
Operating expenses	(27.5)	(2.8)	(30.3)	(20.0)	(3.6)	(23.6)
Net overhead expenses	**(14.5)**	**(2.8)**	**(17.4)**	**(1.2)**	**(3.6)**	**(4.8)**
Share of equity-method affiliates	**3.3**	**(2.0)**	**(1.4)**	**(8.9)**	**(42.0)**	**(50.9)**
Net depreciation, amortisation and provision	**–**	**(0.8)**	**(0.8)**	**–**	**(47.3)**	**(47.3)**
Income/loss in the value of investment properties	**–**	**(1.9)**	**(1.9)**	**–**	**–**	**–**
Operating income - business property	**47.6**	**(7.5)**	**40.1**	**10.5**	**(110.8)**	**(100.3)**
New businesses	**(12.4)**	**(4.0)**	**(16.4)**	**(10.4)**	**(0.3)**	**(10.7)**
Others (Corporate)	**1.7**	**(5.2)**	**(3.5)**	**(4.3)**	**(8.4)**	**(12.7)**
OPERATING INCOME	**274.1**	**(64.7)**	**209.4**	**248.1**	**(724.1)**	**(476.0)**
Net borrowing costs	**(28.5)**	**(5.8)**	**(34.3)**	**(33.0)**	**(5.1)**	**(38.2)**
Other financial results	**(31.8)**	**(3.5)**	**(35.3)**	**(30.8)**	**(2.8)**	**(33.5)**
Discounting of debts and receivables	**–**	**–**	**–**	**–**	**0.4**	**0.4**
Change in value and income from disposal of financial instruments	**–**	**(58.7)**	**(58.7)**	**–**	**(72.8)**	**(72.8)**
Net gain/(loss) on disposal of investments	**–**	**(5.9)**	**(5.9)**	**–**	**(2.8)**	**(2.8)**
PROFIT BEFORE TAX	**213.8**	**(138.7)**	**75.2**	**184.3**	**(807.2)**	**(622.9)**
Corporate income tax	**(4.0)**	**14.9**	**10.9**	**0.1**	**114.3**	**114.4**
NET INCOME	**209.8**	**(123.7)**	**86.1**	**184.4**	**(692.9)**	**(508.6)**
Non-controlling interests	**(82.6)**	**2.6**	**(80.0)**	**(83.1)**	**118.8**	**35.7**
NET INCOME, GROUP SHARE	**127.2**	**(121.1)**	**6.1**	**101.2**	**(574.1)**	**(472.9)**
Diluted average number of shares[(a)]	*21,791,045*	*21,791,045*	*21,791,045*	*21,020,550*	*21,020,550*	*21,020,550*
NET EARNING PER SHARE *(€/share)*, **GROUP SHARE**	**5.84**	**(5.56)**	**0.28**	**4.81**	**(27.31)**	**(22.50)**

(a) In accordance with IAS 33, the weighted average number of shares (diluted and undiluted) is adjusted retrospectively to take into account the capital increases that took place in April, July, September and October 2024 to allow the delivery of free shares.

2.3 Other information attached to the consolidated financial statements

DETAILED SUMMARY

NOTE 1 COMPANY INFORMATION

Altarea is a *Société en Commandite par Actions* (a French partnership limited by shares), the shares of which are traded on the Euronext Paris regulated market, Compartment A. The registered office is located at 87 rue de Richelieu in Paris (France).

Altarea chose the SIIC corporate form (*Société d'Investissement Immobilier Cotée*) as of 1 January 2005.

Altarea is the French leader in low-carbon urban transformation, with the most comprehensive real estate offering to serve the city and its users. In each of its activities, the Group has all the expertise and recognised brands needed to design, develop, market and manage tailor-made real estate products.

The Altarea Group operates mainly in France, Italy and Spain.

Altarea controls the company Altareit, whose shares are admitted to trading on the regulated market Euronext Paris, Compartment A.

Altarea controls the company NR21, whose shares are admitted to trading on the regulated market Euronext Paris, Compartment C.

The consolidated financial statements for the year ended 31 December 2024 were approved by the Management on 25 February 2025 having been examined by the Audit Committee and the Supervisory Board.

NOTE 2 ACCOUNTING PRINCIPLES AND METHODS

2.1 The Company's accounting framework and presentation of the financial statements

2.1.1 Accounting standards

The accounting principles used in the preparation of the consolidated financial statements for the year are compliant with the IASB's (International Accounting Standards Board) IFRS standards and interpretations as adopted by the European Union as at 31 December 2024 and available on the website of the European Commission.

The accounting principles adopted on 31 December 2024 are the same as those used for the consolidated financial statements at 31 December 2023, with the exception of changes to the standards and interpretations adopted by the European Union applicable at 1 January 2024.

Accounting standards, interpretations and amendments applicable as from the financial year beginning on 1 January 2024:

- amendments to IAS 1 – Classification of liabilities as current or non-current. Non-current liabilities with covenants;
- amendments to IAS 7 and IFRS 7 – Supplier finance arrangements;
- amendments to IFRS 16 – Lease liability in a sale and leaseback.

These amendments have no significant impact on the Group.

- Amendments to IAS 12 – International Tax Reform - Pillar 2 Model Rules.

The application of this amendment is explained in Note 5.3 "Corporate income tax".

Accounting standards and interpretations adopted early at 31 December 2024, whose application is mandatory for periods starting on or after 1 January 2025 or later:

None.

Accounting standards and interpretations published and mandatory after 31 December 2024:

None.

Other essential standards and interpretations adopted by the IASB approved in 2024 or not yet approved by the European Union:

- amendments to IAS 21 – Effects of Changes in Foreign Exchange Rates.

In the absence of foreign currency transactions within the Group, this amendment will have no impact on the Group.

- Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments;
- IFRS 18 – Presentation and Disclosure in Financial Statements;
- amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7 – Annual Improvement Cycle.

These amendments are currently being analysed.

2.1.2 Other principles for presenting the financial statements

Altarea presents its financial statements and accompanying notes in millions of euros, to one decimal point.

Transactions eliminated in the consolidated financial statements

Balance sheet balances and income and expenses arising from intragroup transactions are eliminated when the consolidated financial statements are prepared.

Balance sheet classification

In accordance with IAS 1, the Company presents its assets and liabilities by distinguishing between current and non-current items.

Assets which must be realised, consumed or disposed of within the scope of the normal operating cycle or within 12 months following closure, are classed as "current assets", as well as the assets held with a view to disposal and cash or cash equivalents. All other assets are classified as "non-current assets".

Liabilities which have to be paid within the scope of the normal operating cycle or within 12 months following closure are classified as "current liabilities", as well as the share of provisions arising from the normal operating cycle of the activity concerned due in less than one year.

Deferred taxes are always shown as non-current assets or liabilities.

2.2 Main estimations and judgements

The preparation of the consolidated financial statements requires the use of estimates and assumptions by the Group's management to determine the value of certain assets and liabilities, and of certain income and expenses, as well as concerning the information given in the notes to the financial statements.

Management reviews its estimates and assumptions on a regular basis using its past experience and various other factors deemed reasonable in the circumstances.

The actual results may differ significantly from these estimates depending on changes in the various assumptions and performance conditions.

The accounting estimates made by the Group were made in the context of the ongoing real estate crisis in Residential Development. The Group bases its estimates on reliable information available to it at the date of preparation of the consolidated financial statements.

The main estimates made by the Group concerned the following measurements:

- measurement of investment properties (see Notes 2.3.5 “Investment properties” and 7.1 “Investment properties”).

The methodologies used by the appraisers are identical to those used for the previous financial year and take into account changes in market data.

- measurement of trade receivables (see Notes 2.3.10 “Financial assets and liabilities” and 7.4.2 “Trade and other receivables”);
- measurement of net property income and services using the percentage-of-completion method (see Note 2.3.17 “Revenue and revenue-related expenses”);
- the valuation of inventories and work-in-progress (see notes 2.3.8 “Inventories” and 7.4.1 “Inventories and pipeline products”);
- measurement of goodwill and brands (please see Note 2.3.7 “Monitoring the value of non-current assets (excluding financial assets and investment properties) and losses of value” and 7.2 “Goodwill and other intangible assets”).

And less significantly:

- measurement of share-based payments (see Notes 2.3.12 “Share-based payments” and 6.1 “Equity”);
- measurement of financial instruments (see Note 8 “Financial risk management”).

In addition to the use of estimates, the Group's management has applied its judgement in the following cases:

- measurement of rights of use, lease liabilities and contractual fees on investment properties (see notes 2.3.18 “Leases”, 7.3 “Right-of-use on tangible and intangible fixed assets” and 7.1 “Investment properties”);
- measurement and use of deferred tax assets (see Notes 2.3.16 “Taxes” and 5.3 “Corporate income tax”);
- measurement of provisions (see Notes 2.3.15 “Provisions and contingent liabilities” and 6.3 “Provisions”);
- whether or not the criteria to identify an asset or group of assets as held for sale or whether an operation is intended to be discontinued in accordance with IFRS 5 (see Note 2.3.6 “Non-current assets held for sale and discontinued operations” and 7.1 “Investment properties”).

The Group's financial statements also take into account, based on current knowledge and practices, **the issues of climate change and Sustainable development.**

Today, the Group has fully integrated these transformations linked to the transition and enriches its low-carbon approach every year. As early as 2017, the Group included GHG emissions reduction targets among its priorities. The climate change mitigation transition plan is currently being finalized and will be adopted shortly.

On the Retail side, the analysis of key indicators, through data collected on all our assets, is used to steer CSR performance and define action plans aimed at achieving ambitious energy targets. These actions have been translated into precise operational measures that are incorporated into the work and renovation budgets for each center, and taken into account by real estate appraisers in the value of assets. Since 2011, investments in property assets have included climate change issues, with energy consumption targets that meet the expectations of the tertiary sector decree.

An initial analysis of physical risks and adaptation roadmaps for the Group's assets was carried out in 2018. This study identified the existence of risks on some assets for which remediation actions have been defined and implemented. In 2024, the Group has chosen to carry out a new climate risk audit on its entire portfolio in order to refine the adaptation plan for Commerce assets, particularly with regard to new risk areas to be taken into account. These actions will be integrated into the assets' Capex and will be monitored until they are fully implemented.

For the appraisal campaign leading to the valuation of investment properties at 31 December 2024, the Group provided the appraisers with information on energy consumption, Breeam in use certifications, exposure of assets to climate risks, and the presence of renewable energy production facilities at the various sites, all of which were taken into account in the valuations.

Based on their knowledge of the market, the independent appraisers have not identified any evidence for 2024 (that sustainability criteria have significantly influenced transaction prices). Nevertheless, they are keeping a close eye on developments in the real estate market in this area.

On the property development side, the budgets used to calculate sales on a percentage-of-completion basis systematically include the costs of improving energy performance, in line with the regulations in force at the time building permits are submitted (notably RE 2020).

With regard to adapting construction to climate change, in 2018, the Group, commissioned a study to analyse the exposure of its activities to the effects of climate change, including one dedicated to housing development in France. Several risks were analysed: Heat waves, Droughts, Landslides, Floods, Intense precipitation, Storms and Marine submersion for all regional sites. The conclusions of this study have enabled each brand to take specific action to secure and address the most systematic risks (heat waves, drought, intense precipitation & flooding and Clay Shrinkage & Swelling). In addition, the Group's various brands are now carrying out studies on adaptation issues at the project level (particularly concerning physical risks), using dedicated tools (Bat-ADAPT - sustainable real estate observatory or Résilience - Cerqual).

The costs of these actions are included in the operation budgets.

Finally, the Group is also working on the construction of buildings that are either more resource-efficient, more adaptable or flexible, or more dismountable to facilitate reuse and recycling. The related costs are also factored into the real estate margin of operations.

Accordingly, at 31 December 2024, taking into account the effects of climate change has had no significant impact on the judgments and main estimates required to prepare the financial statements.

2.3 Accounting principles and methods of the Company

2.3.1 Equity investments of the Company and consolidation methods

For consolidation, the following standards apply:

- IFRS 10 – Consolidated financial statements;
- IFRS 11 – Joint arrangements;
- IFRS 12 – Disclosure of interests in other entities;
- IAS 28 – Investments in associates and joint ventures.

IFRS 10 defines control as follows: "An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee" The Company has power over an investee when it has existing substantive rights that give it the current ability to direct the relevant activities, defined as activities that significantly affect the investee's returns.

As the assessment of control in accordance with IFRS 10 requires a significant amount of judgement, the Company has developed a framework for analysing the governance of entities related to the Company, particularly when there are partnership situations governed by broad contractual arrangements including, where applicable, the shareholding structure, Articles of Association, shareholder pacts, purchase and sale agreements, the regulatory governance framework, etc. or when analysis of contractual obligations with third parties leads to similar conclusions.

The facts and circumstances of each entity are also taken into account to assess the Company's ability to direct the relevant activities of these entities.

In this regard, within the limit of the protective rights granted to the JV partners:

- Altablue and Aldeta, jointly held along with two other institutional partners, are considered to be controlled by the Group. These companies hold the CAP3000 shopping centre located near Nice;
- Alta Crp Gennevilliers, Alta Crp La Valette, Alta Gramont, Toulouse Gramont, Bercy Village and *Société d'Aménagement de la Gare de l'Est*, jointly held with another institutional partner, are considered to be controlled by the Group;
- the companies Alta Crp Aubergenville, Alta Crp Guipavas, Limoges Invest, Retail Park les Vignobles, Alta Crp Ruaudin, *Centre Commercial* de Thiais, TECI et Compagnie, Alta Pierrelaye, have been jointly held with an institutional partner and are still considered to be controlled by the Group;
- the companies Alta Montparnasse, and Altagares (holding companies for the shops in Paris-Montparnasse station and five stations in Italy, respectively) have been owned since the 1st quarter 2022 with an institutional partner and are still considered to be controlled by the Group.

In accordance with IFRS 10, *ad hoc* entities are consolidated when, in substance, the relation between the Company and the entity is such that the Company is considered to exercise control over the latter.

As the assessment of joint control or significant influence under IFRS 11 and IAS 28 calls for a significant degree of judgment, the Company has developed a framework for analysing governance and legal situations linked to specific contractual obligations of entities with which the Company has a relationship, in particular when there are situations where a third party holds effective rights that would result in either joint control or significant influence by the Company over the entity.

Controlled entities

Controlled subsidiaries are fully consolidated. All intragroup balances and transactions as well as income and expense from internal transactions and dividends are eliminated.

Any modification in the Company's interest in a subsidiary not resulting in a loss of control is recognised in equity. If the Company loses the control over a subsidiary, the assets and liabilities and equity of this former subsidiary are derecognised. Any gain or loss resulting from this loss of control is recognised in profit or loss. Any Interest retained in the former subsidiary is recognised at fair value on the date of loss of control according to the recognition method required under IFRS 11, IAS 28 or IFRS 9.

Entities subject to joint control

According to IFRS 11, companies are subject to joint control when important decisions about the relevant activities require the unanimous consent of the parties sharing control.

Joint control may be exercised through joint operation or a joint venture. According to IFRS 11, the joint operation is distinguished by the existence of directly held rights to certain assets and direct obligations for certain liabilities of the entity, whereas the joint venture confers a right to the entity's net assets. For joint operations, the Company records, in its accounts, the assets, liabilities, income and expenses relating to its interests in the joint operation. For joint ventures, the Company's interest in the entity's net assets is recognised according to the equity method described in IAS 28.

Investments in joint operations or joint ventures are presented in accordance with IFRS 12.

Entities subject to significant influence

In accordance with IAS 28, the equity method also applies to all associates in which the Company exercises a significant influence without possessing control, which is considered to exist when the percentage of voting rights held is greater than or equal to 20%. Each investment is analysed, regardless of the percentage of interest held, taking into account the facts and circumstances in order to determine if the Company has a significant influence, including, when appropriate, Articles of Association, shareholder pacts, commitments to buy and to sell, and other relevant matters.

According to the equity method, the Company's interest in the associate is initially recognised at the acquisition cost of its proportionate share of the investee's net assets, which is then increased or decreased to reflect changes subsequent to the acquisition. Goodwill arising on an associate, if unimpaired, is included in the carrying amount of the investment. The Group's proportionate share of the entity's profit or loss for the period is shown under the "Share in earnings of equity-method affiliates" line item in the income statement. These investments are presented in the balance sheet under "Securities and investments in equity-method affiliates and non-consolidated interests" with the corresponding investment-related receivables.

The financial statements of associates are prepared for the same accounting period as those for the parent company. If necessary, corrections are made to achieve consistency with the Group's accounting policies.

Investments in associates are presented in accordance with IFRS 12.

2.3.2 Business combinations and goodwill

Business combinations are accounted for in accordance with the acquisition method of IFRS 3 as amended: upon initial consolidation of an entity of which the Group has acquired control, the assets and liabilities as well as identifiable contingent liabilities are recognised at their fair value at the acquisition date. Intangible assets are specifically identified whenever they are separable from the acquired entity or result from legal or contractual rights. Therefore, when control of an entity is acquired, the difference between the acquisition cost and the acquirer's proportionate interest in the fair value of the entity's identifiable assets, liabilities and contingent liabilities at the acquisition date is classified as goodwill representing future economic benefits resulting from assets that are not individually identified and separately recognised. The acquisition cost is the amount of the consideration transferred including, where applicable, any price supplements at their fair value. Costs directly related to the acquisition are recorded as an expense for the period they were incurred.

Goodwill:

- goodwill is recognised on the balance sheet and must be tested for impairment at least once a year;
- negative goodwill is recognised directly in income.

The standard allows a period of 12 months from the acquisition date for final measurement of the acquisition; any adjustments and measurements made must reflect facts and circumstances that existed as of the acquisition date. As such, after the measurement period, any contingent consideration is recognised in net income for the year unless it is in the form of an equity instrument.

Acquisitions or disposals of securities in an entity that remains controlled before and after these transactions are now considered as transactions between shareholders recognised directly in equity: they have no effect on either goodwill or income. In the event of loss of control, the residual interest is measured at fair value and the gain or loss on disposal is recognised in the income statement.

On an exceptional basis, acquisitions of isolated assets carried out through the purchase of shares in a company, the sole purpose of which is to hold assets are recognised in accordance with IAS 40 – Investment Property, or IAS 2 – Inventories.

2.3.3 Intangible assets

The Group's intangible assets consist essentially of software, brands and customer relationships.

In accordance with IAS 38:

- acquired or created software is recognised at cost and amortised over its useful life, which is generally between 1 and 5 years;
- brands that meet the definition of intangible assets and were acquired separately or as a result of business combination are valued and their useful life estimated. Once they reach the end of this life they are amortised over its duration. If the useful life cannot be determined, they are tested for impairment where evidence of such impairment exists;
- customer relationship assets, which result from the identification of intangible assets acquired from property developers, are subject to amortisation at the rate at which the acquired order backlog is filled or, for the portion relating to acquired purchase options or those that can be amortised on a straight-line basis (i.e. duration relative to the normative operating cycle of the realization of a real estate programme), at the rate at which development programmes are launched. Other customer relationships (customer relationships on regular contracts, contractual relationships) can also be identified during business combinations and their value and estimated life are analysed on a case-by-case basis.

2.3.4 Property, plant and equipment

Property, plant and equipment correspond primarily to photovoltaics infrastructures, general plant, transport equipment, office equipment and IT equipment. In accordance with IAS 16, these items are recognised at cost and depreciated over their useful life, estimated to be between 5 and 20 years. No other significant component of these assets has been identified.

2.3.5 Investment properties

According to IAS 40, investment properties are held to earn rentals or for capital appreciation or both.

The investment properties held by the Group are primarily shopping centres and, to a lesser extent, offices.

The Group's investment properties portfolio consists of properties in operation and properties under development or construction on a proprietary basis.

In accordance with IAS 40, the Group has opted for the fair value model. On that basis, investment properties are measured at fair value in accordance with IFRS 13 "Fair value measurement" whenever this can be reliably determined. Otherwise, they are recorded at cost and are tested for impairment at least once per year and where evidence of impairment exists.

The fair value of investment properties used by Management is based on the facts and circumstances taking into account their purpose. With this objective, Management uses external appraisals giving values inclusive of duties less duties corresponding to transfer taxes and expenses. These duties have been estimated at 6.9% in France (except in the Paris Region where they are set at 7.5%), 3.25% in Spain.

Since 30 June 2023, the external appraisal of the Group's assets has been entrusted to Cushman & Wakefield, CBRE and Jones Lang Lasalle (in France and Spain), for a four-year term. Assets in Italy have been appraised by Kroll since 2022, for a 3-year mandate.

All sites are visited by the appraisers first when assets enter the portfolio and subsequently every few years in rotation or when a specific event affecting an asset requires it.

The appraisers use two methods:

- a method based on discounting projected cash flows over ten years, taking into account the resale value at the end of the period determined by capitalising net rental income. The appraisers have often preferred results obtained using this method;
- a method based on the capitalization of net rental income: the appraiser applies a rate of return based on the site's characteristics (surface area, competition, rental potential, etc.) to rental income (including minimum guaranteed rent, variable rent and market rent for vacant premises) adjusted for all expenses borne by the owner. This second method is used for certain assets by the Group, in order to corroborate the valuation obtained by the discounted cash flow method, which is the one used to account for investment properties.

Rental income takes into account:

- the changes in rentals that should be applied on renewals (lease expiries, change of tenants, etc.);
- the normative vacancy rate;
- the impact of future rental gains resulting from the letting of vacant units;
- the increase in rental income from stepped rents, and
- a delinquency rate.

The valuation of investment properties at fair value is in line with the COB/AMF "Barthès de Ruyter working group" and complies fully with the instructions of the Appraisal Charter of Real Estate Valuation (*Charte de l'Expertise en Évaluation Immobilière*) updated in 2017. In addition, appraisers refer to the RICS Appraisal and Valuation Standards published by the Royal Institute of Chartered Surveyors Red Book.

Investment properties at fair value

Investment properties in operation are systematically measured at fair value.

At 31 December 2024, an external appraisal was performed on all assets in operation.

Each time an exchange value exists for one of the Group's buildings, set in connection with a potential transaction between knowledgeable and willing parties in an arm's length transaction, the Company will use its own judgement to choose between this value and that of the appraiser.

Investment properties under construction (IPUC) have been included within the scope of IAS 40. They are measured at fair value in accordance with the IFRS 13 guide when the criteria predefined by the Company are met.

The Company believes that a property under construction can be reliably measured at fair value if most of the uncertainties affecting the determination of fair value have been lifted or if the project delivery date is in the near future.

All three of the following conditions must be met to ensure a reliable estimate of the fair value of a property under construction:

- all administrative authorisations needed to carry out the development project have been obtained:
- construction contracts have been signed and work has begun; and
- the letting rate is high and allows for a reasonable assessment of the value creation attached to the property under construction.

Accordingly, investment properties under development and construction are measured either at cost or at fair value:

- properties under development before land is purchased are measured at cost;
- land which has not yet been built on is measured at cost; and
- properties under construction are measured at cost or at fair value in accordance with the above criteria; if the delivery date for a property is close to the closing date, the property is measured at fair value, unless otherwise estimated.

The fair value of properties under construction measured at fair value is determined on the basis of independent appraisals. The appraiser values the asset as if it were fully complete, taking account of market conditions at the date of valuation and the specific characteristics of the property. Expenses not yet incurred at the account closing date are deducted from this value.

The difference between the fair value of investment properties measured at fair value from one period to the next is recognised in the income statement under the heading "Change in value of investment properties".

Investment properties valued at cost

In addition to the acquisition price of the land, the costs incurred for the development and construction of properties are capitalised from the start of the programme, as of the development phase (prospecting, preparation: replying to tenders and pre-letting prior to the signing of preliminary property sales agreements; administrative phase: obtaining authorisations, if necessary with the signing of preliminary property purchase agreements), once there is reasonable assurance that administrative authorisations will be obtained.

These relate to capitalisable expenses, including initial marketing fees, internal Group fees, early termination fees, financial vacancy and interest expenses.

In accordance with IAS 23, interest expenses are treated by including borrowing costs directly attributable to the construction of qualifying assets in the cost of these assets. Interest expenses remain attributable to buildings under development and construction during the construction period of the asset if they meet the definition of "qualifying assets". Note that if there is a delay in starting construction or an unusually long construction period, management assesses whether to pause the capitalisation of interest expenses on a case-by-case basis.

For the investment properties recorded at cost, an impairment test is carried out at least once a year or as soon as there are signs of impairment.

For assets under development, value is determined on the basis of business plans drawn up internally for a 5-year horizon and reviewed at regular intervals by management. Estimates are made using the rental income capitalization method or the discounted cash flow method.

The recoverable amount of these assets, which are still recognised at cost, is assessed by comparison with the cost price on completion and with the calculate value of expected future cash flows for the Company. If the recoverable amount is lower than the cost price on completion, an impairment loss in the form of a provision for impairment is recognised in the income statement under "Impairment losses on investment properties measured at cost" and in the consolidated income statement by segment under "Income/loss on the value of investment properties".

2.3.6 Non-current assets held for sale and discontinued operations

In accordance with IFRS 5, a non-current asset is classified as "held for sale" if its carrying amount is to be recovered primarily through a sale transaction rather than through ongoing use.

This is the case if the asset is available for immediate sale in its current state, subject only to the usual and customary conditions for the sale of such an asset, and if its sale is highly probable.

Indications of a high probability of sale include the existence of a plan by Group management to sell the asset and an active programme to find a buyer and close a sale within the following 12 months. The management assesses the situations. When at the closing date there is a preliminary sales agreement or a firm commitment, the property is systematically included in assets held for sale.

The asset is measured at the lower of fair value less costs to sell and net book value.

For an operation to be considered discontinued, the Company determines, according to the facts and circumstance, whether or not there exists a single and coordinated plan to dispose of a major line of business or geographical area of operations.

2.3.7 Remeasurement of non-current assets (other than financial assets and investment properties) and impairment losses

In accordance with IAS 36, depreciable property, plant and equipment and amortisable intangible assets are tested for impairment whenever an internal or external indication of impairment is detected.

Goodwill and other intangible assets with an indeterminate life (such as brands) are tested for impairment at least once a year or more frequently if internal or external events or circumstances indicate that their value may have declined.

Goodwill is tested for impairment at each cash-generating units (CGUs) or, where applicable, groups of CGUs. A CGU is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

To carry out this test, the net carrying amount of the assets directly related or allocated to the CGUs or groups of CGUs, including intangible assets and goodwill, is compared with the recoverable amount of these same CGUs or groups of CGUs, defined as the higher of the fair value (sale price net of costs likely to be incurred to make the sale) and their value in use.

The value in use of the CGU or the grouping of several CGUs is determined using a multi-criteria method (which uses the higher of value in use and fair value) which is mainly based on the discounted cash flow method (DCF) supported by stock-market comparison and transaction multiple methods, if necessary.

The basic principles of the DCF method are:

- estimated cash flow (before tax) is derived from business plans generally covering five-year periods drawn up by Group management;
- the discount rate is determined on the basis of weighted average cost of capital; and
- terminal value is calculated as the sum to infinity of the discounted cash flows, which are determined on the basis of a normalised cash flow and a growth rate for the business line concerned. This assumed growth rate must be consistent with the growth potential of the markets in which the activity is conducted, as well as with the entity's competitive position in those markets.

The multiples approach *via* market comparables is based on determining a sample of comparable listed companies, for which a multiple is calculated and reapplied to those aggregates considered relevant.

The multiples approach *via* comparable transactions is based on selecting a panel of transactions in comparable companies and reapplying these to the aggregates considered relevant.

An impairment loss is recognised, if applicable, if the net carrying amount of the assets directly related to or attributable to the CGUs or groups of CGUs is higher than the recoverable amount of the CGU or group of CGUs and is written off in priority against goodwill (irreversible loss), then against other intangible assets and property, plant and equipment on a pro rata basis for their carrying amount (reversible loss).

Brands are tested individually. Their recoverable amount is determined using the royalty method. An impairment loss is recognised, if applicable, if the net book value of the brand is greater than its recoverable amount (reversible).

Sensitivity tables are created for all impairment tests carried out.

2.3.8 Inventories

Inventories relate to:

- programmes of property development projects (i) on behalf of third parties and (ii) to develop parts of shopping centres not intended to be held in the managed portfolio (hypermarket building shells, parking facilities, etc.); and
- programmes where their nature or specific administrative situation prompts a decision to classify them as inventory (dealer's stock) or where a final decision to hold them in the portfolio has not been made.

In accordance with the clarification of IAS 23 (in 2019) for the financial year, the interest expenses which can be allocated to programmes are no longer incorporated into inventories connected with off-plan sales (VEFA) transactions or with property development contract (PDC) transactions. These inventories are in a position to be sold quickly and therefore no time is necessary for its development; the stored asset is therefore in saleable condition. Allocated interest expenses are recognised directly as expenses.

Inventories are carried at cost price, less the portion of the cost price recognised on a percentage-of-completion basis for off-plan sales or property development contract transactions. The cost price includes:

- the acquisition cost of land;
- construction costs (including roads and infrastructure work);
- all technical and programme management fees, whether internal or external to the Group; and
- related expenses associated directly with the construction programme.

Generally speaking, whenever the net realisable value of inventories and work in progress is less than the cost price, impairment losses are recognised.

2.3.9 Contract assets or liabilities

Further to the application of IFRS 15, the Group records a contract asset or liability in the statement of financial position in the context of the recording of contracts in the accounts on the percentage-of-completion method. The asset or liability corresponds to the amount generated by the ordinary activities based on off-plan sales or property development contracts, aggregated to date, for which the obligation to provide a service is fulfilled on a progressive basis, net of any client payments received to date. These are to a certain extent receivables not yet due, corresponding to any advances between collected calls for funds and the actual percentage of completion at the closing date. Within the statement of the financial position, the service is as follows:

- "Contract assets", if the receivables calculated on percentage of completion are greater than collected calls for funds;
- "Contract liabilities", if the receivables calculated on percentage of completion are less than collected calls for funds.

2.3.10 Financial assets and liabilities

The Group has chosen not to apply hedge accounting: the provisions of IAS 39 therefore apply in accordance with the transitional provisions of IFRS 9.

Application principles for IAS 32, IFRS 9 and IFRS 7 are as follows:

Measurement and recognition of financial assets and liabilities

- Trade and other receivables are measured at face value less any allowances for impairment. In accordance with IFRS 9, with regard to impairment, the Group applies to its trade receivables (mainly in the Retail business) a model based on expected losses (expected credit losses based on the useful life of the receivables, itself based on the experience of the Group's historic credit losses).
- Receivables relating to participating interests in equity affiliates are classified in the balance sheet under "Securities and receivables on equity-method affiliates". For the Property Development transactions, receivables from companies accounted for by the equity method have a short collection period (in relation to the operating cycle of the Development). For Retail transactions, these receivables have a longer maturity in relation to the holding period of the underlying asset.
- Current financial assets mainly concern current account advances to minority shareholders of consolidated companies or deconsolidated companies. They are recognised at amortised cost. Non-current financial assets mainly concern securities not consolidated. They are recognised at fair value through profit or loss.
- Equity instruments mainly comprise equity securities of non-consolidated companies. For the shares of listed companies, their fair value is determined on the basis of estimation including, where necessary, the market indicators on the closing date. They are recognised as at fair value through profit or loss if they are held for trading; optionally, they may also be recognised at fair value in non-recyclable other comprehensive income (changes in fair value are registered in a separate equity line item under "other comprehensive income"). For unlisted securities, if the fair value cannot be reliably determined at each closing, they remain in the balance sheet at their initial fair value, *i.e.* at purchase price increased by transaction costs, adjusted by any gains or losses of value determined by an analysis of the proportionate share of the equity held. At each acquisition of equity securities, a similar analysis will be carried out to determine the Group's management intention.
- Deposits and securities paid concern deposits paid on projects. They are the offsetting amount of security deposits paid into escrow accounts by shopping centre tenants (deposits and securities not discounted) and/or, guarantee deposits paid for buildings occupied by the Group.
- Derivative financial instruments (assets and liabilities) are considered as being held for trading. They are measured at fair value. The change in fair value of derivatives is recognised in the income statement (Line "Change in value and income from disposal of financial instruments").
- Cash as defined in IAS 7 includes liquid assets in bank current accounts and holdings in deposit accounts that are redeemable or tradable in the very short term (*i.e.* initial maturity of less than three months) and carry no significant risk of loss of value through fluctuations in interest rates. These deposits accounts are carried on the balance sheet at fair value. Their changes in the fair value are recognised in income, with a corresponding adjustment to cash. Cash must be available immediately for the needs of the Group or its subsidiaries.
- All borrowings and interest-bearing liabilities are initially recognised at fair value, less directly attributable transaction costs. Thereafter, they are carried at amortised cost using the effective interest rate (EIR) method (presented in the income statement, line "Net borrowing costs"). Initial EIRs are calculated by an actuary. In the event of renegotiation of financial liability contracts recognised at amortised cost; a study is carried out on a case-by-case basis to determine whether the renegotiation leads to a substantial change in the financial liability and therefore its derecognition or, alternatively, the maintenance of the financial liability on the balance sheet and the adjustment of its amortised cost through profit or loss.

Determination of the fair value of financial instruments (other than interest-bearing debt)

Financial assets and liabilities are initially recognised at the fair value of the price paid, including acquisition-related costs. After initial recognition, assets and liabilities are measured at fair value, estimated from the observable and unobservable inputs available.

For financial assets and liabilities such as OTC derivatives, swaps, caps, etc. that are traded on active markets (market composed of numerous transactions, continuously displayed and traded prices), fair value is estimated by an actuary using commonly accepted models and in compliance with guidance from IFRS 13 "Fair value measurement". A mathematical model is used to bring together calculation methods based on recognised financial theories. This takes into account the measurement of credit risk (or risk of default) of Altarea vis-à-vis its bank counterparties and the risk of its counterparties vis-à-vis Altarea (Credit Value Adjustment/ Debit Value Adjustment). The Group applies the default probability calculation method used by the secondary market (according to estimated bond spreads of its counterparties).

Financial liabilities related to business combinations are measured at fair value at each reporting date based on the best estimate of the amounts to be paid discounted at the market rate.

The realisable value of financial instruments may differ from the fair value calculated at the closing date of each financial year.

2.3.11 Equity

Equity represents the residual value of assets, after liabilities have been deducted.

Issuance costs for equity securities including merger-related costs are deducted from the proceeds of the issue.

An instrument is an equity instrument if the instrument includes no contractual obligation to deliver cash or another financial asset, or to exchange assets or liabilities with another entity under conditions unfavourable to the issuer. On that basis, the Subordinated Perpetual Notes issued by Altarea SCA (*TSDI - Titres Subordonnés à Durée Indéterminée*) are equity instruments.

Own equity instruments that have been bought back (treasury shares) are deducted from equity. No gain or loss is recognised in income when own equity instruments of the Company are purchased, sold, issued or cancelled.

2.3.12 Share-based payments

Share-based payments are transactions based on the value of the securities of the issuing company: stock options, free share allocation rights and company savings plans (PEE).

These rights may be settled in equity instruments or cash: in the Group, all plans concerning Altarea shares must be settled in equity instruments.

In accordance with the provisions of IFRS 2, share-based payments to corporate officers or employees of Altarea (in compensation for their roles as corporate officers or employees of Altarea) or Group companies are accounted for in the financial statements as follows: the fair value of the equity instrument awarded is recognised in the income statement as a personnel cost, with a corresponding increase in equity if the plan is to be settled in equity instruments, or in a liability if the plan is to be settled in cash.

This personnel cost representing the benefit granted (corresponding to the fair value of the services rendered by the employees in their role as employees) is valued by an actuary at the award date using the binomial Cox-Ross-Rubinstein mathematical model and the Monte Carlo method calculated on the basis of a turnover determined over the last three years. This model is adapted to suit plans that provide for a vesting period and a lock-up period. The expense is spread over the vesting period. Share grant plans and employee investment plans are measured on the basis of market value.

2.3.13 Earnings per share

Undiluted net income per share (in euros)

Undiluted net income per share is calculated by dividing net income (Group share) by the weighted average number of ordinary shares in issue during the period.

Diluted net income per share (in euros)

Diluted net income per share is calculated by dividing net income (Group share) by the weighted average number of ordinary shares in issue adjusted for the dilutive effects of the options during the period.

The dilutive effect is calculated according to the "share buyback" method. Under this method, the funds received from the exercise of options are assumed to be applied first to repurchasing own shares at the market price. The market price is taken to be the volume-weighted average of average monthly prices of Altarea shares. The theoretical number of shares repurchased at this market price is subtracted from the total number of shares produced by the exercise of options. The number calculated using this method is then added to the average number of shares in issue to produce the denominator.

Potential ordinary shares shall be treated as dilutive if the conversion in ordinary share implies a reduction in the result per share.

2.3.14 Employee benefits

In accordance with IAS 19 and amendments, employee benefits are recognised under "Personnel costs" in the income statement, with the exception of liability (or asset) revaluations recognised directly in equity and recorded in "Other comprehensive income".

Post-employment benefits

Benefits payable at retirement are paid to employees at the time of retirement based on length of service (capped according to the scales defined in the agreements applied by the Group) and their salary at retirement age. These benefits are part of the defined benefits plan, a plan to which the employer is formally or implicitly committed in an amount or a level of benefits and therefore bears the risk in the medium or long term.

A provision is recorded in the liabilities to cover all these pension commitments. It is regularly valued by independent actuaries according to the projected credit unit method and represents the probable present value of the vested rights taking into account salary increases until retirement, collective and Company agreements, the probability of retirement and the probability of survival.

The formula for the past service obligation can be broken down as follows:

Past service cost = (benefit rights acquired by the employee) x (probability that the entity will pay the benefits) x (discounting to present value) (payroll tax coefficient) x (length of service to date/ length of service at retirement)

The provision is recognised and spread over the last few years of service of the employee until they reach the cap, taking into account any intermediate levels that apply.

The main assumptions used for estimating the pension obligation are as follows:

- discount rate: Yield on AA-rated corporate bonds *(euro zone)* with maturities of more than 10 years. The Group uses the Iboxx rate which stands at 3.10%;
- mortality table: Women's Table (TF) and Men's Table (TH) 2000-2002;
- reason for departure: depending on local laws and for France, voluntary retirement on the date of eligibility for full pension benefits;
- turnover: annual average turnover observed over the last 3 years, standing at between 4.70% and 8.60% depending on branch and age group;
- long-term salary adjustment rate (including inflation): 2.70%.

Actuarial gains and losses and valuation adjustments are recorded directly in equity under "other comprehensive income".

The amount of the obligation determined using this method is then reduced by the value of any assets held to cover it (not applicable in this case).

Other post-employment benefits

These benefits are offered under defined-contribution pension plans. As such, the Group has no obligation except to pay its share of contributions. The expense corresponding to contributions paid is recognised in the income statement as incurred.

Severance pay

Where applicable, payments for termination of an employment contract are provisioned on the basis of the collective agreement.

Short-term benefits

Short-term benefits include in particular an incentive agreement for employees to share in the profit recorded by their economic and social unit, signed by the service companies of the Group that are members of the economic and social unit, and the works council. Benefits also include an employee profit-sharing plan applicable to the profit of the economic and social unit as required under French common law.

Short-term employee benefits including those arising from these profit-sharing plans are expensed as incurred.

2.3.15 Provisions and contingent liabilities

In accordance with IAS 37, a provision is recognised when an obligation to a third party will result in a likely outflow of resources without any equivalent benefits being received in consideration, and when the amount required to settle the obligation can be reliably estimated. The provision is maintained as long as the timing and amount of the outflow of resources are not known with precision.

In general, these provisions are not linked to the Group's normal operating cycle. Provisions are discounted when appropriate using a pre-tax yield on cost that reflects the risks specific to the liability.

Non-current provisions consist mainly of provisions arising from litigation between the Group and third parties or from rent guarantees.

Contingent liabilities correspond to:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or, because the amount of the obligation cannot be measured with sufficient reliability.

These contingent liabilities are not recognised on the balance sheet. A disclosure is made in the notes unless the amounts at stake can reasonably be expected to be small.

2.3.16 Corporate income tax

Following its decision to adopt the retail REIT tax status, the Group is subject to a specific tax regime:

- a retail REIT sector comprising the Group companies that have elected to adopt retail REIT tax status and are therefore exempt from income tax on their ordinary profits and gains on disposal;
- a taxable sector comprising those companies that cannot elect to adopt SIIC status.

Income taxes are recognised in accordance with IAS 12.

From the time that SIIC (retail REIT) tax status was adopted, deferred taxes are calculated for companies without such status and on the taxable profits of companies in the REIT sector. They are recognised on all timing differences between the carrying amounts of assets and liabilities and their values for tax purposes, and on tax loss carry forwards, using the liability method.

Deferred tax assets and liabilities are measured using the liability method at the tax rates expected to apply when the asset will be realised or the liability settled, on the basis of known tax rates at the closing date.

Since 31 December 2016, the Group has applied the gradual and programmed reduction in the rate in its consolidated financial statements in accordance with the Finance Act in force.

Deferred tax assets are reassessed at each closing date and are recognised where it is likely that future taxable profits will allow their recovery based on a business plan for tax purposes prepared by management for a reasonable period.

Deferred taxes in the balance sheet are presented in a net position at the level of each tax consolidation group, as either an asset or a liability in the consolidated balance sheet.

Taxes on items recognised directly in equity are also recognised in equity, not in the income statement.

2.3.17 Revenue and revenue-related expenses

Net rental income comprises: rental income and other net rental income less land expenses, non-recovered service charges, other charges and net allowances to provisions for impairment for bad debts.

Rental income includes gross rental income, including the effects of spreading stepped rents over the non-cancellable lease term, rent holidays and other benefits granted by contract to the lessee by the lessor, and notably reductions granted during the lease term.

In accordance with IFRS 16:

- this rental income is recognised on a straight-line basis for the entire term of the lease. The Group therefore retains substantially all the risks and rewards incidental to ownership of its investment properties;
- contingent rent amounts (stepped rents, rent holidays and other benefits granted to lessees) are recognised on a straight-line basis over the firm lease term, which is understood as the period during which the lessee has no right to cancel. These amounts therefore increase or reduce rental income for the period;
- initial lease payments received as a lump sum by the lessor are analysed as additional rent. As such, entry fees are spread on a straight-line basis over the fixed term of the lease;
- termination fees are charged to tenants when they terminate the lease before the end of the contract term. These fees are accounted for as part of the lease agreement that was terminated and are taken to income in the year they are recognised.

  When the lessor terminates a lease before its term, the lessor pays a termination fee to the tenant in place.

  If payment of an early termination fee enables performance of the asset to be enhanced (such as by replacing a tenant, increasing the rent and thereby the value of the asset), this expenditure may be capitalised. If not, this expenditure is expensed as incurred.

  If an early termination fee is paid as part of major renovation or reconstruction work on a building that requires tenants to leave, this expenditure is capitalised and included in the cost price of the asset under development or redevelopment;
- the reductions granted are of two types:
  - assistance granted in the context of renegotiations, without any consideration, is recognised as an exceptional rent reduction in rental income, and
  - assistance granted in the context of renegotiations, with modification of the contract (usually extensions of the lease term, etc.) are spread on a straight-line basis in accordance with IFRS 16 and deducted from rental income.

Land expenses correspond to the variable amounts of fees for temporary occupancy permits and construction leases. These variable amounts do not fall within the scope of IFRS 16.

Non-recovered rental expenses are expenses normally passed on to tenants (rental expenses, local taxes, etc.), but for which the owner is still liable due to their ceiling or the vacancy of rental floor areas.

Other expenses include the lessor's contributions to the centres' marketing, non-capitalised construction work not passed on to the tenants, rental management fees on certain leases.

Net property income is the difference between revenues and cost of sales, selling expenses and net allowances for impairment on bad debt and inventories.

It corresponds primarily to the net property income on the Residential and Business property sectors, plus the net property income on sales of projects related to the development business in the Retail sector.

For property development activities, the net property income is recognised in the Group's financial statements using the percentage-of-completion method.

All property development/off-plan sales and property development contract transactions are concerned by this method.

For these programmes, revenue from notarised sales is recognised, in accordance with IFRS 15 "Revenue from contracts with customers", in proportion to the percentage of completion of the programmes, measured by the total percentage of costs directly related to construction (including the cost of land) incurred in comparison to the total forecast budget (updated at each closing date) combined with the percentage of sales realised determined relative to budget total sales.

The event giving rise to recognition of percentage-of-completion revenue is thus the purchase of the land combined with the signature of deeds of sale (notarised sales).

Net property income on property development projects is measured according to the percentage-of-completion method based on the following criteria:

- project recorded by the other party to the contract;
- existence of documented projections reliable enough to provide a sound estimate of the overall economics of the transaction (selling price, stage of completion of construction work, no risk of noncompletion).

Losses on "new projects" are included in net property income.

The cost of winning contracts is included in the cost of sales for real estate operations (line item "Cost of sales" in the analytical income statement and line item "Selling expenses" in the comprehensive income statement). It comprises sales commissions directly attributable to a sale and commissions paid to third parties (non-group marketing fees).

Net overhead expenses correspond to income and expense items inherent in the business of the Group's service companies.

For each operating segment, income includes payments for services provided to third parties, such as delegated project management fees related to Property Development activities, rental management fees (syndicate agent, co-ownership management), and fees for marketing and other services, internal management fees (after elimination of intercompany profit margins – see note on investment properties or inventories).

Expenses includes personnel costs, overhead costs (miscellaneous fees, operating expenses, etc. excluding fixed rent paid which has now been restated in accordance with IFRS 16), as well as depreciation of operating assets. Capitalised production and production held in inventory is deducted from this amount.

Other income and expenses relate to Group companies that are not service providers. They mainly correspond to overhead costs and miscellaneous management fee income. Amortisation of intangible assets and depreciation of property, plant and equipment other than assets in operation are included in this line item.

2.3.18 Leases

Since 1 January 2019, the Group applies IFRS 16 – Leases.

Leases in the financial statements with the Company as lessor

For landlords, IFRS 16 maintains the distinction between finance and operating leases. Accordingly, in the consolidated financial statements where the Group acts as lessor:

- rental income generated by operating leases concerns rent paid on properties/centres in operation; and
- going forward, all expenses re-invoiced to tenants, excluded from the revenue, are presented as a specific item in the income statement.

Leases in the financial statements with the Company as lessee

Under IFRS 16, tenants will no longer distinguish between finance lease contracts and operating lease contracts.

For all leases defined as "rental contracts", this standard requires to recognise a right-of-use asset in the balance sheet statement of the tenants (as non-current assets) and a corresponding lease liability (as financial liabilities).

Leases entered into by the Group lying within the field of application of the standard mainly concern two types of leases which are financially fundamentally different:

- property leases (the Group leases its offices in the majority of cities where it operates) and vehicle leases;
- leases relating to photovoltaic infrastructure. In many cases, these leases include variable rents that are excluded from the calculations made to determine the right-of-use and lease liability;
- Temporary Occupation Authorisations for stations and Construction Leases for some of its Retail assets.

Temporary Occupation Authorisations are covered by IFRS 16. The Group is the occupying party and, therefore, the agreement grants the Group certain rights regarding the work, constructions and real estate facilities. Under IFRS 16, fixed fees are restated over the term of the contracts.

The key assumptions used to calculate the debt and therefore the right of use are the term of the contracts and the rate:

- terms correspond to the fixed period of the commitment, taking into account any optional periods for which there is a reasonable expectation of these being exercised;
- discount rates applied when a contract comes into effect are based on the incremental debt ratio of each company carrying a contract. These rates are determined on the effective date of new contract.

The Group applies one of the exemptions proposed by the standard, on short-term leases (less than 12 months) which are not restated.

The presentation in the Group's financial statements is as follows:

- on the balance sheet, an asset is recorded in the form of a right-of-use asset in exchange for a liability corresponding to the rent. The Group therefore acknowledges a right-of-use on tangible and intangible fixed assets (connected to its property and vehicle lease agreements) as consideration for its lease liabilities; and a right-of-use for investment properties (notably in relation to Temporary Occupation Authorisations) in exchange on the contractual fees on investment properties;
- in the income statement, rents from office and vehicle leases (previously recorded under operating expenses) are replaced by charges for depreciation of the right-of-use assets and by interest charges; land charges (AOT, BAC royalties), are replaced by changes in the value of investment properties and interest charges. Leases and rental fees entered at 31 December correspond mainly to variable rent due under certain lease agreements and to rental expenses (which, in accordance with the application of the standard, are not restated);
- on the cash flow statement, cash flows related to financing activities are impacted by the repayment of lease obligations and contractual fees on investment properties (within a single item "Repayment of lease liabilities") and interest expenses.

The change in amounts reflects new contracts or the end of contracts during the period. Moreover, during the lifetime of the agreement, lease liability and right-of-use asset may vary based on changes in the rent index defined in the leases. The main indexes are: the French national construction costs index, the French office rent index, the French commercial rent index and the French benchmark rent index.

2.3.19 Adjustment to value of investment properties

Adjustments to the value of each property measured at fair value are recognised in the income statement under "Change in value of investment properties" and are determined as follows:

Market value excluding transfer duties at the end of the period (taking into account the impact of stepped rents and rent holidays as measured by the appraiser) minus [Market value at the end of the previous period if the property was measured at fair value or cost of the property is marked to market for the first time + amount of construction work and expenses eligible for capitalisation during the year + effect of deferral period for stepped rents and rent holidays net of the deferral of initial lease payments].

Moreover, impairment losses on each property measured at cost are recognised in the income statement under "Net impairment of investment properties measured at cost".

2.3.20 Borrowing costs or costs of interest-bearing liabilities

The cost of net financial debt includes interest incurred on borrowings including the amortisation of issuance expenses, and other financial liabilities, income from loans and advances to participating interests, gains on sale of marketable securities and the impact of interest-rate swaps used as interest-rate hedges.

Other financial results include expenses related to rental obligations and contractual fees on investment properties.

2.3.21 Cash flow statement

The cash flow statement is presented using the indirect method permitted under IAS 7. Tax expense is shown as a single item in cash flows from operating activities. Interest paid is shown in cash flows from financing activities, and interest received is shown in cash flows from investing activities. Dividends paid are classified as cash flows from financing activities.

2.3.22 Operating segments

IFRS 8 "Operating segments" requires the presentation of operating segments to reflect the Company's organisation and internal reporting system. An operating segment represents an activity of the Company that incurs income and expenses and whose operating income is regularly reviewed by the Company's Management on the one hand and its operational Managers on the other. Each segment prepares its own separate financial information.

The Company's internal reporting is based on an analysis of the period's results in accordance with:

- Funds from operations (FFO) [1];
- changes in value (unrealised or realised), estimated expenses, and transaction costs.

According to these analytical criteria, operating income, including earnings from equity affiliates, is monitored on an operating segment basis.

In addition to operating income, asset book values (and certain related liabilities) are monitored by operating segment when they are directly related or can be allocated to a sector. They are considered economic assets of the sector in question.

The Company has the following operating segments:

- Retail: shopping centres under management or under development;
- Residential: residential property development;
- Business property: the property development, services and investment business;
- New businesses: real estate asset management (retail funds and institutional club deals), data centers and photovoltaic infrastructure (business run under "developer/asset Manager" model);
- Items under "Others (Corporate)" allow reconciliation of various reporting indicators with accounting indicators.

Borrowing costs, changes in the value of financial instruments and gains and losses from their disposal, taxes, and earnings from non-controlling interests are not allocated directly by sector. Balance-sheet items such as financial assets and liabilities cannot be allocated, nor can deferred-tax assets corresponding to the recognition of tax losses.

As part of the Group's current operations

1. Funds from operations (FFO)

FFO measures the creation of wealth available for distribution through net income (Group share of FFO). Funds from operations are defined as net income, Group share (*i.e.* attributable to equity holders of the parent company), exclusive of changes in value, estimated expenses, and transaction costs.

The main aggregates of the **funds from operations** monitored by the Group for internal reporting purposes are:

- net income of the segment, including impairment of current assets:
  - retail: net rental income,
  - residential and Business property: net property income;
- net overhead expenses, which bring together all services that absorb part of the overheads and operating costs, including personnel costs, other operating expenses, other segment income and expenses and expenses covered by reversals of used provisions (including the restatement of fixed rents following application of IFRS 16 – Leases);
- share of funds from joint ventures or associates' operations.

Net borrowing costs are the net borrowing costs excluding estimated expenses which correspond in particular to the spreading of bond issue costs (shown in changes in value, estimated expenses and transaction fees).

Other financial results mainly correspond to expenses related to rental obligations and contractual fees on investment properties.

Tax (FFO) is the tax due for the period excluding deferred taxes and excluding tax due relating to changes in value (exit tax, etc.).

2. Changes in value, estimated expenses, and transaction costs

These changes in value measure the value created or realised by the Company during the period.

The relevant indicator for monitoring value is the change in going concern net asset value, to which funds from operations contribute. This management indicator is presented in detail in the business review.

The main **operating aggregates** monitored by the Group in internal reports are:

- **changes in value** which concern gains and losses from the Retail sector:
  - from asset disposals, and where applicable, extraordinary payments received and equivalent in economic terms to the value of the asset sold,
  - from the value of investment properties, including value adjustments for properties measured at fair value (including right-of-use assets) or held for sale as well as impairment losses of properties measured at cost;
- **estimated expenses** include:
  - expenses or net allowances for the period related to share-based payments or other benefits granted to employees,
  - allowances for depreciation and amortisation net of reversals for non-current assets other than investment properties, including allowances relating to intangible assets or goodwill identified during business combinations, and right-of-use relating to tangible and intangible assets,
  - allowances for non-current provisions net of used or unused reversals;

(1) *Fund from operations.*

- **transaction costs** include fees and other non-recurring expenses incurred from corporate development projects that are ineligible for capitalisation (*e.g.* expenses incurred from business combinations or equity investments, whether completed or not) or that are ineligible for inclusion under issuance costs (*e.g.* certain commissions incurred from capital management). Income and expenses outside the Company's going concerns are also included.

Also presented are **changes in value and income from disposal of financial instruments** representing adjustments in the value of financial instruments measured at fair value as well as the effect of discounting debt and receivables. Results from the disposal of financial instruments represent the balance for amounts incurred in the period from restructuring or cancelling financial instruments.

3. Non-controlling interests

The line relating to non-controlling interests corresponds to the share of net income attributable to minority shareholders of subsidiaries divided between the share of the funds from operations (FFO) and the share attributable to minority shareholders of subsidiaries of changes in value, estimated expenses, transaction costs and deferred tax.

In the case of exceptional transactions, the contracts are specifically analysed, and the indicators presented above may in some cases be adjusted, *i.e.* reclassified to match their internal reporting presentation for greater clarity.

NOTE 3 INFORMATION ON OPERATING SEGMENTS

3.1 Balance sheet items by operating segment

As of 31 December 2024

(€ millions)	Retail	Residential	Business Property	New businesses	Others (Corporate)	Total
Operating assets and liabilities						
Intangible assets	17.5	301.8	15.7	14.2	10.0	359.2
Property, plant and equipment	4.0	16.8	0.0	143.3	1.1	165.2
Right-of-use on tangible and intangible fixed assets	0.2	111.1	0.1	1.6	0.1	113.1
Investment properties	4,002.3	–	13.5	0.4	–	4,016.2
Securities and investments in equity affiliates	141.8	75.1	102.9	37.9	–	357.7
Operational working capital requirement (WCR)	11.1	318.1	54.1	73.6	(12.9)	444.0
TOTAL OPERATING ASSETS AND LIABILITIES	**4,177.0**	**823.0**	**186.2**	**271.0**	**(1.8)**	**5,455.4**

As of 31 December 2023

(€ millions)	Retail	Residential	Business Property	New businesses	Others (Corporate)	Total
Operating assets and liabilities						
Intangible assets	17.5	314.9	21.5	3.4	12.1	369.5
Property, plant and equipment	4.9	18.9	0.0	0.9	1.8	26.5
Right-of-use on tangible and intangible fixed assets	0.2	120.2	0.1	0.0	0.1	120.6
Investment properties	3,936.1	–	12.5	–	–	3,948.6
Securities and investments in equity affiliates	135.7	90.0	101.7	(0.3)	–	327.1
Operational working capital requirement (WCR)	(24.7)	349.4	240.3	34.7	32.9	632.6
TOTAL OPERATING ASSETS AND LIABILITIES	**4,069.8**	**893.5**	**376.0**	**38.7**	**46.9**	**5,424.9**

3.2 Consolidated income statement by operating segment

See consolidated income statement by segment in the notes to the financial statements.

3.3 Reconciliation of the statement of consolidated comprehensive income and of the consolidated income statement by segment

3.3.1 Statement of comprehensive income with the same breakdown as the income statement by segment

	31/12/2024			31/12/2023		
(€ millions)	Funds from operations (FFO)	Changes in value, estimated expenses and transaction costs (chg. val.)	Total	Funds from operations (FFO)	Changes in value, estimated expenses and transaction costs (chg. val.)	Total
Rental income	243.5	–	243.5	231.8	–	231.8
Property expenses	(8.0)	–	(8.0)	(6.5)	–	(6.5)
Unrecoverable rental expenses	*(9.7)*	–	*(9.7)*	*(10.3)*	–	*(10.3)*
Expenses re-invoiced to tenants	*65.2*	–	*65.2*	*63.8*	–	*63.8*
Rental expenses	*(74.9)*	–	*(74.9)*	*(74.0)*	–	*(74.0)*
Other expenses	1.6	–	1.6	0.7	–	0.7
Net charge to provisions for current assets	(10.9)	–	(10.9)	(11.0)	–	(11.0)
Net rental income	**216.4**	**–**	**216.4**	**204.8**	**–**	**204.8**
Revenue	2,466.3	–	2,466.3	2,418.5	–	2,418.5
Cost of sales	(2,244.3)	4.0	(2,240.3)	(2,133.8)	(119.4)	(2,253.2)
Other income	(74.9)	(0.0)	(74.9)	(89.3)	0.0	(89.3)
Net charge to provisions for current assets	(8.2)	(7.4)	(15.6)	(49.9)	(192.8)	(242.6)
Amortisation of customer relationships	–	(2.3)	(2.3)	–	(5.9)	(5.9)
Net property income	**138.8**	**(5.7)**	**133.2**	**145.5**	**(318.1)**	**(172.6)**
External services	58.7	–	58.7	62.0	–	62.0
Own work capitalised and production held in inventory	138.6	–	138.6	154.4	–	154.4
Personnel costs	(213.7)	(23.2)	(236.9)	(215.5)	(25.7)	(241.2)
Other overhead expenses	(70.5)	(0.4)	(70.9)	(92.0)	0.2	(91.8)
Depreciation expenses on operating assets	–	(31.2)	(31.2)	–	(30.6)	(30.6)
Net overhead expenses	**(86.9)**	**(54.8)**	**(141.7)**	**(91.0)**	**(56.0)**	**(147.1)**
Other income and expenses	(1.7)	(0.3)	(1.9)	(7.4)	(0.7)	(8.1)
Depreciation expenses	–	(3.2)	(3.2)	–	(1.3)	(1.3)
Transaction costs	–	(2.8)	(2.8)	–	(1.9)	(1.9)
Others	**(1.7)**	**(6.2)**	**(7.8)**	**(7.4)**	**(3.9)**	**(11.3)**
Proceeds from disposal of investment assets	–	6.4	6.4	–	(2.9)	(2.9)
Carrying amount of assets sold	–	(6.4)	(6.4)	–	(0.8)	(0.8)
Net gain/(loss) on disposal of investment assets	**–**	**(0.1)**	**(0.1)**	**–**	**(3.7)**	**(3.7)**
Change in value of investment properties	–	2.8	2.8	–	(189.8)	(189.8)
Net impairment losses on investment properties measured at cost	–	–	–	–	(0.6)	(0.6)
Net impairment losses on other non-current assets	–	(12.3)	(12.3)	–	(54.6)	(54.6)
Net charge to provisions for risks and contingencies	–	7.6	7.6	–	(31.9)	(31.9)
Impairment of goodwill	–	–	–	–	(0.6)	(0.6)
OPERATING INCOME BEFORE THE SHARE OF NET INCOME OF EQUITY AFFILIATES	**266.7**	**(68.7)**	**198.1**	**251.9**	**(659.2)**	**(407.3)**
Share in earnings of equity-method affiliates	7.4	4.0	11.3	(3.8)	(64.9)	(68.8)
OPERATING INCOME AFTER THE SHARE OF NET INCOME OF EQUITY AFFILIATES	**274.1**	**(64.7)**	**209.4**	**248.1**	**(724.1)**	**(476.0)**
Net borrowing costs	(28.5)	(5.8)	(34.3)	(33.0)	(5.1)	(38.2)
Financial expenses	*(120.5)*	*(5.8)*	*(126.3)*	*(73.0)*	*(5.1)*	*(78.1)*
Financial income	*92.0*	–	*92.0*	*39.9*	–	*39.9*
Other financial results	(31.8)	(3.5)	(35.3)	(30.8)	(2.8)	(33.5)
Discounting of debts and receivables	–	–	–	–	0.4	0.4
Change in value and income from disposal of financial instruments	–	(58.7)	(58.7)	–	(72.8)	(72.8)
Gains or losses on disposals of equity interests	–	(5.9)	(5.9)	–	(2.8)	(2.8)
Profit before tax	**213.8**	**(138.7)**	**75.2**	**184.3**	**(807.2)**	**(622.9)**
Corporate income tax	(4.0)	14.9	10.9	0.1	114.3	114.4
NET INCOME	**209.8**	**(123.7)**	**86.1**	**184.3**	**(692.9)**	**(508.6)**
o/w Attributable to Altarea SCA shareholders	***127.2***	***(121.1)***	***6.1***	***101.2***	***(574.1)***	***(472.9)***
o/w Attributable to non-controlling i nterests in subsidiaries	*(82.6)*	*2.6*	*(80.0)*	*(83.1)*	*118.8*	*35.7*
Average number of non-diluted shares[(a)]	21,312,636	21,312,636	21,312,636	20,490,581	20,490,581	20,490,581
NET EARNINGS PER SHARE ATTRIBUTABLE TO SHAREHOLDERS OF ALTAREA SCA *(€)*	**5.97**	**(5.68)**	**0.29**	**4.94**	**(28.02)**	**(23.08)**
Diluted average number of shares[(a)]	21,791,045	21,791,045	21,791,045	21,020,550	21,020,550	21,020,550
DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO SHAREHOLDERS OF ALTAREA SCA *(€)*	**5.84**	**(5.56)**	**0.28**	**4.81**	**(27.31)**	**(22.50)**

(a) *In accordance with IAS 33, the weighted average number of shares (diluted and undiluted) is adjusted retrospectively to take into account the capital increases that took place in April, July, September and October 2024 to allow the delivery of free shares.*

3.3.2 Reconciliation of operating income between the two income statements

	31/12/2024						31/12/2023					
(€ millions)	Retail	Residential	BP [a]	New Businesses	Others (Corporate)	Total	Retail	Residential	BP[a]	New Businesses	Others (Corporate)	Total
Net rental income	216.4	–	–	–	–	216.4	204.8	–	–	–	–	204.8
Net property income	5.1	68.2	58.7	1.1	(0.0)	133.2	0.5	(175.4)	2.7	(0.3)	(0.0)	(172.6)
Net overhead expenses	(22.7)	(84.4)	(22.1)	(10.2)	(2.3)	(141.7)	(20.6)	(104.9)	(5.9)	(6.6)	(9.0)	(147.1)
Others	(4.1)	0.1	3.9	(6.5)	(1.3)	(7.8)	(5.9)	(1.5)	0.5	(0.7)	(3.6)	(11.3)
Net gain/(loss) on disposal of investment assets	(0.1)	–	–	–	–	(0.1)	(3.7)	–	–	–	–	(3.7)
Value adjustments	4.7	(10.8)	(3.5)	–	0.1	(9.5)	(190.4)	(11.8)	(42.7)	–	(0.1)	(245.0)
Net charge to provisions for risks and contingencies	2.8	6.0	1.6	(2.8)	0.0	7.6	6.8	(32.7)	(3.9)	(2.6)	(0.0)	(32.4)
Share in earnings of equity-method affiliates	15.6	(7.6)	1.4	2.0	–	11.3	(13.8)	(3.7)	(50.9)	(0.4)	–	(68.8)
OPERATING INCOME (STATEMENT OF CONSOLIDATED COMPREHENSIVE INCOME)	**217.7**	**(28.5)**	**40.1**	**(16.4)**	**(3.5)**	**209.4**	**(22.3)**	**(330.1)**	**(100.3)**	**(10.7)**	**(12.7)**	**(476.0)**
Reclassification of net gain/(loss) on disposal of investments						–			–			–
OPERATING INCOME (INCOME STATEMENT BY SEGMENT)	**217.7**	**(28.5)**	**40.1**	**(16.4)**	**(3.5)**	**209.4**	**(22.3)**	**(330.1)**	**(100.3)**	**(10.7)**	**(12.7)**	**(476.0)**

(a) *BP: Business Property.*

3.4 Revenue by geographical region and operating segment

By geographical region

	31/12/2024					31/12/2023				
(€ millions)	France	Italy	Spain	Others	Total	France	Italy	Spain	Others	Total
Rental income	222.3	8.0	13.2	–	243.5	210.9	7.8	13.1	–	231.8
External services	24.9	1.5	0.3	–	26.7	23.3	1.4	0.3	–	25.0
Property development	24.0	–	–	–	24.0	2.2	–	–	–	2.2
Retail	**271.2**	**9.5**	**13.6**	**–**	**294.3**	**236.4**	**9.2**	**13.4**	**–**	**259.0**
Revenue	1,959.0	–	–	–	1,959.0	2,218.1	–	–	–	2,218.1
External services	26.7	–	–	–	26.7	29.0	–	–	–	29.0
Residential	**1,985.7**	**–**	**–**	**–**	**1,985.7**	**2,247.1**	**–**	**–**	**–**	**2,247.1**
Revenue	471.9	–	–	–	471.9	196.0	–	–	–	196.0
External services	4.6	–	–	0.1	4.7	8.0	–	–	–	8.0
Business Property	**476.5**	**–**	**–**	**0.1**	**476.6**	**204.0**	**–**	**–**	**–**	**204.0**
New businesses	11.7	–	–	–	11.7	2.1	–	–	–	2.1
Others (Corporate)	0.3	–	–	–	0.3	0.1	–	–	–	0.1
TOTAL	**2,745.4**	**9.5**	**13.6**	**0.1**	**2,768.5**	**2,689.8**	**9.2**	**13.4**	**–**	**2,712.4**

The Altarea Group operates mainly in France, Italy and Spain in 2024, as in 2023.

One client in the Residential sector accounted for more than 10% of the Group's revenue, *i.e.*, €252 million in 2024 and €359.7 million in 2023. Four clients accounted for more than 10% of the Group's revenue, respectively, in the Business Property sector, *i.e.* €384 million in 2024.

NOTE 4 MAJOR EVENTS AND CHANGES IN THE SCOPE OF CONSOLIDATION

4.1 Major events

Retail

The Group has pursued a strategy of selecting the most promising formats (large shopping centres, travel retail, retail parks, convenience stores) and currently manages a portfolio of 44 particularly high-performing shopping centres. These assets are mainly held in partnerships with leading institutional investors.

The growth in footfall and retailer revenue was once again solid this year, confirming the attractiveness of the sites and the quality of their commercial offering.

Rental activity remained dynamic in 2024, driven by demand from leading brands attracted by the quality of the Group's assets.

Projects under development progressed on schedule during the year, with successes such as:

- **Paris-Austerlitz station:** the restructuring of the retail spaces is progressing at a good pace and marketing is under way;
- **Italian railway stations** (1): the Group negotiated a six-year extension of the concessions on its five Italian stations (25,395 m^2), now set to expire in 2047;
- **Grand Paris Express:** Altarea, in partnership with RATP Travel retail, has been selected as the preferred bidder for a 12-year concession to develop and operate retail facilities at the 45 stations of the Grand Paris Express. Finalization of this operation is subject to signature of the legal documentation with the concessionaire.

The Group develops transactions on behalf of third parties under a developer-type model:

- the Enox2 project in Gennevilliers was delivered;
- shops in Quartier Deschamps - Belvédère (2) in Bordeaux were inaugurated;
- the development work on the shops in the new Bobigny Cœur de Ville district is continuing and they are already fully marketed in the run-up to delivery to tenants, with opening scheduled for the second half of 2025.

Residential

Altarea is the number two Residential developer in France (3) through its consumer brands (Cogedim, Woodeum and *Histoire & Patrimoine*), which offer a wide and diversified range of housing (4) throughout the country.

The previous cycle, marked by low interest rates and continued growth in volumes, ended in 2022, when the market went into crisis.

Altarea devoted 2023 to clearing out the previous cycle, in particular by accelerating the sale of the old generation offer, reviewing its project portfolio and drastically reducing its land acquisitions.

In 2024, Altarea completed the sell-off of its offer from the last cycle and launched its affordable, low-carbon and profitable new generation offer.

New orders fell over the year compared to 2023. The decrease in volumes is explained by a low offer for sale throughout the year due to limited availability in 2024.

This lack of supply is the Group's main challenge, while demand for affordable products has remained just as strong.

The decline in new orders in value is linked to the reduction in the unit price of units sold, which is explained both by a higher proportion than in the past of units located in the Regions *versus* Paris, and by the type of housing (more two- and three-room units and more compact units).

The year 2024 marks a low point for commercial launches. The Access range only started to ramp up in the second half of the year.

In 2024, the Group resumed its land acquisitions, particularly in the last quarter. The recovery in land acquisitions should gain momentum throughout 2025.

The offer for sale is now almost entirely made up of affordable, low-carbon and profitable programs, of which around a quarter are from the Access offer.

Business Property

In 2024, the Group focused mainly on services provision projects, while keeping a close eye on the market for investments.

Offices activity in Grand Paris was thus marked by:

- the delivery at the end of April of *26 Champs-Elysées* in Paris for 52 Capital;
- delivery of the *Bellini* building, the new head office of SwissLife France;
- the signature of a 9-year firm leasehold agreement with the law firm Ashurst for the real estate complex at 185 rue Saint-Honoré in Paris, with delivery scheduled for the first half of 2026;
- the rental of ten floors of *Landscape*, a project carried out for AltaFund;
- the signature of the property development contract for the *Madeleine* project for Norges Bank IM;
- was the obtaining of the final building permit for the *Upper* project to renovate the former CNP headquarters above Paris-Montparnasse station. This project, developed in a 50/50 partnership with *Caisse des Dépôts*, will undergo a complete restructuring over the next few years.

The Group's other projects have made good operational progress, particularly in terms of commercial discussions.

(1) *Milan-Porte Garibaldi, Rome-Ostiense, Turin-Porte Susa, Padua, Naples-Afragola.*

(2) *A large-scale mixed-use program of 140,000 m^2 in total, combining housing, shops, offices, public and cultural facilities.*

(3) *Source: Classement des Promoteurs (developers ranking) published in June 2024 by Innovapresse.*

(4) *New housing all ranges (home ownership and investment, free, social, Intermediate rental housing), serviced residences, Malraux, historical monuments, land deficits, condominium, timber-frame housing CLT, renovation. Mainly under the consumer brands Cogedim, Woodeum and Histoire & Patrimoine.*

In Logistics, the Group operates as a land and property developer on projects that meet increasingly demanding technical, regulatory and environmental challenges.

At the end of 2024, the Group signed two major disposals:

- sale of the Bollène logistics park to WDP [(1)] (Vaucluse) as well as the Oseraye logistics park in Puceul (Loire-Atlantique);
- sale to a fund managed by CBRE of three units in the *Ecoparc Côtière* platform in La Boisse near Lyon.

New businesses

As part of its strategic roadmap, Altarea has decided to invest in new businesses that complement its know-how: photovoltaics, data centers and real estate asset management.

Photovoltaics

The decarbonisation of the French economy should significantly increase the need for electricity from photovoltaic sources [(2)] with strong investment needs over the coming decades.

In 2024, Altarea reached a milestone with the acquisition of Prejeance Industrial [(3)] (see Note 4.4 "Business combinations") and began to receive its first income from the sale of electricity.

Altarea now systematically integrates photovoltaic power plants into its real estate projects wherever possible in order to enhance the sites' value and deliver their users an extra service (comfort, self-consumption, responsibility).

Data centers

The Group intends to address two distinct segments: medium-sized colocation data centers and single-user hyperscale data centers.

The first local data center entirely built by Altarea is expected to be delivered during the first quarter of 2025, in Noyal-sur-Vilaine near Rennes.

The Group is working on a pipeline of several potential sites in the main French cities (Paris, Lyon, Marseille, Toulouse, Nantes).

Real estate asset management

The asset management company Altarea Investment Managers, approved in 2023 by the French Financial Markets Authority (*Autorité des Marchés Financiers*), aims to gradually extend its distribution agreements to the retail segment, in particular to external networks and Wealth Management Advisers, and to develop a comprehensive range of real estate investment vehicles.

The Alta Convictions SCPI, its first retail fund launched at the end of 2023, sits on the theme of the "new property cycle", with no inventory or pre-crisis financing. This year, the SCPI made several investments in Retail (Paris, Annecy, Bordeaux-Belvédère), acquired business premises (Orléans) and a first industrial asset abroad (Madrid). In June, the SCPI was awarded the SRI label, underlining its commitment to responsible and sustainable management.

In addition, in 2023 Altarea launched a real estate debt platform in partnership with Tikehau Capital *via* a first fund called ATREC (Altarea Tikehau Real Estate Credit).

Primonial

On 2 March 2022, Altarea informed the public that the acquisition of the Primonial Group could not be completed on the terms agreed. Altarea considers that the Vendors failed to comply with the provisions of the acquisition protocol signed in July 2021, which has now lapsed.

Following the non-completion of the acquisition of Primonial, the Sellers (various groups of shareholders of Primonial (investment funds and Managers) summoned the Company and its indirect subsidiary, Alta Percier, before the Commercial Court of Paris, in order to obtain compensation for the damage they allegedly suffered. The Sellers successively alleged damages of €228 million in 2022 and €707 million in 2023, an amount which was increased to €1,173 million in 2024 in their latest submissions.

Altarea considers that it is not liable, and is therefore firmly opposed to the requests made which it considers unfounded, arguing, on the contrary, that it is the Sellers who are at the origin of the failure of the transaction and that they cannot therefore claim damages which are unjustified, both in substance and amount, given the facts of the case and the law.

Altarea and Alta Percier cite damages that the Group has suffered and consequently, in their filings of June 2022 and July 2023, seek a ruling that the Sellers should pay damages in the amount of €330 million.

In a judgment of 4 February 2025, the Paris Economic Activities Court ruled that Altarea had not carried out any wrongful resolution of the acquisition protocol and entirely dismissed the Primonial Sellers of their claims against Altarea.

(1) *The site has five warehouses, three of which are in operation and leased (ITM, ID Logistics, Mutual Logistics, Gerflor and Mistral Semences) and two are under development. The Bollène wind farm meets the latest safety standards and will be equipped with photovoltaic panels with an installed capacity of around 22 MWp, with 3 MWp currently in operation. It has the HQE® Bâtiment Durable Excellent and BREEAM® Excellent labels.*

(2) *These needs would be in the order of 100 gigawatts-peak (GWp) by 2050 (source: RTE's 2050 energy future report). At 31 March 2024, the capacity of France's solar photovoltaic installations stood at 21.1 GWp. Source: Ministry for Ecological Transition and Territorial Cohesion.*

(3) *A French company specialised in developing photovoltaic projects on small and medium-sized rooftops (ranging from 100 to 500 kWp), primarily on agricultural warehouses.*

The Court ruled as follows:

- "[The court] finds that Alta Percier did not improperly terminate the protocol or prevent the completion of the sale of 2 March 2022, in breach of its obligation to cooperate and its other commitments under the agreement of 23 July 2021."
- "Dismisses the alternative claims of the Principal Sellers to set aside the Protocol based on the fault of Alta Percier."
- "Dismisses the claims of the Principal Sellers to hold Alta Percier and Altarea jointly liable for damages due to non-reinvestment, failure to collect income, image, and direct costs and internal costs."
- "Dismisses the claims of the individual Investor Sellers for a joint ruling against Alta Percier and Altarea for the loss of chance to realise capital gains, non-reinvestment of proceeds from disposal, loss of chance to reinvest in the new management packages, image and career damage, and costs incurred."

The Court also dismissed the counterclaims of Altarea and its subsidiaries.

This judgment is subject to appeal. In agreement with its Legal Counsel, no provision has been recorded by the Group.

4.2 Scope

The main companies within the scope of consolidation, selected by revenue and total assets criteria, are as follows:

				31/12/2024			31/12/2023		
Company	**Legal form**	**Siren**		**Method**	**Interest**	**Integration**	**Method**	**Interest**	**Integration**
ALTAREA	SCA	335480877	Parent company	FC	100.0%	100.0%	FC	100.0%	100.0%
Retail France									
ALTAREA FRANCE	SCA	324814219		FC	100.0%	100.0%	FC	100.0%	100.0%
NR 21	SCA	389065152		FC	96.8%	100.0%	FC	96.8%	100.0%
FONDS PROXIMITÉ	SNC	878954593	affiliate	EM	25.0%	25.0%	EM	25.0%	25.0%
ALTA BELVEDERE	SNC	905021838		FC	100.0%	100.0%	FC	100.0%	100.0%
SNC ALTA ATELIER D'ISSY	SNC	915375935		FC	100.0%	100.0%	FC	100.0%	100.0%
ALDETA	SASU	311765762		FC	33.3%	100.0%	FC	33.3%	100.0%
ALTA BLUE	SAS	522193796		FC	33.3%	100.0%	FC	33.3%	100.0%
ALTA CRP AUBERGENVILLE	SNC	451226328		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTA AUSTERLITZ	SNC	812196616		FC	100.0%	100.0%	FC	100.0%	100.0%
BERCY VILLAGE	SNC	384987517		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTA CARRÉ DE SOIE	SCI	449231463	joint venture	EM	50.0%	50.0%	EM	50.0%	50.0%
FONCIÈRE CEZANNE MATIGNON	SNC	348024050		FC	100.0%	100.0%	FC	100.0%	100.0%
FONCIÈRE ALTAREA	SASU	353900699		FC	100.0%	100.0%	FC	100.0%	100.0%
SOCIETE D'AMENAGEMENT DE LA GARE DE L'EST	SNC	481104420		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTA CRP GENNEVILLIERS	SNC	488541228		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTA GRAMONT	SAS	795254952		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTA CRP GUIPAVAS	SNC	451282628		FC	51.0%	100.0%	FC	51.0%	100.0%
LIMOGES INVEST	SCI	488237546		FC	50.9%	100.0%	FC	50.9%	100.0%
SNC MACDONALD COMMERCES	SNC	524049244	affiliate	EM	25.0%	25.0%	EM	25.0%	25.0%
ALTAREA MANAGEMENT	SNC	509105375		FC	100.0%	100.0%	FC	100.0%	100.0%
ALTA-MONTPARNASSE	SNC	804896439		FC	51.0%	100.0%	FC	51.0%	100.0%
LES VIGNOLES RETAIL PARK	SNC	512086117		FC	51.0%	100.0%	FC	51.0%	100.0%
OPCI ALTA COMMERCE EUROPE	SPPICAV	882460082	joint venture	EM	29.9%	29.9%	EM	29.9%	29.9%
ALTA QWARTZ	SNC	433806726		FC	100.0%	100.0%	FC	100.0%	100.0%
THIAIS SHOPPING CENTRE	SNC	479873234		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTA CRP LA VALETTE	SNC	494539687		FC	51.0%	100.0%	FC	51.0%	100.0%
Retail Italy									
ALTAGARES	SRL	N/A		FC	51.0%	100.0%	FC	51.0%	100.0%
ALTAREA ITALIA	SRL	N/A		FC	100.0%	100.0%	FC	100.0%	100.0%
Retail Spain									
ALTAREA ESPANA	SRL	N/A		FC	100.0%	100.0%	FC	100.0%	100.0%
ALTAREA PATRIMAE	SRL	N/A		FC	100.0%	100.0%	FC	100.0%	100.0%

Residential									
ALTAREIT	SCA	552091050		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM RESIDENCES SERVICES	SNC	394648455	joint venture	EM	64.9%	65.0%	EM	64.9%	65.0%
ALTAREA COGEDIM IDF GRANDE MÉTROPOLE	SNC	810928135		FC	99.9%	100.0%	FC	99.9%	100.0%
ALTAREA COGEDIM GRANDS PROJETS	SNC	810926519		FC	99.9%	100.0%	FC	99.9%	100.0%
ALTAREA COGEDIM REGIONS	SNC	810847905		FC	99.9%	100.0%	FC	99.9%	100.0%
SEVERINI	SNC	848899977		FC	99.9%	100.0%	FC	99.9%	100.0%
XF INVESTMENT	SAS	507488815		FC	99.9%	100.0%	FC	99.9%	100.0%
ALTA FAUBOURG	SASU	444560874		FC	99.9%	100.0%	FC	99.9%	100.0%
W-PI PROMOTION	SAS	450042338		FC	99.9%	100.0%	FC	99.9%	100.0%
WATT	SNC	812030302		FC	99.9%	100.0%	FC	99.9%	100.0%
MARSEILLE MICHELET	SNC	792774382		FC	99.9%	100.0%	FC	99.9%	100.0%
ISSY CŒUR DE VILLE	SNC	830181079		FC	99.9%	100.0%	FC	99.9%	100.0%
BORDEAUX EB1b	SCCV joint venture	837627454	joint venture	EM	49.9%	50.0%	EM	49.9%	50.0%
MÉRIMÉE	SNC	849367016		FC	99.9%	100.0%	FC	99.9%	100.0%
JOUVENCE INVESTMENT	SNC	501581318		FC	99.9%	100.0%	FC	99.9%	100.0%
HISTOIRE ET PATRIMOINE PROMOTION	SASU	792751992		FC	99.9%	100.0%	FC	99.9%	100.0%
HISTOIRE ET PATRIMOINE DÉVELOPPEMENT	SAS	480110931		FC	99.9%	100.0%	FC	99.9%	100.0%
ALTAREA GESTION IMMOBILIERE	SASU	401165089		FC	99.9%	100.0%	FC	99.9%	100.0%
HP	SAS	480309731		FC	99.9%	100.0%	FC	99.9%	100.0%
HISTOIRE ET PATRIMOINE PARTENARIATS	SASU	452727985		FC	99.9%	100.0%	FC	99.9%	100.0%
HISTOIRE ET PATRIMOINE RÉNOVATION	SAS	394203509		FC	99.9%	100.0%	FC	99.9%	100.0%
TOURS DE L'ÉCHO DU BOIS	SCCV joint venture	882809080		FC	64.9%	100.0%	FC	64.9%	100.0%
BEZONS A3	SNC	882047863		FC	100.0%	100.0%	FC	100.0%	100.0%
CONFLANS PAUL BRARD	SCCV joint venture	889118543		FC	64.9%	100.0%	FC	64.9%	100.0%
ARGENTEUIL 111	SCCV joint venture	901744623		FC	50.9%	100.0%	FC	50.9%	100.0%
CORMEILLES SEINE PARIS II	SCCV joint venture	919597468		FC	69.9%	100.0%	FC	69.9%	100.0%
MOULIN PRAGUE	SCCV joint venture	948891213		FC	64.9%	100.0%	FC	64.9%	100.0%
BEAUMONT FERME DE MOURS	SCCV joint venture	980360614		FC	74.9%	100.0%	FC	74.9%	100.0%
BOBIGNY CŒUR DE VILLE	SNC	838941011		FC	99.9%	100.0%	FC	99.9%	100.0%
BLANC MESNIL FLOREAL T2	SCCV joint venture	978231876		FC	89.9%	100.0%	FC	89.9%	100.0%
PITCH IMMO	SNC	422989715		FC	99.9%	100.0%	FC	99.9%	100.0%
ADN CLOT BEY	SAS	841150071		FC	99.9%	100.0%	FC	99.9%	100.0%
RUEIL HIGH GARDEN	SCCV joint venture	887670115		FC	99.9%	100.0%	FC	99.9%	100.0%
BRUGES TERREFORTS	SCCV joint venture	892,811,696		FC	99.9%	100.0%	FC	99.9%	100.0%
LE CLOS DES VIGNES	SCCV joint venture	884097114		FC	50.9%	100.0%	FC	50.9%	100.0%
ALFRED NOBEL	SCCV joint venture	894752484		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM HAUTS DE FRANCE	SNC	420810475		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM GESTION	SNC	380375097		FC	99.9%	100.0%	FC	99.9%	100.0%
COVALENS	SNC	309021277		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM PARIS MÉTROPOLE	SNC	319293916		FC	99.9%	100.0%	FC	99.9%	100.0%
ASNIERES AULAGNIER	SARL	487631996	joint venture	EM	49.9%	50.0%	EM	49.9%	50.0%
COGEDIM GRAND LYON	SNC	300795358		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM MÉDITERRANÉE	SNC	312347784		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM PROVENCE	SNC	442739413		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM MIDI-PYRÉNÉES	SNC	447553207		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM GRENOBLE	SNC	418868584		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM SAVOIES-LEMAN	SNC	348145541		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM AQUITAINE	SNC	388620015		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM ATLANTIQUE	SNC	501734669		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM LANGUEDOC ROUSSILLON	SNC	532818085		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM EST	SNC	419461546		FC	99.9%	100.0%	FC	99.9%	100.0%
COGEDIM	SASU	54500814		FC	99.9%	100.0%	FC	99.9%	100.0%
CLICHY 33 LANDY	SAS	898926308		FC	50.0%	100.0%	FC	50.0%	100.0%

MEYLAN PLM 1	SCCV joint venture	879562213		FC	54.9%	100.0%	FC	54.9%	100.0%
MEYLAN PLM 2	SCCV joint venture	879562296		FC	54.9%	100.0%	FC	54.9%	100.0%
GRENOBLE PORTERNE	SCCV joint venture	893275396		FC	74.9%	100.0%	FC	74.9%	100.0%
COGOLIN LE QUARTIER	SCCV joint venture	909583924		FC	99.9%	100.0%	FC	99.9%	100.0%
LES COTEAUX DE PEIRONEDE	SCCV joint venture	892976846		FC	99.9%	100.0%	FC	99.9%	100.0%
NANTES SAINT CLAIR	SCCV joint venture	881687990		FC	69.9%	100.0%	FC	69.9%	100.0%
HYRES JEAN MOULIN	SCCV joint venture	834036519		FC	99.9%	100.0%	FC	99.9%	100.0%
SUD PROMOTION	SCCV joint venture	891502437		FC	69.9%	100.0%	FC	69.9%	100.0%
OLLIOULES SAINT ROCH 1	SCCV joint venture	901760520		FC	50.9%	100.0%	FC	50.9%	100.0%
CLICHY ROSE GUERIN	SCCV joint venture	885139188		FC	40.7%	100.0%	FC	40.7%	100.0%
ALFORTVILLE MANDELA	SCCV joint venture	814412391		FC	50.9%	100.0%	FC	50.9%	100.0%
HORLOGE GASTON ROUSSEL	SCCV joint venture	832294664		FC	50.9%	100.0%	FC	50.9%	100.0%
JOINVILLE PARIS BROSSOLETTE	SCCV joint venture	837493998		FC	54.9%	100.0%	FC	59.9%	100.0%
MONTREUIL D 'ALEMBERT	SNC	841085210		FC	99.9%	100.0%	FC	99.9%	100.0%
ROMAINVILLE ROUSSEAU	SCCV joint venture	852604909		FC	50.9%	100.0%	FC	50.9%	100.0%
ISSY GUYNEMER	SNC	891166209		FC	50.9%	100.0%	FC	50.9%	100.0%
BONDY TASSIGNY	SCCV joint venture	892127432		FC	99.9%	100.0%	FC	99.9%	100.0%
CLICHY 132 BD JEAN JAURES	SCCV joint venture	890252513		FC	50.0%	100.0%	FC	50.0%	100.0%
SAINT MAUR CONDE	SCCV joint venture	897792156		FC	69.9%	100.0%	FC	69.9%	100.0%
FONTENAY MARGUERITE	SCCV joint venture	901641464		FC	50.9%	100.0%	FC	50.9%	100.0%
MAISONS ALFORT MARTIGNY 18	SCCV joint venture	901641621		FC	69.9%	100.0%	FC	69.9%	100.0%
CLICHY RUE DU 19 MARS 1962	SNC	903468148		FC	50.0%	100.0%	FC	50.0%	100.0%
SCCV ASNIERES -77 RUE DES BAS	SCCV joint venture	910066919		FC	50.9%	100.0%	FC	50.9%	100.0%
IVRY VERDUN 113	SCCV joint venture	920923893		FC	79.9%	100.0%	FC	79.9%	100.0%
ST MAUR 74 BD DE LA MARNE	SCCV joint venture	910892025		FC	50.9%	100.0%	FC	50.9%	100.0%
NOISY B2	SAS	908507759		FC	94.9%	100.0%	FC	94.9%	100.0%
Business Property									
ALTAREA COGEDIM ENTREPRISE PROMOTION	SNC	535056378		FC	99.9%	100.0%	FC	99.9%	100.0%
PRD MONTPARNASSE 2	SCI	852712439	joint venture	EM	50.0%	50.0%	EM	50.0%	50.0%
PRD MONTPARNASSE 3	SCI	852712587	joint venture	EM	50.0%	50.0%	EM	50.0%	50.0%
AF INVESTCO 7	SNC	822897948	affiliate	EM	30.1%	30.1%	EM	30.1%	30.1%
B2 B3	SCCV joint venture	852921899	joint venture	EM	50.0%	50.0%	EM	50.0%	50.0%
ALTA VAI HOLDCO A	SAS	424007425		FC	99.9%	100.0%	FC	99.9%	100.0%
Altarea Investment Managers	SAS	922347950		FC	99.9%	100.0%	FC	99.9%	100.0%
SNC PROPCO ALTA PYRAMIDES	SNC	949047005		FC	99.9%	100.0%	FC	99.9%	100.0%
FONCIÈRE ALTAREA MONTPARNASSE	SNC	847726650		FC	100.0%	100.0%	FC	100.0%	100.0%
PASCALHOLDCO	SPPICAV	809845951	affiliate	EM	30.1%	30.1%	EM	30.1%	30.1%
PASCALPROPCO	SASU	437929813	affiliate	EM	30.1%	30.1%	EM	30.1%	30.1%
PRD MONTPARNASSE	SCI	844634758	joint venture	EM	50.0%	50.0%	EM	50.0%	50.0%
SAS 42 DERUELLE	SAS	920333127	joint venture	EM	49.9%	50.0%	EM	49.9%	50.0%
LOGISTIQUE BOLLENE	SNC	494239619		FC	99.9%	100.0%	FC	99.9%	100.0%
AIX DUHEM	SNC	851962720		FC	89.9%	100.0%	FC	89.9%	100.0%
TECHNOFFICE	SNC	799125109	joint venture	EM	49.9%	50.0%	IN	0.0%	0.0%
New businesses									
PREJEANCE INDUSTRIAL	SAS	852466218		FC	99.9%	100.0%	IN	0.0%	0.0%
SCPI ALTA CONVICTIONS	SCPI	977574284	affiliate	EM	36.1%	36.1%	FC	99.8%	100.0%
ATREC/ ATREC fund	FIA		joint venture	EM	49.9%	50.0%	IN	0.0%	0.0%

The complete list of companies in the scope is available on request from the Investor Relations Department: investors@Altarea.com.

4.3 Changes in consolidation scope

In number of companies	31/12/2023	Acquisition	Creation	Sale	Absorption, dissolution, deconsolidation	Change in consolidation method	31/12/2024
Fully consolidated subsidiaries	551	26	21	–	(55)	(4)	539
Joint ventures[(a)]	100	–	12	–	(13)	4	103
Affiliates[(a)]	72	–	–	–	(9)	–	63
TOTAL	**723**	**26**	**33**	**–**	**(77)**	**-**	**705**

(a) Companies accounted for using the equity method.

4.3.1 Detail of net acquisitions of consolidated companies, net of cash

(€ millions)	31/12/2024	31/12/2023
Investments in consolidated securities	(22.1)	(23.3)
Liabilities on acquisition of consolidated participating interests	(3.2)	0.6
Cash of acquired companies	8.6	25.9
TOTAL	**(16.7)**	**3.1**

During the second half of the year, the Group acquired, *via* its subsidiary Alta Penthièvre, Prejeance Industrial, a French company specialising in the development of small- and medium-sized photovoltaic projects.

4.3.2 Detail of disposals of consolidated companies, net of cash disposed of

The Group's main disposal during the financial year was the sale to SCOR of its 15.9% stake in MRM, a real estate company specialising in retail to reposition, for €15.3 million.

4.4 Business combinations

On 4 July 2024, the Group acquired 100% of French company Prejeance Industrial from Spanish group Repsol. Prejeance Industrial specialises in developing small and medium-sized rooftop photovoltaic projects (between 100 and 500 kWp), mainly on agricultural sheds. These facilities offer genuine renewable energy solutions, while providing farmers with additional income and farm equipment at no extra cost to the farmer.

Its experienced team (18 employees) strengthened the organisation in place and the portfolio of projects under development.

Prejeance Industrial and its subsidiaries are therefore fully consolidated and their commercial performance is included in the New Businesses segment.

The acquisition price is €21.9 million.

In accordance with IFRS 3 "Business combinations", the fair value of the Company's assets acquired and liabilities assumed resulted in the recognition of financial instruments at their fair value. Once these values were recognised in the statement of financial position at the acquisition date, goodwill of €10.4 million was recognised.

The fair value of the identifiable assets and liabilities and the corresponding carrying amounts at the acquisition date were as follows:

- property, plant and equipment for €119.7 million;
- rights of use on property, plant and equipment (and therefore rental obligations) for €1.0 million;
- financial instruments for €6.6 million;
- net bank debt for €68.3 million;
- current account advances for €48.9 million.

Goodwill was allocated to the Group's "New businesses".

At 31 December 2024, the consolidated group contributed as follows to the Group's income statement:

(€ millions)	FFO	Change in value	Total
Revenues	4.9	–	4.9
Personnel costs	(1.4)	(0.6)	(2.0)
Other expenses - other	(0.6)	–	(0.6)
Other income and expenses	(0.8)	–	(0.8)
Depreciation expenses	–	(2.3)	(2.3)
Operating income	**2.1**	**(2.9)**	**(0.9)**
Net borrowing costs	(2.9)	0.1	(2.8)
Other financial results	(0.0)	–	(0.0)
Net change in FV of financial instruments	–	(5.6)	(5.6)
Corporate income tax	(0.0)	1.6	1.6
NET INCOME - GROUP SHARE	**(0.9)**	**(6.8)**	**(7.7)**

The Group is continuing to familiarize itself with accounting methods and its understanding of contracts (particularly with regard to the scope of contractual obligations granted or received from third parties) in the context of this new activity.

4.5 Securities and investments in equity affiliates

In application of IFRS 10, 11 and 12, the following are recognised under securities and receivables on equity affiliates, investments in joint ventures and associated companies, including receivables from these holdings.

4.5.1 Equity-accounting value of joint ventures and affiliates and related receivables

(€ millions)	31/12/2024	31/12/2023
Equity-accounting value of joint ventures	94.9	39.4
Equity-accounting value of affiliated companies	59.6	43.0
Value of stake in equity-method affiliates	**154.6**	**82.4**
Receivables from joint ventures	147.7	167.5
Receivables from affiliated companies	55.5	77.2
Receivables from equity-method subsidiaries	**203.2**	**244.7**
TOTAL SECURITIES AND RECEIVABLES IN EQUITY AFFILIATES	**357.7**	**327.1**

At 31 December 2024, the increase in securities and receivables in equity affiliates mainly relates to the switch to equity method reporting of Alta Convictions, the recognition of ATREC fund by the equity method, and the disposal of MRM shares during the year, and the evolution of Property Development transactions (particularly in Business Property).

4.5.2 Main balance sheet and income statement items of joint ventures and affiliates

(€ millions)	Joint ventures	Affiliates	31/12/2024	Joint ventures	Affiliates	31/12/2023
Balance sheet items, Group share:						
Non-current assets	258.9	41.2	300.1	249.0	28.8	277.8
Current assets	453.5	305.5	759.0	446.5	352.1	798.6
Total Assets	**712.4**	**346.8**	**1,059.1**	**695.5**	**381.0**	**1,076.4**
Non-current liabilities	137.0	65.6	202.6	178.5	135.7	314.1
Current liabilities	480.5	221.5	702.0	477.6	202.3	679.9
Total Liabilities	**617.5**	**287.1**	**904.6**	**656.1**	**337.9**	**994.0**
Net assets (equity-accounting basis)	**94.9**	**59.6**	**154.6**	**39.4**	**43.0**	**82.4**
Share of income statement items, Group share:						
Operating income	**18.1**	**6.4**	**24.5**	**(60.0)**	**11.8**	**(48.2)**
Net borrowing costs	(2.8)	(7.7)	(10.5)	(4.9)	(10.4)	(15.3)
Other financial results	(3.4)	0.2	(3.3)	(3.3)	0.0	(3.3)
Change in value of hedging instruments	1.4	(2.0)	(0.6)	(0.8)	(1.2)	(1.9)
Proceeds from the disposal of investments	–	0.1	0.1	–	(0.0)	(0.0)
Net income before tax	**13.3**	**(3.1)**	**10.2**	**(69.0)**	**0.2**	**(68.9)**
Corporate income tax	1.9	(0.8)	1.1	0.7	(0.6)	0.1
Net income by equity method (after tax)	**15.2**	**(3.9)**	**11.3**	**(68.4)**	**(0.4)**	**(68.8)**
Non-Group net income	–	–	–	–	–	–
Net income, Group share	15.2	(3.9)	11.3	(68.4)	(0.4)	(68.8)

Joint ventures and associates are not individually significant for the purposes of presenting the financial information on an aggregate basis.

Group revenue from joint ventures amounted to €5.0 million, compared with €5.8 million for the year to 31 December 2023.

Group revenue from affiliates amounted to €6.3 million, compared to €6.4 million for the year to 31 December 2023.

4.5.3 Commitments given or received in connection with joint ventures (in Group share)

Commitments given

Cogedim Résidences Services undertook to pay rent in connection with the leasing of the *Résidences Services Nohée®*. In the context of the application of IFRS 16, these contracts have been restated in the financial statements of the companies.

In exchange, *Cogedim Résidences Services* receives the lease payments of the sub-lessees, these continuing to be commitments.

Financial guarantees for the completion of works were given as part of the property development activity, and amounted to a share of €8.5 million at 31 December 2024.

Commitments received

As of 31 December 2024, the main commitments received by the joint ventures relate to security deposits received from tenants in the amount of €3.0 million.

4.6 Current and non-current financial assets

At 31 December 2024, current and non-current financial assets amounted to €42.2 million, compared with €61.4 million at 31 December 2023, and consist mainly of:

- deposits and guarantees paid on projects: €12.6 million, compared with €10.7 million for 2023;
- loans and receivables, recognised at amortised cost: €28.8 million, compared with €29.0 million for 2023.

NOTE 5 RESULT

5.1 Operating income

5.1.1 Net rental income

Net rental income amounted to €216.4 million in 2024, compared to €204.8 million in 2023, an increase of +5.6%.

5.1.2 Net property income

The Group's net property income was €133.2 million at 31 December 2024 compared to a negative €-172.6 million in 2023.

The Residential Backlog of the fully-consolidated companies was €2,345 million at 31 December 2024.

The Business Property backlog of the fully-consolidated companies was €214 million at 31 December 2024.

These backlogs will be delivered according to the operating cycle of the development projects, generally between 18 and 24 months.

5.2 Cost of net financial debt and other financial items

5.2.1 Cost of net financial debt

(€ millions)	31/12/2024	31/12/2023
Bond and bank interest expenses	(96.0)	(71.4)
Interest on partners' advances	2.3	5.1
Interest rate on hedging instruments	59.7	27.0
Other financial income and expenses	5.5	6.3
FFO financial income and expenses	**(28.5)**	**(33.0)**
Spreading of bond issue costs and other estimated expenses[a]	(5.8)	(5.1)
NET BORROWING COSTS	**(34.3)**	**(38.2)**

(a) Notably includes €-5.8 million for the spreading over time of bond issue costs and bond issue premiums using the amortised cost method, in accordance with IFRS 9.

The average cost of debt is the ratio of the total financial costs of short- and long-term financial instruments including related fees (commitment fees, non-use fees, etc.) to the average debt for the period. The Group's average cost of debt (excluding the impact of IFRS 16) was 1.92% at 31 December 2024, compared with 2.15% at 31 December 2023.

5.2.2 Other financial results

Other financial results correspond in particular to interest expenses on rental obligations or royalties on investment properties.

5.2.3 Impact of result of financial instruments

This item consists of a net expense of €58.7 million (compared to €72.8 million in 31 December 2023), mainly related to €-65.9 million in changes in the value of interest rate hedging instruments (compared to €-56.6 million at 31 December 2023).

5.3 Corporate income tax

Analysis of tax expense

Tax expense is analysed as follows:

(€ millions)	31/12/2024	31/12/2023
Tax due	**(4.0)**	**0.1**
Tax loss carry forwards and/or use of deferred losses	3.4	33.5
Valuation differences	4.7	4.6
Fair value of investment properties	(1.8)	(1.7)
Fair value of hedging instruments	2.6	1.0
Income by percentage of completion	4.8	32.4
Other timing differences	1.2	44.5
Deferred tax	**14.9**	**114.3**
TOTAL TAX INCOME (EXPENSE)	**10.9**	**114.4**

Effective tax rate

(€ millions)	31/12/2024	31/12/2023
Pre-tax profit of consolidated companies	**63.9**	**(554.2)**
Group tax savings (expense)	**10.9**	**114.4**
EFFECTIVE TAX RATE	**17.10%**	**(20.64)%**
Tax rate in France	25.83%	25.83%
Theoretical tax charge	**(16.5)**	**143.1**
Difference between theoretical and effective tax charge	**27.4**	**(28.8)**
Differences related to entities' retail REIT status	25.2	(36.1)
Differences related to treatment of losses	2.4	5.5
Other permanent differences and rate differences	(0.0)	1.9

Deferred tax assets and liabilities

(€ millions)	31/12/2024	31/12/2023
Tax loss carry forwards	74.7	71.3
Valuation differences	(25.9)	(30.6)
Fair value of investment properties	(26.8)	(25.0)
Fair value of financial instruments	1.0	0.2
Income by percentage of completion	(31.8)	(36.7)
Other timing differences	50.7	50.7
NET DEFERRED TAX ON THE BALANCE SHEET	**41.8**	**29.8**

As at 31 December 2024, the Group had unrecognised tax loss carry-forwards of €402.2 million (basis), as compared with €400.9 million for the year ending 31 December 2023.

Deferred taxes relating to valuation differences correspond primarily to the brands held by the Group.

Deferred taxes relating to the activation of tax losses mainly relate to losses recognised in the tax consolidation group Altareit and losses partially activated in the taxable sector of some retail REITs.

Deferred taxes are calculated (for French companies, which make up most of the Group's scope) at the rate of 25.83%, the rate set by the French Finance Act.

International tax reform

The Group has not identified any major changes in the tax environment in France and other countries impacting the results of the 2024 financial year.

Regarding the international "Pillar 2" tax reform, coming into force as from the 2024 financial year and aimed at guaranteeing an effective minimum tax rate of 15% for groups with revenue of at least €750 million euros, Altarea SCA benefits from the exclusion as a property investment vehicle as do, under certain conditions, its subsidiaries which are more than 95%-owned (specific rule applying to their status as *Sociétés d'Investissement Immobilier Cotées* (SIICs) similar to a Real Estate Investment Trust (REIT).

As of 31 December 2024, technical uncertainty remains as to the how this exclusion will be applied to subsidiaries of SIICs held at less than 95%.

The OECD has indicated that a comment on these subsidiaries should be published in 2025 and it is most likely they too will be excluded from the Pillar 2 minimum tax rules.

In this context, based on exchanges and information obtained during the financial year, no tax was recognised relating to the Pillar 2 rules on the Group's Retail REIT (SIIC) scopes.

At 31 December 2024, on the basis of the analyses carried out, the amount of "Pillar 2" tax estimated by the Group for its non-SIIC scope was deemed insignificant.

5.4 Earnings per share

Undiluted net income per share and diluted net income per share are defined in Note 2.3.13 "Net earnings per share".

In 2024, as in 2023, the dilution arose only from the granting of rights to free shares in Altarea SCA to Group employees.

In accordance with IAS 33, the average number of 2023 shares has been adjusted over the periods presented to take into account the capital increases carried out during the financial year to allow delivery of the free share plans. These fully dilutive issues are taken into account in the calculation of the denominator.

(€ millions)	31/12/2024	31/12/2023
Numerator		
Net income, Group share	6.1	(472.9)
Denominator		
Weighted average number of shares before dilution	21,312,636	20,490,581
Effect of potentially dilutive shares		
Stock options	*0*	*0*
Rights to free share grants	*478,409*	*529,969*
Total potential dilutive effect	478,409	529,969
Weighted diluted average number of shares	21,791,045	21,020,550
NET INCOME, GROUP SHARE, UNDILUTED PER SHARE *(€)*	**0.29**	**(23.08)**
NET INCOME, GROUP SHARE, DILUTED PER SHARE *(€)*	**0.28**	**(22.50)**

NOTE 6 LIABILITIES AND EQUITY

6.1 Equity

6.1.1 Share capital, share-based payments and treasury shares

Share capital

Altarea SCA share capital *(in euros)*

In number of shares and in €	Number of shares	Nominal	Share Capital
Number of shares outstanding at 31 December 2022	**20,375,804**	**15.28**	**311,350,463**
Capital increase reserved for Mutual Funds	25,684	15.28	392,452
Share capital increase *via* the part-conversion of dividends into shares	335,334	15.28	5,123,904
Number of shares outstanding at 31 December 2023	**20,736,822**	**15.28**	**316,866,818**
Capital increase for free share plans	70,426	15.28	1,076,109
Capital increase reserved for Mutual Funds	8,930	15.28	136,450
Share capital increase *via* the part-conversion of dividends into shares	1,080,657	15.28	16,512,439
NUMBER OF SHARES OUTSTANDING AT 31 DECEMBER 2024	**21,896,835**	**15.28**	**334,591,817**

Capital management

The aim of the Group's capital management is to ensure liquidity and optimise its capital structure.

Share-based payments

The gross expense recorded on the income statement for share-based payments was €16.2 million at 31 December 2024 compared to €21.6 million in 2023.

No stock option plans were in force at 31 December 2024.

Free share grants

Award date	Number of rights awarded	Vesting date	Rights in circulation as at 31/12/2023	Tasks and responsibilities	Deliveries	Amendments to rights[(a)]	Rights in circulation as at 31/12/2024
Share grant plans on Altarea shares							
30 April 2021	73,050[(b)]	31 March 2024	35,858		(36,161)	303	
4 June 2021	32,000[(b)]	31 March 2025	32,000			95	32,095
4 June 2021	27,500[(b)]	31 March 2025	8,250			(1,179)	7,071
4 June 2021	45,500[(b)]	31 March 2025	12,150			(2,371)	9,779
4 June 2021	14,000[(b)]	31 March 2025	12,750			(6,485)	6,265
4 June 2021	23,700[(b)]	31 March 2025	5,910			14	5,924
4 June 2021	30,000[(b)]	31 March 2025	14,250			44	14,294
1 September 2021	600	1 September 2024	600		(601)	1	
1 March 2022	14,000	31 March 2025	3,975			(101)	3,874
31 March 2022	31,872	1 April 2024	31,002		(30,738)	(264)	
31 March 2022	73,725[(b)]	1 April 2024	38,933		(39,594)	661	
30 April 2022	3,250[(b)]	31 March 2025	975			3	978
30 April 2022	1,250[(b)]	31 March 2025	1,250			(636)	614
25 July 2022	150	24 July 2024	150		(150)		
12 September 2022	6,000[(b)]	31 March 2027	6,000			(5,097)	903
12 September 2022	40,000[(b)]	31 March 2029	40,000			(40,000)	
1 October 2022	1,500[(b)]	31 March 2025	450			1	451
5 January 2023	1,500[(b)]	31 March 2029	1,500			(1,500)	
31 March 2023	106,277	1 April 2024	105,089		(103,976)	(1,113)	
31 March 2023	30,668	1 April 2025	30,404			(1,791)	28,613
31 March 2023	73,240[(b)]	1 April 2025	54,206			(5,181)	49,025
30 April 2023	2,525	30 April 2024	2,525		(2,525)		
30 April 2023	41,000[(b)]	31 March 2028	41,000			(20,500)	20,500
30 April 2023	41,000[(b)]	31 March 2033	41,000				41,000
1 September 2023	6,600[(b)]	30 June 2029[(c)]	6,600				6,600
1 September 2023	250	1 September 2024	250		(250)		
1 September 2023	250	1 September 2025	250				250
19 October 2023	2,230	19 October 2024	2,230		(2,230)		
16 January 2024	500	16 January 2026		500			500
15 May 2024	25,984	15 May 2025		26,034		(127)	25,907
22 May 2024	169,150	31 July 2026		169,150		(3,800)	165,350
4 July 2024	7,466	4 July 2025		7,466			7,466
4 July 2024	6,300	5 July 2026[(c)]		6,300			6,300
4 July 2024	40,000	1 July 2029[(d)]		40,000			40,000
8 July 2024	1,400	31 July 2026		1,400			1,400
TOTAL	**974,945**		**529,557**	**250,850**	**(216,225)**	**(89,023)**	**475,159**

(a) Rights cancelled for reasons of departure, transfer, lack of certainty that performance criteria have been met or changes in plan terms.
(b) Plans subject to performance criteria.
(c) Allocated in four tranches over four years.
(d) Allocated in three tranches over three years.

Valuation parameters for new free share grants

	31/12/2024
Dividend rate	8.0%
Risk-free interest rate	2.7% to 3.5%

Treasury shares

The acquisition cost of treasury shares was €0.7 million at 31 December 2024 for 7,100 shares (all allocated to a liquidity contract), compared with €14.9 million at 31 December 2023 for 137,729 shares (including 131,197 shares intended for allotment to employees under free share grant or stock option plans and 6,532 shares allocated to a liquidity contract). Treasury shares are eliminated and offset directly in equity.

In addition, a net loss on disposal and/or free share grants of treasury shares to Company employees was recognised directly in equity in the amount of €-14.9 million before tax at 31 December 2024 (€-11.3 million after tax) compared with €-20.6 million at 31 December 2023 (€-15.7 million before tax).

The negative impact on cash flow from purchases and disposals over the period came to €-1.0 million at 31 December 2024 compared to €-5.5 million at 31 December 2023.

6.1.2 Dividends proposed and paid

Dividends paid

(€ millions)	31/12/2024	31/12/2023
Paid in current year in respect of previous year:		
Dividend per share (€)	*8.00*	*10.00*
Payment to shareholders of the Altarea Group	166.4	203.0
Proportional payment to the general partner (1.5%)	2.5	3.0
TOTAL	**168.9**	**206.0**
Offer to convert dividends into shares:		
Subscription price *(€)*	84.47	95.81
Total amount of conversion into shares	**91.3**	**32.1**
Rate of conversion of dividends into shares on the option offered	*73.15%*	*31.66%*

The payment of a dividend of €8.0 per share for the 2023 financial year was approved at the Shareholders' Meeting of 5 June 2024.

A partial conversion option of the dividend into shares was also offered to shareholders. They had the choice between:

- a 100% cash payment;
- a payment 75% in shares, and 25% in cash.

Proposed payment in respect of 2024

For the 2024 financial year, a dividend of €8.0 per share will be proposed to the Annual General Meeting called to approve the financial statements for the year ending 31 December 2024.

Shareholders will also be offered the option to partially convert the dividend into shares. They will be free to choose between:

- a 100% cash payment;
- a payment 75% in shares, and 25% in cash.

6.2 Net financial debt and guarantees

Current and non-current borrowings and financial liabilities, and net cash

			"Non-cash" change					
(€ millions)	31/12/2023	Cash flow	Spreading of issue costs	Change in scope of consolidation	Update	Change in method	Reclassification	31/12/2024
Bond issues (excluding accrued interest)	1,383.4	45.6	(0.7)	–	–	–	(0.0)	1,428.4
Short- and medium-term negotiable securities	92.2	(92.2)	–	–	–	–	–	–
Bank borrowings, excluding accrued interest and overdrafts	808.4	108.7	6.5	74.8	0.0	–	–	998.4
Net bond and bank debt, excluding accrued interest and overdrafts	**2,284.0**	**62.1**	**5.8**	**74.8**	**0.0**	**–**	**(0.0)**	**2,426.7**
Accrued interest on bond and bank borrowings	28.5	1.8	–	(0.1)	–	–	–	30.3
BOND AND BANK DEBT, EXCLUDING OVERDRAFTS	**2,312.5**	**63.9**	**5.8**	**74.7**	**0.0**	**–**	**(0.0)**	**2,457.0**
Cash and cash equivalents	(713.1)	(65.8)	–	–	–	–	–	(778.9)
Bank overdrafts	47.7	(44.3)	–	–	–	–	–	3.4
Net cash	**(665.4)**	**(110.1)**	**–**	**–**	**–**	**–**	**–**	**(775.5)**
NET BANK AND BOND DEBT	**1,647.1**	**(46.2)**	**5.8**	**74.7**	**0.0**	**–**	**(0.0)**	**1,681.5**
Equity loans and Group and partners' advances[(a)]	168.0	(67.9)	–	44.8	–	(0.0)	(0.0)	144.9
Accrued interest on shareholders' advances	1.1	0.2	–	(0.0)	–	0.0	(0.0)	1.3
Lease liabilities	145.9	(22.5)	–	1.0	–	–	12.8	137.3
Contractual fees on investment properties	217.3	0.7	–	–	–	–	38.0	255.9
NET FINANCIAL DEBT	**2,179.4**	**(135.7)**	**5.8**	**120.5**	**0.0**	**(0.0)**	**50.8**	**2,220.8**

(a) Of which allocation of income to related current accounts for €3.7 million.

6.2.1 Net financial bond and bank debt

Group net financial bond and bank debt amounted to €1,681.5 million at 31 December 2024 compared to €1,647.1 million at 31 December 2023.

During the financial year, the Group notably:

- redeemed €255 million (nominal) of 2024 bonds in July;
- placed a bond issue of €300 million (nominal) with a 7-year maturity and a fixed coupon of 5.50% with a broad investor base;
- set up a 7-year €90 million mortgage loan on one of these assets;
- reduced the outstandings of its medium- and short-term negotiable securities to zero (*i.e.* €-92.2 million). The Group retains its two NEU CP programmes [1] (maturity less than or equal to 1 year) and its two NEU MTN programs [2] (maturity greater than 1 year).

As of 31 December 2024, no confirmed revolving loans had been drawn down.

Borrowing costs are analysed in the note on earnings.

Net cash

Net cash amounted to €775.5 million, including cash equivalents (mainly term accounts – for €39.3 million) which are recorded at their fair value at each reporting date.

(1) NEU CP (Negotiable European Commercial Paper).

(2) NEU MTN (Negotiable European Medium Term Note).

Breakdown of bank and bond debt by maturity

(€ millions)	31/12/2024	31/12/2023
< 3 months	52.9	144.7
3 to 6 months	11.5	74.8
6 to 9 months	343.2	263.3
9 to 12 months	15.3	22.1
Under 1 year	**422.8**	**505.0**
2 years	121.5	418.8
3 years	27.3	113.4
4 years	873.1	60.0
5 years	187.0	855.0
1 to 5 years	**1,208.9**	**1,447.1**
More than 5 years	**849.1**	**422.6**
Issuance cost to be amortised	(20.6)	(14.5)
TOTAL GROSS BOND AND BANK DEBT	**2,460.4**	**2,360.2**

The portion at less than one year corresponds mainly to the bond issue that will be redeemed in 2025. The increase in the portion at more than five years is mainly related to the new mortgage loan and the new bond issue.

Schedule of future interest expenses

	31/12/2024		31/12/2023	
(€ millions)	Borrowings	Hedging instruments	Borrowings	Hedging instruments
< 3 months	(24.6)	5.0	7.1	(4.8)
3 to 6 months	(9.8)	11.6	10.6	(20.2)
6 to 9 months	(18.8)	5.0	18.0	(9.7)
9 to 12 months	(26.7)	3.9	9.2	(12.1)
Under 1 year	**(80.0)**	**25.5**	**44.9**	**(46.7)**
2 years	(66.0)	13.2	52.5	(28.1)
3 years	(65.1)	7.4	37.4	(19.3)
4 years	(59.4)	3.8	36.1	(14.1)
5 years	(39.7)	2.7	29.3	(11.2)
1 to 5 years	**(230.2)**	**27.1**	**155.4**	**(72.7)**

These future interest expenses concern borrowings and financial instruments and are presented exclusive of accrued interest not payable.

Breakdown of bank and bond debt by guarantee

(€ millions)	31/12/2024	31/12/2023
Mortgages	565.0	475.0
Mortgage commitments	106.0	82.8
Moneylender lien	–	3.3
Pledge of securities	81.5	–
Altarea SCA security deposit	225.0	223.0
Not guaranteed	1,503.4	1,590.6
TOTAL	**2,480.9**	**2,374.7**
Issuance cost to be amortised	(20.6)	(14.5)
TOTAL GROSS BOND AND BANK DEBT	**2,460.4**	**2,360.2**

Mortgages are given as collateral for the financing or refinancing of investment properties. Mortgage commitments and the lender's lien mainly concern Property Development activities. Pledged securities relate to non-recourse loans financing photovoltaic power plant projects (activity acquired in the second half of the year).

Breakdown of bank and bond debt by interest rate

	Gross bond and bank debt		
(€ millions)	Variable rate	Fixed rate	Total
As of 31 December 2024	1,008.7	1,451.7	2,460.4
As of 31 December 2023	954.6	1,405.6	2,360.2

The market value of fixed rate debt stood at €1,397.1 million at 31 December 2024 compared to €1,254.5 million (or €1,233.7 million excl. unpaid but accrued interest) at 31 December 2023.

6.2.2 Lease liabilities

Lease liabilities are debts mainly relating to real estate leases and vehicle leases (respectively for the premises occupied and the vehicles used by Group employees).

These liabilities amounted to €137.3 million at 31 December 2024 compared to €145.9 million at 31 December 2023. They are to be seen in light of the right-of-use assets on tangible and intangible assets.

6.2.3 Contractual fees on Investment properties

Contractual fees on investment properties, which are economically different in nature from rental obligations, concern debts relating to temporary occupancy authorisations and construction leases on retail assets (mainly stations).

They amounted to €255.9 million at 31 December 2024 compared to €217.3 million at 31 December 2023 and are to be seen in light of the right-of-use assets on investment properties (assets that generate income). The increase is mainly due to the signing of an amendment to the Temporary Occupancy Authorisation for the Italian stations.

6.2.4 Breakdown by due date for lease liabilities and contractual fees on investment properties

(€ millions)	31/12/2024	31/12/2023
< 3 months	12.7	10.0
3 to 6 months	4.6	4.5
6 to 9 months	4.6	4.6
9 to 12 months	4.9	4.9
Under 1 year	**26.9**	**24.0**
2 years	10.7	12.4
3 years	19.4	16.8
4 years	19.2	17.0
5 years	19.8	17.0
1 to 5 years	**69.1**	**63.1**
More than 5 years	**297.1**	**276.1**
TOTAL LEASE LIABILITIES AND CONTRACTUAL FEES ON INVESTMENT PROPERTIES	**393.2**	**363.2**

6.2.5 Elements of net debt set out in the cash flow table

(€ millions)	Cash flow
Issuance of borrowings and other financial liabilities	689.0
Repayment of borrowings and other financial liabilities	(698.5)
Change in borrowing and other financial liabilities	**(9.5)**
Repayment of lease liabilities	(21.9)
Change in cash balance	110.1
TOTAL CHANGE IN NET FINANCIAL DEBT (CFT)	**78.8**
Net bond and bank debt, excluding accrued interest and overdrafts	62.1
Net cash	110.1
Equity loans and Group and partners' advances	(67.9)
Lease liabilities	(22.5)
Contractual fees on investment properties	0.7
Allocation of income to shareholder current accounts	(3.7)
TOTAL CHANGE IN NET FINANCIAL DEBT	**78.8**

6.3 Provisions

(€ millions)	31/12/2024	31/12/2023
Provision for benefits payable at retirement	14.2	14.3
Other provisions	47.1	54.4
TOTAL PROVISIONS	**61.3**	**68.7**

The provision for post-employment benefits was valued by an external actuary. The valuation and accounting principles are detailed in the Company's accounting principles and methods. The main assumptions used to assess the commitment are the staff turnover rate, the discount rate and the salary increase rate: a variation of +/-0.25% of these last two criteria would not result in no significant impact.

In addition, in view of the applicable collective bargaining agreement, the Court of Cassation's decision of September 2023 on paid leave has no impact on the Group's financial statements.

Other provisions primarily cover:

- repayment risk on rental guarantees granted upon the disposal (in part or in whole) of non-current assets;
- the risk of disputes arising from construction operations;
- the risk of default of certain co-developers;
- as well as estimates of residual risks involving completed programmes (litigation, ten-year guarantee, definitive general statement, etc.).

NOTE 7 ASSETS AND IMPAIRMENT TESTS

7.1 Investment properties

	Investment properties				
(€ millions)	measured at fair value	measured at cost	right-of-use	Assets held for sale	Total Investment properties
As of 31 December 2023	**3,617.2**	**114.7**	**216.7**	**0.8**	**3,949.3**
Subsequent investments and expenditures	20.2	20.0	–	–	40.2
Change in spread of incentives to buyers	(5.8)	–	–	–	(5.8)
Disposals/repayment of down payments made	(5.7)	–	–	(0.8)	(6.5)
Net impairment/project discontinuation	–	0.1	0.0	–	0.1
Transfers to assets held for sale or to or from other categories	–	(2.5)	0.0	0.1	(2.4)
New right-of-use assets and indexation	–	–	37.9	–	37.9
Change in fair value	2.2	–	0.7	–	2.8
Change in method	–	–	0.6	–	0.6
Change in scope of consolidation	–	–	–	–	–
AS OF 31 DECEMBER 2024	**3,628.0**	**132.3**	**255.9**	**0.0**	**4,016.2**

As of 31 December 2024, no interest expenses have been capitalised for projects under development and construction.

Investment properties at fair value

The main movements concern changes in the value of shopping centres in operation.

Assets were virtually stable with a slight increase in property exit rates (capitalisation rate).

Investment properties valued at cost

The assets under development and under construction recognised at cost mainly concern the development and redevelopment projects of shopping centres in France.

The increase in the item is mainly due to the Gare d'Austerlitz project, whose restructuring work is progressing well.

Rights of use on Investment properties

The right-of-use assets on investment properties correspond to the valuation under IFRS 16 of the temporary occupancy authorisation contracts for investment properties. They meet the definition of investment properties and are measured using the fair value model. Subsequently, they are valued at the amount equal to the debt presented on the line of the balance-sheet "Contractual fees on investment properties".

The increase is mainly due to the signing of an amendment to the Temporary Occupancy Authorisation for the Italian stations.

Value Measurement – IFRS 13

In accordance with IFRS 13 "Fair Value Measurement" and the EPRA's recommendation on IFRS 13, "EPRA Position Paper on IFRS 13 – Fair Value Measurement and Illustrative Disclosures, February 2013", the Group chose to present additional parameters used to determine the fair value of its property portfolio.

The Group considered that classifying its assets in level 3 was most appropriate. This treatment reflects the primarily unobservable nature of the data used in the assessments, such as rents from rental statements, capitalisation rates and average annual growth rate of rents. The tables below thus present a number of quantitative parameters used to determine the fair value of the property portfolio. These parameters apply only to shopping centres controlled exclusively by the Group (and therefore do not include assets accounted for under the equity method) and which are measured at fair value by the expert appraisers.

		Initial capitalisation rate[(a)]	Rent[(b)] *(in € per m²)*	Discount rate[(c)]	Capitalisation rate at exit[(d)]	AAGR of net rental income[(e)]
	Maximum	8.5%	1,519	8.4%	6.8%	5.1%
	Minimum	4.3%	67	5.0%	4.2%	1.8%
France	**Weighted average**	**5.8%**	**409**	**7.2%**	**5.8%**	**2.9%**

(a) The initial capitalisation rate is the net rental income relative to the appraisal value excluding transfer duties.
(b) Annual average rent (minimum guaranteed rent plus variable rent) per asset and m².
(c) Rate used to discount the future cash flows.
(d) Rate used to capitalise the revenue in the exit year in order to calculate the asset's exit value.
(e) Average Annual Growth Rate of net rental income.

Based on a Group weighted average capitalisation rate, a +0.25% increase in capitalisation rates would lead to a reduction of €-106.4 million in the value of investment properties (or -3.57%), while a -0.25% decrease in capitalisation rates would increase the value of investment properties by €117.2 million (or +3.94%).

A change of +0.50% in the average annual growth rate of net rental income would improve the value of buildings by €112.7 million (or +3.79%), while a decrease of -0.50% would reduce the value of investment properties by €-106.4 million (or -3.57%).

Breakdown of the portfolio measured at fair value by asset type

(€ millions)	31/12/2024	31/12/2023
Regional shopping centres	2,379.8	2,362.1
Travel retail	514.2	505.1
Retail parks	684.5	697.7
Others	49.5	52.3
TOTAL	**3,628.0**	**3,617.2**

Investment working capital requirement

(€ millions)	Receivables on fixed assets	Amounts due on non-current assets	Investment WCR
As of 31 December 2023	**2.9**	**(100.3)**	**(97.5)**
Variations	(1.8)	6.5	4.7
Present value adjustment	–	–	–
Transfers	–	(0.1)	(0.1)
Change in scope of consolidation	–	(0.2)	(0.2)
As of 31 December 2024	**1.1**	**(94.2)**	**(93.1)**
Change in WCR at 31 December 2024	**(1.8)**	**6.5**	**4.7**

Net acquisitions of assets and capitalised expenditures

(€ millions)	31/12/2024	31/12/2023
Type of non-current assets acquired:		
Intangible assets	(5.0)	(5.0)
Property, plant and equipment	(26.9)	(8.0)
Investment properties	(37.7)	(25.2)
TOTAL	**(69.6)**	**(38.2)**

7.2 Intangible assets and goodwill

(€ millions)	Gross values	Amortisation and/ or impairment	31/12/2024	31/12/2023
Goodwill	**487.3**	**(241.1)**	**246.2**	**235.8**
Brands	**127.0**	**(28.0)**	**99.0**	**115.0**
Customer relationships	**203.9**	**(202.6)**	**1.3**	**3.6**
Software applications, patents and similar rights	78.7	(67.0)	11.7	14.7
Leasehold right	0.3	(0.0)	0.3	0.3
Others	0.8	(0.1)	0.7	0.1
Other intangible assets	**79.8**	**(67.1)**	**12.7**	**15.1**
TOTAL	**898.0**	**(538.8)**	**359.2**	**369.5**

(€ millions)	31/12/2024	31/12/2023
Net values at beginning of the period	**369.5**	**344.3**
Acquisitions of intangible assets	5.0	5.0
Disposals and write-offs	(0.2)	(0.0)
Changes in scope of consolidation and other	10.5	46.0
Net allowances for depreciation	(25.5)	(25.8)
NET VALUES AT THE END OF THE PERIOD	**359.2**	**369.5**

Goodwill generated by the Property Development business

Goodwill relates to the various acquisitions made by the Group.

As indicated in notes 2.3.7 "Monitoring the value of non-current assets (excluding financial assets and investment property) and impairment losses", and in the absence of fair value less costs to sell available at the balance sheet date, the recoverable amount of cash-generating units (CGUs) is determined on the basis of their value in use.

The recoverable amount of each group of assets tested was compared with its value in use, defined as the sum of discounted future net cash flows, determined by an independent expert as part of the annual closing.

Cash flows have been determined on the basis of business plans drawn up over a period of 5 years by the operational and financial Managers of a CGU or group of CGUs. The main assumptions used in these business plans (in particular, the volume of operations under construction and identified operations, and the volume and target margin rate on completion of Residential operations) have been approved by the Managing Partners on the basis of macro-economic forecasts for the sector and the Group's future strategy.

This business plan is in line with the Group's strategic roadmap, which provides for a gradual increase in margins and tight control of commitments in a persistently tight market.

The main assumptions used to calculate the enterprise values of these businesses are as follows:

- discount rate between 9.25% and 10.75% ;
- perpetual growth rate of 2.25% ;
- central terminal revenue -18.5% lower than in the last year of the business plan;
- central terminal margin -395 bps lower than in the last year of the business plan;
- terminal working capital requirement 30% higher than in the last year of the business plan.

The appraisals provide a low range and a high range of enterprise value determined by varying the terminal revenue by + or -6.25% and the margin by + or -85 bps.

At 31 December 2024, based on the assumptions and sensibilities to margin and revenue above, the fair values of the economic assets of the Residential and Business Property segments amply exceeded their net book values. No impairment was therefore recognised as of 31 December 2024.

A sensitivity of + or -100 bps to the discount rate and + or -25 bps to the perpetual growth rate would result in the valuation of the economic assets of the Residential and Business Property sectors still being higher than their carrying amounts at 31 December 2024.

Brands

The Group owns several brands measured at a total value of €99.0 million.

Impairment tests were conducted, based on an assessment by an independent expert.

The consequences of these tests were considered in the consolidated accounts as of 31 December 2024, with some resulting in impairment (approximately 16 million euros recorded in the statement of comprehensive income under the line "Net impairment losses on other non-current assets" and in the detailed income statement note under the lines "Net depreciation, amortisation and provisions").

Furthermore, sensitivity tests on the values of other brands do not present a risk of impairment (+/-1% on the discount rate, +/-0.1% on the royalty rate).

7.3 Right-of-use on tangible and intangible fixed assets

(€ millions)	Land and Constructions	Vehicles	Others	Gross rights to use	Amort. Land and Constructions	Amort. Vehicles	Amort. Others	Amort.	Net right-of-use
As of 31 December 2023	**171.5**	**6.7**	**0.0**	**178.1**	**(54.4)**	**(3.1)**	**(0.0)**	**(57.5)**	**120.6**
New contracts/Increases	10.8	2.0	–	12.8	(17.2)	(2.0)	(0.0)	(19.2)	(6.3)
Contract terminations/Reversals	(7.5)	(2.4)	(0.0)	(10.0)	6.2	1.5	0.0	7.8	(2.2)
AS OF 31 DECEMBER 2024	**175.8**	**6.2**	**(0.0)**	**182.0**	**(65.4)**	**(3.6)**	**–**	**(68.9)**	**113.1**

The assets recognised in respect of right-of-use leases mainly concern the leases of premises occupied by the Group's employees, vehicle leases and the rental of the roofs where the newly acquired group Prejeance Industrial operates its photovoltaic infrastructures.

These assets are initially measured at cost with a corresponding lease liability (see Note 6.2). They are amortised on a straight-line basis over the reasonably certain lease term.

Changes in the period are generally linked to the signing of new leases and/or contract revisions (*e.g.* duration), and/or the upward or downward re-evaluation of the lease term or the amount of rent indexed to an index or rate.

7.4 Operational working capital requirement (WCR)

Summary of components of operational working capital requirement

(€ millions)	31/12/2024	31/12/2023	Flows: Created by the business	Flows: Changes in consolidation scope and transfer
Net inventories and work-in-progress	**992.3**	**1,140.6**	**(133.4)**	**(14.9)**
Contract assets	**507.2**	**536.0**	**(27.8)**	**(1.0)**
Net trade receivables	301.1	326.5	(36.6)	11.1
Other operating receivables net	652.0	600.9	63.5	(12.4)
Trade and other receivables net	**953.1**	**927.4**	**27.0**	**(1.3)**
Contract liabilities	**(130.2)**	**(257.0)**	**125.9**	**0.9**
Trade payables	(1,296.7)	(1,121.4)	(172.1)	(3.2)
Other operating payables	(581.7)	(592.9)	20.6	(9.4)
Trade payables and other operating liabilities	**(1,878.4)**	**(1,714.4)**	**(151.5)**	**(12.5)**
OPERATIONAL WCR	**444.0**	**632.6**	**(159.8)**	**(28.8)**

The change in the Group's operating working capital requirement (excluding receivables and payables on the sale/acquisition of fixed assets) is mainly related to the Property Development business, in particular the disposal of three Logistics sites.

Changes in scope and transfers are mainly related to changes in the scope of consolidation within the Property Development business (transition from full consolidation to the equity method) and, more marginally, to changes within the Retail business (transfers of assets from investment properties to inventories following changes in the nature of projects).

7.4.1 Inventories and pipeline products

(€ millions)	Gross inventories	Impairment	Net inventories
As of 1 January 2023	**1,185.7**	**(26.4)**	**1,159.3**
Change	(56.8)	(0.0)	(56.8)
Increases	–	(95.9)	(95.9)
Reversals	–	2.5	2.5
Transfers to or from other categories	(0.6)	–	(0.6)
Change in scope of consolidation	131.9	0.1	132.0
As of 31 December 2023	**1,260.2**	**(119.6)**	**1,140.6**
Change	(128.4)	0.3	(128.1)
Increases	–	(19.9)	(19.9)
Reversals	–	14.6	14.6
Transfers to or from other categories	3.9	(0.4)	3.5
Change in scope of consolidation	(19.8)	1.5	(18.3)
AS OF 31 DECEMBER 2024	**1,115.8**	**(123.6)**	**992.3**

The change in inventories and work-in-progress is mainly due to changes in the Property Development business.

Changes in scope and transfers are mainly related to changes in the scope of consolidation within the Property Development business (transition from full consolidation to the equity method) and, more marginally, to changes within the Retail business (transfers of assets from investment properties to inventories following changes in the nature of projects).

7.4.2 Trade and other receivables

(€ millions)	31/12/2024	31/12/2023
Gross trade receivables	**355.8**	**374.9**
Opening impairment	**(48.4)**	**(43.0)**
Increases	(20.1)	(17.5)
Change in scope of consolidation	–	(0.0)
Reclassification	0.1	0.2
Reversals	13.8	11.9
Closing impairment	**(54.7)**	**(48.4)**
NET TRADE RECEIVABLES	**301.1**	**326.5**
Advances and down payments paid	68.0	49.4
VAT receivables	375.6	390.2
Sundry debtors	116.5	48.4
Prepaid expenses	55.5	68.6
Principal accounts in debit	43.8	55.1
Total other operating receivables gross	**659.5**	**611.7**
Opening impairment	**(10.8)**	**(1.6)**
Increases	(1.5)	(9.5)
Reversals	4.8	0.2
Closing impairment	**(7.5)**	**(10.8)**
NET OPERATING RECEIVABLES	**652.0**	**600.9**
TRADE RECEIVABLES AND OTHER OPERATING RECEIVABLES	**953.1**	**927.4**
Receivables on sale of assets	1.1	2.9
TRADE AND OTHER RECEIVABLES	**954.1**	**930.2**

Detail of trade receivables due

(€ millions)	31/12/2024
Total gross trade receivables	**355.8**
Impairment of trade receivables	(54.7)
TOTAL NET TRADE RECEIVABLES	**301.1**
Trade accounts to be invoiced	(56.0)
Non eligibles clients	(44.7)
TRADE ACCOUNTS RECEIVABLE DUE	**200.3**

(€ millions)	Total	On time	At 30 days	At 60 days	At 90 days	More than 90 days
Trade accounts receivable due	255.0	121.6	0.5	24.2	4.5	104.2
Impairment	(54.7)	–	–	–	–	(54.7)
Trade accounts receivable due	**200.3**	121.6	0.5	24.2	4.5	49.5

Trade receivables

The Group carries out a case-by-case analysis to assess the credit risk of its tenants in centres in operation, and to write down, if necessary, the receivables of tenants where there is evidence that the Company will not be able to collect all amounts due.

Trade receivables related to the Property Development business result from the transformation of contract assets (into receivables) as funds are called from customers under the Group's unconditional right to receive cash.

Advances and down payments paid

Advances and down payments correspond primarily to compensation for loss of use paid by the Group to the sellers of land when preliminary sales agreements are signed (for those not covered by guarantees) as part of its Property development business. They are offset against the price to be paid on completion of the purchase.

Principal accounts in debit

As part of its property management business and real estate transactions, the Group presents the cash balance it manages for third parties on its balance sheet.

7.4.3 Trade and other payables

(€ millions)	31/12/2024	31/12/2023
TRADE PAYABLES AND RELATED ACCOUNTS	**1,296.7**	**1,121.4**
Advances and down payments received from clients	17.5	10.9
VAT collected	291.3	284.1
Other tax and social security payables	51.1	53.0
Prepaid income	16.4	27.3
Other payables	173.0	163.6
Principal accounts in credit	32.3	54.0
OTHER OPERATING PAYABLES	**581.7**	**592.9**
Amounts due on non-current assets	94.2	100.3
TRADE AND OTHER PAYABLES	**1,972.5**	**1,814.7**

Payables on acquisition of assets

Payables on acquisition of assets correspond mainly to debts to suppliers for shopping centres just completed or under development.

NOTE 8 MANAGEMENT OF FINANCIAL RISKS

The Group is exposed to the following risks as part of its operational and financing activities: interest rate risk, liquidity risk, counterparty risk and currency risk.

As the Group does not carry out any transactions in foreign currencies, it is not subject to currency risk.

8.1 Carrying amount of financial instruments by category

As of 31 December 2024

			Financial assets and liabilities carried at amortised cost			Financial assets and liabilities carried at fair value			
(€ millions)	**Total carrying amount**	**Non-financial assets**	**Loans and receivables**	**Liabilities at amortised cost**	**Equity instruments**	**Assets and liabilities at fair value through profit and loss**	**Level 1[(a)]**	**Level 2[(b)]**	**Level 3[(c)]**
NON-CURRENT ASSETS	**374.7**	**154.6**	**219.4**	**–**	**0.8**	**–**	**–**	**–**	**–**
Securities and investments in equity affiliates	357.7	154.6	203.2	–	–	–	–	–	–
Non-current financial assets	17.0	–	16.2	–	0.8	–	–	–	–
CURRENT ASSETS	**1,813.5**	**–**	**1,718.9**	**–**	**–**	**94.6**	**–**	**94.6**	**–**
Trade and other receivables	954.1	–	954.1	–	–	–	–	–	–
Current financial assets	25.2	–	25.2	–	–	–	–	–	–
Derivative financial instruments	55.3	–	–	–	–	55.3	–	55.3	–
Cash and cash equivalents	778.9	–	739.5	–	–	39.3	–	39.3	–
NON-CURRENT LIABILITIES	**2,516.4**	**–**	**–**	**2,516.4**	**–**	**–**	**–**	**–**	**–**
Borrowings and financial liabilities	2,467.6	–	–	2,467.6	–	–	–	–	–
Deposits and security interests received	48.7	–	–	48.7	–	–	–	–	–
CURRENT LIABILITIES	**2,518.3**	**–**	**–**	**2,504.6**	**–**	**13.7**	**–**	**13.7**	**–**
Borrowings and financial liabilities	532.1	–	–	532.1	–	–	–	–	–
Derivative financial instruments	13.7	–	–	–	–	13.7	–	13.7	–
Trade and other payables	1,972.5	–	–	1,972.5	–	–	–	–	–

(a) Financial instruments listed on an active market.
(b) Financial instruments whose fair value is determined using valuation techniques based on observable market inputs.
(c) Financial instruments whose fair value (in whole or in part) are based on non-observable inputs.

Equity instruments mainly comprise equity securities of non-consolidated companies. At each acquisition, an analysis is carried out to determine the Group's management intention, and therefore its accounting method (change in value through income or by OCI).
Cash and cash equivalents breakdown between cash presented under receivables and marketable securities presented as financial assets within Level 1 of the fair value hierarchy.

As of 31 December 2023

(€ millions)	Total carrying amount	Non-financial assets	Financial assets and liabilities carried at amortised cost: Loans and receivables	Financial assets and liabilities carried at amortised cost: Liabilities at amortised cost	Equity instruments	Financial assets and liabilities carried at fair value: Assets and liabilities at fair value through profit and loss	Level 1[(a)]	Level 2[(b)]	Level 3[(c)]
NON-CURRENT ASSETS	**362.7**	**82.4**	**258.9**	**–**	**1.1**	**20.3**	**–**	**20.3**	**–**
Securities and investments in equity affiliates	327.1	82.4	244.7	–	–	–	–	–	–
Non-current financial assets	35.6	–	14.2	–	1.1	20.3	–	20.3	–
CURRENT ASSETS	**1,770.8**	**–**	**1,518.2**	**–**	**–**	**252.6**	**–**	**252.6**	**–**
Trade and other receivables	930.2	–	930.2	–	–	–	–	–	–
Current financial assets	25.8	–	25.8	–	–	–	–	–	–
Derivative financial instruments	101.7	–	–	–	–	101.7	–	101.7	–
Cash and cash equivalents	713.1	–	562.2	–	–	150.9	–	150.9	–
NON-CURRENT LIABILITIES	**2,299.4**	**–**	**–**	**2,299.4**	**–**	**–**	**–**	**–**	**–**
Borrowings and financial liabilities	2,254.8	–	–	2,254.8	–	–	–	–	–
Deposits and security interests received	44.6	–	–	44.6	–	–	–	–	–
CURRENT LIABILITIES	**2,484.3**	**–**	**–**	**2,483.7**	**–**	**0.7**	**–**	**0.7**	**–**
Borrowings and financial liabilities	637.7	–	–	637.7	–	–	–	–	–
Derivative financial instruments	32.0	–	–	31.3	–	0.7	–	0.7	–
Trade and other payables	1,814.7	–	–	1,814.7	–	–	–	–	–

(a) Financial instruments listed on an active market.
(b) Financial instruments whose fair value is determined using valuation techniques based on observable market inputs.
(c) Financial instruments whose fair value (in whole or in part) are based on non-observable inputs.

Equity instruments mainly comprise equity securities of non-consolidated companies. At each acquisition, an analysis is carried out to determine the Group's management intention, and therefore its accounting method (change in value through income or by OCI).
Cash and cash equivalents breakdown between cash presented under receivables and marketable securities presented as financial assets within Level 1 of the fair value hierarchy.

8.2 Interest rate risk

The Group is exposed to market risk, particularly with regard to interest rate risk. The Group uses a number of financial instruments to cope with this risk.

The Group holds a portfolio of swaps and caps designed to hedge against interest rate risk on its financial debts.

At 31 December 2024, the Group has a significant interest rate hedging position. This situation is the result of the Group's global risk management policy.

The objective is to reduce, where it deems appropriate, fluctuations in cash flows linked to changes in interest rates.

Derivative instruments are measured and recognised at fair value in the balance sheet based on external valuations. Changes in the fair value of derivative instruments are always recognised in income. The Group has not opted for hedge accounting.

The Group mainly uses credit markets.

Position in derivative financial instruments

(€ millions)	31/12/2024	31/12/2023
Interest-rate swaps	29.2	81.5
Interest-rate caps	10.6	17.0
Accrued interest not yet due	1.9	2.5
Premiums and balances remaining to be paid	–	(31.3)
TOTAL	**41.6**	**69.7**

Derivatives were valued by discounting future cash flows estimated according to interest rate curves at 31 December 2024.

Maturity schedule of derivative financial instruments (notional amounts)

As of 31 December 2024

(€ millions)	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029
ALTAREA paying a fixed rate – swap	1,556.3	1,350.3	1,269.2	1,263.0	1,031.6	825.1
ALTAREA paying a variable rate – swap	–	–	–	–	–	–
ALTAREA paying rate – swaption	500.0	500.0	–	–	–	–
ALTAREA – cap	262.5	262.5	262.5	262.5	–	–
TOTAL	**2,318.8**	**2,112.8**	**1,531.7**	**1,525.5**	**1,031.6**	**825.1**
Average hedge ratio	0.87%	1.10%	1.50%	1.50%	1.94%	2.07%

As of 31 December 2023

(€ millions)	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028
ALTAREA paying a fixed rate – swap	925.0	1,150.0	950.0	875.0	875.0	650.0
ALTAREA paying a variable rate – swap	–	–	–	–	–	–
ALTAREA paying a fixed rate – swaption	500.0	–	–	–	–	–
ALTAREA – cap	262.5	262.5	262.5	262.5	262.5	–
TOTAL	**1,687.5**	**1,412.5**	**1,212.5**	**1,137.5**	**1,137.5**	**650.0**
Average hedge ratio	1.39%	1.28%	1.33%	1.40%	1.40%	0.83%

Management position

As of 31 December 2024

(€ millions)	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029
Fixed-rate bond and bank loans	(1,451.7)	(1,094.4)	(1,043.9)	(1,043.8)	(593.8)	(593.8)
Floating-rate bank loans	(1,008.7)	(943.2)	(872.1)	(844.9)	(421.7)	(234.8)
Cash and cash equivalents (assets)	778.9	–	–	–	–	–
Net position before hedging	**(1,681.5)**	**(2,037.5)**	**(1,916.0)**	**(1,888.7)**	**(1,015.6)**	**(828.6)**
Swap	1,556.3	1,350.3	1,269.2	1,263.0	1,031.6	825.1
Swaption	500.0	500.0	–	–	–	–
Cap	262.5	262.5	262.5	262.5	–	–
Total derivative financial instruments	**2,318.8**	**2,112.8**	**1,531.7**	**1,525.5**	**1,031.6**	**825.1**
NET POSITION AFTER HEDGING	**637.3**	**75.3**	**(384.3)**	**(363.2)**	**16.0**	**(3.5)**

As of 31 December 2023

(€ millions)	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028
Fixed-rate bond and bank loans	(1,405.6)	(1,129.5)	(794.3)	(743.9)	(743.8)	(293.8)
Floating-rate bank loans	(954.6)	(725.4)	(641.8)	(578.9)	(519.0)	(114.0)
Cash and cash equivalents (assets)	713.1	–	–	–	–	–
Net position before hedging	**(1,647.1)**	**(1,854.9)**	**(1,436.2)**	**(1,322.8)**	**(1,262.8)**	**(407.8)**
Swap	925.0	1,150.0	950.0	875.0	875.0	650.0
Swaption	500.0	–	–	–	–	–
Cap	262.5	262.5	262.5	262.5	262.5	–
Total derivative financial instruments	**1,687.5**	**1,412.5**	**1,212.5**	**1,137.5**	**1,137.5**	**650.0**
NET POSITION AFTER HEDGING	**40.4**	**(442.4)**	**(223.7)**	**(185.3)**	**(125.3)**	**242.2**

Analysis of interest-rate sensitivity

The following table shows the interest-rate sensitivity (including the effect of hedging instruments) of the entire portfolio of floating-rate borrowings from credit establishments and derivative instruments.

	Increase/decrease in interest rates	Impact of the gain (-) or loss (+) on pre-tax	Impact on the value of the portfolio of the financial instruments
31/12/2024	+50 bps -50 bps	+€5.0 million -€5.0 million	+€22.2 million -€41.6 million
31/12/2023	+50 bps -50 bps	+€0.9 million -€0.2 million	+€31.7 million -€32.6 million

8.3 Liquidity risk

Cash

The Group maintained significant access to liquidity, accompanied by good conditions.

The Group had a positive cash position of €778.9 million at 31 December 2024, compared to €713.1 million at 31 December 2023. This represents its main tool for management of liquidity risk (see Note 6.2.1 "Net financial bond and bank debt").

Since 2023, an automated Group cash-pooling scheme has been in place for almost the entire scope of consolidation (including partner companies). Thus, almost all of the cash on the balance sheet is available for the Group's operations.

At 31 December 2024, the Group can also draw down an additional €1,290 million (in the form of unused confirmed corporate credit lines not allocated to development projects or operations), to use without restriction.

Financial covenants and ratios

The Group is also required to comply with a certain number of financial covenants that contribute to the monitoring and management of the Group's financial risks.

The covenants with which the Group must comply concern the listed corporate bond and bank loans, for €770 million.

The bond issue subscribed for by Altareit SCA (€334.5 million excl. unpaid accrued interest) is also subject to leverage covenants.

They are listed below:

	Altarea Group covenants	31/12/2024	Consolidated Altareit covenants	31/12/2024
Loan To Value (LTV)				
Net bond and bank financial debt/re-assessed value of the Company's assets	<60%	28.5%		
Interest Cover Ratio (ICR)				
Operating income (FFO column or cash flow from operations)/Company's net borrowing costs (FFO column)	> 2	9.6		
Leverage				
Gearing: Net financial debt/Equity			≤ 3.25	0.1
ICR: EBITDA/Net interest expenses			≥ 2	3.8

At 31 December 2024, the Company met all its covenants.

Counterparty risk

In the course of its business, the Group is exposed to two main categories of counterparty: financial institutions and tenants.

With regard to financial institutions, credit and/or counterparty risks relate to cash and cash equivalents, derivatives arranged to hedge interest rate risk, and the banking institutions with which these products are arranged.

To limit this risk, the Group only arranges hedging with leading financial institutions. The selected vehicles have a very limited risk profile and are monitored.

With regard to tenants, the Group believes it has no significant exposure to credit risk due to its diversified portfolio of tenants. in the retail business, tenants also provide financial guarantees, mainly in the form of security deposits, on signing lease agreements.

NOTE 9 RELATED PARTY TRANSACTIONS

Ownership structure of Altarea SCA

As a percentage	31/12/2024		31/12/2023	
	% share capital and theoretical voting rights	% actual voting rights	% share capital and theoretical voting rights	% actual voting rights
Extended concert[(a)]	46.04	46.05	45.51	45.82
Crédit Agricole Assurances group	24.43	24.44	24.11	24.27
APG (ABP)	6.30	6.30	6.65	6.69
Opus Investment BV[(b)]	1.50	1.50	1.59	1.60
Treasury Shares	0.03	–	0.66	–
FCPE	1.18	1.18	1.20	1.21
Public	20.51	20.52	20.28	20.42
TOTAL	**100.00**	**100.00**	**100.00**	**100.00**

(a) Agreement between Alain Taravella's holding group (comprising the companies owned by himself and members of his family), Jacques Nicolet (including the company he controls), and until 6 January 2025, Jacques Ehrmann.
(b) Directed and controlled by Christian de Gournay, and the shares held by him.

Related party transactions

The Group's main related parties are the companies controlled by Alain Taravella, founding Chairman of the Group, and his family, which hold stakes in Altarea: AltaGroupe, AltaPatrimoine and Altager.

The Company is managed by Altafi 2, the sole general partner, whose Chairman is Alain Taravella and the Chief Executive Officers are Jacques Ehrmann [(1)], Matthieu Taravella and Gautier Taravella. The share capital of Altafi 2 is wholly owned by AltaGroupe.

Transactions with these related parties mainly relate to services rendered by the aforementioned Management and to a lesser extent, services and rebillings by the Company to AltaGroupe and its subsidiaries.

Coordinating services provided to the Company

In order to formalise the services habitually provided to Altarea by AltaGroupe, the coordinating holding Company, and to spell out the services provided by the latter, a coordination agreement was signed in 2017, in which the previously applied conditions were unchanged. A new coordination agreement, which replaces the previous one, was signed in 2022 between AltaGroupe, on the one hand, and Altarea, inter alii, on the other.

Assistance services and rebilling by the Company and its subsidiaries

Assistance services and rebilling of rents and other items are recognised as a deduction from other Company overhead costs in the amount of €0.3 million. Services invoiced to related parties by the Altarea Group are invoiced on an arm's length basis.

(1) Jacques Ehrmann is Chief Executive Officer of Altafi 2 until 6 January 2025. Edward Arkwright was appointed Chief Executive Officer of Altafi 2 as of this date.

Assets and liabilities toward related parties

	Altafi 2 SAS	
(€ millions)	**31/12/2024**	**31/12/2023**
Trade and other receivables	0.2	0.2
TOTAL ASSETS	**0.2**	**0.2**
Trade and other payables[(a)]	0.0	0.6
TOTAL LIABILITIES	**0.0**	**0.6**

(a) Corresponds to Management's variable compensation.

In addition, management fee agreements have been put in place to remunerate the services provided by Altarea, Altareit and Altarea Management for the benefit of Group companies. The remuneration of these management fees has been defined by mutual agreement according to the cost of the services provided and is in line with the market price.

Compensations of the Management

Management compensation is received entirely by Altafi 2 in the form of fees [(1)].

No share-based compensation or other short-term or long-term or other forms of compensation were paid by Altarea or its subsidiaries to the Management.

The fixed annual compensation of the Management in respect of Altarea and Altareit is €1.2 million excl. tax for 2024 (compared with €1.8 million excl. tax for 2023), with no annual variable compensation due to the Management by Altarea or Altareit for the 2024 financial year, given the Management's decision to waive one-third of its annual fixed compensation and all of any annual variable compensation.

Compensation of the Group's senior executives

(€ millions)	**31/12/2024**	**31/12/2023**
Gross wages[(a)]	4.2	4.2
Social security contributions	1.8	1.8
Share-based payments[(b)]	8.2	8.5
Number of shares delivered during the period	41,066	22,391
Post-employment benefits[(c)]	–	0.0
Other short- or long-term benefits and compensation[(d)]	0.1	0.0
Termination indemnities[(e)]	–	–
Employer contribution on free shares delivered	0.5	0.5
Post-employment benefit commitment	0.7	0.8

(a) Fixed and variable compensation.
(b) Charge calculated in accordance with IFRS 2.
(c) Pension service cost according to IAS 19, life insurance and medical care.
(d) Benefits in kind, directors' fees and other compensation vested but payable in the future (short- or long-term).
(e) Post-employment benefits, including social security costs.

(€ In number of rights on equity in circulation	**31/12/2024**	**31/12/2023**
Rights to Altarea SCA's free share grants	175,315	153,406

The information presented relates to the compensation and benefits granted (i) to executive corporate officers for offices held in subsidiaries and (ii) to the Group's main salaried executives.

(1) Mr Alain Taravella did not receive any compensation from Altarea or its subsidiaries during the past financial year. He receives compensation from a holding company that holds a stake in Altarea and that he controls with his family.

NOTE 10 GROUP COMMITMENTS AND CONTINGENT LIABILITIES

10.1 Off-balance sheet commitments

The main commitments given by the Group are mortgages and mortgage commitments made to secure loans or lines of credit from credit establishments.

Pledges of securities and undertakings not to sell or assign ownership units are also made by the Company to secure certain loans.

These commitments appear in Note 6.2 "Net financial debt and guarantees".

In addition, the Company has received commitments from banks for unused credit lines, which are described in Note 8.3 "Liquidity risk".

All other material commitments are set out below:

(€ millions)	31/12/2023	31/12/2024	Less than one year	From one to five years	More than five years
Commitments received					
Commitments received relating to financing (excl. borrowings)	**–**	**–**	**–**	**–**	**–**
Commitments received relating to Company acquisitions	**11.5**	**10.5**	**4.3**	**6.2**	**–**
Commitments received relating to operating activities	**129.2**	**155.4**	**130.6**	**6.9**	**17.8**
Security deposits received in the context of the Hoguet Act (France)	101.3	127.0	127.0	–	–
Security deposits received from tenants	25.1	25.7	2.4	6.9	16.3
Payment guarantees received from customers	1.5	1.5	–	–	1.5
Other commitments received relating to operating activities	1.3	1.3	1.3	–	–
TOTAL	**140.7**	**165.8**	**134.9**	**13.1**	**17.8**
Commitments given					
Commitments given relating to financing (excl. borrowings)	**11.0**	**11.0**	**5.0**	**6.0**	**–**
Commitments given relating to Company acquisitions	**38.5**	**38.5**	**35.0**	**3.5**	**–**
Commitments given relating to operating activities	**2,120.5**	**1,576.0**	**805.4**	**723.2**	**47.5**
Construction work completion guarantees (given)	1,805.5	1,337.7	700.5	637.2	–
Guarantees given on forward payments for assets	189.1	144.9	61.9	61.0	22.0
Guarantees for loss of use	81.0	34.7	20.0	14.3	0.5
Other sureties and guarantees granted	44.9	58.7	23.0	10.7	25.0
TOTAL	**2,170.0**	**1,625.5**	**845.4**	**732.6**	**47.5**

Commitments received

Commitments received relating to acquisitions/disposals

As part of its acquisition of the developer Severini, the Group received a commitment from the sellers to guarantee it until 31 January 2025 against any damage or loss up to €2 million, incurred by the Group as a result of the business activities, with a cause or origin predating 31 March 2018.

As part of its acquisition of the developer XF, the Group received a liability guarantee from the sellers in the amount of €2.3 million expiring at the end of July 2025.

Commitments received relating to operating activities

Security deposits

Under France's "Hoguet Act", the Group holds security deposits received specialist bodies in an amount of €127.0 million as a guarantee covering its real estate management and trading activities.

The Group also receives security deposits from its tenants to guarantee that they will pay their rent.

Payment guarantees received from customers

The Group receives customer payment guarantees issued by financial institutions to guarantee sums payable by the customer. They mainly relate to Retail and Office property development projects.

Other commitments received

In its Property Development business, the Group receives deposits on construction contracts from contractors to cover holdbacks (up to 5% of the amount of the contract – non-costed commitment).

Commitments given

Commitments given relating to financing activities

The Group makes representations and warranties or contingent consideration when disposing of shares in subsidiaries and affiliates. When the Group considers that it is probable that there will be a cash outlay under the terms of these guarantees, it sets aside allowances to provisions and their amount is reassessed at each closing date.

The main commitments concern:

- undertaking to subscribe for the capital of companies comprising the AltaFund investment fund in the amount of €3.5 million (firm commitment for identified projects);
- liability guarantees of €35 million given following the disposal of miscellaneous assets.

As part of the *Crédit Agricole Assurances* agreements, the Group has signed a certain number of legal undertakings that restrict the liquidity of its shareholding under certain conditions.

Commitments given relating to operating activities

Construction work completion guarantees

Completion guarantees are given to customers as part of off-plan sales and are provided on behalf of Group companies by financial institutions, mutual guarantee organisations or insurance companies. They are reported in the amount of risk borne by the financial institution that issued the guarantee.

In return, Group companies give financial institutions a promise of mortgage security and an undertaking not to sell ownership units.

Guarantees on forward payments for assets

These guarantees mainly cover purchases of land or buildings for the Property Development business.

Guarantees for loss of use

As part of its Property Development activities, the Group signs preliminary sales agreements with landowners, the execution of which is subject to conditions precedent, including conditions relating to obtaining administrative authorisations. In return for their undertakings, landowners receive compensation for loss of use, which takes the form of an advance (carried on the asset side of the balance sheet) or a surety (an off-balance sheet commitment). The Group undertakes to pay the compensation for loss of use if it decides not to buy the land when the conditions precedent are met.

Other sureties and guarantees granted

The other sureties and guarantees given mainly relate to the Group's involvement in AltaFund, its Business property real estate investment fund, and guarantees given as part of its development activity.

Reciprocal commitments

Notably in the ordinary course of its Property Development activities, the Group enters into reciprocal commitments to ensure the REIT control of future projects. The Group signs bilateral sales agreements with landowners: the owner undertakes to sell its land and the Group commits to buy it if all conditions precedent (administrative and/ or marketing) are met.

Other commitments

In the conduct of its proprietary shopping centre development business, Altarea has made commitments to invest in projects initiated and controlled by the Company.

Moreover, in the conduct of its Residential property development, the Group signs new orders (or preliminary sales agreements) with its customers, the execution of which depends on whether the customers meet the conditions precedent, particularly with respect to their ability to secure financing.

As part of its Property Development business, the Group has a future offering consisting of unilateral preliminary sales agreements.

These commitments are quantified in the activity report.

Minimum future rents to be received

The total of minimum future rents to be received under non-cancellable rental agreements over the period amounted to:

(€ millions)	31/12/2024	31/12/2023
Less than one year	200.0	200.0
Between one and five years	418.2	433.5
More than five years	170.5	186.6
GUARANTEED MINIMUM RENT	**788.8**	**820.1**

Rents receivable relate mainly to shopping centres owned by the Group.

10.2 Contingent liabilities

The Group is not subject to any significant rectification proposal as of 31 December 2024.

No other new litigation or governmental, legal, or arbitration proceedings that are likely to have significant effects on the Company's financial position or profitability arose in the period, other than those for which a provision has been recognised (see Note 6.3 "Provisions") or for which the case is ongoing.

Regarding the Primonial litigation, in agreement with its advisors, no provision has been recorded by the Group (see note 4.1 "Major events").

NOTE 11 **POST-CLOSING EVENTS**

There were no major events after the closing date and prior to the approval date of the financial statements.

NOTE 12 **APPOINTMENT OF STATUTORY AUDITORS**

	E&Y				Mazars				Others				Total			
	Amount		%		Amount		%		Amount		%		Amount		%	
(€ millions)	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Statutory audit, certification, examination of individual and consolidated financial statements																
■ Altarea SCA	0.3	0.2	23%	18%	0.2	0.2	15%	18%	–	–	0%	0%	0.5	0.5	17%	16%
■ Fully consolidated subsidiaries	0.7	0.9	62%	70%	1.3	1.0	77%	77%	0.1	0.2	100%	100%	2.1	2.2	68%	75%
Services other than the certification of the financial statements																
■ Altarea SCA	0.1	0.2	5%	11%	0.1	–	0%	0%	–	–	0%	0%	0.2	0.2	2%	5%
■ Fully consolidated subsidiaries	0.1	–	6%	0%	0.1	0.1	4%	5%	0.1	0.0	0%	0%	0.3	0.1	9%	4%
Certification of sustainability information																
■ Altarea SCA	0.1	-	5%	0%	0.1	-	4%	0%	-	-	0%	0%	0.1	-	4%	0%
TOTAL	**1.2**	**1.3**	**100%**	**100%**	**1.7**	**1.3**	**100%**	**100%**	**0.2**	**0.2**	**100%**	**100%**	**3.1**	**2.9**	**100%**	**100%**

2.4 Statutory auditors' report on the consolidated financial statements

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Year ended December 31, 2024

To the Annual General Meeting of Altarea,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of Altarea for the year ended December 31, 2024.

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 as at December 31, 2024 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 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 those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code *(Code de commerce)* and the French Code of Ethics for Statutory Auditors *(Code de déontologie de la profession de commissaire aux comptes)* for the period from January 1, 2024 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 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 risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Valuation of goodwill and brands

Risk identified	Our response
As at December 31, 2024, goodwill and brands were recorded on the balance sheet for a net carrying amount of M€ 345, including M€ 246 related to goodwill mainly arising from the acquisitions of Cogedim, Woodeum, Pitch Promotion, and Histoire & Patrimoine, and M€ 99 mainly related to the Cogedim, Woodeum, and Histoire & Patrimoine brands. Goodwill and brands are subject to systematic impairment testing every year, or more frequently, when the value is likely to decrease due to events or circumstances, whether internal or external. For goodwill, as stated in Note 2.3.7 to the consolidated financial statements, an impairment loss is recognized, where applicable, if the net carrying amount of the assets, directly linked or are allocated to the cash-generating units (CGUs), or where appropriate, to groups of CGUs, exceeds the recoverable amount of the CGU or the group of CGUs. The impairment loss is first charged to goodwill, then to other intangible and tangible assets on a pro rata basis of their carrying amount (reversible loss). The recoverable amount of the CGU or group of CGUs is defined as the higher of the fair value less costs of disposal and the value in use of the CGU or group of CGUs. The determination of the value in use of each tested asset group is based on the discounted cash flow method, which requires the use of assumptions, estimates, or judgments of your Group's Management, supported, where applicable, by market comparables and transaction multiples. The brands are tested individually. Their recoverable amount is determined using the royalty method. An impairment loss is recognized, where applicable, if the net carrying amount of the brand exceeds its recoverable amount. Given the amounts and the sensitivity of these assets, particularly in the current real estate crisis context, to the changes in data and to the assumptions underlying the estimates, notably cash flow projections and discount rates used, we considered the valuation of goodwill and brands to be a key audit matter.	We obtained an understanding of the process defined by your Group for determining the recoverable amount of goodwill and brands, gathered in CGUs. Our work also consisted in: ▪ obtaining an understanding of the principles and methods used to determine the recoverable amounts of the CGUs to which goodwill is allocated, as well as the corresponding revalued net assets; ▪ reconciling the net carrying amount of the net assets related to the tested CGUs with your Group's accounting data; ▪ analyzing, by including valuation experts in our audit team, the valuation models used, as well as the long-term growth rates, discount rates, and royalty rates applied in these models; ▪ assessing, through discussions with Management, the main assumptions underlying the budget estimates used in the cash flow projections of the valuation models. In this respect, we evaluated the operational assumptions used by your Group to reflect, in the projected future cash flows, the ongoing impact of the real estate crisis; ▪ verifying, on a sample basis, the arithmetic accuracy of the valuations used by your Group.

Valuation of investment properties in operation and investment properties under development or construction

Risk identified	Our response
Your Group's investment property portfolio is composed of properties in operation and properties under development or construction for its own account. As at December 31, 2024, investment properties were recorded on the balance sheet at a net carrying amount of M€ 4,016, representing 48% of total assets, including M€ 3,628 of investment properties measured at fair value, M€ 256 of right-of-use assets related to investment properties, and M€ 132 of investment properties measured at cost. In accordance with IAS 40, your Group has chosen to use the fair value model and accordingly measures its investment properties at fair value whenever this can be reliably determined. Otherwise, they are maintained at cost and subject to impairment testing at least once a year and whenever there is an impairment indication. As stated in Note 2.3.5 to the consolidated financial statements, investment properties in operation are systematically measured at fair value. Investment properties under development or construction are measured either at cost or at fair value. For investment properties measured at fair value, your Group relies on valuations, performed by independent external experts, which include transfer duties and take into account a deduction corresponding to transfer costs and duties. The experts use two valuation methods: ■ a method based on the discounting of projected future cash flows over a ten-year period, taking into account a resale value at the end of the period determined by capitalizing net rents; ■ and a method based on the capitalization of net rents, whereby the experts apply a yield rate based on the characteristics of the property and on rental income adjusted for all expenses borne by the owner. The valuation of an investment property is a complex estimation that requires significant Management's judgment, based on the reports of independent experts. These estimates include assumptions regarding discount rates, yields, and rental data, which depend on market developments and could differ in the future. We considered the valuation of investment properties to be a key audit matter due to the materiality of the amounts involved and the high degree of judgment required in determining the main assumptions used for the valuation, particularly in the current real estate market crisis.	We obtained an understanding of the process implemented by your Group for the valuation of investment properties in operation and investment properties under development or construction. Our work also consisted in: ■ assessing the independence of the real estate experts by examining whether the rotation and compensation rules defined by your group are applied, as well as their skills based on their professional qualifications and experience; ■ obtaining an understanding of the instructions given by your group's Management to the experts, detailing the nature, scope, and limitations of their work; ■ examining, on a sample basis, the consistency of the information provided by the finance department to the real estate experts for the determination of the fair value of investment properties, with the supporting data such as rent rolls, accounting information, and capital expenditure budgets; ■ analyzing the valuation assumptions used by the real estate experts, particularly discount rates, yield rates, rental data, and market rental values, by comparing them to available market data; ■ holding discussions with certain of the real estate experts in front of the finance department and, by including valuation experts in our audit team, assessing the consistency of the valuation methodology used and examining the key judgments made; ■ reconciling the values contained in the real estate valuation reports with the amounts recorded in the consolidated financial statements. In addition, for investment properties under development or construction recorded at fair value, we assessed the compliance with the criteria used to move to fair value (percentage of marketing and reliability of cost price). For investment properties under development or construction maintained at cost, we analyzed, based on interviews with your Group's development directors and project managers the assumptions used by Management in implementing impairment tests and preparing the related valuations.

Valuation of inventories, revenue, and property margin

Risk identified	Our response
As at December 31, 2024, property inventories were recorded on the balance sheet for an amount of M€ 992. The property margin recognized for the 2024 financial year amounted to M€ 133. As stated in Note 2.3.17 to the consolidated financial statements, the revenue and the cost of sales (property margin) are recognized in your Group's accounts using the "percentage of completion" method. All off-plan sales (VEFA) and real estate development contracts (CPI) are accounted for under this method. For these projects, revenue from notarized sales is recognized, in accordance with IFRS 15 "Revenue from Contracts with Customers," in proportion to the technical progress of the projects, measured proportionally to the construction costs directly attributable to the project —including land— to the total budgeted costs, and to the marketing progress, determined proportionally to the finalized sales to total budgeted sales. As stated in Note 2.3.8 to the consolidated financial statements, inventories are measured at cost less the portion of cost recognized using the percentage-of-completion method for projects carried out under off-plan sales (VEFA) or real estate development contracts (CPI). Impairment losses are recognized when the net realizable value of inventories and work in progress is lower than the cost price. Given the materiality of inventories, revenue, and property margin in your Group's consolidated financial statements, and the significant Management's judgment required for the recognition of these items, particularly in the current real estate crisis context, we considered the valuation of these elements to be a key audit matter.	Our work mainly consisted of: ■ obtaining an understanding of the process and controls implemented by Management for the preparation and updating of the operation budgets; ■ examining the assumptions used by Management for assessing the result of real estate operations, particularly those relating to selling prices, land acquisition costs, construction costs, service fees, and internal costs, based on a sample; ■ examining the most significant changes in final margins through interviews with Management; ■ reconciling the technical progress rates of operations with significant revenue and cost (property margin) with external confirmations issued by project managers for construction costs and with acquisition deeds for land costs. In addition, we reconciled the marketing progress rates with notarized deeds by performing detailed testing on sales recorded during the year. We also included members with specific expertise in information systems in the audit team to perform tests on application controls related to the marketing process; ■ analyzing, through interviews with operational staff and based on a sample of projects, the significant operations showing margin rates either below or above the average margin rate of your Group's property development activities. For significant loss-making contracts, we examined the assumptions used to estimate the losses upon completion associated with these contracts; ■ verifying, on a sample basis, the arithmetic accuracy of revenue and the corresponding property margins recognized during the year and recorded in the consolidated financial statements, based on the completion margins and marketing and technical progress rates. The valuation of inventories related to projects not yet commercially launched, on the one hand, and to completed projects, on the other, received particular attention. For projects not yet launched commercially, we analyzed the existence of profitable prospects through interviews with Management. For completed projects, we compared the cost price of unsold units with forecasted selling prices.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information relating to the Group given in the Group's Management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of preparation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 4511-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the Management's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018. Regarding consolidated financial statements, our work includes verifying that the tagging thereof complies with the format defined in the above-mentioned regulation.

On the basis of our work, we conclude that the preparation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF *(Autorité des marchés financiers)* agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Altarea by the annual general meeting held on May 24, 2022 for FORVIS MAZARS and May 28, 2010 for ERNST & YOUNG et Autres.

As at December 31, 2024, FORVIS MAZARS SA was in the third year of total uninterrupted engagement, and ERNST & YOUNG et Autres in the fifteenth year.

Previously, the firm ERNST & YOUNG Audit had been the statutory auditor since 2004.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements that are free from 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 is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by Management.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives 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 from 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 of users made on the basis of these consolidated financial statements.

As specified in Article L. 82155 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his 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.
- Obtains an understanding of internal control 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.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the consolidated financial statements.
- Assesses 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 his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains 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 auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit 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 set out in particular in Articles L. 82127 to L. 82134 of the French Commercial Code *(Code de commerce)* and in the French Code of Ethics for Statutory Auditors *(Code de déontologie de la profession de commissaire aux comptes)*. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 11, 2025

The Statutory Auditors

French original signed by

FORVIS MAZARS		ERNST & YOUNG et Autres	
Gilles Magnan	Johanna Darmon	Jean-Roch Varon	Soraya Ghannem

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2024 ANNUAL FINANCIAL STATEMENTS

3.1 Financial statements

Income statement (list)

Title *(€ thousands)*	**2024**	**2023**
Sale of goods		
Sold production (goods and services)	9,366.3	8,208.5
Net revenue	**9,366.3**	**8,208.5**
Production held in inventory		
Production held in inventory	1,500.1	11,385.4
Operating grants		
Recoveries of provisions (and depreciation/amortisation), expense reclassifications	1,303.1	536.0
Other income	17.8	(19.5)
Operating income	**12,187.3**	**20,110.5**
Purchase of goods		
Change in inventory (goods)		
Purchase of raw materials and other supplies		
Change in inventory (raw materials and other supplies)		
Other purchases and external costs	7,820.7	19,531.0
Taxes, duties and analogous payments	153.8	589.4
Salaries and wages	856.4	737.4
Social security contributions	221.3	201.9
Operating allowances		
Non-current assets: impairment provisions	2,179.0	1,340.5
Non-current assets: impairment provisions		
Current assets: impairment provisions	27.3	121.6
For risks and charges: allowances to provisions	92.4	266.3
Other expenses	1,147.6	693.8
Operating expenses	**12,498.5**	**23,481.8**
OPERATING INCOME/(LOSS)	**(311.2)**	**(3,371.3)**
Joint operations		
profit/(loss)		
profit/(loss)		
Financial income		
Financial income from investments	64,746.5	85,988.1
Income from other marketable securities and receivables on non-current assets	3,812.4	7,383.5
Other interest and similar income	83,089.3	51,306.4
Reversals of provisions, impairment and expense reclassifications	11,098.6	162.0
Foreign exchange gains		
Net gains on the disposal of marketable securities		
Financial income	**162,746.7**	**144,840.0**
Allowances for amortisation, impairment and provisions	7,448.9	12,670.0
Interest and similar expenses	104,615.9	124,320.1
Foreign exchange losses	1.1	
Net expenses on disposals of marketable securities		
Financial expenses	**112,065.8**	**136,990.0**
NET FINANCIAL INCOME/(EXPENSE)	**50,680.9**	**7,850.0**
PROFIT BEFORE TAX AND NON-RECURRING ITEMS	**50,369.8**	**4,478.6**

Income statement (list) cont.

Title *(€ thousands)*	**2024**	**2023**
Exceptional income from operating items		
Exceptional income from capital transactions	64,505.9	20,050.0
Reversals of provisions, impairment and expense reclassifications		312.9
Exceptional income	**64,505.9**	**20,362.9**
Exceptional expenses from operating items	0.3	2.8
Exceptional expenses on capital transactions	70,139.4	20,733.2
Allowances for amortisation, impairment and provisions		
Exceptional expenses	**70,139.7**	**20,736.0**
EXCEPTIONAL INCOME	**(5,633.8)**	**(373.1)**
Employee profit-sharing		
Income tax		(1,082.4)
Total income	**239,440.0**	**185,313.4**
Total expenses	**194,704.0**	**180,125.5**
PROFIT/(LOSS)	**44,735.9**	**5,187.9**

Balance sheet assets

Title *(€ thousands)*	**Gross Amount**	**Amort. Provisions**	**31/12/2024**	**31/12/2023**
Uncalled subscribed capital				
Intangible assets				
Start-up costs				
Research and development expenditures				
Concessions, patents, licenses, trademarks	1,420.0	1,420.0		
Goodwill				
Intangible assets in progress				
Advances and down payments				
Property, plant and equipment				
Land	5,728.5		5,728.5	5,728.5
Buildings	55,142.0	18,164.4	36,977.6	37,270.4
Technical installations, plant and industrial equipment				
Others	49.9	48.7	1.2	1.2
Property, plant and equipment in progress	264.3		264.3	656.1
Advances and down payments				
Financial assets				
Investments	1,476,626.0	9,856.2	1,466,769.8	1,476,852.6
Investment-related receivables	623,091.4		623,091.4	571,320.5
Other long-term investments				
Loans	60,876.3		60,876.3	138,634.7
Other non-current financial assets	6.1		6.1	3,719.2
NON-CURRENT ASSETS	**2,223,204.6**	**29,489.2**	**2,193,715.3**	**2,234,183.3**
Inventories and pipeline products				
Raw materials and other supplies				
Production work in progress (goods and services)				
Intermediate and finished products				
Goods				
Advances and down payments made on orders				
Receivables				
Trade receivables and related accounts	6,020.0	3,164.3	2,855.7	4,545.1
Others	25,861.0		25,861.0	52,155.0
Marketable securities				
Marketable securities (including treasury shares: €662,354)	662.4		662.4	14,899.3
Treasury instruments	**16,103.6**		**16,103.6**	**47,979.3**
Cash and cash equivalents	**18,970.7**		**18,970.7**	**1,040.9**
Prepaid income and accruals				
Prepaid expenses				
CURRENT ASSETS	**67,617.6**	**3,164.3**	**64,453.3**	**120,619.5**
Prepaid expenses				
Redemption premiums	2,289.1		2,289.1	2,389.0
Translation differences – assets	6,701.0		6,701.0	
GENERAL TOTAL	**2,299,812.3**	**32,653.5**	**2,267,158.8**	**2,357,191.8**

Balance sheet liabilities

Title *(€ thousands)*	2024	2023
Capital (of which paid €334,591.8)	334,591.8	316,866.8
Discounts, merger premiums, contribution premiums	330,711.5	420,375.9
Valuation differences	(1,499.5)	(1,499.5)
Legal reserve	31,394.3	31,134.9
Statutory and contractual reserves		
Regulated reserves	0.0	0.0
Others		
Retained earnings		
Net income/(loss) for the year	**44,735.9**	**5,187.9**
Investment grants		
Regulated provisions		
EQUITY	**739,934.1**	**772,066.1**
Provisions for contingencies	6,804.8	520.4
Provisions for expenses		
PROVISIONS	**6,804.8**	**520.4**
Proceeds from the issue of participating securities (*titres participatifs*)	223,499.8	223,499.8
Conditional advances		
OTHER EQUITY	**223,499.8**	**223,499.8**
Financial liabilities		
Convertible bond issues		
Other bond issues	1,117,365.1	1,070,681.4
Borrowings from credit establishments	36,852.9	26,356.2
Other borrowings and financial liabilities	127,987.9	254,760.8
Advances and down payments made for orders in progress	20.0	20.8
Operating payables		
Trade payables and related accounts	3,831.6	4,401.4
Tax and social security payables	1,041.9	1,137.1
Other payables		
Amounts due on non-current assets and related accounts	2,045.7	3,101.2
Other payables	7,775.0	646.7
Prepaid income and accruals		
Prepaid income		
PAYABLES	**1,296,920.1**	**1,361,105.5**
Translation differences – liabilities		
GENERAL TOTAL	**2,267,158.8**	**2,357,191.8**

3.2 Notes to the annual financial statements

French Commercial Code, Articles L. 123-13 to L. 123-21 and R. 123-195 to R. 123-198, Decree No. 83-1020 of 29 November 1983, ANC Regulation No. 2014-03 on the General Accounting Plan as amended, notably by French Accounting Standards Authority (*Autorité des Normes Comptables*) regulations No. 2022-06, 2023-05 and 2023-08.

Altarea is a *Société en Commandite* par Actions (a French partnership limited by shares), the shares of which have been traded since 2004 on the Euronext Paris S.A. Eurolist regulated market (compartment A). The registered office is located at 87 Rue de Richelieu in Paris, second arrondissement.

Altarea chose the SIIC corporate form (*Société d'Investissement Immobilier Cotée*) as of 1 January 2005. Altarea prepares the consolidated financial statements.

These notes are presented in thousands of euros. These annual financial statements were approved by Management at its meeting on 25 February 2025 following review by the Supervisory Board.

3.2.1 Major events during the financial year

Primonial

On 2 March 2022, Altarea informed the public that the acquisition of the Primonial Group could not be completed on the terms agreed. Altarea considers that the Vendors failed to comply with the provisions of the acquisition protocol signed in July 2021, which has now lapsed.

Following the non-completion of the acquisition of Primonial, the Sellers (various groups of shareholders of Primonial (investment funds and Managers) summoned the Company and its indirect subsidiary, Alta Percier, before the Commercial Court of Paris, in order to obtain compensation for the damage they allegedly suffered. The Sellers successively alleged damages of €228 million in 2022 and €707 million in 2023, an amount which was increased to €1,173 million in 2024 in their latest submissions.

Altarea considers that it is not liable, and is therefore firmly opposed to the claims made which it considers unfounded, arguing, on the contrary, that it is the Sellers who are at the origin of the failure of the transaction and that they cannot therefore claim damages which are unjustified, both in substance and amount, given the facts of the case and the law.

Altarea and Alta Percier cite damages that the Group has suffered and consequently, in their filings of June 2022 and July 2023, seek a ruling that the Sellers should pay damages in the amount of €330 million.

In a judgement on 4 February 2025, the Paris Economic Activities Court ruled that Altarea had not wrongfully terminated the acquisition protocol and entirely dismissed the Primonial Sellers' claims against Altarea.

The Court ruled as follows:

"[The court] finds that Alta Percier did not improperly terminate the protocol or prevent the completion of the sale of 2 March 2022, in breach of its obligation to cooperate and its other commitments under the agreement of 23 July 2021."

"Dismisses the alternative claims of the Principal Sellers to set aside the Protocol based on the fault of Alta Percier."

"Dismisses the claims of the Principal Sellers to hold Alta Percier and Altarea jointly liable for damages due to non-reinvestment, failure to collect income, image, and direct costs and internal costs."

"Dismisses the claims of the individual Investor Sellers for a joint ruling against Alta Percier and Altarea for the loss of chance to realise capital gains, non-reinvestment of proceeds from disposal, loss of chance to reinvest in the new management packages, image and career damage, and costs incurred."

The Court also dismissed the counterclaims by Altarea and its subsidiaries.

This judgment is subject to appeal. In agreement with its Legal Counsel, no provision has been recorded by the Group.

Completion of a €300 million bond issue

On 2 October 2024, Altarea issued a €300 million bond with a seven-year maturity (2 October 2031) with an annual coupon of 5.50%. This issue is part of a financing strategy designed to consolidate the cash position and extend debt duration.

Equity increase

The partial scrip dividend paid on 5 July 2024 resulted in an additional capital increase of €16.5 million, together with a share premium of €74.8 million, resulting in the creation of 1,080,657 new shares.

A reserved capital increase was also held for the FCPE (employee mutual fund), in the amount of €0.1 million, plus an €0.6 million share premium, resulting in the creation of 8,930 new shares.

Disposal of stakes held in MRM, BV2 and Limoges Invest

Altarea sold the 15.94% stake it held in MRM for €15.3 million, generating a capital loss - net of the reversal of the provision taken at the end of 2023 - of €6.5 million.

The Company also contributed to Foncière Altarea the stakes it held in BV2 (15%) and Limoges Invest (20%). These contributions in kind were made at present value in the case of BV2 and at the carrying amount in the case of Limoges Invest for a total value of €33.8 million. They were remunerated in Foncières Altarea shares and generated a capital gain of €3.8 million.

Proceeds from disposals (excluding reversals of provisions) are classified as exceptional income or expenses on capital transactions.

3.2.2 Accounting principles, rules and methods

3.2.2.1 Compliance statement and comparability of information

The annual financial statements have been prepared and presented in accordance with the provisions of applicable French laws and regulations.

The accounting principles and methods are identical to those applied when preparing the annual financial statements for the year ended 31 December 2023.

3.2.2.2 Accounting principles and methods

Intangible assets

Intangible assets are measured on initial recognition at acquisition cost.

Intangible assets consist mainly of software acquired, which is usually amortised on a straight-line basis over three years.

Intangible assets may be written down when their carrying amount differs significantly from their value in use, as defined under French GAAP.

Property, plant and equipment

Property, plant and equipment mainly consist of property assets, and more specifically shopping centres or business premises.

Gross value of buildings

Buildings are initially recognised at acquisition cost. For contributed property, this is the contribution value excluding purchase costs and for new property, it is the construction or refurbishment cost. As a general rule, purchase costs (transfer duties, expert fees, commissions, and stamp duties) are recognised as expenses.

Buildings are broken down into major components with specific uses and replacement rates. In accordance with the recommendations of the FSIF (*Fédération des Sociétés Immobilières et Foncières*), four property components are used: structural work, facades and weatherproofing, technical equipment and fixtures and fittings.

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Building depreciation

Building components are depreciated on a straight-line basis over the following useful lives:

Components	Useful life (Shopping centres)	Useful life (Business premises)
Structural work (structures, road and utilities works)	50 years	30 years
Facades, Weatherproofing	25 years	30 years
Technical equipment and general installations	20 years	20 years
Fixtures and fittings	15 years	10 years

Building impairment

Property assets are appraised twice a year at market value by external appraisers (Jones Lang Lasalle).

The Company considers that the present value of property is value in use equivalent to the appraisal value including transfer duties. If there is any near-term development potential not included in the appraisal, the appraisal value is increased by estimated unrealised capital gains. Where there is a preliminary sales agreement or a firm sale commitment for the property, its present value is the value stated in the agreement or commitment excluding transfer duties.

The Company recognises an impairment loss for the difference whenever the fair value of a property asset (the higher of market value and value in use) falls significantly below its carrying amount.

Other property, plant and equipment

Other property, plant and equipment are initially recognised at acquisition cost.

Vehicles, along with office and computer equipment are depreciated over five years.

Participating interests

Participating interests are recognised at cost or transfer value.

Participating interests may be impaired where their carrying amount falls substantially below their value in use for the Company. This value in use is determined according to multiple criteria such as net asset value, profitability, profitability forecasts, long-term growth prospects and the economic environment. The market value of assets held by subsidiaries and sub-subsidiaries is taken into account.

Receivables attached to investments and loans

Investment related receivables or loans related to indirect equity holdings of the Company are carried at their contribution or nominal value.

When there is evidence that the Company will not be able to collect all amounts due, an impairment loss is recorded taking into account in particular the nature of the advance, the subsidiary's capacity to repay and its development potential.

Receivables

The Company's receivables are carried at nominal value. They consist of Group receivables and trade receivables from shopping centres.

When there is evidence that the Company will not be able to collect all amounts due, receivables are recorded in doubtful accounts. Impairment losses are calculated separately for each customer after subtracting the security deposit and accounting for the length of time that the receivable has remained outstanding, any progress made on collection efforts, and any guarantees that have been received.

Treasury shares and free share plans

Treasury shares are recognised as either:

- financial assets when they are held for purposes of a capital reduction;
- marketable securities:
  - when they are allocated to the "liquidity contract" under which a service provider makes a market in the shares to ensure liquidity and quote regular prices, or
  - when they are held for delivery to employees of the Company or its subsidiaries.

They are shown in the balance sheet at acquisition cost. The FIFO method is used to determine the gross value of treasury shares sold.

An impairment loss is recognised if the value of shares held under the liquidity contract is less than their acquisition cost.

A provision is recognised when it is probable that the free share grants will result in an outflow of resources. To determine this provision, the cost of the shares acquired and allocated to each plan and/or the cost of the shares to be acquired to serve these plans is taken into account. Depending on the terms of the plans, the provision is, where applicable, recognised as the services are rendered by the beneficiaries. The provision is reversed on the date of delivery of the shares, which gives rise to the recognition of a loss in the amount of the average acquisition cost of the corresponding shares.

Other marketable securities

Marketable securities are stated in the balance sheet at acquisition cost. The FIFO method is used to determine the gross value of Sicav mutual fund holdings sold.

A provision is recognised on marketable securities when their realisable value falls below the net carrying amount.

Term deposits are recognised in the balance sheet at their nominal value for the duration of the placings.

Provisions

In accordance with ANC Regulation 2014-03 on liabilities, a provision is a liability considered probable or certain representing an obligation that will cause an outflow of resources to a third party without equivalent consideration being received in exchange and of uncertain timing and amount.

Post-employment benefits

No provisions are recorded for severance benefits payable on retirement. These items are presented in the notes to the financial statements under off-balance sheet commitments.

Loan arrangement costs

Loan arrangement costs are recognised directly as expenses. Bond redemption premiums are spread over the life of the bonds.

Rental income and expenses

Rental income comprises income from the rental of property assets. Invoice amounts are recognised over the relevant rental period.

Income is not recognised for any rent holidays granted to tenants over the period during which the rent holiday is in effect.

Initial lease payments paid by tenants or stepped rents and rent holidays granted to tenants are not spread over the lease term.

Marketing costs

Marketing fees for letting, lease renewals and reletting are recognised as expenses.

Financial instruments

The Company uses interest rate swap agreement (swaps) or interest purchase options (caps) to hedge credit lines and borrowings.

Expenses and income on forward financial instruments entered into as part of the hedging of the Company's interest rate risk (swaps/ caps) are recognised in accordance with the principles set out in NCA Regulation 2015-05 of 2 July 2015 on term financial instruments and hedging operations.

If the financial instruments are collateralised hedges, the impacts are recognised symmetrically on the impacts on the hedged underlying elements. Premiums and balancing cash payments are spread over the life of the instruments. Unrealised gains and losses equal to the estimated market value of the contracts on their closing date are not recognised as income. Nominal value, maturity schedule and estimated unrealised gains or losses are presented under off-balance sheet commitments.

If these instruments are not collaterised hedges, the premiums and balancing cash payments are spread over the full term of the instruments. Provision is made for unrealised losses equal to the estimated negative market value of the contracts on their closing date and do not appear in the off-balance sheet commitments.

Corporate income tax

Altarea adopted SIIC status as from 1 January 2005. Under this status, there are two separate categories with respect to tax treatment:

- a retail REIT category exempt from French corporate income tax, capital gains tax on property sales and tax on dividends received under the SIIC category;
- a taxable category comprising all the Company's other operations not eligible for SIIC treatment.

To qualify for the exemptions from French corporate income tax, Altarea must comply with three distribution conditions:

- 95% of earnings from property rentals during the financial year following the year in which the earnings were generated;
- 70% of any gains on the sale of property, participating interests in tax transparent companies with the same corporate purpose as an SIIC, or interests in subsidiaries subject to French corporate income tax which have chosen Retail REIT status, before the end of the second financial year after the year in which the gains were generated;
- all dividends from subsidiaries having chosen retail REIT status during the financial year following the year in which the dividends were received.

Under the provisions applicable to SIIC status, the Company must adhere to a ratio of activities eligible for the plan and no single shareholder or Group of shareholders acting in concert can own more than 60% of the Company's shares or voting rights.

3.2.3 Comments, figures and tables

3.2.3.1 Notes on balance sheet items – assets

Intangible assets

Gross intangible assets

Intangible assets *(€ thousands)*	**31/12/2023**	**Increase**	**Decrease**	**31/12/2024**
Software	1,420.0			1,420.0
TOTAL	**1,420.0**			**1,420.0**

Amortisation of intangible assets

Amort. *(€ thousands)*	**31/12/2023**	**Increases**	**Reversals**	**31/12/2024**
Software	1,420.0			1,420.0
TOTAL	**1,420.0**			**1,420.0**

Property, plant and equipment

Table of gross property, plant and equipment

Property plant and equipment *(€ thousands)*	**31/12/2023**	**Acquisition/ Contribution**	**Exit/Sale**	**31/12/2024**
Land	**5,728.5**			**5,728.5**
Buildings	**53,255.8**	**1,886.2**		**55,142.0**
Structural work (structures, road and utilities works)	20,837.3			20,837.3
Facades, Weatherproofing	5,209.3			5,209.3
Technical equipment and general installations	15,628.0			15,628.0
Fixtures and fittings	11,581.3	1,886.2		13,467.4
Other property plant and equipment	**49.9**			**49.9**
Technical installations, plant and industrial equipment				
General installations, various fittings				
Vehicles	23.9			23.9
Office and computer equipment, furniture	26.0			26.0
Recoverable packaging and related items				
Property plant and equipment in progress	**656.1**	**1,495.7**	**1,887.5**	**264.3**
Land				
Buildings	648.9	1,178.4	1,827.3	
Others	7.2	317.3	60.2	264.3
TOTAL	**59,690.3**	**3,381.8**	**1,887.5**	**61,184.7**

The increase in Property, plant and equipment is due to the extension of the La Vigie retail park (Strasbourg).

Depreciation of property, plant and equipment

Amort. *(€ thousands)*	**31/12/2023**	**Increases**	**Sales**	**31/12/2024**
Land				
Buildings	**15,985.4**	**2,179.0**		**18,164.4**
Structural work (structures, road and utilities works)	2,834.0	435.4		3,269.4
Facades	1,529.1	233.6		1,762.7
Technical equipment and general installations	6,080.4	925.6		7,006.0
Fixtures and fittings	5,541.9	584.5		6,126.3
Other property plant and equipment	**48.7**			**48.7**
Technical installations, plant and industrial equipment				
General installations, various fittings				
Vehicles	23.9			23.9
Office and computer equipment, furniture	24.8			24.8
Recoverable packaging and related items				
TOTAL	**16,034.1**	**2,179.0**		**18,213.1**

Financial assets

Gross financial assets

Financial assets *(€ thousands)*	31/12/2023	Increase	Decrease	31/12/2024
Participating interests	**1,497,807.4**	**33,812.3**	**54,993.7**	**1,476,626.0**
Financial receivables	**713,674.4**	**102,244.2**	**131,944.7**	**683,973.9**
Investment-related receivables	571,320.5	94,428.4	42,657.5	623,091.4
Loans and other fixed assets	142,353.9	7,815.8	89,287.2	60,882.5
TOTAL	**2,211,481.9**	**136,056.5**	**186,938.5**	**2,160,599.9**

The list of subsidiaries and participating interests appearing on the last page of this document shows the ownership interest in each subsidiary.

The change in the equity interests' item is mainly due to:

- the sale of the stake in MRM for €25.0 million; this disposal generated a capital loss - net of the reversal of the provision granted at the end of 2023 - of €6.5 million;
- the contribution to Foncière Altarea of the investments in BV2 and Limoges Invest for €30.0 million; this contribution was remunerated in Foncière Altarea shares for €33.8 million and generated a capital gain of €3.8 million.

The change in financial receivables is mainly due to the increase in loans and advances granted to Foncière Altarea and Altareit for €94.4 million.

Provisions for financial assets

Impairment *(€ thousands)*	31/12/2023	Increases during the financial year: Increases	Decreases in the financial year: Reversals of unused provisions	Decreases in the financial year: Provisions used in the period	31/12/2024
Impairment of equity securities	20,954.8			11,098.6	9,856.2
Impairment of other non-current financial assets					
TOTAL	**20,954.8**			**11,098.6**	**9,856.2**

The change in provisions is mainly due to reversals of provisions on MRM shares for €3.1 million (disposal of securities) and on OPCI Alta Commerces Europe shares for €8.0 million (positive change in the Company's net asset value).

Receivables

These items consist of Group receivables, trade receivables from shopping centres and tax receivables. Impairment losses are recognised through provisions when there is a risk the Company will not be able to collect all amounts due.

Receivables	Gross amount 2024	Provisions	Net amount 2024	Net amount 2023
Trade receivables and related accounts	**6,020.0**	**(3,164.3)**	**2,855.7**	**4,545.1**
Other receivables	**25,861.0**		**25,861.0**	**52,155.0**
Personnel and related accounts	16.6		16.6	5.4
Social security and other social organisations				1.4
Income tax	3,156.5		3,156.5	3,156.5
Value added tax	1,464.7		1,464.7	2,843.5
Miscellaneous	12.9		12.9	14.1
Group and partners	20,141.1		20,141.1	44,286.2
Sundry debtors	1,069.2		1,069.2	1,847.8
Prepaid expenses				
TOTAL	**31,881.0**	**(3,164.3)**	**28,716.7**	**56,700.1**

Breakdown of receivables by maturity date

Receivables *(€ thousands)*	Gross amount 2024	Less than 1 year	More than 1 year
Trade receivables and related accounts	6,020.0	6,020.0	
Personnel and related accounts	16.6	16.6	
Social security and other social organisations			
Income tax	3,156.5	3,156.5	
Value added tax	1,464.7	1,464.7	
Miscellaneous	12.9	12.9	
Group and partners	20,141.1	20,141.1	
Sundry debtors	1,069.2	1,069.2	
Prepaid expenses			
TOTAL	**31,881.0**	**31,881.0**	

Accrued income

Accrued income included in the balance sheet line items *(€ thousands)*	31/12/2024	31/12/2023
Investment-related receivables		
Other non-current financial assets		3,713.1
Trade accounts receivable due	1,551.1	221.7
Other receivables	12.9	12.9
Marketable securities		
Cash and cash equivalents	3,340.3	
TOTAL	**4,904.3**	**3,947.7**

Marketable securities

Marketable securities include €0.6 million of treasury shares (€14.9 million at 31 December 2023).

Marketable securities	31/12/2023	Increase	Decrease	Provisions	31/12/2024
Treasury shares	14,899.3	6,296.2	20,533.2		662.4
TOTAL	**14,899.3**	**6,296.2**	**20,533.2**		**662.4**
No. of Shares	137,729	73,022	203,651		7,100

At 31 December 2024, the treasury shares held were intended for market-making purposes.

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Treasury instruments

Cash instruments correspond to balances and premiums paid on financial instruments.

Treasury instruments	31/12/2023	Increase	Decrease	Provisions	31/12/2024
Treasury instruments	47,979.3	19,113.3	50,989.0		16,103.6
TOTAL	**47,979.3**	**19,113.3**	**50,989.0**		**16,103.6**

In accordance with ANC regulation 2015-05 of 2 July 2015 on forward financial instruments and hedging transactions, premiums and balances are spread over the life of the instruments. The balance to be spread at end-2024 is €16.1 million on the assets side of the balance sheet.

Impairment

		Increases during the financial year	Decreases in the financial year		
Provisions for impairment	**31/12/2023**	**Increases**	**Reversals of unused provisions**	**Provisions used in the period**	**31/12/2024**
Impairment of inventory and pipeline products					
Impairment of trade receivables	3,892.3	27.3		755.2	3,164.3
Other impairment					
TOTAL	**3,892.3**	**27.3**		**755.2**	**3,164.3**

3.2.3.2 Notes on balance sheet items – liabilities

Equity

Equity	31/12/2023	Allocation	Dividend	Capital incr. & contributions	2024 changes	31/12/2024
Share Capital	316,866.8			17,725.0		334,591.8
Share premium and additional paid-in capital/revaluation differences	418,876.4		(163,956.4)	74,292.1		329,212.0
Legal reserve	31,134.9	259.4				31,394.3
Available reserve	0.0					0.0
Retained earnings		4,928.5	(4,928.5)			
Net income for the year	5,187.9	(5,187.9)			44,735.9	44,735.9
Investment grants						
Regulated provisions						
TOTAL	**772,066.1**		**(168,884.9)**	**92,017.1**	**44,735.9**	**739,934.1**

After appropriating 5% of net income for the year (€0.3 million) to the legal reserve, the Combined General Shareholders' Meeting of 5 June 2024 decided to pay a dividend of €8 per share for the financial year ended 31 December 2023, consisting of €166.4 million to the limited partners, and a priority dividend of €2.5 million to the general partner.

This dividend was partially paid in shares, leading to a capital increase of €16.5 million plus an issue premium of €74.8 million.

At 31 December 2024, taking into account the other capital transactions carried out during the fiscal year (capital increases under the FCPE and resulting from the delivery of free shares), the share capital amounted to €334.6 million, divided into 21,896,835 shares with a par value of €15.28 and 10 General Partner shares with a par value of €100.

The number of shares created during the fiscal year was 1,160,013.

Subordinated Perpetual Notes

The amount of Subordinated Perpetual Notes outstanding was €223 million at 31 December 2024.

Provisions

Provisions for contingencies and expenses	31/12/2023	Increases during the financial year	Decreases in the financial year		31/12/2024
		Increases	Reversals of unused provisions	Provisions used in the period	
Other provisions for contingencies and expenses	520.4	6,793.4	44.5	464.5	6,804.8
TOTAL	**520.4**	**6,793.4**	**44.5**	**464.5**	**6,804.8**

Provisions for contingencies and expenses at 31 December 2024 correspond mainly to the €6,701 thousand provision allocated during the financial year for unrealised losses on non-matched financial instruments.

Borrowings and other financial liabilities

Breakdown of payables by maturity

Borrowings and other financial liabilities *(€ thousands)*	31/12/2024	Less than 1 year	1 to 5 years	More than 5 years	31/12/2023
Financial liabilities	**1,282,205.9**	**147,205.9**	**535,000.0**	**600,000.0**	**1,351,798.3**
Other bond issues	1,117,365.1	17,365.1	500,000.0	600,000.0	1,070,681.4
Borrowings from credit establishments	36,852.9	1,852.9	35,000.0		26,356.2
Other borrowings and financial liabilities	1,789.1	1,789.1			123,938.1
Group and partners	126,198.8	126,198.8			130,822.7
Accounts payable and other payables	**14,714.2**	**14,714.2**			**9,307.2**
Suppliers and related accounts	3,831.6	3,831.6			4,401.4
Personnel and related accounts	38.4	38.4			27.6
Social security and other social organisations	84.0	84.0			53.4
Income tax					
Value added tax	918.4	918.4			878.7
Taxes, duties and analogous payments	1.1	1.1			177.6
Amounts due on non-current assets and related accounts	2,045.7	2,045.7			3,101.2
Other payables	7,794.9	7,794.9			667.4
Debt representing borrowed securities					
Prepaid income					
TOTAL	**1,296,920.1**	**161,920.1**	**535,000.0**	**600,000.0**	**1,361,105.5**

Breakdown of payables by maturity

Change in amortisation of premiums *(€ thousands)*	31/12/2023	+	-	31/12/2024
Redemption premiums on bonds	2,389.0	648.0	747.9	2,289.1
TOTAL	**2,389.0**			**2,289.1**

Bond issue premiums are amortised over the life of the bond in the amount of €0.6 million.

Table of payables in balance sheet line items

Payables included in balance sheet line items	31/12/2024	31/12/2023
Convertible bond issues		
Other bond issues	17,365.1	15,981.4
Borrowings from credit establishments	903.5	1,356.2
Other borrowings and financial liabilities		29,907.4
Advances and down payments made for orders in progress		
Trade payables and related accounts	484.3	4,400.5
Tax and social security payables	108.8	243.9
Amounts due on non-current assets and related accounts	1,354.8	2,108.1
Other payables	37.1	38.1
TOTAL	**20,253.6**	**54,035.6**

3.2.3.3 Notes to the income statement

Revenue

The Company's revenue consists of rental income, service charges and costs of works billed to tenants of portfolio shopping centres and revenue from services rendered by Altarea to its subsidiaries under the terms of agreements related to ordinary operating activities.

Revenue *(€ thousands)*	31/12/2024	31/12/2023
Rent and re-invoiced leasing costs	4,703.1	3,339.3
Transfer taxes		
Services	4,605.4	4,612.1
Other	57.8	257.1
TOTAL	**9,366.3**	**8,208.5**

Other operating income

Operating income *(€ thousands)*	31/12/2024	31/12/2023
Production held in inventory	1,500.1	11,385.4
Reversals of provisions and depreciation	1,264.3	515.2
Intra-group rebilling and expense transfers		
Others	56.7	1.3
TOTAL	**2,821.1**	**11,902.0**

Reversals of provisions mainly concern deliveries of shares under bonus share plans and reversals of provisions for impairment of customer receivables.

Operating expenses

Operating expenses reflect expenses incurred by Altarea in respect to its REIT business (rental costs, property taxes, depreciation and amortisation charges) and its services provided to subsidiaries.

Operating expenses *(€ thousands)*	31/12/2024	31/12/2023
Rental and co-ownership expenses [(a)]	629.6	559.2
Maintenance and repairs	114.4	53.3
Insurance premiums		69.4
Commissions and fees [(b)]	2,358.7	3,284.5
Advertising and public relations	14.5	68.1
Banking services and similar accounts [(c)]	3,010.3	3,652.5
Taxes and duties	153.8	589.4
Personnel costs	1,077.7	939.2
Depreciation, amortisation and provisions	2,298.7	1,728.4
Capitalised expenses [(d)]	1,500.1	11,642.5
Other expenses	1,340.7	895.3
TOTAL	**12,498.5**	**23,481.8**

(a) Nearly all of these rental expenses are passed on to tenants.
(b) Fees include shopping centre management and marketing fees, Statutory Auditors' fees, expenses relating to certain projects and service fees, as well as compensation paid to Management.
(c) Bank service fees correspond essentially to loan fees, which are reinvoiced to refinanced companies on a case-by-case basis, as provided for in the framework agreement.
(d) Capitalised expenses in 2024 refers to work carried out on portfolio assets and recognised under capitalised production with a balancing entry under other operating income.

Net financial income/(expense)

(€ thousands)	31/12/2024	31/12/2023
Financial income		
Dividend	32,200.0	56,798.3
Interest on loans	3,812.4	7,383.5
Income from current accounts	25,946.0	27,795.3
Income from financial instruments (swaps, caps)	79,155.1	48,420.3
Commissions on Guarantees	2,771.3	2,829.1
Net income from subsidiaries	6,600.5	1,419.7
Recoveries from provisions for impairment of non-current financial assets	11,098.6	162.0
Other financial income	1,163.0	31.8
Net gains on the disposal of marketable securities		
TOTAL FINANCIAL INCOME	**162,746.7**	**144,840.0**
Financial expenses		
Financial allowances for amortisation, impairment and provisions	7,448.9	12,670.0
Interest and fees on borrowings	39,667.6	35,183.1
Expenses on current account balances	7,130.2	2,695.3
Expenses on financial instruments (swaps, caps)	58,433.4	16,421.2
Paid by subsidiaries	(616.2)	63,520.4
Other financial expenses	1.9	6,500.0
TOTAL FINANCIAL EXPENSES	**112,065.8**	**136,990.0**
NET FINANCIAL INCOME/(EXPENSE)	**50,680.9**	**7,850.0**

The “dividends” item of €32.2 million in 2024 and €56.8 million in 2023 mainly comprises the distributions by Foncière Altarea and Alta Blue.

Exceptional income

(€ thousands)	31/12/2024	31/12/2023
Exceptional income		
Exceptional income from operating items		
Exceptional income from capital transactions		
Proceeds from disposal of investment assets	49,422.9	(370.3)
Rebilling of free share delivery to employees	15,083.0	20,420.3
Other exceptional income from capital transactions		
Recoveries of provisions and expense reclassifications		312.9
TOTAL EXCEPTIONAL INCOME	**64,505.9**	**20,362.9**
Exceptional expenses		
Exceptional expenses from operating items	0.3	2.8
Exceptional expenses on capital transactions		
Expenses on asset disposals	54,983.9	
Cost of free shares	15,155.5	20,420.3
Other exceptional expenses		312.9
Exceptional allowances for depreciation, amortisation and impairment		
TOTAL EXCEPTIONAL EXPENSES	**70,139.7**	**20,736.0**
EXCEPTIONAL INCOME	**(5,633.8)**	**(373.1)**

Income and expenses on asset disposals correspond to the results of the disposal of MRM shares and the contributions of BV2 and Limoges Invest shares.

Corporate income taxes

In 2005, Altarea opted to adopt the special tax-exempt status established for publicly traded real estate investment companies (*Sociétés d'Investissement Immobilier Cotées* or SIIC under Article 208 C of the French General Tax Code).

Breakdown of tax expenses

	Profit before tax			Tax	Net result		
Accounting results	**Exempt sector**	**Taxable sector**	**Total**	**Taxable sector**	**Exempt sector**	**Taxable sector**	**Total**
Operating income/(loss)	919.4	(1,230.6)	(311.2)		919.4	(1,230.6)	(311.2)
Net financial income/(expense)	15,843.9	34,837.0	50,680.9		15,843.9	34,837.0	50,680.9
Exceptional income	(6.8)	(5,627.0)	(5,633.8)		(6.8)	(5,627.0)	(5,633.8)
TOTAL	**16,756.5**	**27,979.4**	**44,735.9**		**16,756.5**	**27,979.4**	**44,735.9**

Changes in deferred tax liabilities

	31/12/2023	Variations		31/12/2024
Reductions		**+**	**-**	
Organic				
Tax deficit	(319,289.0)	(9,586.1)		(328,875.1)
Total base	(319,289.0)	(9,586.1)		(328,875.1)
TAX OR TAX SAVINGS	**(79,822.3)**	**(2,396.5)**		**(82,218.8)**

Tax savings are calculated at the rate of 25%.

Tax audit

Altarea SCA is not subject to ongoing tax audits.

3.2.3.4 Other information

Related parties

Transactions by the Company with related parties not on an arm's length basis

The Company did not carry out any significant transactions with related parties that were not on an arm's length basis.

Off-balance sheet commitments

Financial instruments

Altarea holds a portfolio of swaps and caps to hedge interest rate risk for a portion of its current and future floating and fixed rate debt and that of its subsidiaries.

Financial instruments *(€ thousands)*	2024	2023
Swap/Total (Notional)	800,000.0	925,000.0
TOTAL	**800,000.0**	**925,000.0**

The fair value of the hedging instruments was a positive €34.9 million in respect of swaps as at 31 December 2024.

Effect on the income statement

Effect on the income statement *(€ thousands)*	2024	2023
Interest income	44,982.1	20,680.5
Interest expense	15,092.6	
TOTAL	**29,889.4**	**20,680.5**

Notional amounts hedged by swaps and caps at end-December

Swap and cap maturities at end-December *(€ thousands)*	2025	2026	2027	2026	2028
Swap (Altarea fixed-rate payer)	925,000.0	725,000.0	650,000.0	650,000.0	425,000.0
Swap (Altarea variable-rate payer)	(125,000.0)	(125,000.0)	(125,000.0)	(125,000.0)	(125,000.0)
NET POSITION	**800,000.0**	**600,000.0**	**525,000.0**	**525,000.0**	**300,000.0**

The benchmark rates used are three-month and six-month Euribor.

Use of derivatives as hedging instruments could expose the Group to the risk of counterparty default. The Group mitigates this risk by selecting only major financial institutions as counterparties in hedging transactions.

Employee benefit obligations

Commitments to employees relating to retirement benefits are estimated at €168 thousand as of 31 December 2024.

Commitments given

Non-current assets held by Altarea SCA are subject to unregistered mortgages in guarantee of certain loans as well as the assignment of some business receivables on present or future leases. In addition, the guarantees are subject to covenants, of which the two principal criteria are an LTV ratio of below 60% and a ratio of net interest expenses cover by recurring EBITDA above 2.0.

Altarea SCA has guaranteed loans to other Group companies for an amount of €1,403 million. These commitments mainly comprise joint and several guarantees and demand guarantees granted by Altarea SCA on behalf of its subsidiaries.

The specific covenants on corporate loans held by Altarea SCA of up to a maximum authorised amount of €1,386 million (including €590 million in undrawn funds on the corporate debt) are as follows:

- counterparty: NATIXIS/BECM/LCL/Société Générale/HSBC/BNP Paribas/Bank of China/La Banque Postale/CACIB;
- main covenants applying to Altarea Group:
  - net debt/restated net asset value of the Company (Consolidated Altarea LTV ratio) < 60% (28.5% at 31 December 2024),
  - operating income (FFO column)/Net borrowing costs (FFO column) of the Company (Interest Cover Ratio or Altarea Consolidated ICR) >= 2 (9.7x at 31 December 2024).

Commitments received

None.

Bonus share plans (for the Company and its subsidiaries)

Award date		Number of rights awarded	Vesting date	Rights in circulation as at 31/12/2023	Tasks and responsibilities	Deliveries	Amendments to rights [a]	Rights in circulation as at 31/12/2024
Share grant plans on Altarea shares								
30 April 2021	73,050	73,050[b]	31 March 2024	35,858		(36,161)	303	0
4 June 2021	32,000	32,000	31 March 2025	32,000			95	32,095
4 June 2021	27,500	27,500[b]	31 March 2025	8,250			(1,179)	7,071
4 June 2021	45,500	45,500[b]	31 March 2025	12,150			(2,371)	9,779
4 June 2021	14,000	14,000[b]	31 March 2025	12,750			(6,485)	6,265
4 June 2021	23,700	23,700[b]	31 March 2025	5,910			14	5,924
4 June 2021	30,000	30,000[b]	31 March 2025	14,250			44	14,294
1 September 2021	600	600	1 September 2024	600		(600)	0	0
1 March 2022	14,000	14,000[b]	31 March 2025	3,975			(101)	3,874
31 March 2022	31,800	31,872	1 April 2024	31,002		(30,738)	(264)	0
31 March 2022	73,725	73,725	1 April 2024	38,933		(39,594)	661	0
30 April 2022	3,250	3,250[b]	31 March 2025	975			3	978
30 April 2022	1,250	1,250[b]	31 March 2025	1,250			(636)	614
25 July 2022	150	150	24 July 2024	150		(150)	0	0
12 September 2022	6,000	6,000[b]	31 March 2027	6,000			(5,097)	903
12 September 2022	40,000	40,000[b]	31 March 2029	40,000			(40,000)	0
1 October 2022	1,500	1,500[b]	31 March 2025	450			1	451
5 January 2023	1,500	1,500[b]	31 March 2029	1,500			(1,500)	0
31 March 2023	106,277	106,277	1 April 2024	105,089		(39,306)	(65,783)	0
31 March 2023	30,668	30,668	1 April 2025	30,404			(1,791)	28,613
31 March 2023	73,770	73,240[b]	1 April 2025	54,206			(5,181)	49,025
30 April 2023	2,525	2,525	30 April 2024	2,525		(2,525)	0	0
30 April 2023	41,000	41,000 (b)	31 March 2028	41,000			(20,500)	20,500
30 April 2023	41,000	41,000	31 March 2033	41,000			0	41,000
1 September 2023	6,600	6,600	30 June 2029[c]	6,600			0	6,600
1 September 2023	250	250	1 September 2024	250		(250)	0	0
1 September 2023	250	250	1 September 2025	250			0	250
19 October 2023	2,230	2,230	19 October 2024	2,230		(2,230)	0	0
16 January 2024	500	500	16 January 2026		500		0	500
15 May 2024	26,034	26,034	15 May 2025		26,034		(127)	25,907
22 May 2024	169,150	169,150	31 July 2026		169,150		(3,800)	165,350
4 July 2024	7,466	7,466	4 July 2025		7,466		0	7,466
4 July 2024	6,300	6,300	5 July 2029[c]		6,300		0	6,300
4 July 2024	40,000	40,000	5 July 2029[d]		40,000		0	40,000
8 July 2024	1,400	1,400	31 July 2024		1,400		0	1,400
TOTAL	**974,945**	**974,945**		**529,557**	**250,850**	**(151,554)**	**(153,694)**	**475,159**

(a) Rights cancelled for reasons of departure, transfer, lack of certainty that performance criteria have been met or changes in plan terms.
(b) Plans subject to performance criteria.
(c) Allocated in four tranches over four years.
(d) Allocated in four tranches over three years.

Headcount

The Company's average headcount was one employee at 31 December 2024.

Post-closing events

None.

Information on mergers and similar transactions

None.

3.2.3.5 Subsidiaries and equity investments

Companies	Share capital	Equity other than share capital	Group share	Securities, gross	Securities, net	Loans and advances granted	Net value of loans and advances	Sureties and guarantees	Earnings in the Financial year	Dividends received by the Company	Revenues excl. tax
SUBSIDIARIES (+50%)											
SAS FONCIÈRE ALTAREA - 353 900 699	8,063.2	453,409.2	100.0%	813,054.0	813,054.0	382,717.6	382,717.6		55,411.3		
SCA Altareit - 553 091 050	2,626.7	432,593.1	99.6%	91,635.0	91,635.0	145,328.1	145,328.1	925,000.0	20,932.9		
SNC ALTAREA MANAGEMENT - 509 105 375	10.0	2,272.7	100.0%	10.0	10.0				2,272.7		67,541.1
SAS ALTA BLUE - 522 193 796	406,060.2	262,175.9	61.8%	499,429.7	499,429.7				36,570.8		
SARL SOCOBAC - 352 781 389	8.0	148.0	100.0%	0.0	0.0				(2.1)		
SARL ALTALUX SPAIN			100.0%	10,517.0	10,517.0	757.1	757.1				
ALTA MIR - 833 669 666	1.0	83.5	100.0%	100.0	100.0				(0.7)		
FONCIÈRE ALTAREA MONTPARNASSE - 847 726 650	10.0	4,099.7	100.0%	10.0	10.0	67,392.3	67,392.3		4,099.7		
SCA NR 21 - 389 065 152	1,476.4	4,447.4	96.5%	7,202.9	7,202.9				210.7		
AFFILIATES (10% TO 50%)											
SNC AF INVESTCO 4	1.0	107.2	50.0%	0.0	0.0				107.2		
SCCV B2-B3	1.0	354.3	50.0%	0.5	0.5	216.8	216.8		354.3		
OPCI ALTA COMMERCES EUROPE	104,521.5	(30,451.0)	29.9%	32,026.3	22,170.2	10,868.2	10,868.2		9,310.9		
SNC PROPCO ALTA PYRAMIDES	1.0	(2,118.1)	25.0%	0.3	0.3	16,051.2	16,051.2		(2,118.1)		30.8
SCPI ALTA CONVICTIONS - 977 574 284	30,813.3	25,209.1	36.5%	22,517.7	22,517.7				2,169.0		
SCI ALTA MOMENTUM - 978 062 016	2.0		50.0%	1.0	1.0						
OTHER INVESTMENTS (<10%)				**121.7**	**121.7**	**2.4**	**2.4**				
TOTAL INVESTMENTS > 10%				**1,476,626.0**	**1,466,769.8**	**623,333.9**	**623,333.9**				

Head office of subsidiaries and equity investments: 87 Rue de Richelieu, Paris second arrondissement.

3.3 Additional information

3.3.1 Summary of payment terms

	Article D.441 I.-1: Invoices received but not paid at the closing date which are past due					
	0 days (indicative)	**1 to 30 days**	**31 to 60 days**	**61 to 90 days**	**91 days and more**	**Total (1 day and more)**
(A) Overdue categories						
Number of invoices included	0					32
Total amount of the invoices included (incl. VAT)	0	109,777	0	0	258,413	368,190
% of total amount of purchases (excl. tax) for the period	0.00%	1.40%	0.00%	0.00%	3.30%	4.71%
(B) Invoices excluded from (A) relating to overdue or unrecorded receivables and payables						
Number of invoices excluded						
Total amount of the invoices excluded (incl. VAT)						
(C) Benchmark payment terms used (contractual or legal terms)						
Benchmark payment terms used for to calculate overdue payments	Legal deadlines					

Nearly all the debts due were settled at the beginning of the current financial year.

	Article D.441 I.-2: Invoices issued but not paid at the closing date which are past due					
	0 days (indicative)	**1 to 30 days**	**31 to 60 days**	**61 to 90 days**	**91 days and more**	**Total (1 day and more)**
(A) Overdue categories						
Number of invoices included						23
Total amount of the invoices included (incl. VAT)		0	0		485,511	485,511
% of revenue excl. tax for the financial year*		0.00%	0.00%	0.00%	5.18%	5.18%
(B) Invoices excluded from (A) relating to overdue or unrecorded receivables and payables						
Number of invoices excluded						
Total amount of the invoices excluded (incl. VAT)						
(C) Benchmark payment terms used (contractual or legal terms)						
Benchmark payment terms used for to calculate overdue payments	Legal deadlines					

** Revenue for the financial year corresponds to accounting revenue determined in accordance with the Company's accounting principles, rules and methods (see notes to the annual financial statements).*

3.3.2 Results of the last five financial years

Type of indications	31/12/2024	31/12/2023	31/12/2022	31/12/2021	31/12/2020
Duration of the period (months)	12	12	12	12	12
CAPITAL AT END OF YEAR					
Share Capital	334,590,817	316,865,818	311 350 463	310,089,359	263,982,998
Number of shares	21,896,835	20,736,822	20,375,804	20,293,271	17,277,839
ordinary	21,896,835	20,736,822	20,375,804	20,293,271	17,277,839
priority dividend					
Maximum number of shares to be created					
by bond conversions					
by subscription rights					
OPERATIONS AND RESULTS					
Revenue excl. tax	9,366,255	8,208,545	12,983,928	13,350,683	11,095,628
Income before tax, interest, depreciation and impairment	42 120 597	17,826,648	217,178,596	92,242,323	(75,370,504)
Income tax		(1,082,372)	6,199,018	2,062,662	5,826,692
Employee participation					
Allowances depr./amort. and impairment	(2,615,337)	13,721,131	5,860,519	13,432,275	(143,677,411)
Net result	44,735,934	5,187,889	205,119,058	76,747,386	62,480,215
Distributed income	42,671,193	4,928,494	202,686,047	72,910,016	59,356,204
EARNINGS PER SHARE					
Income before tax, interest, before depr./amort. and impairment	1.9	0.9	10.7	5.3	(4.4)
Income after tax, interest, depr./amort. and impairment	2.0	0.9	10.4	5.2	(4.7)
Dividend allocated	8.00	8.00	10.00	9.75	9.50
EMPLOYEES					
Average employee workforce	1	1	1	1	2
Payroll	413,849	412,622	407,923	407,631	436,944
Amounts paid in benefits (social security, social welfare, etc.)	15,819,390	20,946,967	29,865,277	21,696,593	15,223,919

Payroll = total of the sum of the 641 "employee compensation" accounts.

Amounts paid in employee benefits = total of 645 "social security and welfare expenses", 647 "other social security contributions", 648 "Provisions for personnel expenses" and 6,783 "Losses on purchase of treasury shares".

3.4 Statutory auditors' report on the financial statements

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of Englishspeaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or verification of the management report and the other documents provided to the shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Year ended December 31, 2024

To the Annual General Meeting of Altarea,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying financial statements of Altarea for the year ended December 31, 2024.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2024 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 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 those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code *(Code de commerce)* and the French Code of Ethics for Statutory Auditors *(Code de déontologie de la profession de commissaire aux comptes)* for the period from January 1, 2024 to the date of our report, and specifically we did not provide any prohibited nonaudit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 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 risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Valuation of equity investments, receivables related to investments, and loans

Risk identified	Our response
Equity investments, receivables related thereto, and loans recorded in the balance sheet as at December 31, 2024, for a net amount of M€ 2,151, represent a significant item on the balance sheet (95% of total assets). Equity investments are recorded at their acquisition cost or contribution value, and are impaired based on their value in use. Receivables related to investments and loans related to indirect investments are recognized at their contribution value or at their nominal value. As stated in paragraphs "Equity investments" and "Receivables related to investments and loans" of 3.2.2.2 "Accounting principles and methods" Note to the annual financial statements, the equity investments value in use is assessed by Management based on several criteria such as revalued net assets, profitability, profitability outlook, long-term development prospects, and market conditions. The market value of assets held by subsidiaries or sub-subsidiaries is also taken into account. Receivables and loans that present a total or partial risk of non-recovery are impaired, taking into account, in particular, the characteristics of the advance, the subsidiary's repayment capacity, and its outlooks. The value in use estimate of these investments requires Management's judgment in selecting the relevant factors to be considered depending on the investments concerned. These factors may, when necessary, relate to historical data (revalued net position) or to forward-looking elements (profitability outlook). Given the significance of equity investments on the balance sheet, the complexity of the models used and their sensitivity to data variations, as well as the assumptions underlying the estimates, we considered the valuation of equity investments, receivables related to investments, and loans to be a key audit matter.	We obtained an understanding of the process for determining the value in use of the equity investments. Our work notably consisted of: ■ obtaining an understanding of the valuation methods used and the assumptions underlying the value in use estimate of the equity investments; ■ reconciling the net asset value used by Management in its assessments with source data from the financial statements of the subsidiaries, which were subject to audit or analytical procedures where applicable, and examining any adjustments made; ■ verifying, on a sample basis, the arithmetic accuracy of the calculations of the values in use; ■ recalculating, on a sample basis, the impairment losses recorded by your Company. Furthermore, our work also consisted in, where applicable: ■ assessing the recoverability of receivables related to investments and loans regarding the analyses performed on the equity investments; ■ examining whether is necessary to recognize a provision for risks in case your Company has committed to covering the losses of a subsidiary with negative equity.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management Management's report and in the other documents with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 4416 of the French Commercial Code (*Code de commerce*).

Report on Corporate Governance

We attest that the Supervisory Board's Report on Corporate Governance sets out the information required by Articles L. 225374 and L. 221010 and L. 22109 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L. 22109 of the French Commercial Code *(Code de commerce)* relating to the remuneration and benefits received by, or allocated to the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from companies controlled thereby, included in the consolidation scope. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your Company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L. 221011 of the French Commercial Code (*Code de commerce*), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of preparation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the financial statements intended to be included in the annual financial report mentioned in Article L. 45112, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the Management's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018.

On the basis of our work, we conclude that the preparation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF (*Autorité des marchés financiers)* agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Altarea by the annual general meeting held on May 24, 2022 for FORVIS MAZARS and May 28, 2010 for ERNST & YOUNG et Autres.

As at December 31, 2024, FORVIS MAZARS SA was in the third year of total uninterrupted engagement, and ERNST & YOUNG et Autres in the fifteenth year.

Previously, the ERNST & YOUNG Audit had been the statutory auditor since 2004.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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 is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Management.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from 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 of users made on the basis of these financial statements.

As specified in Article L. 82155 of the French Commercial Code *(Code de commerce)*, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his 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.
- Obtains an understanding of internal control 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.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the financial statements.
- Assesses 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 his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit 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 set out in particular in Articles L. 82127 to L. 82134 of the French Commercial Code *(Code de commerce)* and in the French Code of Ethics for Statutory Auditors *(Code de déontologie de la profession de commissaire aux comptes)*. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 11, 2025

The Statutory Auditors

French original signed by

FORVIS MAZARS

Gilles Magnan Johanna Darmon

ERNST & YOUNG et Autres

Jean-Roch Varon Soraya Ghannem

3.5 Statutory auditors' report on related party agreements

This is a translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

Annual General Meeting held to approve the financial statements for the year ended December 31, 2024

To the Annual General Meeting of Altarea,

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R. 226-2 of the French Commercial Code *(Code de commerce)*, to assess the relevance of these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R. 226-2 of the French Commercial Code *(Code de commerce)* of the continuation of the implementation, during the year ended December 31, 2024, of the agreements previously approved by the Annual General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors *(Compagnie nationale des commissaires aux comptes)* relating to this type of engagement. These procedures consisted in verifying the consistency of the information provided to us with the relevant source documents.

Agreements submitted for approval to the Annual General Meeting

We hereby inform you that we have not been notified of any agreements authorized and concluded during the year ended December 31, 2024 to be submitted to the Annual General Meeting for approval in accordance with Article L. 226-10 of the French Commercial Code *(Code de commerce)*.

Agreements previously approved by the Annual General Meeting

In accordance with Article R. 226-2 of the French Commercial Code *(Code de commerce)*, we have been notified that the implementation of the following agreements, which were approved by the Annual General Meeting in prior years, continued during the year ended December 31, 2024.

With APG Strategic Real Estate Pool, represented by Mr Alain Dassas, member of the Supervisory Board

Person concerned

APG, member of your Company's Supervisory Board, represented on a permanent basis by Mr Alain Dassas.

Nature and purpose

Your Company issued an initial nominal amount of € 109,000,000 in undated subordinated securities ("TSDI" for *titres subordonnés à durée indéterminée*), fully subscribed by APG Strategic Real Estate Pool under a subscription agreement dated December 11, 2012.

The total value of the TSDIs was increased to:

- € 195,078,390 under an amendment signed on December 29, 2014 (i.e., € 130.00 per TSDI),
- € 223,499,810.82 under an amendment signed on May 27, 2021 (i.e., € 148.94 per TSDI).

Conditions

In consideration of these instruments, your Company incurred a financial expense of € 10,480,239.20 during the financial year ended December 31, 2024.

With Crédit Agricole Assurances (CAA), shareholder holding directly and indirectly more than 10% of the share capital and voting rights of your Company

Persons concerned

- Crédit Agricole Assurances (CAA), shareholder holding directly and indirectly more than 10% of the share capital and voting rights of your Company;
- Predica, a subsidiary of CAA and a member of your Company's Supervisory Board, represented by Ms Najat Aasqui;
- Mr Matthieu Lance, Deputy Investment Director, Head of Real Assets and Equity Investments of the CAA Group, and member of your Company's Supervisory Board.

Nature, purpose, and conditions

Your Company signed two letters issued by CAA on June 10, 2021, following prior authorization from the Supervisory Board on May 26, 2021, formalizing the agreement to establish two partnerships, held 49% by CAA and 51% by your Company, involving two types of assets of the Group:

- One partnership, named "Alta Retail Parks", relates to nine retail parks owned by the Group in France (Les Portes de Brest Guipavas, Family Village Costières Sud in Nîmes, Family Village Les Hunaudières in Le Mans-Ruaudin, Les Portes d'Ambresis in Villeparisis, Castorama in Pierrelaye, Thiais Village in Thiais, Family Village in Limoges, Family Village and Village de Marques in Aubergenville), and
- The other partnership, named "Alta Infrastructures", relates to retail spaces in the Paris- Montparnasse train station (under concession until 2052) and a portfolio of five Italian train stations (Milan-Porta Garibaldi, Rome-Ostiense, Turin-Porta Susa, Padua, Naples-Afragola, under concession until June 2041).

The partnerships represent € 1 billion in investments, including duties in assets owned or operated by your Group. They were finalized on December 8, 2021, for "Alta Retail Parks" and on February 10, 2022, for "Alta Infrastructures," with the CAA Group having invested a total amount of approximately M€ 486.8 (excluding duties), notably through equity investments in the share capital of the group's subsidiaries holding the assets or operating the aforementioned concessions, by way of capital contributions as part of capital increases and/or acquisitions of equity interests. Following the transaction, the share capital and voting rights of each of these subsidiaries are indirectly held approximately 51% by your Company and approximately 49% by CAA.

In this context, your Company and the relevant subsidiaries entered into the following agreements with CAA, *inter alia*:

- Under the "Alta Retail Parks" partnership, dated December 8, 2021:
  - an agreement entitled "Investment Protocol", aimed at defining the terms of the partnership's creation, and
  - a shareholders' agreement, aimed in particular at organizing their relationship as shareholders within each relevant subsidiary, the governance of said subsidiaries, and their rights and obligations under the partnership,
- Under the "Alta Infrastructures" partnership:
  - for the part relating to the Paris-Montparnasse train station, dated January 26, 2022:
    - an agreement entitled "Investment Protocol", aimed at defining the terms of the partnership's creation, and
    - a shareholders' agreement, aimed in particular at organizing their relationship as shareholders within the relevant subsidiary, the governance of said subsidiary, and their rights and obligations under the partnership,
  - for the part relating to the Italian train stations, dated February 10, 2022:
    - an agreement entitled "Investment and quota agreement", aimed at defining the terms of the partnership's creation, and
    - an agreement entitled "Quotaholder's Agreement", aimed in particular at organizing their relationship as shareholders within the relevant subsidiary, the governance of said subsidiary, and their rights and obligations under the partnership.

Your Group will continue to control these assets, for which it will be responsible for asset management, which will remain fully consolidated in its financial statements.

The conclusion of these partnerships with CAA was previously authorized by your Company's Supervisory Board at its meeting held on May 26, 2021. The partnerships were approved by the Annual General Meeting held on May 24, 2022.

Paris-La Défense, March 11, 2025

The Statutory Auditors

French original signed by

FORVIS MAZARS		**ERNST & YOUNG et Autres**	
Gilles Magnan	Johanna Darmon	Jean-Roch Varon	Soraya Ghannem

4

SUSTAINABILITY REPORT

4.1 General disclosures

4.1.1 General disclosures

Introduction

Since its creation in 1994, Altarea has had a strong corporate project embodied by its founder, its managers and all its employees, based on an entrepreneurial spirit and deep convictions in all real estate markets. Today, Altarea is the leader in low-carbon urban transformation with an unrivalled system that combines the control of complex real estate know-how and the Company's long-term vision.

Altarea formalised its CSR approach in 2017 with the "Tous engagés !" programme which implements the Group's commitments.

TOUS ENGAGÉS!

CSR team contact: developpementdurable@altarea.com

Structure of the sustainability report

Altarea's sustainability report has been prepared to ensure transparency of information, as required by the following texts:

- Directive 2013/34/EU of the European Parliament and of the Council of 26 June 2013 on sustainability reporting standards, defining the general framework of the CSRD (Corporate Sustainability Reporting Directive);
- Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 specifying the publications expected by the so-called ESRS (European Sustainability Reporting Standards), covering each of the topics to be covered;
- Previous texts on the European green taxonomy, which is included in the sustainability report.

This regulatory framework applies to the Group from 2025 for the 2024 financial year.

4.1.1.1 Preparation of Altarea's sustainability report

General basis for preparation

Preparation of this sustainability report required the first-time application of the aforementioned articles and therefore some uncertainties as to the interpretation of the standards, the use of estimates, the lack of established practices and framework particularly for the double materiality analysis, and the establishment of an internal control system that is evolving over time.

Despite these uncertainties, the sustainability report was prepared and presented in accordance with the requirements of the ESRS on the basis of the information available within the imposed deadlines. Some elements may be improved in the coming years, as specified in each ESRS.

The Group has endeavoured to apply the requirements set by the ESRS, as applicable at the date of preparation of the sustainability statement, on the basis of the information available within the deadlines for preparing the sustainability statement.

This first Group statement of sustainability is characterised by contextual specificities related to the first year of application of the CSRD requirements:

- some information required by the ESRS was not available at the end of 31 December 2024 due to the time constraints to report this new information and is therefore addressed by estimates (for details see the "Assumptions, methods and uncertainties" paragraphs in the sections on ESRS E1, E3, E4, E5, S3 and S4);
- some information required by the ESRS standards is not available for the entire expected reporting scope. The corresponding scopes are detailed in the "Assumptions, methods and uncertainties" paragraphs in the sections on ESRS E3, E4, E5 and S4;
- concerning ESRS E1, given the uncertainties about interpretation of the standards:
  - the integration of greenhouse gas (GHG) emissions related to the tenants of the Group's buildings in Scope 3 in category 13 "Downstream leased assets" (for more details, see 4.2.2.14 Appendix - Methodological information relating to ESRS E1),
  - the integration of GHG emissions of the co-development companies over which the Group exercises joint control with the co-developer partner in Scope 3 (for more details, see 4.2.2.14 Appendix - Methodological information relating to ESRS E1);
- the metric on management relating to payment practices (G1-6) is not published, as not all the data necessary for its determination are currently available.

In this context, on the basis of market practices and recommendations, as part of a continuous improvement approach, the Group may have to review certain reporting and communication practices in the future.

(BP-1) Scope

Unless otherwise stated, the scope of the information in the sustainability report is established in accordance with ESRS standards. With regard to metrics, in the majority of cases, the metrics in the sustainability report cover the entire consolidated scope ("Own operations"). This scope includes, with some exceptions, the Altarea entities described in the table below that are fully consolidated for the preparation of the consolidated financial statements, *i.e.* the entities in which Altarea holds, directly or indirectly, exclusive control. This scope covers all the geographical areas in which the Group operates (France, Spain and Italy), as presented in the financial statements.

Some metrics must be calculated on a broader scope, in accordance with the specific requirements of certain thematic standards (European Sustainability Reporting Standards (ESRS)). This is the case for the so-called **"operational control" scope** provided for in the E1 and E4 material ESRS (relating to GHG emissions and sites associated with biodiversity issues).

The “own operations” and “operational control” scopes are explained in the table below.

	Fully consolidated companies		Equity affiliates	Non-consolidated companies
	Included in the own operations scope	***Included in the operational control scope***	***Included in the operational control scope***	***Included in the operational control scope***
Property Development (Residential, Retail and Business property)	✓	✓	✓ (a)	✗
Retail	✓	✓	✓ For companies subject to joint control ✗ For companies subject to significant influence	✗
SCPI of AIM	N/A	N/A	✓	✓
Résidences Hespérides	✓	N/A	N/A	N/A
Residences Nohée	N/A	N/A	✗	N/A
Altarea Energies Renouvelables, including Préjeance	✓ (b)	✓	✓	N/A
Nation Data Center	✓	✓	N/A	N/A
Operation of head office and branches	✓	✓	✓	✓
Entities with employees	✓	N/A	N/A	N/A

(a) For co-developments over which the Group exercises joint control with the co-developer, see section 4.2.2.14 Appendix - Methodological information relating to ESRS E1.
(b) Préjeance activities were excluded from the reporting in 2024.

Analysis of the companies included in the CSRD reporting

When the scope is drawn up, an analysis is carried out to determine the impacts of each company on sustainability. Mainly, this consists of excluding companies with no employees from the HR reporting, and companies that merely hold real estate and projects that have already been delivered from environmental and social reporting.

Update of the reporting scope

The scope of financial consolidation is updated quarterly by the consolidation department, which then sends it to the CSR Department to update the CSRD reporting scope.

First-time consolidation and exits during the year

First-time consolidations during the year

Subject to the information being available within the publication deadlines and taking into account their materiality, companies consolidated for the first time during the year are included in the reporting from their entry date (alignment with the scope of financial consolidation).

Exits from the scope during the year

The impact of exits from the scope during the year varies depending on the metric concerned:

- environmental and social metrics:
  - for Property Development activities: exits from the consolidation scope correspond to companies that have been liquidated or closed, whose programmes were completed several years ago and which therefore have no environmental or social impact. These exits will therefore have no impact on the value of environmental and social metrics,
  - for REIT and corporate activities: metrics are included in the reporting for the year until the exit date (alignment with the scope of financial consolidation), subject to data being available;
- HR metrics: metrics are reported until the exit date (alignment with the scope of financial consolidation).

The Group’s sustainability report covers activities upstream in the value chain (raw material suppliers, transporters, building sites, *etc.*) and downstream *(e.g.* use of buildings, water and energy supply services) on all of the Group’s activities (Retail, Residential, Business property, photovoltaic infrastructures, data centers). The value chain is described in the section “(SBM-1) Strategy, business model and value chain”.

Impacts, risks and opportunities have been identified taking into account the upstream (building site and non-building site) and downstream value chains and are presented in “(SBM-3) Material impacts, risks and opportunities and their interaction with strategy and business model”. The policies, action plans, objectives and performance metrics that cover the value chain are explicitly set out in the various sections of the sustainability report.

In preparing the sustainability report, Altarea has not made use of the option to omit specific information relating to intellectual property, know-how or the results of innovation.

Altarea confirms that no exemption from disclosure of impending developments or matters in the course of negotiation has been applied for the 2024 financial year.

(BP-2) Specific circumstances

As part of the preparation of the sustainability report, Altarea meets the requirements of the CSRD on the following information:

Time horizons

Altarea has taken into account the time horizons as described in section "6.4 Definition of short-, medium- and long-term for reporting purposes" of ESRS 1: short-term (fiscal year of reporting), medium-term (1 to 5 years) and long-term (more than 5 years). Note that, as part of the double materiality analysis (see (IRO-1) Description of the processes to identify and assess material impacts, risks and opportunities), the short-and medium-terms were merged in view of the long time frame of the real estate projects led by the Group and the resulting impacts, risks and opportunities.

For **ESRS E1 - Climate change**: the analysis of physical risks as part of the resilience analysis was based on two climate scenarios (RCP 4.5 and RCP 8.5) over the time horizons of 2030, 2050 and 2090. The time horizons applied to Property Development cover a historical period up to 2005, and a future horizon centred on 2055 (period 2041-2070).

Value chain estimates

The preparation of the metrics presented in the sustainability report requires estimates when information from the value chain is not directly measurable. The following value chain metrics had to make use of estimates:

- **Calculation of Scope 3 emissions (E1-6 Disclosure requirement)**: Scope 3 emissions are calculated in accordance with the GHG Protocol methodology. The estimates used to calculate this metric are explained in ESRS E1 section 4.2.2.10 [E1-6] Gross Scopes 1, 2, 3 and Total GHG emissions;
- **Resource outflows (E5-5 Disclosure requirement)**: waste from building sites is estimated due to the difficulty of collecting data across the entire Property Development value chain for the whole fiscal year (January 1 to December 31). The estimates used to calculate this metric are explained in the ESRS E5 section "Assumptions, methods and uncertainties";

The social ESRS related to the value chain S3 – Affected communities, S4 – Consumers and end users do not include specific quantitative metrics required by the standards. However, Altarea publishes metrics on a voluntary basis for these three standards, in response to quantifiable and measurable objectives, in connection with the IROs, as required by the texts: the estimates made concerning the calculation of the metrics are explained in the "Assumptions, methods and uncertainties" sections for the corresponding ESRS.

Other sources of uncertainty

In addition to the metrics related to the value chain, other sustainability metrics have been estimated, which are explained in the sections on the corresponding ESRS. For environmental information (ESRS E1 to E5), the sources of uncertainty arise in particular **from the availability and quality of data from external service providers** (e.g.: emission factors for ESRS E1 from data bases that flag a source of uncertainty). Assumptions and approximations are described in the corresponding ESRS E1 - Climate change and E5 - Resource use and circular economy.

The social ESRS, in particular the ESRS S1 Own workforce, are not subject to significant sources of uncertainty.

Changes compared to previous years

As 2024 is the first year of the sustainability report imposed by the CSRD, Altarea is publishing the metrics according to the ESRS expectations for first-time reporting: corrections will be specified in 2026 for the year 2025. For this fiscal year, Altarea has specified in the ESRS E1 section the corrections made to ensure comparability between 2024 and 2023.

Information deriving from other legislation or generally accepted sustainability reporting standards

The information presented in this sustainability report also falls within the scope of the following regulations:

- Altarea's sustainability statement includes information reported under the **Taxonomy Regulation** (1) to identify environmentally sustainable activities. This information can be found in section 4.2.1;
- climate risk is the subject of particular attention within the Group, in line with the recommendations of the **Task Force on Climate-related Financial Disclosures (TCFD)**. These recommendations also informed the identification of the Group's impacts, risks and opportunities.

Incorporation by reference

Altarea has endeavoured to provide a self-supporting sustainability report for users of the sustainability report. In order to keep the report readable while including all required information, certain elements are included by reference to other parts of the Universal Registration Document (URD):

- ESRS 2 DP 21, with regard to the composition and diversity of the members of the Management, the Executive Committee and the Supervisory Board, appearing respectively in sections 6.2.1, 6.2.4 and 6.2.3 of the Report on Corporate Governance (Chapter 6 of the URD);
- ESRS 2 DP 23, with regard to the description of how the Supervisory Board determines whether the skills and expertise of its members are appropriate to monitor sustainability issues, included in the Report on Corporate Governance (Chapter 6 of the URD), section 6.2.3.2, "Diversity policy" and "Expertise and skills of members", and section 6.2.3.3, "Assessment of the work of the Board and specialist committees";
- ESRS 2 DP 29, as regards the compensation policies and procedures for the Management and Supervisory Board members, included in the Report on Corporate Governance (Chapter 6 of the URD) - section 6.3;

(1) Taxonomy Regulation (EU) 2020/852, Delegated Regulation (EU) 2021/2139 ("Climate") of 4 June 2021 specifying the classification of sustainable activities, Regulation (EU) 2021/2178 ("Article 8") of 6 July 2021, specifying the reporting obligations of companies to comply with the taxonomy and the complementary delegated regulation (EU) 2022/1214 ("Climate and Article 8") of 9 March 2022.

- ESRS S4 DP 34;
- ESRS G1 DP 5, with regard to the expertise and skills of the members of the Supervisory Board and the Executive Committee in terms of business conduct, covered respectively in sections 6.2.3.2 ("Diversity policy" and "Expertise and skills of members") and 6.2.4.3 of the Report on Corporate Governance (Chapter 6 of the URD).

4.1.1.2 Governance

(GOV-1) The role of the administrative, management and supervisory bodies

To support its CSR approach, Altarea has a strong and structured governance framework. In accordance with its legal structure and organisation, several management and supervisory bodies participate, at different levels, in the development, deployment and control of the CSR strategy, and particularly ensure that the Group's activities consider environmental, social, societal and ethical issues. The role and composition of these bodies are detailed in the corporate governance report (Chapter 6 of the Universal Registration Document particularly sections 6.2.1, 6.2.4 and 6.2.3 concerning respectively the Management, the Executive Committee and the Supervisory Board, for information relating to the ESRS DP 21).

Altarea's **Management** defines the Group's strategy and, in particular with regard to its CSR approach and sustainability issues, sets its objectives and implementation methods. The objectives are set and reviewed each year at Group level based on the analysis of the non-financial reporting of the previous year, the integration of environmental and social regulatory changes, and the ambition set for alignment of consolidated revenue with the European taxonomy's objective of mitigating the effects of climate change, the reduction of its carbon footprint (carbon intensity, Group share) and the achievement of the non-financial metrics of the profit-sharing agreement, in order put the Group on a path that combines economic, social and environmental progress. These objectives are rolled out and adapted to each of the Group's activities, within the business plans of each brand and by project.

To implement and disseminate its strategy, the Management relies on the commitment of each member of the **Executive Committee** in his or her area of activity or area of responsibility. They are required to initiate operational solutions to achieve the sustainability objectives set by the Management, and to mobilise the Group's employees accordingly. They also contribute throughout the year to enriching the strategy through the vision of the business lines and their expertise (for more information on the composition of the Executive Committee, the expertise and skills of its members, and the gender diversity policy within governing bodies, see paragraph 6.2.4 "Executive Management" of the corporate governance report in Chapter 6 of the URD).

Within this committee, the **Group Strategic Marketing, CSR and Innovation Director** (see detailed presentation below), who reports directly to Management, ensures the coordination and consistency of the deployment of the Group's CSR strategy. In particular, the **CSR Department** that reports to it, composed of four employees on open-ended contracts, plays a cross-functional role in the transformation of the Company, by monitoring, training and supporting operational staff on all types of projects relating to CSR and sustainability issues in conjunction with other internal stakeholders, including the Risk Department and the Human Resources Department. In collaboration with the Group's Finance Department, under the direction of the Group Chief Financial Officer, it develops reporting tools and methods, consolidates data and measures non-financial performance. It identifies and promotes best practices, and is required to propose CSR actions to the Management and the Executive Committee to be implemented as part of its strategy. It actively contributes to regulatory watch and the training of managers, including members of the Executive Committee, and also of its external stakeholders (customers, partners, *etc.*) in sustainable development. It also schedules annual awareness-raising actions for all Group employees (e-learning courses, thematic workshops, experience sharing, *etc.*). It also manages extra-financial communications.

To advance and disseminate the CSR approach within the Group, the CSR Department relies on:

- an internal committee, the **CSR Committee**, which meets regularly to roll out these actions. This committee, composed of around forty coordinators, represents each of the Group's business lines (Residential, Business property, Retail and New businesses) and cross-functional departments (Human Resources, Finance, Internal Control, *etc.*). It meets once or twice a year to share in a cross-functional manner the Group's CSR issues, changes in regulations, the review of annual reporting and areas for improvement, and best practices. External stakeholders may also participate in order to provide an inspiring international perspective on the evolution of ESG practices; a **network of contacts** within the business lines has been set up, with regular formal meetings, to monitor the subjects of each, and to coordinate and harmonise practices throughout the Group;
- *ad hoc* **working groups** are formed to focus on targeted and operational topics with special coordinators and other participants. In particular, for the purposes of implementing the process of identifying impacts, risks and opportunities related to sustainability, a dedicated and cross-functional **Steering Committee** has been set up under the leadership of the CSR Department;
- lastly, to stay close to its stakeholders, in 2021 the Group set up a **network of operational CSR ambassadors**, open to motivated employees in all brands and business lines, one of whose missions is to relay the CSR strategy and news of the Group.

The strategic guidelines in terms of CSR are presented to Altarea's **Supervisory Board**, which carries out permanent monitoring of Altarea's management and ensures, in particular, that social and environmental issues are taken into account in the Company's activities. It is reported to annually on the results obtained by the Management, including on sustainability issues. In addition, it proposes to the General Shareholders' Meeting the appointment of the Statutory Auditors and/or independent third-party bodies who will certify the sustainability information. To carry out its mission, the Supervisory Board, composed of 14 members, 35% of whom are independent, including its Chairman, can draw on a diverse range of profiles, skills and expertise to quickly form an in-depth understanding of the Group's activities and challenges, particularly in terms of sustainability (for more information on the Board's diversity policy, the expertise and skills of the members of the Supervisory Board and their training, see paragraph 6.2.3.2, "Diversity policy" and "Expertise and skills of members", and paragraph 6.2.3.3," Assessment of the work of the Board and of the specialist committees" of the corporate governance report, reproduced in Chapter 6 of the URD).

To assist it in its work, the **Audit and CSR Committee**, an offshoot of the Supervisory Board, is responsible for examining and preparing CSR-related issues. In particular, it monitors the process of preparing sustainability information and, where appropriate, makes recommendations to ensure its integrity. In this respect, it reviews the audit approach and the double materiality matrix. The assessment of the material impacts, risks and opportunities identified were presented to it by the Group Strategic Marketing, CSR and Innovation Director and the Group Chief Financial Officer. It also monitors the effectiveness of the internal control and risk management systems. It maintains working relationships with the members of the Finance Department, internal controllers, internal auditors and Statutory Auditors. The Audit and CSR Committee also issues recommendations concerning the appointment of the Statutory Auditors and/or independent third-party bodies.

Other specialist committees of the Supervisory Board deal with sustainability issues related to their missions:

- the **Compensation Committee** ensures the proper integration of sustainability criteria, at least one of which is linked to the Company's climate objectives, to the annual variable compensation of the Management;
- the **Appointments Committee** is responsible for making proposals to achieve a balanced composition of the Supervisory Board, where applicable, particularly as regards experience and expertise, including in terms of CSR.

In particular, the impacts, risks and opportunities related to sustainability, listed below in paragraph SBM-3 "Material impacts, risks and opportunities and their interaction with strategy and business model", have been identified, assessed and prioritised according to a process described below in paragraph IRO-1. This process involves many internal contributors depending on the topics addressed (social, environment and governance) and the Group activities or brands concerned and is supported by the CSR Department and an external consultancy.

For the implementation of this process, a dedicated and cross-functional Steering Committee has been set up, bringing together members of various Group departments, including, in particular, Legal, CSR, HR, Finance, Group Consolidation, Performance and internal Control.

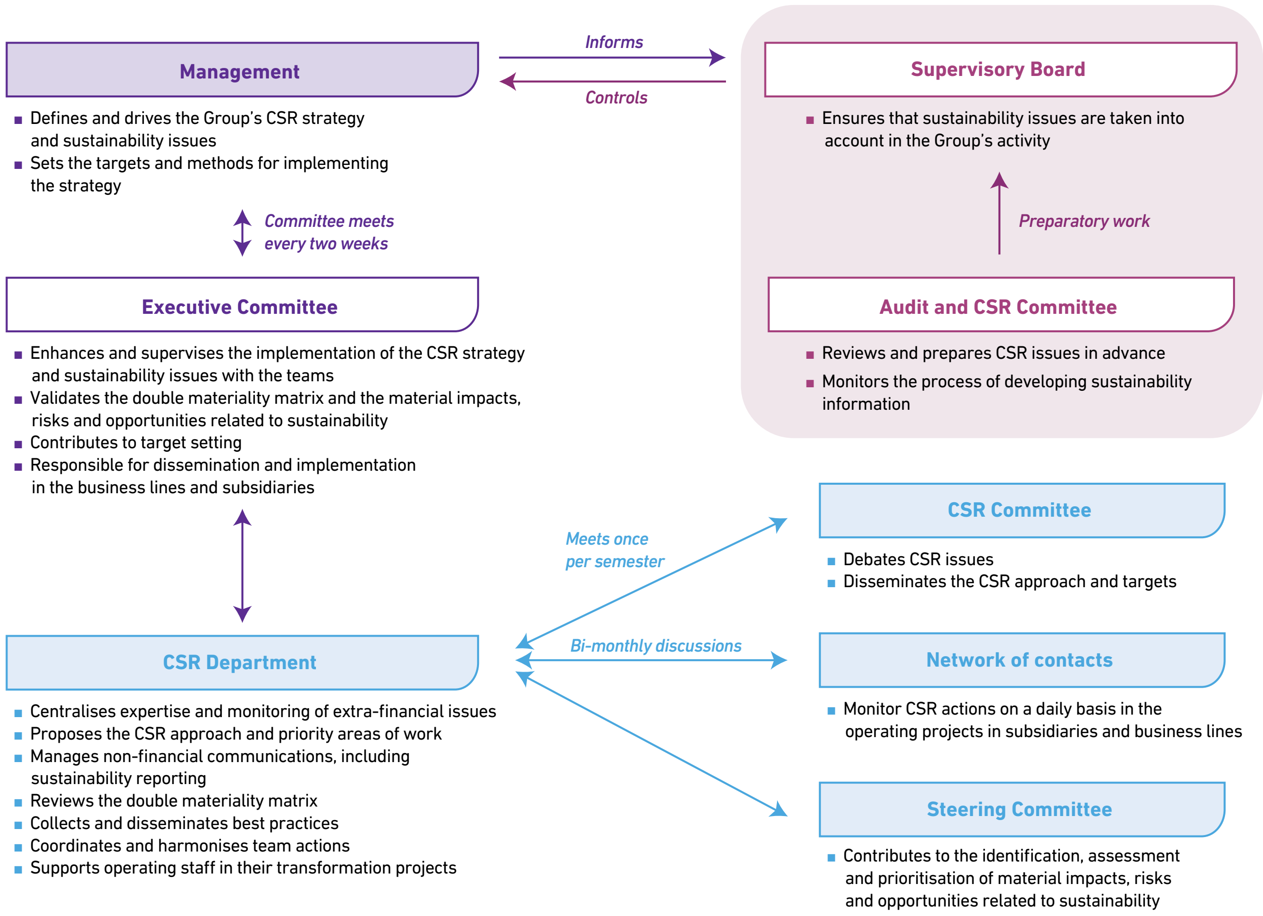
This process was implemented under the responsibility of the Executive Committee represented, as project sponsors, by the Group Strategic Marketing, CSR and Innovation Director and the Group Chief Financial Officer, who have recognised expertise and skills in sustainability issues:

- Nathalie Bardin, 59, has more than 30 years of experience in change management, corporate social responsibility, strategic marketing, corporate communications and influence. After studying political science and a master's degree in journalism in the United States, she became consulting director and then associate director in international communication groups (Burson-Marsteller, Havas). Following an entrepreneurial experience, she joined Cogedim, then Altarea Cogedim as Group Communications Director from 2006 to 2014. In 2014, she became a member of Gecina's Executive Committee as Director of Marketing, Communication and Innovation. She is now Director of Strategic Marketing, CSR and Innovation at Altarea and a member of the Executive Committee. For nearly 10 years, she has structured the CSR approach, implemented non-financial reporting and its controls across the Group and all its brands, initiated and coordinated with the Finance Department on the decarbonisation trajectory, management of the European taxonomy and the CSRD, instilling an ESG culture in all employees. As a member of the Sustainable Real Estate Observatory and numerous associations specializing in sustainable development, she received the Pierre d'Or Green Innovation/CSR award from the real estate world in 2022.
- Éric Dumas, 53, is a graduate of HEC Paris (1995). After beginning his career at Arthur Andersen in 1995, he joined the Altarea Group in 1999 as Financial Controller. He became Chief Financial Officer in 2003, and managed the Group's main historical financial operations: primary (2000) then secondary (2022) fundraising, IPO (2004), acquisition of Cogedim (2007), financial management of three major crises (2008, 2020 and the real estate crisis of 2022). Under his leadership, Altarea's consolidated equity increased from 60 million francs to €3.5 billion. Besides heading the Group Finance Department, the IT Systems Department (DSI) and the Group Corporate Legal Department also report to him. He is a member of the Group's Executive Committee, and Manager of Altarea Management, a Group resources company that brings together the main support functions. Recognised as an expert in environmental performance measurement, he has overseen the development of carbon accounting for all of the Group's activities, making it possible to monitor its carbon performance with the same rigour as its accounting performance (same data base, same legal scope, same consolidation rules, dedicated IT system interfaced with accounting tools).

The double materiality matrix, presented by the Group Director of Strategic Marketing, CSR and Innovation and the Group Chief Financial Officer, is approved by the Executive Committee and Management, and reviewed by the Audit and CSR Committee, whose Chairwoman reports to the Supervisory Board.

A simplified review of the double materiality matrix is scheduled once a year by the CSR Department and in the event of significant changes in the Group's activities. A more in-depth review is planned every three years. The double materiality matrix may also evolve to incorporate significant changes to the Company (M&A, for example), while remaining consistent with the Group's risk mapping. Risk mapping is managed by the Risk Department, presented to Management and the Executive Committee, and used to decide corrective and preventative action plans. The internal control procedures related to the double materiality analysis process are being defined.

The Executive Committee relies on internal stakeholders (CSR Department, Finance Department, Human Resources Department, Legal Department, *etc.*) for the control, management and monitoring of sustainability impacts, risks and opportunities. The heads of the Group's brands and business lines integrate monitoring of the objectives and actions specific to their activity into their own management committees. The Group Director of Strategic Marketing, CSR and Innovation reports to Management the results of the CSR strategy in line with the impacts, risks and opportunities identified in the strategic roadmap. Items are also regularly discussed at Executive Committee meetings. The Audit and CSR Committee is kept informed each year as part of its mission of monitoring the process of preparing sustainability information.



(GOV-2) Information provided to the administrative, management and supervisory bodies

Throughout the year, the Group Director of Strategic Marketing, CSR and Innovation informs Management about the Group's CSR performance metrics. This information is collected, consolidated and analysed by the CSR Department, in collaboration with the Group's Finance Department. In particular, she presents the results of the CSR strategy in relation to the impacts, risks and opportunities identified in the strategic roadmap. Items are also regularly discussed at Executive Committee meetings. The heads of the Group's brands and business lines integrate monitoring of the objectives and actions specific to their activity into their own management committees.

The Supervisory Board is informed annually of the results obtained by the Management as part of the Group's CSR strategy.

Each year, an item on the Audit and CSR Committee's agenda is devoted to the review of CSR and sustainability issues. Matters addressed in 2024 included the review of the non-financial performance statement (DPEF), environmental performance, European taxonomy and decarbonisation strategy, action plans and outlook, the "Say on climate" resolution presented to the General Shareholders' Meeting and the recommendation for the appointment of sustainability certifiers. A meeting of the Audit and CSR Committee was also devoted to the CSRD regulations and the work carried out in preparation for the first sustainability report in 2025. The audit approach and the double materiality matrix were presented by the Group Director of Strategic Marketing, CSR and Innovation and the Group Finance Director. The Audit and CSR Committee also reviewed the assessment of the material impacts, risks and opportunities identified at the end of the double materiality analysis process, the exhaustive list of which is provided below in paragraph SBM-3. " Material impacts, risks and opportunities and their interaction with strategy and business model". The Chairwoman of the Audit and CSR Committee reports on this work at the next Supervisory Board meeting.

(GOV-3) Integration of sustainability-related performance in incentive schemes

The involvement of all Group employees in sustainability issues is encouraged by including the results in these areas in the financial incentive systems. For many years, management, supported by the Group's Human Resources Department, has involved employees in the progress of the Group's results and performance. Accordingly, in 2023 and 2024, the incentive scheme was maintained despite the current tense and uncertain economic context in the real estate sector. The overall incentive package is distributed among beneficiaries based on length of service and salary. This respects everyone's contribution in the drive to raise productivity and improve the organisation of work, and rewards loyalty. The incentive is calculated according to the degree of achievement of a financial criterion linked to Funds from operations, Group share) and non-financial criteria based around 3 factors: Climate (taxonomy-related metrics, corresponding to the share of revenue aligned within the meaning of European taxonomy and to the carbon intensity expressed in grammes of CO_2 emitted per euro of revenue), Employees (female representation in management, mobility and internal promotion) and Customers. The medium- and long-term multi-year variable compensation of the Group's Officers and Managers, including the members of the Executive Committee, also includes non-financial criteria aligned with the aforementioned 2023-2024 incentive agreement. The vesting of 50% of their free shares grant is subject to the achievement of financial and non-financial performance objectives over two fiscal years. Up to 25% of the total shares granted depends on the achievement of progressive FFO thresholds, Group share, and up to 25% on a number of objectives related to climate (up to 9%, of which 4.5% related to taxonomy and 4.5% to carbon intensity), human resources (up to 8%), particularly in terms of the number of women in the most important positions and internal mobility/promotion, and customer satisfaction (up to 8%).

The Management's compensation structure is consistent with that applicable to the Group's senior executives. The Management's compensation policy, adopted several years ago by the General Shareholders' Meeting, stipulates that the terms and conditions of variable compensation must be set by the Supervisory Board, incorporating several criteria related to CSR, including at least one related to the Company's climate objectives. It should be noted that the Management has exceptionally waived in advance any variable compensation for the 2024 fiscal year, given the difficulties experienced by the real estate sector and the impacts of the crisis on the Group's activities. In 2023, part of the management's variable compensation depended on non-financial ratings results and CSR-related criteria, including several related to the Company's climate objectives, such as the deployment of the decarbonisation strategy in Development activities, the environmental sustainability of the Group's activities (based on the share of the Group's 2023 consolidated revenue considered to be aligned according to the European taxonomy) and the Group's carbon performance (based on the Group's greenhouse gas emissions in 2023, measured in tonnes of CO_2 equivalent/consolidated revenue). For more information on Management compensation, see the corporate governance report in chapter 6 below (6.3 "Compensation of management and supervisory bodies").

(GOV-4) Statement on due diligence

Altarea is not subject to Act 2017-399 of 27 March 2017 on the duty of vigilance in France. However, information relating to the CSRD's duty of care is provided in this sustainability report in the following sections:

Core elements of due diligence	Paragraphs in the sustainability statement
a) Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-1 and GOV-2
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 SBM-2 ESRS S1 S1-2 ESRS S2 S2-2 ESRS S3 S3-2 ESRS S4 S4-2
c) Identifying and assessing adverse impacts	ESRS 2 IRO-1 and SBM-3
d) Taking actions to address those adverse impacts	ESRS S1 S1-3 ESRS S2 S2-3 ESRS S3 S3-3 ESRS S4 S4-3
e) Tracking the effectiveness of these efforts and communicating	ESRS S1 from S1-5 ESRS S2 S2-5 ESRS S3 S3-5 ESRS S4 S4-5

This information is based on the UN Guiding Principles on Business and Human Rights and the OECD Principles of Corporate Governance.

(GOV-5) Risk management and internal controls

The governance and management of internal control are described in Chapters 5 and 6 of the Universal Registration Document. With regard to sustainability information, the internal control process includes:

- a first level of control under the responsibility of the Group's operational departments (*e.g.* legal, human resources, by brand or activity for environmental information) which are responsible for producing, consolidating and analysing the data. In Property Development, they are also responsible for making any necessary estimates (data on waste, for example);
- a second level of control under the responsibility of the CSR Department which verifies the consistency and integrity of the data (discrepancies between transactions, variations compared to the previous year, detection of any aberrant data, consistency vs. type of activity, *etc.*) as well as the exhaustiveness of the reported data. In the event of non-exhaustive data, the CSR Department calculates the coverage rates.

The few non-compliances identified led to corrective measures: the CSR Department detected data presenting anomalies and contacted the operational teams in order either to obtain the correct data and correct the values, or to exclude them from the reporting where it was not possible to correct or estimate them.

As described in Chapter 5 of the Universal Registration Document, the risk mapping carried out every three years already includes sustainability risks, such as climate risk. This mapping is managed by the Risk Department, presented to Management and the Executive Committee, and used to decide corrective and preventative action plans. The sustainability risks resulting from the risk mapping were reviewed and reassessed as part of the double materiality analysis.

The next step will be to integrate all the identified material (gross) risks during the double materiality analysis into the Group risk mapping. This first involves a net risk analysis; then, each risk identified as significant at Group level, will be fully integrated into the Company's overall risk management process. Once this merger has been completed, Altarea will be able to implement a risk management system and internal control process in the Group's internal procedures.

4.1.1.3 Strategy

(SBM-1) Strategy, business model and value chain

Since its creation, Altarea has deployed a business model based on two pillars with complementary financial profiles: Investor and Developer (see business review for details of the two pillars).

The combination of these two financial models, Investor and Developer, allows the Group to diversify its exposure to the various real estate cycles with an optimised return on capital employed and a lower financial risk than a pure play developer, particularly in periods of market downturns.

As a developer, Altarea develops innovative and attractive real estate projects, while its REIT business provides it with stable and recurring income through the management of its assets. This complementarity provides better financial resilience, enabling Altarea to maintain its solidity, even in times of crisis. With its unique skills platform, the Group has the agility to seize market opportunities while limiting its risks. In the structuring business lines of Retail, Residential and Business Property, Altarea has extended its development activities to two new markets: photovoltaic infrastructures on the one hand, and data centers on the other hand, with the same double model: Investor - Developer.

This structure gives Altarea the strength to meet the needs of the immense urban transformation market, which is being driven largely by changes in use, fundamental housing needs, the need to rethink urban planning, essential data sovereignty, the development of renewable energies and, more broadly, the low-carbon revolution. To address this immense market, the Group has developed a system that is unique in France, enabling it to act with an unrivalled real estate offer, expertise in complex real estate and recognised brands in the following activities:

- Residential: new housing of all types, managed residences, historical monuments, with a presence throughout France (Paris Region, major and medium-sized cities);
- Retail: large shopping and leisure centres, retail parks, convenience stores in stations and convenience stores;
- Business Property: offices of all formats, logistics platforms, business and industrial premises, hotels, schools and campuses;
- Photovoltaic infrastructures: complete range of solar power plants integrated into the buildings, car park shades, agrivoltaic systems;
- Eco-responsible data centers of all sizes, in colocation or hyperscale.

This unique offering is a key selling point that means the Group can talk to local authorities about all their development and transformation issues.

The types of markets and associated offers cover the main categories of customers presented below to adapt to both the changes in use that now affect almost all real estate products and climate change (energy sufficiency).

Altarea ressources...

Altarea share capital
- Share of capital held by the family of the founding Chairman: nearly 46%
- Share of capital held by employees around 4.5%

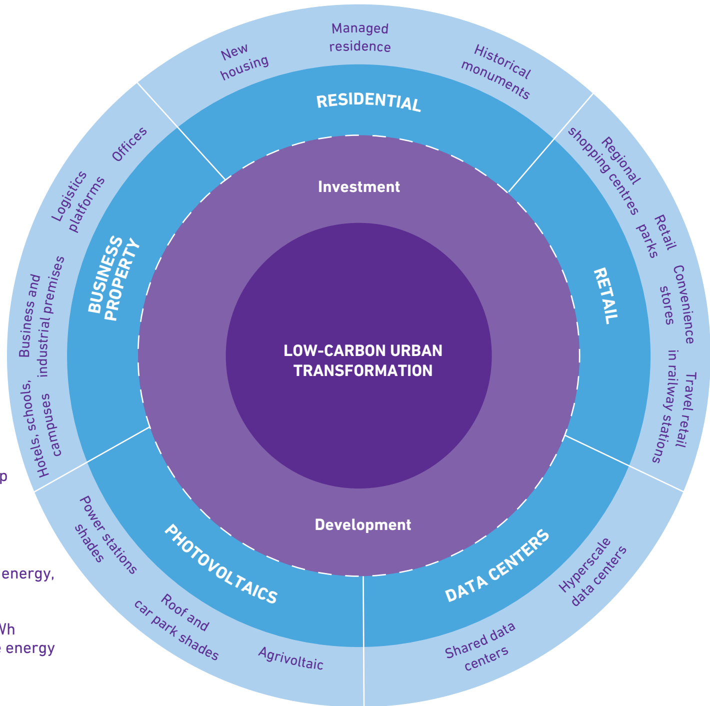
Financial capital
- Equity: Not available
- Cash: €2,530 million
- Net debt: €1,681 million
- Residential new orders: €1,875 million incl. tax
- Retail net rents: €216.4 million
- Revenue: €2,768.5 million

Human capital
1,981 employees across the Group's various activities and brands

Real estate capital
- Value of assets under management: €5,275 million
- Assets under management, Group share: €2,266 million
- Land acquisitions: 6,282 units

Natural capital
- Raw materials (iron, sand, wood, energy, water, soil)
- Ecosystem services
- Energy consumption: 126,893 MWh
- Share of renewable energy in the energy consumed: 93%

...supporting a diversified model of urban transformation



Type of real estate assets
Principal Group activities
Major classes of Group products and services
Group strategy

...creating value for all our shareholders

Clients
- Residential investors and buyers, tenants, residents
- Visitors, retail brands
- Companies using offices, logistics warehouses, data centers
- Individual investors
- Marketing partners

Employees
- Employees, candidates

Suppliers and service providers
- Building site workers (project management, tradespeople, *etc.*)
- Suppliers/Service providers

Financial partners and analysts
- Financial partners and shareholders (major shareholders, individuals)
- Project partners (co-investors, landowners and agricultural cooperatives)
- Financial and non-financial rating analysts and organisations

Company
- Local authorities and government
- Affected communities (users of urban space, residents of neighbourhoods transformed by Altarea, jobs created)
- Sector working groups
- Public opinion, analysts, media

Nature

The Group's urban transformation strategy is mainly carried out in France, but also in Italy and Spain. In 2024, the Group's performance in its markets and by geography is as follows:

Revenue *(€ millions)*	31/12/2024					31/12/2023				
	France	Italy	Spain	Others	Total	France	Italy	Spain	Others	Total
Retail	271.4	9.5	13.6		**294.5**	233.9	9.2	13.4		**256.4**
Residential	1,998.8				**1,998.8**	2,251.9				**2,251.9**
Business property	475.2				**475.2**	204				**204**
TOTAL	**2,745.4**	**9.5**	**13.6**		**2,768.5**	**2,689.8**	**9.2**	**13.4**		**2,712.3**

In the development of its strategy, Altarea's talents are a real asset. The Group has 1,981 employees distributed as follows:

Number of fixed-term and open-ended contracts	31/12/2024			31/12/2023	
	Number	Share	Change (year-on-year)	Number	Share
France	1,963	99.1%	-8%	2,132	99.1%
Spain	4	0.2%	-20%	5	0.2%
Italy	14	0.7%	-	14	0.7%
TOTAL	**1,981**		**-8%**	**2,151**	

The Group's diversified strategy for urban transformation, which serves social utility, must also be accompanied by an approach of environmental sufficiency. Thus, **Altarea's strategic priorities** are closely linked to its sustainability objectives, which aim to transform the city to offer low-carbon urban solutions with high social utility: the development of the Group's products and services, the response to new customer needs, territorial anchoring in the regions where the Group operates and the long-term relationships with Altarea's stakeholders are all issues that are part of a sustainable approach.

Altarea has deployed strategic ESG objectives as follows:

Retail	Reduce the carbon impact and improve energy efficiency, in conjunction with retailers Managing physical risks And thus guarantee the maintenance of the value of the assets
Residential	Development of a "new generation" offering that is low carbon, affordable and profitable Apply the approach in each brand in accordance with their specificities
Business property	Promote rehabilitation where possible Logistics: contribute to streamlining flows and thus reducing their impact
Other activities	Deploy ESG management of assets to increase their value, in real estate asset management (AIM) Enabling regions to access decarbonised energy from renewable sources (photovoltaic infrastructures) Meeting the challenges of digital data sovereignty by guaranteeing the best energy efficiency (data centers)

With regard to these strategic objectives, each of the Group's activities is part of a low-carbon approach that creates social value. Altarea is developing products to serve these sustainability objectives, for example:

- a **retail offer** to meet the essential needs of populations: travel retail in railway stations, affordable retail in retail parks, convenience stores, *etc.*;
- the **residential offer**, and in particular the Access programme that facilitates home purchases for first-time buyers, in an environment of stretched purchasing power;
- **low-carbon projects developed by Woodeum**, pillars of the sustainable city thanks to their low environmental impact;
- **renovation and refurbishment, the true know-how of the Histoire & Patrimoine and Altarea Entreprise brands**, the most effective solutions to reduce the consumption of resources;
- **photovoltaic infrastructures**, enabling the integration of renewable energy in the regions as well as in the Group's projects;
- **managed residences, particularly senior residences**, living spaces developed in an intergenerational diversity approach.

While Altarea is developing new products to serve urban transformation, major challenges remain in all of the Group's activities: access to housing, and more specifically to high-performance housing in terms of sustainability, the social acceptability of urban transformation, and likely future strengthening of environmental regulations.

By developing an agile and resilient business model, Altarea shows it can quickly adapt to market changes and regulatory requirements, while remaining focused on sustainability and innovation and attentive to the needs of customers.

A comprehensive model dedicated to low-carbon urban transformation

In order to deploy its strategy and meet the major challenges of urban transformation, the Group relies on solid assets and a multi-business model with new activities.

The resources required by the Group's business model are assets to deliver its solutions:

Resource categories	Types of resources
Altarea resources	■ Entrepreneurial DNA: share of capital held by the family of the Founding Chairman: nearly 46% ■ Share of capital held by employees: around 4.3% ■ Skills platform: presence across the entire real estate value chain enabling the development of multi-business expertise ■ "Tous Engagés !" CSR approach: commitment of all the Group's business lines to the transformation of its activities
Financial resources	■ Equity: €3,163 million ■ Liquidity: €2,530 million ■ Net financial debt: €1,681 million ■ Residential new orders: €1,875 million incl. tax ■ Retail net rents: €216.4 million ■ Revenue: €2,768.5 million ■ A resilient model: the specificity of Altarea's model remains its ability to withstand shocks through the diversity of its real estate activities. The Group's sources of revenue are diversified and complementary
Human resources	■ Number of employees: 1,981 ■ 506 work-study students welcomed in 2024, including 302 in the workforce at the end of the year, ■ Employee training *via* the Digital Academy, Altarea's innovative training platform
Real estate resources	■ Assets under management: €5,275 million ■ Assets under management, Group share: €2,266 million ■ Land acquisitions: 6,282 units
Environmental resources	■ Raw materials (iron, sand, wood, energy, water, soil) ■ Ecosystem services: Altarea benefits from several ecosystem services: protection against extreme climate events, the supply of water and biosourced resources or even the contribution in kind increasing the attractiveness of projects. ■ Energy consumption: 126,893 MWh ■ Share of renewable energy in the energy consumed: 93%

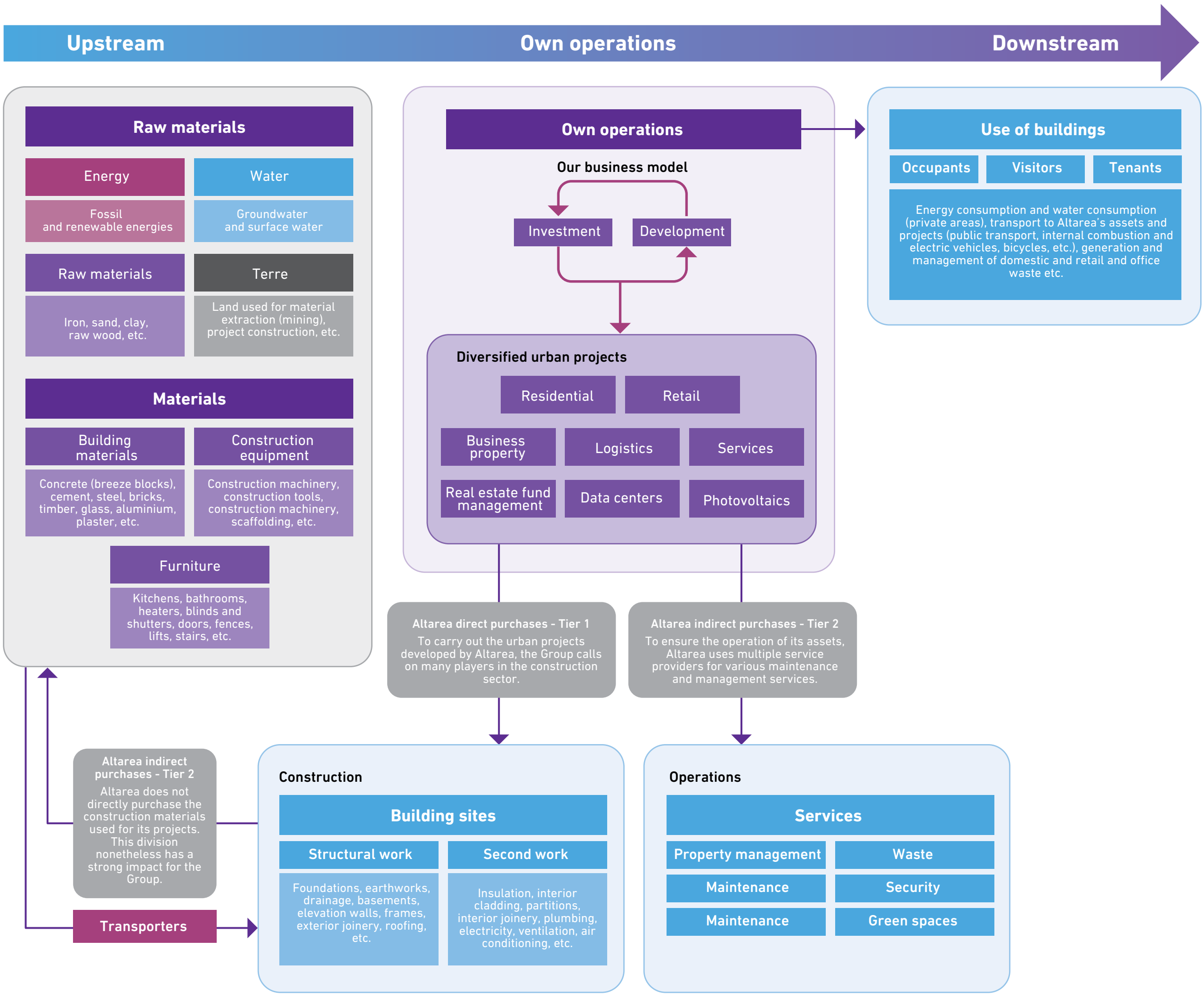
To obtain, develop and secure its resources, Altarea relies on the strengths of its model. "Altarea resources", which correspond to resources anchored in the Group's DNA, combined with financial resources, enable Altarea to develop its real estate resources. Human resources, nurtured and retained through the Group's HR strategy, enable Altarea to develop its projects, contributing to financial resources and relying on a contribution of environmental resources.

These resources enable Altarea to deliver urban solutions that generate value for all its stakeholders:

Types of stakeholders	Breakdown of stakeholders	Value created for stakeholders	Additional data available
Clients	■ Home buyers and investors ■ Occupants of housing (tenants, residents)	+6,700 housing units reserved in 2024 (excluding managed residences) +1,300 homes put up for sale to first-time buyers	ESRS S3 and S4
	■ Visitors ■ Retail brands	+1,300 retailers available 7 shopping centres in stations	ESRS S4
	■ Companies using offices, logistics warehouses, data centers	650,000 m² of logistics space managed	ESRS S4
	■ Individual investors (SCPI, Histoire & Patrimoine)	Alta Convictions, a SCPI with a payout ratio of 6.50%	ESRS S4
	■ Marketing partners	Altarea Partenaires platform: ■ residential units available throughout France, new and old buildings refurbished ■ a multi-brand multi-tax platform ■ a comprehensive range of services ■ financing and rental management solutions ■ powerful sales support tools ■ privileged contacts ■ free training	ESRS S4
Employees	■ Employees	Altarea is a university for urban transformation professions A Top Employer certified company Value sharing, notably through employee shareholding	ESRS S1
	■ Candidates	Roles in all city-related professions and an onboarding process	ESRS S1
Suppliers and service providers	■ Site workers (project management, artisans, *etc.*)	Altarea creates added value for all its suppliers and service providers by offering them significant market opportunities and enhancing their know-how through large-scale and sustainable projects	ESRS S2
	■ Suppliers/service providers		ESRS S2
Financial partners and analysts	■ Financial partners and shareholders (major shareholders, individuals)	Altarea is a solid financial partner	-
	■ Project partners (co-investors, landowners and agricultural cooperatives)	Altarea is a solid financial partner with a unique skills platform	-
	■ Financial and non-financial rating analysts and organisations	Altarea provides transparent and detailed information on its economic, social and environmental performance, facilitating their assessment by third parties	-
Company	■ Local authorities and government	■ Altarea is a general interest partner of local authorities and participates in urban transformation	ESRS S3
	■ Communities affected positively (users of urban space, residents of neighbourhoods transformed by Altarea, different generations of populations present, people benefiting from sheltered, induced and indirect jobs, associations and their beneficiaries) ■ Affected communities that may be negatively impacted by Altarea's activity (local residents near operations, communities affected by the extraction of raw materials)	■ 46,500 jobs supported by Altarea in 2024 ■ 6,600 housing units delivered in high-demand areas ■ 2,800 social and intermediate units sold in municipalities with a housing shortage	ESRS S3
	■ Sector working groups	Altarea actively participates in numerous sector initiatives	-
	■ Public opinion, analysts, media	Altarea positions itself as an opinion leader on real estate issues: expert contributions to working groups, positions taken, *etc.*	-
Environment	■ The planet	Altarea aims for eco-sufficiency in all its business lines	ESRS E1, E3, E4, and E5

The Group's value chain

Altarea's value chain can be mapped as follows:



The **Group's own operations** reflect the presentation of Altarea's business model: the Group is present in multiple markets, in which the Group acts as a developer, operator or manager: Residential, Retail, Business Property, data centers and photovoltaic infrastructures.

At the very upstream end of the value chain, the "non-building site" upstream starts with the most raw resources, such as energy, water and land used by all players in the value chain, then flows from raw materials, transformed in a second stage into various construction materials (concrete, cement, steel, glass, *etc.*).

In its Property Development activities, Altarea develops projects that are carried out by players from the construction sector (general contractors, specialist tradesmen, *etc.*), grouped together in **building sites called "upstream building sites"**, acting under the Group's direction. When the Group refers to its value chain in the sustainability report, it distinguishes between the upstream of the value chain (raw materials, materials) and building sites in order to be more precise about their respective sustainability issues.

The downstream value chain consists of the use of buildings, the energy and water needs of users, the waste generated by users, and the associated travel by visitors to and occupants of the urban spaces developed by Altarea.

Revenue by type of activity according to Regulation (EU) 2019/2088

Altarea has not identified any topical ESRS specific to the real estate sector and therefore does not report any additional revenue in its sustainability report.

In addition, Altarea's offers do not cover the following activities [1]: activities in the fossil fuel sector, the production of chemical products, the weapons sector or the cultivation and production of tobacco.

(1) *This information meets the information needs of financial market participants subject to Regulation (EU) 2019/2088 on the main negative impacts defined in the tables in Annex I of Commission Delegated Regulation (EU) 2022/1288 concerning disclosure rules for sustainable investments.*

Metrics relating to activities covered by Regulation (EU) 2019/2088

(in € k)	31/12/2024	31/12/2023
Fossil fuel sector revenue	0	0
Revenue derived from the chemical production segment	0	0
Revenue from the armaments sector	0	0
Revenue derived from tobacco growing and production	0	0

(SBM-2) Interests and views of stakeholders

Due to the diversity of its activities and business lines, Altarea has connections with a wide range of stakeholders. The table below shows the procedures for dialogue with stakeholders:

Types of stakeholders	Breakdown of stakeholders	Organisation of dialogue	Purpose of the dialogue	Consideration of stakeholders
Clients	■ Buyers of residential units and investors ■ Occupants of housing (tenants, residents) ■ Visitors ■ Retail brands ■ Companies using offices, warehouses, data centers ■ Individual investors (SCPI, Histoire & Patrimoine) ■ Marketing partners	■ Customer satisfaction survey, follow-up meetings with user companies ■ Ongoing dialogue with customers *via* customer relations teams (information on project progress, communication on projects, direct dialogue on customer expectations and opinions, *etc.*) ■ Environmental committee provided for by the green lease to discuss measures to reduce the environmental footprint with tenants ■ Satisfaction survey on training with marketers	Understanding their needs and expectations, improving satisfaction and loyalty, and adapting products and services accordingly.	■ Analyses of evolving customer expectations to integrate them into the development of new products and services, studied **by real estate development teams and product teams** ■ Improvement of current products and services based on customer feedback
Employees	■ Employees ■ Candidates	■ Consultation with the brands Social and Economic Committees (CSEs) ■ Internal communication ■ Individual interviews ■ Feedback on training	Ensure their well-being and commitment, including respect for human rights, and create a working environment adapted to their needs	■ Analysis of employee expectations and needs to develop well-being initiatives, improve training and develop commitment, studied by **the HR team**
Suppliers and service providers	■ Site workers (project management, artisans, *etc.*) ■ Suppliers/service providers	■ Ongoing dialogue throughout operations (contracts, meetings) ■ Responsible purchasing charter included in contracts to open dialogue on CSR topics with suppliers	Ensure the smooth running of the Group's activities by guaranteeing fair and sustainable relationships, including respect for human rights, by maintaining the quality and continuity of supplies, and by collaborating on more sustainable practices	■ Monitoring of progress, problems and requests from suppliers and service providers **by the operational teams (programme managers, technical managers, shopping centre management, *etc.*)**
Financial partners and analysts	■ Financial partners and shareholders (major shareholders, individuals) ■ Project partners (co-investors, landowners and agricultural cooperatives) ■ Financial and non-financial rating analysts and organisations	■ Shareholders' Meetings and online contact forms for investor relations ■ Ongoing and long-term dialogue with project partners ■ Publication of Group news, press releases and official documents (financial results, Universal Registration Document, *etc.*)	Strengthen strategic relationships, ensure transparency and mutual trust and collaborate on common projects to achieve shared objectives	■ Monitoring the expectations of financial partners **by the brands and the Finance team** to develop the business model and guide the Group's strategy ■ Response to questionnaires from financial and non-financial rating organisations and integration of their expectations into the Group's practices by the finance and CSR teams to improve its results

Types of stakeholders	Breakdown of stakeholders	Organisation of dialogue	Purpose of the dialogue	Consideration of stakeholders
Company	■ Local authorities and government ■ Affected communities ■ Sector working groups ■ Public opinion, media	■ Consultation with local authorities ■ Participation in sector working groups (Observatoire de l'Immobilier Durable, Label'ID, BIG, BBCA, Booster du Réemploi, Booster des ENR&R) ■ Consultation of affected communities on certain projects ■ Group news publications	Understanding the expectations of local authorities and communities, understanding the regional impacts of the Group's activities and communicating transparently on the Group's development	■ Analysis of the needs of local authorities and local communities to integrate them into the development of new products and services, studied by **the product teams** ■ Monitoring of breaches of local communities to provide solutions and repairs by **the CSR team** ■ Integration of collective progress made within the framework of sector working groups in the projects of the CSR team ■ Public opinion feedback sent to the Group's departments by **the communication team**
Environment	■ The planet	The planet is a silent stakeholder. However, dialogue can take place through its representatives: ■ Participation in sector working groups on sustainable real estate transformation ■ Consultation of experts' documentation on environmental issues ■ Consultation of NGO documentation	Measuring the Group's impacts on the planet in order to align Altarea's business model and strategy with society's sustainable transformation requirements	■ Monitoring by the CSR team of environmental news in order to focus the Group's CSR initiatives on the main sustainability issues

The table below presents the measures for integrating stakeholders' views and interests into the strategy and business model:

Types of stakeholders	Breakdown of stakeholders	Interests and views of stakeholders	Strategy and business model changes taking into account stakeholders' interests
Clients	■ Buyers of residential units and investors ■ Occupants of housing (tenants, residents) ■ Visitors ■ Retail brands ■ Companies using offices, warehouses, data centers ■ Individual investors (SCPI, Histoire & Patrimoine) ■ Marketing partners	■ Obtain a high-quality and affordable final real estate product that is a profitable and safe investment ■ Live in high-quality, dynamic, well-located and accessible living spaces ■ Access to diversified commercial spaces, adapted to the varied profiles of visitors and ensuring competitive footfall for tenants ■ Contribution of offices, warehouses and data centers to improving the performance of their corporate customers ■ Access to recognised real estate expertise to grow investors' savings	The customer culture guides the Group's strategy, focusing on a comprehensive range of housing, shops, offices, data centers and photovoltaic infrastructure: ■ Development of real estate programmes that are affordable for people with low purchasing power (Access) ■ Development of new brands focused on sustainability issues to improve the Group's expertise (Woodeum, *etc.*) ■ Diversification of activities with the development of a photovoltaic energy brand to improve the inclusion of renewable energy in projects (Altarea Énergies Renouvelables)
Employees	■ Employees ■ Candidates	■ Work in an attractive environment that prioritises the development of stimulating careers and offers comprehensive support for employee skills development	■ Deployment of the HR value-sharing strategy ("Tous en Actions" employee shareholding system, "value sharing" bonuses, salary increases) ■ HR strategic objective to make Altarea the leading training school in France for urban transformation professions

Types of stakeholders	Breakdown of stakeholders	Interests and views of stakeholders	Strategy and business model changes taking into account stakeholders' interests
Suppliers and service providers	■ Site workers (project management, tradespeople, *etc.*) ■ Suppliers/service providers	■ Develop long-term and trustworthy business relationships ■ Participation in diversified projects benefiting from Altarea's real estate expertise	Altarea adapts its strategy to integrate the interests of its suppliers and service providers while promoting responsible and sustainable purchasing practices. The Group ensures fair and transparent relationships, while encouraging innovation and collaboration
Financial partners and analysts	■ Financial partners (investors) ■ Project partners (co-investors, landowners and agricultural cooperatives) ■ Financial and non-financial rating analysts and organisations	■ Participation in projects generating high added value ■ Positive returns on investment ■ Access to additional income through Group projects ■ Access to transparent and accurate information on the Group's financial and non-financial performance	■ Diversification of activities with the development of new brands to ensure the long-term resilience of activities (Altarea Investment Manager, Altarea Énergies Renouvelables, logistics, data centers)
Company	■ Local authorities and government ■ Affected communities ■ Sector working groups ■ Public opinion and media	■ Develop regions by improving their dynamism and meeting their real estate needs (housing, shops, logistics, *etc.*) ■ Improve urban living spaces according to the needs of local communities ■ Sustainably and collectively transform the real estate sector	■ Group strategy for "low-carbon urban transformation" focused on the issues of sustainability and regional development ■ Strategic positioning of "Public interest partner for cities and those who live in them" aimed at continuous improvement of the local integration of projects (choice of project location, essential retail offer, diversified housing offer, urban diversity, green spaces, *etc.*)
Environment	■ The planet	■ Preserve environmental conditions that help sustain ecosystems ■ Adapt the Group's business model and strategy to environmental challenges ■ Implement sustainable practices along the value chain	■ Group strategy for "low-carbon urban transformation" focused on the issues of sustainability and regional development ■ "Tous Engagés !" CSR approach pursuing sustainable transformation of the Group's business lines and activities ■ Continuous improvement of the Group's resilience to climate risks to ensure the sustainability of the business model

Clients

Customer satisfaction is at the heart of Altarea's business model. The model is designed to meet diverse and complementary needs, and offer a comprehensive real estate experience to the wide variety of customers who interact with it. To ensure that the real estate products and services developed by Altarea meet customer expectations, the Group must put the interests of customers at the heart of its concerns. In this way it can contribute to positive impacts in the areas of purchasing power, affordability and the quality of the buildings offered to customers. This virtuous circle of adapting real estate products and services to customer concerns supports the Group's strategy and perpetuates its agile business model for low-carbon urban transformation.

Taking into account the interests of Altarea's customers, for example, led to the creation of the new Access offer, tailored to the purchasing power of French citizens to enable first-time buyers to become homeowners. This offer is focused on customers in an income bracket that starts just above minimum wage, who are currently renting in the private or social sectors and who never thought they could become home owners.

Employees

Altarea's employees are key stakeholders in the Group's successful promotion of low-carbon urban transformation. The base level of communication is that employees are informed *via* the CSEs of strategic decisions and changes in the Group's business model, as well as the Group's financial results (quarterly, half-yearly and annual). Beyond this, employees are also kept informed *via* the Group's intranet and the corporate social network. This information may lead to consultations on certain structural decisions to factor the employees' viewpoint into the conduct of the Group's business.

Suppliers and service providers

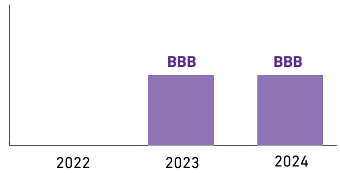
Suppliers and service providers are key stakeholders in realising the Group's value proposition. Altarea works with a multiplicity of suppliers and service providers in the conduct of its property development and real estate activities. To ensure long-term relationships with its suppliers and to avoid worsening the identified material impacts, the Group takes their views into account and adapts its real estate projects on a case by case basis.

Financial partners and analysts

Financial partners and investors constitute a key stakeholder group for Altarea from a financial and reputational point of view. To guide investors, Altarea's financial and sustainability performance is regularly reviewed by non-financial rating agencies. Analysis of the results obtained allows the Group to continuously improve performance.

Ratings obtained by agency | **Comments**

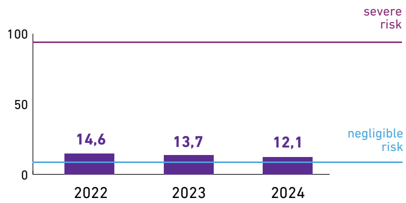
MSCI



In 2023, MSCI updated Altarea's rating to BBB, in line with the sector average.

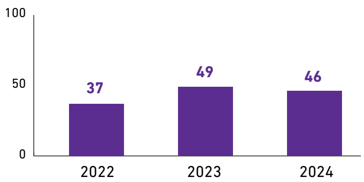
This rating is unchanged on the previous year and Altarea continues to outperform the sector average on environmental issues.

SUSTAINALYTICS
a Morningstar company



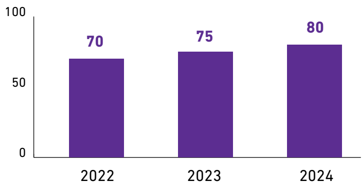
Altarea has maintained a stable rating since 2019 and Sustainalytics rates the Group's ESG risks as "low".

S&P Global Ratings



Altarea is in the first decile of companies in the sector.

EthiFinance ESG ratings



Altarea is also continuing to improve its score as awarded by EthiFinance.

Note: as the valuation methodology has evolved since last year, the track record has been recalculated since Altarea's last Declaration on Extra-Financial Performance.

Company

Local authorities and communities living close to the Group's real estate products are key stakeholders for the Group.

For many years Altarea has consulted with stakeholders and taken their views into account, leading to adaptations in the Group's strategy and business model, most notably:

- strategic positioning as a public interest partner for cities and those who live in them;
- strategy for low-carbon urban transformation focused on sustainability issues.

Thanks to its model for regional development, Altarea takes into account the views of stakeholders, guaranteeing access to social and public services for all, and developing access to culture and the arts, which are fundamental human rights. This integration reinforces the positive impacts created by the Group's value proposition, which promotes job creation and contributes to the development and attractiveness of local communities and to the improvement of the living environment.

The point of view of stakeholders, particularly customers, has a strong impact on the Group's strategy: analysis of customer expectations is what drives the Group to modify its product offer to better adapt it to expectations and the purchasing power of customers (see "ESRS S4 Consumers and end-users"). In 2024, for example, the Group developed a new home financing offering to better meet customer needs. This continuous listening to customers is part of the Group's culture and will continue in the years to come.

To take into account the views of its shareholders, Altarea is committed to external initiatives and actively participates in sector bodies that promote sustainable development, in particular to anticipate changes to sustainability regulations and exchange best practice.

UN Global Compact and sustainable development goals	Altarea is committed to the UN Global Compact on corporate responsibility and its principles in the areas of human rights, labour conditions, the environment and anticorruption.	
Paris Action Climat	Altarea has been a signatory to the Charte Paris Action Climat since 2015, and renewed its commitment to the City of Paris by signing the Paris Action Climat Biodiversity Pact in 2022.	
OID	The Observatoire de l'Immobilier Durable (OID), "Green Building Observatory", is an independent general interest association which seeks to promote sustainability in construction. The Group is a founding member. Since April 2023, Altarea has been a partner and member of the strategy committee of Label'ID, an initiative of the OID and the Université de la Ville de Demain whose objective is to improve the skills of all real estate professionals on Sustainable development issues.	
Université de la Ville de Demain	Led by the Fondation Palladio, the Université de la Ville de Demain is a movement that aims to build an unprecedented mode of cooperation between public sector, private players and civil society to promote a low-carbon city for all (France Géoénergie, development of family boarding houses, *etc.*). Altarea is a founding member of this movement.	
CIBI	The Group is a member of the Conseil International Biodiversité et Immobilier (CIBI). As such, it signed the BiodiverCity® charter in 2018, committing to preserving the biodiversity of cities and integrating living things into all urban projects.	
BBCA	The Group is a member of the Bâtiment Bas Carbone (BBCA) association and takes part in working towards low-carbon construction.	
Booster du Réemploi	Altarea is a member of the Booster du Réemploi, an environmental transformation programme for companies that aims to structure and develop demand for reuse materials.	
Booster des ENR&R	Altarea is also a member of the Booster des Énergies Renouvelables et de Récupération, a programme that aims to kickstart use of local energies to create more resilient real estate.	
Professional bodies	The Group actively participates in discussions on CSR-related topics at the Fédération des Acteurs du Commerce dans les Territoires (formerly CNCC), the Fédération des Entreprises Immobilières (FEI) and the Fédération des Promoteurs Immobiliers (FPI).	
Charte de la diversité	The Group is committed to the fight against discrimination and has been a signatory of the Charte de la diversité since December 2013.	

Altarea's strategic commitments in terms of human rights are integrated into the conduct of the Group's business, by applying French regulations and by the following initiatives:

- UN Guiding Principles on Business and Human Rights;
- the United Nations Sustainable Development Goals;
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work;
- the guiding principles of the Organisation for Economic Co-operation and Development for multinational companies.

Taking into account the views of stakeholders allows the Group to adapt its strategic positioning through the development of new offers and new internal policies, helping to strengthen stakeholder confidence and work together to transform the sector.

The consultation of stakeholders as part of the double materiality analysis is described in the "Impact, risk and opportunity management" section below.

Information relating to stakeholders is handled by the Strategic Marketing, CSR and Innovation Department, which, due to the nature of its activities, closely monitors the evolution of the views and interests of the main stakeholders. Issues raised are dealt with by management and the most material information is passed on to the Executive Committee, Management or Supervisory Board depending on its importance.

4.1.1.4 Impact, risk and opportunity management

(IRO-1) Description of the process to identify and assess material impacts, risks and opportunities

Double materiality analysis

The principle of double materiality introduced by the Corporate Sustainability Reporting Directive in 2022 is based on the assessment of material information to identify:

- **Altarea's impact on sustainability issues**, *i.e.* the positive or negative effects that the company and its value chain has or could have on people and the environment as a result of its activities or its business relationships;
- **the way in which sustainability issues affect the Group**, *i.e.* the environmental, social or governance conditions or events that could have a significant positive (opportunity) or negative (risk) financial effect on Altarea's business model.

The "simple" materiality analysis used by Altarea to date was carried out in 2016. It was based on a detailed analysis of the regulatory environment and trends, interviews with 13 external stakeholders (investors, customers, retailers, local authorities, *etc.*) and an internal consultation of the CSR Committee. The Group's material challenges were identified and assessed based on stakeholder expectations and Management's vision. A risk analysis was also carried out in 2018 as part of the preparation of the Declaration on Extra-Financial Performance (DPEF).

End of 2023 - beginning of 2024, Altarea carried out its double materiality analysis on the basis of the regulations published in July 2023, to integrate the new CSRD requirements. This project was conducted by involving internal stakeholders (CSR Department, Human Resources Department, Legal Department, Finance Department, *etc.*) in order to validate the material impacts, risks and opportunities for the Group.

A simplified review of the double materiality matrix is scheduled once a year by the CSR Department and in the event of significant changes in the Group's activities. A more in-depth review is planned every three years. The double materiality matrix may also evolve to incorporate significant changes to the company (M&A, for example), while remaining consistent with the Group's risk mapping. Mapping is managed by the Risk Department, presented to Management and the Executive Committee, and used to decide corrective and preventative action plans.

The double materiality analysis process is a specific and recent procedure. It has not yet been fully integrated into the Group's overall risk management process.

However, with regard to the risks, a large part of those identified as material during the double materiality analysis had already been identified by the Group and are already included in the risk mapping (transition risks, physical risks, risks related to real estate development project, -) as well as other risks unrelated to sustainability. The next step will be to integrate all the material risks identified during the double materiality analysis into the Group risk mapping. This involves a net risk analysis, and each risk that emerges as material will then be fully integrated into the risk management process.

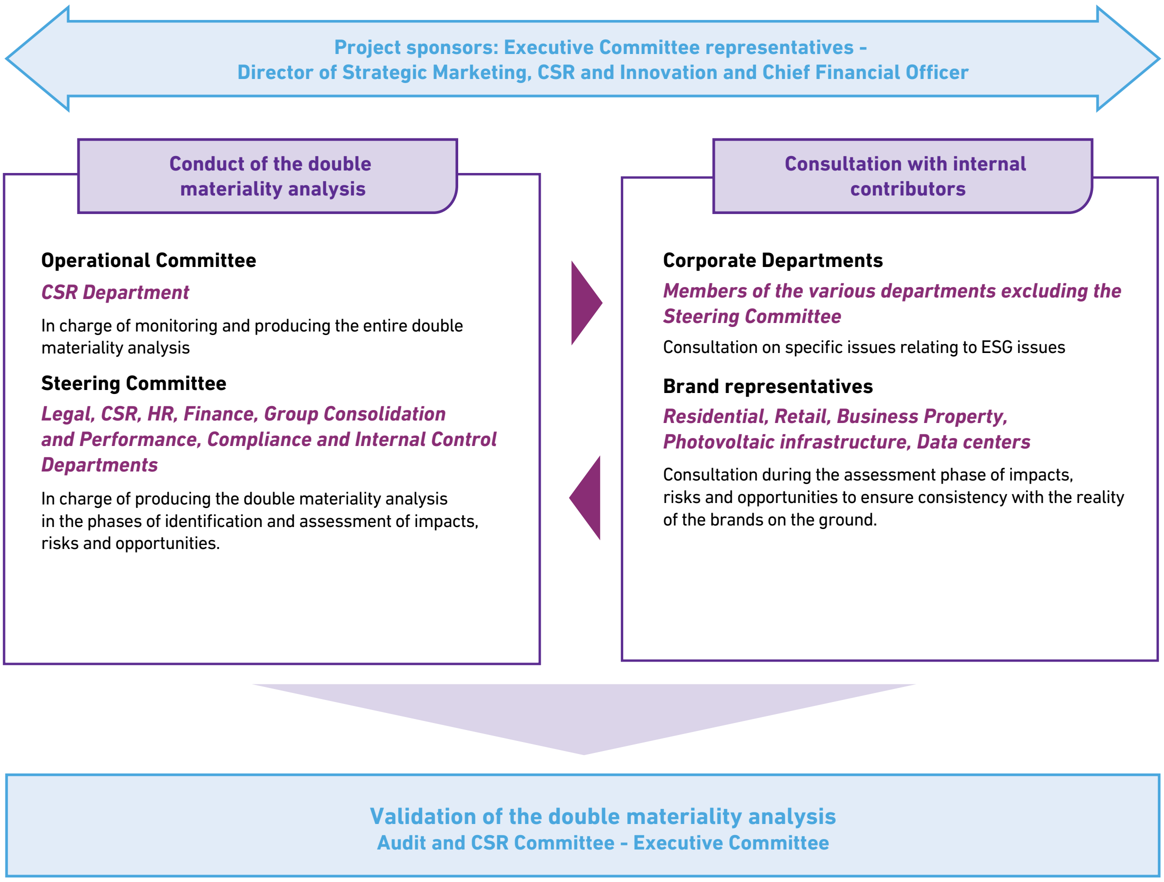
The Group identifies sustainability opportunities by analysing market trends and talking with its customers. Altarea invests in projects and activities aligned with global sustainability objectives (for example, by diversifying its activities into sectors related to the energy transition). Material opportunities are part of a strategic decision-making process in which finance assesses opportunities. Once approved, the opportunity is then integrated and managed by the internal teams so it can be seized.

The double materiality analysis covers all of the Group's activities. The value chain was included in the analysis, along with upstream activities (upstream building sites and upstream non-building sites) and downstream activities. The analysis of impacts, risks and opportunities shows the stage of the value chain concerned, as well as the Group's activities involved. Value chain players beyond tier 1 were also taken into account.

This approach covered all activities, business relationships and geographical areas that could be affected by negative environmental, human and social impacts (see scope presented in section BP-1).

Decision-making and internal control process

The Audit and CSR Committee and the Executive Committee oversaw the double materiality analysis process and validated the results. The decision-making process for the double materiality analysis is presented below:



The internal control procedures for the double materiality analysis process are being defined.

General approach

The double materiality analysis was carried out in four stages:

Identification of sustainability issues for Altarea

Initially, Altarea conducted a procedure to identify its sustainability issues, which led to the definition of a **table cross-referencing** the Group's sustainability issues with the ESRS to which they relate. Sustainability issues were identified on the basis of (i) the list of sub-topics and sub-sub-topics presented by ESRS 1, (ii) a sector assessment of sustainability issues for real estate through an analysis bibliographic (peer benchmark, review of issues identified by international standards, TCFD recommendations, *etc.*). Lastly, reviewing the specific context of Altarea (analysis of the Group's literature, the entity's commercial relationships and dependencies, particularly on natural, human and social resources) made it possible to cover all of the Group's sustainability issues.

Altarea's value chain has also been taken into account and covers, without being limited to, the supply of materials, subcontracting (project management, property manager, *etc.*) and all downstream users. (retailers, occupants, *etc.*).

The identification of the issues makes it possible to better reconcile the sub-topics presented in the CSRD with the context of Altarea and its business model.

Cross-reference table between the sustainability issues identified and the ESRS

ESRS	no.	Issues	ESRS	no.	Issues
E1 - Climate change	1	GHG emissions and energy consumption	S1 - Own workforce	11	Value sharing
	2	Adapting buildings to the effects of climate change		12	Working environment
E2 - Pollution	3	Substances of concern		13	Career path (talents, career, training)
E3 - Water and marine resources	4	Water efficiency	S2 - Workers in the value chain	14	Social guarantees in the value chain
E4 - Biodiversity and ecosystems	5	Land sufficiency	S3 - Affected communities	15	Impact on local communities
	6	Biodiversity and ecosystems		16	Economic benefits
E5 - Circular economy	7	Renovation - reconversion of buildings		17	Urban transformation
	8	Waste sorting and recovery		18	Social and generational diversity
G1 - Business conduct	9	Corporate culture - Governance	S4 - Consumers and end-users	19	Purchasing power of customers
	10	Business conduct		20	Information, safety and well-being of occupants and users

Identification of impacts, risks and opportunities

The second step was to translate each sustainability issue into impacts, risks and opportunities (IRO).

Altarea has identified the IROs resulting from the previously defined sustainability issues based on sector information (benchmark of sector players, sector studies, international standards, *etc.*) as well as information internal to the Group such as the analysis of its activities. and its value chain. Existing documents (risk mapping, physical risk analysis, analysis of own operations and value chain, stakeholders, etc.) also fed into the analysis.

Expectations and perspectives of external stakeholders (*e.g.* retailers, occupants, visitors, investors, *etc.*) were taken into account through document analysis and workshops with internal functions related to these stakeholders. This approach made it possible to integrate the expectations and perspectives of a large number of stakeholders and ensure the right level of granularity.

The list of impacts, risks and opportunities identified was validated by the CSRD Steering Committee.

Four principles were used to identify the IROs:

i. impacts, risks and opportunities were assessed on a **gross basis**, in accordance with EFRAG's double materiality analysis implementation guidance;
ii. **each impact or financial effect is unique:** that is, an impact cannot be formulated both positively and negatively, and a financial effect cannot be both a risk and an opportunity in order to ensure consistency in sustainability issues. A choice was made by the CSRD steering committee as to what was most relevant;
iii. **risks and opportunities most often stem from impacts and dependencies on resources** (natural, human, *etc.*). Therefore, for each impact identified, the way in which it translates into risks or financial opportunities was examined;
iv. on the basis of the documentation available, Altarea has endeavoured to identify the **actual or potential impacts of its activities**, including its own operations and the value chain when relevant.

(IRO-1) Description of the processes to identify and assess material climate-related impacts, risks and opportunities

Description of the process for identifying and assessing actual and potential emissions

The total GHG emissions, which reflect the actual and potential impacts on climate change of the Group's activities, were assessed on the basis of the methodology recommended by the GHG Protocol. More detailed explanatory information on the assumptions used and calculation of these emissions are given in the appendix. For the qualitative identification of its future emissions, the emissions of the REIT's few assets that still use gas boilers are considered as locked-in emissions. With regard to Property Development, the "use of sold products" item in scope 3 is the most significant. Thus, emissions from operations launched between 2024 and 2028 using gas as a heating system are considered as locked-in emissions.

Identification and assessment of physical risks

As part of the process of identifying climate change-related hazards, Altarea used the OCARA method and the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The physical risks identified relate to the Group's challenges in all of its own operations.

Three horizons were studied based on two climate scenarios: RCP (4.5) and RCP (8.5):

- for the REIT: 2030, 2050 and 2090;
- for Development: 2005, 2055 and 2070.

These two climate scenarios, RCP 4.5 (median scenario) and RCP 8.5 (pessimistic scenario), make it possible to assess the resilience of the Group's activities to the most pessimistic physical risks and provide better visibility of future climate events. As a result, the Group has been able to define better short-, medium- and long-term solutions depending on the scenarios:

- RCP 4.5 scenario (median scenario): moderately high climate change score for heat wave, forest fire, intense precipitation (rain), flooding;
- RCP 8.5 scenario (pessimistic scenario): very high climate risk score, which reflects a very unfavourable change, particularly for heat wave, forest fire, intense precipitation (rain) and flooding. In addition, certain hazards are all particularly exacerbated by this scenario, in this case, flooding, intense rainfall and heat waves.

The ten most significant climate hazards in terms of potential impact on the Group's assets and projects were selected. These hazards are related to temperature, water, wind and solid masses.

The methodology led to the calculation of two scores:

- **a potential impact score** of the climate hazard, which depends on the level of issues and sensitivity.
- **a risk score** that depends on the potential impact and the hazard.

The evolution of these climatic hazards was assessed using an aggregate scoring system that takes into account the geographical area. This system for scoring hazards is based on a rating scale of 1 to 5, corresponding respectively to a favourable and very unfavourable change in sensitivity and some hazards. Aggravating factors are also scored. This provides an aggregate score.

The global warming trajectory has a strong influence on hazards in 2050. In the pessimistic scenario (RCP 8.5), nearly a third of the points of vigilance were raised. There was also a very unfavourable change in rainfall over part of the own operations scope:

- with regard to water stress, a moderately unfavourable change was observed for specific operations in the south of France, Spain and Italy.
- with regard to heat waves, an unfavourable to very unfavourable trend was identified.
- the phenomenon of shrinkage-swelling of clays (SSC) was observed mainly on own operations in the south of France, Spain and Italy in 2050.

This process has enabled the Group to map its potential exposure to climate-change-related risks. The time horizons (2030, 2050, 2090) and scenarios used are in line with the Group's asset holding strategy (medium/long term), and take into account their expected lifetime (approximately 50 years).

Impact on the scope of own operations

The 10 climate hazards below have impacts on the scope of own operations.

Climate hazards	
Heat	Changing temperature (air, freshwater, marine water
	Heat wave
	Wildfire
Wind	Storms (including snow, dust or sand)
Water	Changing precipitation patterns and types (rain, hail, snow/ice)
	Water stress
	Heavy precipitation (rain, hail, snow/ice)
	Flood (coastal, river, rain, ground water)
Solid masses	Coastal erosion
	Subsidence (RGA)

Identification and assessment of transition risks (and opportunities)

The analysis of transition risks (and opportunities) has not yet been systematically conducted by the Group. Work has instead focused on the mitigation strategy and the identification of physical risks (and opportunities) related to climate change.

Certain transition risks have already been identified by the Group as part of its discussions on the subject of transition, based in particular on work done in the double materiality analysis:

- increased design and construction costs (new materials and new techniques, RE 2020, Tertiary decree, *etc.*);
- volatility of prices and access to energy for the Group and its value chain;
- new environmental regulations;
- market risks (increasing demands from customers or elected officials);
- investor pressure through increased demand for Property Development projects and Retail assets to be certified as sustainable (BREEAM®, HQETM, *etc.*) which could devalue non-compliant assets.

The next steps regarding the analysis of transition risks (and opportunities) are as follows:

1. precisely identify the risks (and opportunities) that could have an impact on the Group's operations and activities (including the value chain). The TCFD [1] defines these risks (and opportunities) as of four types: regulation, market, technology and reputation. One methodology to do this would be to compare the Group's activities with the socio-economic constraints described in different transition scenarios (such as the IPCC SSP). This work will involve a prior choice of transition scenarios to be included in the analysis;
2. once this systematic identification has been carried out, the second step will be to characterise these risks in terms of impact and cost. These results will also be used to build a coherent resilience strategy integrating physical risks (and opportunities), transition risks (and opportunities), and mitigation strategy.

(1) TCFD: Task Force for Climate-related Financial Disclosures .

(IRO-1)Description of the processes to identify and assess impacts, risks and opportunities related to other environmental issues

With regard to **ESRS E2 - Pollution**, Altarea did not carry out a site-by-site analysis but identified impacts related to air, water and soil pollution upstream in the value chain during the manufacture of materials as well as pollution on building sites. This identification is based on an internal analysis of the Group and did not involve a stakeholder consultation on this specific subject. These impacts were not found to be material during the double materiality analysis.

For **ESRS E3 - Water and marine resources**, Altarea identified its impacts through a water stress analysis. Water stress is a metric that measures the ratio between total water demand (domestic, industrial, agricultural, *etc.*) and available renewable water resources. According to the World Resources Institute (WRI), a high water stress area refers to an area in which the percentage of water withdrawn is high (40-80%) or extremely high (more than 80%).

Altarea has mapped its assets and own operations located in areas of high and extremely high water stress in relation to the impact below.

CSRD sub-sub-topics	Altarea challenge	Material impact, risk, opportunity	Type
Water consumption Water withdrawal	**Water efficiency**	Exploitation of water resources in the value chain exerting pressure on their availability, particularly in areas of water stress	**Impact**

The results of these assessments are presented in the ESRS E3 section.

To date, Altarea has not held consultations with affected communities on the issue of water efficiency. Nevertheless, in the normal course of its business, the Group engages in regular discussions with its various stakeholders such as local authorities and communities, particularly regarding its assets and operations located in areas of high and extremely high water stress (see section on Policies and action plans in ESRS E3).

In addition to the general principles used to identify IROs, Altarea used other tools for **ESRS E4 - Biodiversity and ecosystems**, to identify and assess:

i. actual or potential impacts on biodiversity and ecosystems;

ii. dependencies on biodiversity and ecosystem services;

iii. transition risks and physical risks related to biodiversity.

In order to identify and assess the actual or potential impacts on biodiversity and ecosystems, Altarea has considered the five main types of human pressure determined by the IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services) as the main causes of degradation of biodiversity:

Impact drivers	Impacts identified by Altarea	Corresponding ESRS
Climate change	■ Scope 1 and 2 GHG emissions (in particular: operation of assets and offices and business travel) ■ Scope 3 GHG emissions (in particular: energy consumption during the life of the buildings sold (energy consumption index, ICe), consumption of tenants and data centers, employee travel) ■ GHG emissions from the manufacture of construction materials (construction carbon impact, ICc)	ESRS E1 - Climate change
Land-use change, fresh water- and sea-use change	■ Change in land use and destruction of ecosystems caused by the artificialisation of soils ■ Disruption of the water cycle caused by the artificialisation of soils	ESRS E4 - Biodiversity and ecosystems
	■ Destruction and degradation of ecosystems in the Group's Property Development projects	ESRS E4 - Biodiversity and ecosystems
	■ On the upstream and building site value chains: negative impact on water stress ■ On market transactions and assets: negative impact on water stress	ESRS E3 - Water and marine resources
Direct exploitation	Not applicable: Altarea does not directly exploit biodiversity as part of its activities.	Not applicable/ Non-material
Invasive or alien species	Not applicable: Altarea does not introduce toxic and invasive species in the course of its activities.	
ESRS E2	Non-material: ■ Upstream, during the manufacture and transport of materials: air, water or soil pollution ■ On building sites: air, water or soil pollution ■ Damage to the health of workers in the value chain or communities due to pollution generated by building sites	
Other drivers	No other drivers identified	

Details of the material impacts identified are presented in the corresponding ESRS under section SBM-3.

Like all companies, Altarea depends on services provided by nature. Thus, **the Group has also identified and assessed dependencies on biodiversity and ecosystem services**. These ecosystem services are defined as the contributions of ecosystems to the benefits that are used in economic and other human activities. To maintain its business, the Group depends on the integrity of the environment and the regions in which it operates.

The analysis carried out followed the recommendations of the TNFD: the Group used the ENCORE tool (Exploring Natural Capital Opportunities, Risks and Exposure), to assess its dependencies on biodiversity and ecosystems as well as the associated risks.

To assess the potential importance of the contribution of an ecosystem service, two aspects are analysed through ENCORE:

1. the **severity** of the loss of functionality of the production process in the event of disruption of the ecosystem service;
2. the **scale** of the financial loss caused by the potential loss of functionality of the production process.

Based on these two criteria, a very high materiality score means the loss of functionality is significant and the resulting financial impact is also considerable. A number of dependencies can be identified and ranked based on the results of the analysis.

By cross-referencing the ENCORE analysis with the actual context of the Group (location and nature of activities) and internal expertise, Altarea has identified the following dependencies:

Regulation services	Procurement services	Cultural services
Services that reflect the ability of ecosystems to **moderate** or **regulate** phenomena such as the climate and the water cycle, in a way that is socially beneficial, or to **protect** against catastrophic events.	Resource supply services (water, food, other natural resources used as raw materials such as timber).	Services for recreational, aesthetic, religious or educational purposes.
Dependencies identified by Altarea		
Water regulation: ■ Water cycle regulation ■ Precipitation regulation	**Water supply**	**Environmental amenities** (attractiveness of the environment)
Regulation of climate and extreme weather events: ■ Climate regulation ■ Soil and sediment retention ■ Storm mitigation ■ Flood mitigation	**Supply** of bio-sourced materials: ■ Wood supply (specific to the Woodeum brand)	

The dependencies identified by Altarea fed into the Group's process to identify and assess sustainability risks.

The biodiversity risks identified and assessed as material are the following transition risks:

Risks identified	Type	Activities
Damage to the Group's image due to land degradation and/or change in use	Reputational risk	Group
Difficulty of access to land due to the zero net artificialisation regulations	Business continuity risk	Property Development

The assessment criteria are the same as those presented below in the financial materiality section.

At this stage, systemic risks have not been taken into account.

To date, Altarea has not held consultations with affected communities concerning the assessments of the sustainability of shared biological resources and ecosystems. Nevertheless, in the normal course of its business, the Group engages in regular discussions with its various stakeholders such as local authorities and communities on biodiversity issues.

Present in France, Spain and Italy, Altarea has operational control of many sites in these regions. Some sites are located in or near biodiversity-sensitive areas. The construction and real estate actions inherent to a real estate company like Altarea can, by their nature, have negative impacts on biodiversity and ecosystems (artificialisation, change in land use, fragmentation of habitats, visual and noise pollution, *etc.*).

No decision has been taken on mitigation measures for biodiversity risks has yet been taken. No actual negative impact of the Group's sites in or near biodiversity-sensitive areas has been identified to date. Additional analysis will be carried out on this subject over the next three years.

For more information, see the section "SBM 3 - Material impacts, risks and opportunities and their interaction with strategy and business mode" which provides information on the list of sites near sensitive areas.

With regard to **ESRS E5 - Resource use and circular economy**, the impacts, risks and opportunities were identified through the double materiality analysis carried out between December 2023 and May 2024, without the use of methods, assumptions or tools other than those described in the general IRO identification system.

To date, Altarea has not held consultations with communities affected by the use of resources and the circular economy.

(IRO-1) Description of the processes to identify and assess governance-related impacts, risks and opportunities

With regard to the **ESRS G1**, the impacts, risks and opportunities were identified through the double materiality analysis carried out between December 2023 and May 2024, without the use of methods, assumptions or tools other than those described in the general IRO identification system.

Assessment of the impacts, risks and opportunities identified

The third step consisted of assessing the impacts, risks and opportunities in order to determine their materiality. The assessment methodology differs according to the type of impact, risk or opportunity considered.

Assessment of financial materiality

In accordance with ESRS 1, the assessment was made according to quantitative and qualitative criteria based on the severity (scope, extent, reparability) and probability [(1)] established for potential impacts in particular [(2)], as well as the evolution of the long-term severity of the impact. The rating scales for the various criteria have been defined and approved by the CSRD Steering Committee. Combining these variables made it possible to derive a **final score** that was used to rank the impacts.

To assess the materiality of the impacts, Altarea relied on:

- contributions provided by the internal stakeholders best able to represent the affected stakeholders identified by the Group (*i.e.* employees, civil society, investors, customers and end-users, regulatory authorities, suppliers and local communities);
- internal sources, including existing impact assessments and in particular those generated by the Group's risk mapping;
- external sources, such as existing controversies, industry studies, international standards and industry benchmarks;
- the expertise of the CSR Department;
- the support of an external third party.

Internal consultations were carried out during three workshops: they actively integrated the various activities of the Group and its subsidiaries: Residential, Retail, Business Property (offices, logistics), photovoltaic infrastructure, data centers, *etc.* These internal discussions enabled the first drafts of the materiality analysis to be completed and critically assessed, thus ensuring a rigorous and comprehensive review process.

Assessment of financial materiality

In accordance with the regulations, the assessment was made according to quantitative and qualitative criteria based on the scale and nature of the financial effects (risk or opportunity), their probability, and the evolution of their long-term severity.

The risks and opportunities were assessed by the Group's Finance Department in conjunction with the CSR Department.

The rating scales for the various criteria have been aligned with that of the Group's risk mapping and approved at the level of Altarea's Finance Department and the Corporate Legal Department to ensure alignment with the risk management process.

The combination of these variables resulted in a final score that was used to rank these risks and opportunities.

Review of assessments

The impact scores and financial scores were reviewed jointly by the Finance Department and the CSR Department during workshops with internal stakeholders (*e.g.* with brand representatives).

Choice of materiality threshold

Tests were run to select the materiality threshold most representative of the Group's impacts, risks and opportunities. These tests took into account:

- the materiality of information for stakeholders;
- consistency with the Group's strategic continuity.

For each option, the share of environmental, social and governance impacts above the threshold was studied. The impacts, risks and opportunities were assessed with a score of 1 to 4, a threshold of 2.5 was chosen.

Thus, **30 material impacts and 26 risks and opportunities** above the materiality threshold were identified.

(1) Current impacts are all taken into account as having a certain probability of occurrence.

(2) An impact is potential if it does not currently affect the Group's activities/sites/business model and value chain, but there is a non-zero probability that this impact will occur. For these impacts, the probability of occurrence was assessed and included in the calculation of the materiality of the impact.

(SBM-3) Material impacts, risks and opportunities and their interaction with strategy and business model

The way in which material impacts, risks and opportunities interact with the strategy, business model and value chain is specified in the corresponding ESRS sections for each issue identified by the Group.

Altarea has identified the following material impacts, risks and opportunities:

ESRS	Challenges	Material impacts	Material risks and opportunities
E1	**GHG emissions and energy consumption**	■ Scope 1 and 2 GHG emissions (in particular: operation of assets and offices and business travel) ■ Scope 3 GHG emissions: energy consumption during the life of the sold buildings (ICe), consumption by tenants and data centers, employee travel ■ Scope 3 GHG emissions due to the manufacture of construction materials (ICc)	■ Increased design and construction costs (new materials and new techniques, RE 2020, tertiary decree, *etc.*); ■ Volatility of energy prices and access for the Group and its value chain ■ Access to new green financing in connection with the energy transition ■ Diversification of activities in connection with sectors related to the energy transition (Altarea Énergies Renouvelables, *etc.*)
	Adapting buildings to climate change	■ Aggravation of physical risks caused by Altarea's operations (heat islands, flooding, *etc.*) ■ Design of operations adapted to the effects of climate change	■ Disruption of building sites in the event of extreme weather events ■ Maintaining the value of assets located in physical risk areas (optimisation of investments, *etc.*)
E2	**Non-material**		
E3	**Water efficiency**	■ On the upstream and building site value chains: negative impact on water stress ■ On market transactions and assets: negative impact on water stress	
E4	**Land sufficiency**	■ Change in land use and destruction of ecosystems caused by the artificialisation of soils ■ Disruption of the water cycle caused by the artificialisation of soils	■ Damage to the Group's image due to land degradation and/or change in use ■ Difficulty of access to land due to the zero net artificialisation regulations
	Biodiversity and ecosystems	■ Destruction and degradation of ecosystems in the Group's property development projects	
E5	**Renovation - reconversion of buildings**	■ Use of materials in the value chain, used in the construction of buildings or the manufacture of photovoltaic panels (sand, wood, silica, *etc.*) ■ Contribution to optimising the use of resources by extending the lifespan of buildings (refurbishment)	■ Scarcity and rising raw material prices ■ Development of offers to reduce the consumption of non-renewable resources (rehabilitation, timber construction, compactness, *etc.*) ■ Reduction of resource consumption in operations (energy savings, reuse, recycling, *etc.*)
	Waste sorting and recovery	■ On building sites and clean operations: waste production	
S1	**Value sharing**	■ Enhancing employee purchasing power ■ Increase in inequalities between Group employees due to pay gaps (minimum/maximum)	■ Business disruption due to workforce tensions related to value sharing
	Working environment	■ Difficulty in maintaining high-quality social dialogue within the company ■ Exposure of Altarea workers to risks that could affect their mental health (psychosocial risks)	■ Disengagement of employees resulting from poor working conditions or social dialogue ■ Implementation of a well-being policy to improve employee performance
	Career development (talents, career, training)	■ Employees become less employable due to lack of training ■ Loss of employee commitment due to poor consideration of their personal circumstances	■ Development of a strong employer brand enabling Altarea to be attractive on the job market ■ High departure rate resulting from employee dissatisfaction with their career development (promotion, mobility, *etc.*)

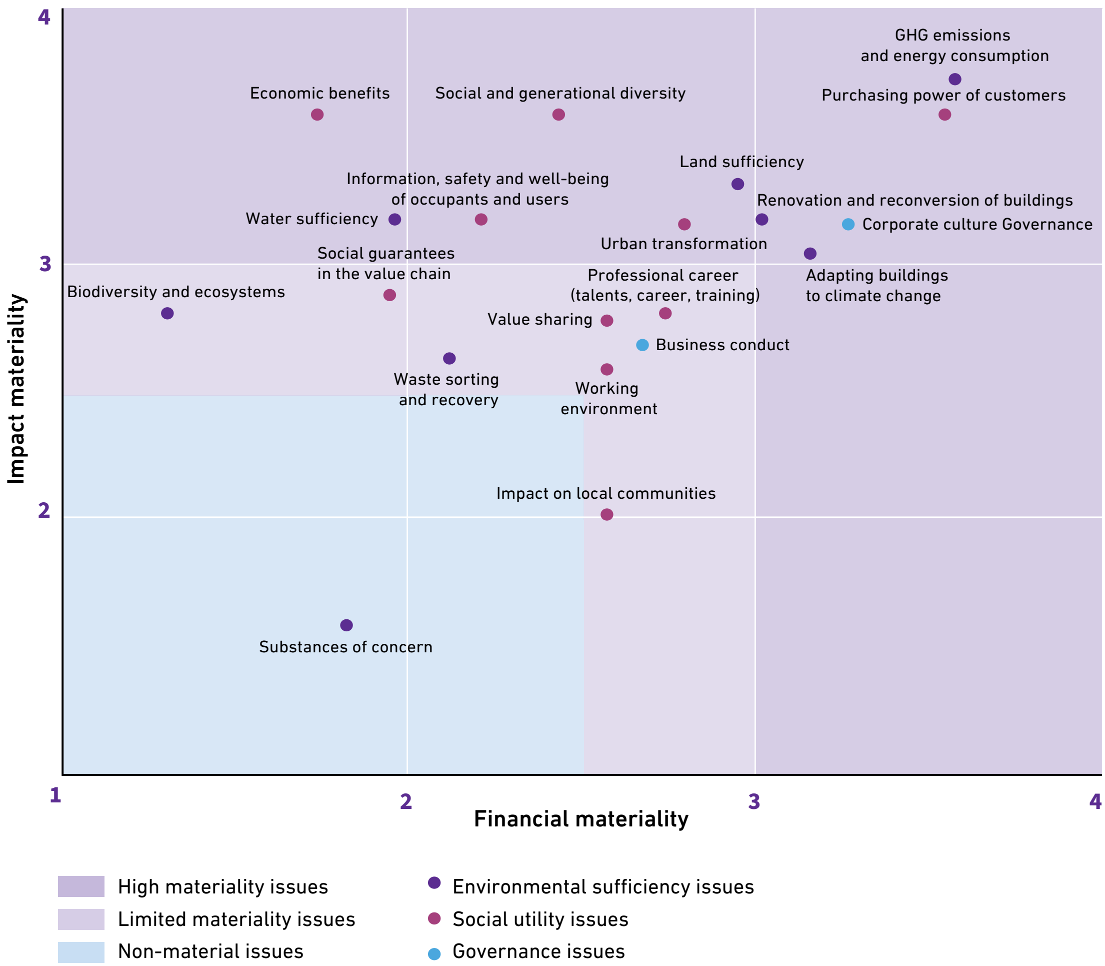
ESRS	Challenges	Material impacts	Material risks and opportunities
S2	**Social guarantees in the value chain**	■ Non-compliance with ILO conventions on the value chain (forced, undeclared, illegal labour, *etc.*) and degraded employment conditions (job security, living wage, type of contract) ■ Exposure of workers in the value chain to risks that could affect their physical and mental health (in particular health and safety on building sites and in shopping centres)	
S3	**Economic benefits**	■ Contribution to the social and economic development of the regions (job creation, professional integration, partnership and sponsorship)	
	Urban transformation	■ Proposal of a range of real estate products and services adapted to the needs of regions and local communities in terms of urban development	■ Premature obsolescence of buildings impacting on their asset value ■ Inappropriate location of projects and assets
	Social and generational diversity	■ Proposal of a range of real estate products and services that meet society's needs for social and intergenerational diversity (social housing, student residences, senior residences, *etc.*)	
	Impact on local communities		■ Difficulty accessing land or delays to projects resulting from increasing demands from local communities (administrative disputes/appeals)
S4	**Purchasing power of customers**	■ Proposal of a range of real estate products and services adapted to the purchasing power of consumers	■ Difficulties in selling housing production (reduced access to financing, reduced purchasing power)
	Information, safety and well-being of occupants and users	■ Accessibility of premises for people with disabilities ■ Development of comfortable buildings connected to public transport (summer comfort, outdoor spaces, *etc.*)	
G1	**Corporate culture - Governance**	■ Sustainability combined with family governance	■ Instability or lack of governance skills leading to organisational instability and/or poor decisions ■ Development of a responsible and resilient business model reinforcing the Group's attractiveness
	Business conduct	■ Altarea's unethical practices (corruption) negatively impacting market conditions in the sector ■ Transparency on the company's influence strategy (*e.g.* working group on regulatory changes) and financial contributions to sector associations and initiatives	■ Non-compliance with regulations related to ethics and business conduct (Sapin II law, principle of free competition, anti-money laundering, tax regulations and reporting obligations, GDPR, *etc.*) ■ Incidents related to insufficient security of information systems (*e.g.* IT maturity, incident management, data leaks) ■ Disruption of activities, project delays, in the event of partner defaults ■ Customer dissatisfaction and disputes (*e.g.* data protection, late delivery, non-compliance with contractual clauses)

All current impacts identified by the Group as material are impacts occurring on a continuous basis throughout the Group's activities. The potential impacts were all assessed as medium-term impacts that could occur occasionally over a period of one to five years.

Altarea has not identified any impacts, risks or opportunities whose topics are not covered by the ESRS standards.

All these material impacts, risks and opportunities are grouped by issue in the Group's double materiality matrix.

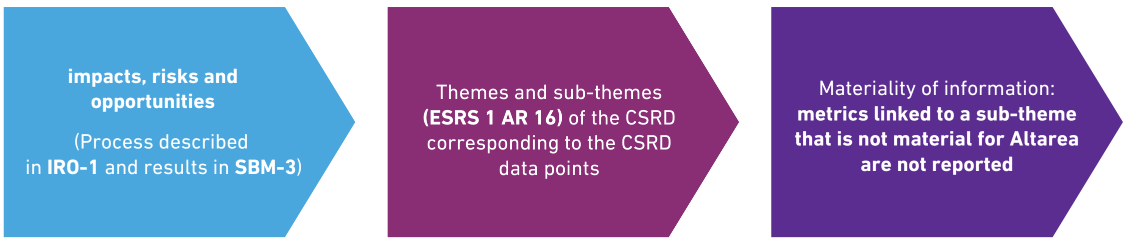
ALTAREA DOUBLE MATERIALITY MATRIX



(IRO-2) Disclosure Requirements in ESRS

Materiality of information

Altarea has identified the material information to be published by linking its material impacts, risks and opportunities to the CSRD topics and sub-topics (AR 16 of ESRS 1 General disclosures). By cross-referencing these topics and sub-topics with the CSRD data points it was possible to determine the material information to be published, particularly as regards metrics.



In line with the double materiality analysis presented in section "[IRO-1] Description of the process for identifying and assessing material impacts, risks and opportunities", Altarea reports on all the disclosure requirements presented in the following table.

Table of contents of disclosure requirements

E5 - Resource use and circular economy		
Altarea's challenges	**7. Renovation - reconversion of buildings** **8. Waste sorting and recovery**	
Disclosure requirements	**IRO-1** - Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	4.1.1.4
	E5-1 - Policies related to resource use and circular economy	4.2.5.3
	E5-2 - Actions and resources related to resource use and circular economy	4.2.5.4
	E5-3 - Targets related to resource use and circular economy	4.2.5.5
	E5-4 - Resource inflows	4.2.5.6
	E5-5 - Resource outflows	4.2.5.7
S1 - Own workforce		
Altarea's challenges	**11. Value sharing** **12. Working environment** **13. Career development (talents, career, training)**	
Disclosure requirements	**SBM-2** - Interests and views of stakeholders	4.1.1.3
	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.1.1
	S1-1 - Policies related to own workforce	4.3.1.2
	S1-2 - Processes for engaging with own workers and workers' representatives about impacts	4.3.1.3
	S1-3 - Processes to remediate negative impacts and channels for own workers to raise concerns	4.3.1.4
	S1-4 - Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	4.3.1.5
	S1-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.3.1.6
	S1-6 - Characteristics of the Company's employees	4.3.1.7
	S1-7 - Characteristics of non-employee workers in the Company's own workforce	4.3.1.8
	S1-8 - Collective bargaining coverage and social dialogue	4.3.1.9
	S1-9 - Diversity metrics	4.3.1.10
	S1-10 - Adequate wages	4.3.1.2
	S1-11 - Social protection	4.3.1.2
	S1-13 - Training and skills development metrics	4.3.1.2
	S1-14 - Health and safety metrics	4.3.1.2
	S1-15 - Work-life balance	4.3.1.2
	S1-16 - Compensation metrics (pay gap and total compensation)	4.3.1.2

S2 - Workers in the value chain		
Altarea's challenges	**14. Social guarantees in the value chain**	
Disclosure requirements	**SBM-2** - Interests and views of stakeholders	4.1.1.3
	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.2.2
	S2-1 - Policies related to value chain workers	4.3.2.3
	S2-2 - Processes for engaging with value chain workers about impacts	4.3.2.4
	S2-3 - Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.3.2.5
	S2-4 - Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	4.3.2.6
	S2-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.3.2.7
S3 - Affected communities		
Altarea's challenges	**15. Impact on local communities** **16. Economic consequences** **17. Urban transformation** **18. Social and generational diversity**	
Disclosure requirements	**SBM-2** - Interests and views of stakeholders	4.1.1.3
	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.3.2
	S3-1 - Policies related to affected communities	4.3.3.3
	S3-2 - Processes for engaging with affected communities about impacts	4.3.3.4
	S3-3 - Processes to remediate negative impacts and channels for affected communities to raise concerns	4.3.3.5
	S3-4 - Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	4.3.3.6
	S3-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.3.3.7
S4 - Consumers and end-users		
Altarea's challenges	**19. Purchasing power of customers** **20. Information, safety and well-being of occupants and uses**	
Disclosure requirements	**SBM-2** - Interests and views of stakeholders	4.1.1.3
	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	4.3.4.2
	S4-1 - Policies related to consumers and end-users	4.3.4.3
	S4-2 - Processes for engaging with consumers and end-users about impacts	4.3.4.4
	S4-3 - Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	4.3.4.5
	S4-4 - Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	4.3.4.6
	S4-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.3.4.7

G1 - Business conduct		
Altarea's challenges	**9. Corporate culture - Governance** **10. Business conduct**	
Disclosure requirements	**IRO-1** - Description of the processes to identify and assess material impacts, risks and opportunities	4.1.1.4 & 4.4.1.2
	G1-1 - Corporate culture and business conduct policies	4.4.1.2
	G1-2 - Management of relationships with suppliers	4.4.1.3
	G1-3 - Prevention and detection of corruption and bribery	4.4.1.4
	G1-4 - Incidents of corruption or bribery	4.4.1.5
	G1-5 - Political influence and lobbying activities	4.4.1.6
	G1-6 - Payment practices	4.4.1.7

As a result of the double materiality analysis, Altarea does not report on ESRS E2 Pollution. However, information relating to pollution is presented as part of the information to be produced pursuant to Article 8 of the Taxonomy Regulation (see Section 4.2.1).

The following disclosure requirements are not addressed in the Group's sustainability report:

- **E1-1 Climate Change Mitigation Transition plan:** the transition plan has not been published this year, in accordance with the provisions of the DR;
- **E1-8 - Internal carbon pricing:** Altarea does not use internal carbon pricing as part of its climate strategy, so this publication requirement was deemed immaterial by the Group;
- **E1-9 - Anticipated financial effects from material physical and transition risks and potential climate-related opportunities:** this disclosure requirement is material for Altarea (in connection with the risks and opportunities identified for ESRS E1 presented in section SBM-3) but will not be disclosed this year under the applicable transitional arrangements under the CSRD;
- **E3-5 - Anticipated financial effects from water and marine resources-related impacts, risks and opportunities:** Altarea has not identified any material risks or opportunities concerning the water and marine resources ESRS. In addition to the applicable transitional provisions, the Group does not report on this disclosure requirement;
- **E4-6 - Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities:** this disclosure requirement is material for Altarea (in connection with the risks identified for ESRS E4 presented in section SBM-3) disclosed this year as part of the applicable transitional arrangements under the CSRD;
- **E5-6 - Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities:** this disclosure requirement is material for Altarea (in line with the risks and opportunities identified for the ESRS E5 presented in section SBM-3) but will not be disclosed this year under the applicable transitional arrangements determined by the CSRD;
- **S1-12 - People with disabilities:** the impacts, risks and opportunities associated with this disclosure requirement have not been assessed as material;
- **S1-17 - Incidents, complaints and severe human rights impacts:** an impact on social guarantees and human rights has been identified but is not material for the Group given its European geographical footprint. A material impact on the value chain was identified.

In addition, the table below presents the data points required by other EU legislative acts, as listed in Appendix B of the CSRD, specifying where they appear in the sustainability statement.

Disclosure requirements and data points relating to other legislation

Disclosure requirement and related data point	SFDR reference[a]	Pillar 3 reference[b]	Benchmark index regulation reference[c]	European climate law reference[d]	Cross-reference to the sustainability report
ESRS 2 GOV-1 **Board's gender diversity** Paragraph 21 d)	Metric no. 13, Table 1, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816[e]		Page 153
ESRS 2 GOV-1 **Percentage of board members who are independent** Paragraph 21 e)			Annex II of Commission Delegated Regulation (EU) 2020/1816		Page 153
ESRS 2 GOV-4 **Statement on due diligence** Paragraph 30	Metric no. 10, Table 3, Annex I				Page 156
ESRS 2 SBM-1 **Involvement in activities related to fossil fuel activities** Paragraph 40 d) i)	Metric no. 4, Table 1, Annex I	Article 449a of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453[f] Table 1: Qualitative information on environmental risk and Table 2: Qualitative information on social risk	Annex II of Commission Delegated Regulation (EU) 2020/1816		Page 163
ESRS 2 SBM-1 **Involvement in activities related to chemical production** Paragraph 40 d) i)	Metric no. 9, Table 2, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		Page 163
ESRS 2 SBM-1 **Involvement in activities related to controversial weapons** Paragraph 40 d) ()	Metric no. 14, Table 1, Annex I		Article 12, paragraph 1, of Delegated Regulation (EU) 2020/1818[g], Annex II of Delegated Regulation (EU) 2020/1816		Page 163
ESRS 2 SBM-1 **Involvement in activities related to cultivation and production of tobacco** Paragraph 40 d) i)			Delegated Regulation (EU) 2020/1818, Article 12 (1) of Delegated Regulation (EU) 2020/1816, Annex 2		Page 163
ESRS E1-1 **Transition plan to reach climate neutrality by 2050** Paragraph 14				Article 2, paragraph 1, of Regulation (EU) 2021/1119	Not reported
ESRS E1-1 **Undertakings excluded from Paris-aligned Benchmarks** Paragraph 16, point g)		Article 449 *bis* Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Article 12, Paragraph 1, point d) to g) and Article 12, Paragraph 2, of Delegated Regulation (EU) 2020/1818		Not applicable (transition plan not published)
ESRS E1-4 **GHG emission reduction targets** Paragraph 34	Metric no. 4, Table 2, Annex I	Article 449 *bis* Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, model 3: Banking book - Climate change transition risk: alignment metrics	Article 6 of Delegated Regulation (EU) 2020/1818		Page 220

Disclosure requirement and related data point	SFDR reference[a]	Pillar 3 reference[b]	Benchmark index regulation reference[c]	European climate law reference[d]	Cross-reference to the sustainability report
ESRS E1-5 **Energy consumption from fossil sources disaggregated by sources** (only high climate impact sectors) Paragraph 38	Metric no. 5, Table 1, and Metric no. 5, Table 2, Annex I				Page 224
ESRS E1-5 **Energy consumption and mix** Paragraph 37	Metric no. 5, Table 1, Annex I				Page 224
ESRS E1-5 **Energy intensity associated with activities in high climate impact sectors** Paragraphs 40 to 43	Metric no. 6, Table 1, Annex I				Page 225
ESRS E1-6 **Gross Scopes 1, 2, 3 and Total GHG emissions** Paragraph 44	Metrics no. 1 and No. 2, Table 1, Appendix I	Article 449 *bis* of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, Template 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Article 5, Paragraph 1, Article 6 and Article 8, Paragraph 1, of Delegated Regulation (EU) 2020/1818		Page 226
ESRS E1-6 **Gross GHG emissions intensity** Paragraphs 53 to 55	Metric no. 3, Table 1, Annex I	Article 449 *bis* of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, Template 3: Banking book - Climate change transition risk: alignment metrics	Article 8, Paragraph 1) of Delegated Regulation (EU) 2020/1818		Page 229
ESRS E1-7 **GHG removals and carbon credits** Paragraph 56				Article 2, Paragraph 1, of Regulation (EU) 2021/1119	Non-material
ESRS E1-9 **Exposure of the benchmark portfolio to climate-related physical risks** Paragraph 66			Annex II of Delegated Regulation (EU) 2020/1818, Annex II of Delegated Regulation (EU) 2020/1816		Page 232
ESRS E1-9 **Disaggregation of monetary amounts by acute and chronic physical risk** Paragraph 66 a) ESRS E1-9 **Location of significant assets at material physical risk** Paragraph 66 c)		Article 449 *bis* of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraphs 46 and 47, Template 5: Banking book - Climate change physical risk: exposures subject to physical risk			Not reported - transitional provision

Disclosure requirement and related data point	SFDR reference[(a)]	Pillar 3 reference[(b)]	Benchmark index regulation reference[(c)]	European climate law reference[(d)]	Cross-reference to the sustainability report
ESRS E1-9 **Breakdown of the carrying value of its real estate assets by energy-efficiency classes** Paragraph 67 c)		Article 449 *bis* of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraph 34, model 2: Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Not reported - transitional provision
ESRS E1-9 **Degree of exposure of the portfolio to climate-related opportunities** Paragraph 69			Annex II of Commission Delegated Regulation (EU) 2020/1818		Not reported - transitional provision
ESRS E2-4 **Amount of each pollutant listed in Annex II of the E-PRTR** Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil Paragraph 28	Metric no. 8, Table 1, Annex I; Metric no. 2, Table 2, Annex I, Metric no. 1, Table 2, Annex I; Metric no. 3, Table 2, Annex I				Non-material
ESRS E3-1 **Water and marine resources** Paragraph 9	Metric no. 7, Table 2, Annex I				Page 238
ESRS E3-1 **Dedicated policy** Paragraph 13	Metric no. 8, Table 2, Annex I				Page 238
ESRS E3-1 **Sustainable oceans and seas** Paragraph 14	Metric no. 12, Table 2, Annex I				Page 260
ESRS E3-4 **Total water recycled and reused** Paragraph 28 c)	Metric no. 6.2, Table 2, Appendix I				Non-material
ESRS E3-4 **Total water consumption in m3 per net revenue on own operations** Paragraph 29	Metric no. 6.1, Table 2, Appendix I				Page 241
ESRS 2 SBM 3 - E4, Paragraph 16, point a) i	Metric no. 7, Table 1, Annex I				Not reported
ESRS 2 SBM 3 - E4, Paragraph 16, point b)	Metric no. 10, Table 2, Annex I				Not reported
ESRS 2 SBM 3 - E4, Paragraph 16, point c)	Metric no. 14, Table 2, Annex I				Not reported

Disclosure requirement and related data point	SFDR reference[(a)]	Pillar 3 reference[(b)]	Benchmark index regulation reference[(c)]	European climate law reference[(d)]	Cross-reference to the sustainability report
ESRS E4-2 **Sustainable land / agriculture practices or policies** Paragraph 24 b)	Metric no. 11, Table 2, Annex I				Non-material
ESRS E4-2 **Sustainable oceans / seas practices or policies** Paragraph 24 (c)	Metric no. 12, Table 2, Annex I				Non-material
ESRS E4-2 **Policies to address deforestation** Paragraph 24 (d)	Metric no. 15, Table 2, Annex I				Non-material
ESRS E5-5 **Non-recycled waste** Paragraph 37 (d)	Metric no. 13, Table 2, Annex I				Page 257
ESRS E5-5 **Hazardous waste and radioactive waste** Paragraph 39	Metric no. 9, Table 1, Annex I				Not reported
ESRS 2- SBM3 - S1 **Risk of incidents of forced labour** paragraph 14 (f)	Metric no. 13, Table 3, Annex I				Non-material
ESRS 2- SBM3 - S1 **Risk of incidents of child labour** Paragraph 14, point g)	Metric no. 12, Table 3, Annex I				Non-material
ESRS S1-1 **Human rights policy commitments** Paragraph 20	Metric no. 9, Table 3, and Metric no. 11, Table 1, Annex I				Page 266
ESRS S1-1 **Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8** Paragraph 21			Annex II of Commission Delegated Regulation (EU) 2020/1816		Page 266
ESRS S1-1 **Processes and measures for preventing trafficking in human beings** Paragraph 22	Metric no. 11, Table 3, Annex I				Page 266
ESRS S1-1 **Workplace accident prevention policy or management system** Paragraph 23	Metric no. 1, Table 3, Annex I				Page 266
ESRS S1-3 **Grievance/complaints handling mechanisms** Paragraph 32, point c)	Metric no. 5, Table 3, Annex I				Page 276
ESRS S1-14 **Number of fatalities and number and rate of work-related accidents** Paragraph 88, points b) and c)	Metric no. 2, Table 3, Annex I			Annex II of Commission Delegated Regulation (EU) 2020/1816	Page 272

Disclosure requirement and related data point	SFDR reference[a]	Pillar 3 reference[b]	Benchmark index regulation reference[c]	European climate law reference[d]	Cross-reference to the sustainability report
ESRS S1-14 **Number of days lost to injuries, accidents, fatalities or illness** Paragraph 88 e)	Metric no. 3, Table 3, Annex I				Page 272
ESRS S1-16 **Unadjusted gender pay gap** Paragraph 97 a)	Metric no. 12, Table 1, Annex I			Annex II of Delegated Regulation (EU) 2020/1816	Page 275
ESRS S1-16 **Excessive CEO pay ratio** Paragraph 97 (b)	Metric no. 8, Table 3, Annex I				Page 275
ESRS S1-17 **Incidents of discrimination** Paragraph 103 a)	Metric no. 7, Table 3, Annex I				Non-material
ESRS S1-17 **Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines** Paragraph 104, point a)	Metric no. 10, Table 1, and Metric no. 14, Table 3, Annex I			Annex II of Delegated Regulation (EU) 2020/1816, Article 1, Paragraph 1, of Delegated Regulation (EU) 2020/1818	Non-material
ESRS 2- SBM3 - S2 **Significant risk of child labour or forced labour in the value chain** Paragraph 11 b)	Metrics no. 12 and 13, Table 3, Appendix I				Page 282
ESRS S2-1 **Human rights policy commitments** Paragraph 17	Metric no. 9, Table 3, and Metric no. 11, Table 1, Annex I				Page 283
ESRS S2-1 **Policies related to value chain workers** Paragraph 18	Metrics no. 11 and No. 4, Table 3, Appendix I				Page 283
ESRS S2-1 **Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines** Paragraph 19	Metric no. 10, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12, Paragraph 1, of Delegated Regulation (EU) 2020/1818		Page 283
ESRS S2-1 **Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8** Paragraph 19			Annex II of Delegated Regulation (EU) 2020/1816		Page 283

Disclosure requirement and related data point	SFDR reference[a]	Pillar 3 reference[b]	Benchmark index regulation reference[c]	European climate law reference[d]	Cross-reference to the sustainability report
ESRS S2-4 **Human rights issues and incidents connected to its upstream and downstream value chain** Paragraph 36	Metric no. 14, Table 3, Annex I				Page 286
ESRS S3-1 **Human rights policy commitments** Paragraph 16	Metric no. 9, Table 3, Annex I, and Metric no. 11, Table 1, Annex I				Page 318
ESRS S3-1 **Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines** Paragraph 17	Metric no. 10, Table 1, Annex I			Annex II of Delegated Regulation (EU) 2020/1816, Article 12, Paragraph 1, of Delegated Regulation (EU) 2020/1818	Page 294
ESRS S3-4 **Human rights issues and incidents** Paragraph 36	Metric no. 14, Table 3, Annex I				Page 294
ESRS S4-1 **Consumer and end-user policies** Paragraph 16	Metric no. 9, Table 3, and Metric no. 11, Table 1, Annex I				Page 304
ESRS S4-1 **Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines** Paragraph 17	Metric no. 10, Table 1, Annex I			Annex II of Delegated Regulation (EU) 2020/1816, Article 12, Paragraph 1, of Delegated Regulation (EU) 2020/1818	Page 304
ESRS S4-4 **Human rights issues and incidents** Paragraph 35	Metric no. 14, Table 3, Annex I				Page 304
ESRS G1-1 **United Nations Convention against Corruption** Paragraph 10, point b)	Metric no. 15, Table 3, Annex I				Page 323
ESRS G1-1 **Protection of whistle -blowers** Paragraph 10, point d)	Metric no. 6, Table 3, Annex I				Page 324
ESRS G1-4 **Fines for violation of anti-corruption and anti-bribery laws** Paragraph 24, point a)	Metric no. 17, Table 3, Annex I		Annex II of Delegated Regulation (EU) 2020/1816		Page 328

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Disclosure requirement and related data point	SFDR reference[a]	Pillar 3 reference[b]	Benchmark index regulation reference[c]	European climate law reference[d]	Cross-reference to the sustainability report
ESRS G1-4 **Standards of anti-corruption and anti-bribery** Paragraph 24, point b)	Metric no. 16, Table 3, Annex I				Page 328

(a) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainable development disclosures in the financial services sector (regulation on sustainable finance disclosures) (OJ L 317) of 2019/12/09, p. 1).
(b) Regulation (EU) No. 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) No. 648/2012 (Capital Requirements Regulation) "CRR") (OJ L 176, 27/06/2013, p. 1).
(c) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and contracts or to measure the performance of investment funds and amending directives 2008/48/EC and 2014/17/EU and Regulation (EU) No. 596/2014 (OJ L 171, 29.06.2016, p. 1).
(d) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021 establishing the framework for achieving climate neutrality and amending Regulations (EC) No. 401/2009 and (EU) 2018/1999 ("European Climate Law") (OJ L 243, 07/09/2021, p. 1).
(e) Commission Delegated Regulation (EU) 2020/1816 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards the explanation in the benchmark statement of how environmental, social and governance factors are reflected in each benchmark provided and published (OJ L 406 of 03.12.2020, p. 1).
(f) Commission Implementing Regulation (EU) 2022/2453 of 30 November 2022 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks (OJ L 324, 19.12.2022, p. 1).
(g) Commission Implementing Regulation (EU) 2022/2453 of 30 November 2022 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks (OJ L 324, 19.12.2022, p. 1).

4.2 Environmental information

4.2.1 Taxonomy information

In 2024, for the 2023 financial year, Altarea published a revenue alignment rate of 48.1%. Anticipating the regulatory obligation to be audited on the taxonomy, Altarea sought and obtained a limited assurance report from our Statutory Auditors last year on the methodology for calculating alignment with the taxonomy and on its results. Obtaining this report one year in advance of the regulatory obligation related to the implementation of the CSRD directive enabled the Group to better prepare for this exercise.

For this fiscal year, Altarea publishes its level of eligibility and alignment on the six environmental objectives for the Group's consolidated revenue, Capex and Opex.

The indicators published are taken from the consolidated financial statements and are based, for each of the indicators considered (revenue, Capex and Opex) on:

- the consolidated financial statements for the year ended 31 December 2024 based on the Finance tools;
- Note 1 "Financial statements" to the 2024 URD;
- for Capex, Note 3 to the 2024 URD: Chapter "7.1 Investment properties" and "7.3 Right-of-use on property, plant and equipment and intangible assets".

They will be presented according to the objectives considered as follows:

- the proportion concerned by the taxonomy: the eligibility rate;
- the proportion complying with European environmental criteria and minimum social guarantees: the alignment rate.

They are calculated in accordance with the methodology set out in Annex I, Art. 8 of Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021.

For the Altarea Group, the most significant indicator is revenue.

Revenue

Reconciliation with consolidated data [1]

Group revenue corresponds to consolidated net revenue as presented in accordance with IAS 1-82 [2] excluding the following:

- joint ventures under IFRS 11;
- associates according to IAS 28 (but additional KPIs possible for equity-method affiliates provided a reconciliation is provided);
- revenue from discontinued operations and IFRS 5;
- grant-related income.

Revenue is made up of the following three items (see Note 1 "Financial statements"):

- Group revenue;
- gross rental income;
- external services.

Breakdown of Group revenue *(€ millions)*	**2024**	**2023**
Total	**2,768.5**	**2,712.3**
o/w rental income	243.5	231.8
o/w revenue	2,466.3	2,418.5
o/w external services	58.7	62.0

(1) Consolidated data as of 31 December 2024.

(2) As defined in Article 2 of Directive 2013/34/EU: amounts derived from the sale of products and the provision of services after deducting sales rebates and value added tax and other taxes directly linked to revenue.

Eligible revenue

With regard to its activities, the Altarea Group is eligible for taxonomy within the meaning of the "7.1. Construction of new buildings "7.2. Renovation of existing buildings" and "7.7. Acquisition and ownership of buildings", as these sectors can make a substantial contribution to the climate change mitigation objective.

Breakdown of the Altarea Group's taxonomy sectors by business line

	7.1. Construction of new buildings	7.2. Renovation of existing buildings	7.7. Acquisition and ownership of buildings
Residential	✓	✓	
Business property (BP)	✓	✓	✓
Retail			✓

The same activities entitled "3.1 Construction of new buildings" and "3.2 Renovation of existing buildings" may also contribute substantially to the objective of "transition to a circular economy" and in this sense are eligible for this environmental objective.

	3.1. Construction of new buildings	3.2. Renovation of existing buildings
Residential	✓	✓
Business property (BP)	✓	✓
Retail		

New construction and renovation activities are mainly assessed on their ability to mitigate and adapt to climate change. Criteria include reducing greenhouse gas emissions and improving energy efficiency. However, this activity can have negative impacts on biodiversity, water and pollution, in particular through the destruction of natural habitats, water consumption and waste generation. Therefore, although it may contribute to certain environmental objectives, it may not fully meet the criteria for protecting biodiversity, water and pollution.

Likewise, the asset management activity focuses on investing in projects and companies that meet sustainability criteria. The taxonomy criteria for asset management include transparency and disclosure of environmental impacts, but they do not necessarily guarantee a direct substantial contribution to biodiversity, water and pollution objectives.

Therefore, although these activities may contribute to certain environmental objectives, as we have seen above, they may not fully meet the strict taxonomy criteria for biodiversity, water and pollution due to their potential impacts and the indirect nature of their contributions.

In 2024, activities eligible for the European taxonomy represented 96.4% of the Altarea Group's revenue.

The eligible portion of each activity studied is calculated in relation to the Group's revenue for 2024.

Eligibility of 2024 consolidated revenue with taxonomy by sector

	Group	7.1. Construction of new buildings	7.2. Renovation of existing buildings	7.7. Acquisition and ownership of buildings
A. Eligible activities *(€ millions)*	2,669.3	2,278.6	135.2	255.4
ELIGIBLE ACTIVITIES *VS.* GROUP REVENUE	**96.4%**	**99.9%**	**68.5%**	**92.9%**
B. Non-eligible activities *(€ millions)*	83.8	2.1	62.3	19.5
NON-ELIGIBLE ACTIVITIES VS. GROUP REVENUE	**3.0%**	**0.1%**	**31.5%**	**7.1%**
C. Revenue *(€ millions)*	2,768.5	2,280.7	197.5	274.9

Regarding revenue, only property development services and DPM activities in real estate development are not eligible for the taxonomy.

The only external services qualifying under the EU taxonomy are those corresponding to:

- asset management fees for offices or shopping centres in which the Group holds shares;
- revenue related to the operation of the auditorium at 87, rue de Richelieu in Paris.

Thus:

- Revenue under sector "7.1 Construction of new buildings" comes from the Group's Property Development business in new buildings (Residential, Tertiary and Retail) (1);
- Revenue under sector "7.2 Renovation of existing buildings" comes mainly from the renovation of old buildings (*i.e.* Histoire & Patrimoine) (2);
- Revenue under sector "7.7. Acquisition and ownership of buildings" comes mainly from the Retail REIT business (3).

Revenue alignment

In fiscal year 2024, 68.6% of the Altarea Group's revenue was aligned with the rules of the taxonomy.

Alignment of 2024 consolidated revenue with taxonomy by sector

	Group	7.1. Construction of new buildings	7.2. Renovation of existing buildings	7.7. Acquisition and ownership of buildings
A. Eligible activities *(€ millions)*	2,669.3	2,278.6	135.2	255.4
ELIGIBLE ACTIVITIES *VS.* GROUP REVENUE	**96.4%**	**99.9%**	**68.5%**	**92.9%**
A. 1. Aligned activities *(€ millions)*	1,899.8	1,627.7	92.6	179.5
ALIGNED ACTIVITIES VS. GROUP REVENUE	**68.6%**	**71.4%**	**46.9%**	**65.3%**
B. Non-eligible activities *(€ millions)*	83.8	2.1	62.3	19.5
NON-ELIGIBLE ACTIVITIES VS. GROUP REVENUE	**3.0%**	**0.1%**	**31.5%**	**7.1%**
C. Revenue (€ millions)	2,768.5	2,280.7	197.5	274.9

The pragmatic approach adopted for the aligned share of revenue is based on an exhaustive analysis of the Group's operations/assets whose activity is eligible for the taxonomy according to two main criteria: energy performance as a priority criterion and waste criterion as a secondary criterion. Since the beginning of 2024, any new Property Development project has gone through an alignment process.

Over the past two years, significant resources have been deployed to set up a robust process for collecting and verifying documentary evidence in each of the Group's activities. Thus, in addition to deploying digital document management for all property development, control and reporting processes have been integrated into each of the brands with contacts and multiple levels of control. Indeed, in each of the brands, operating employees are responsible for regularly compiling the evidence for their projects. The central technical/operating teams check this evidence, ensure its reliability and produce quarterly reports for the performance department. The latter checks the documentation and consolidates the reporting for inclusion in the Group's quarterly publications.

Throughout the year, acculturation and training sessions are held to keep the entire Group informed of the issues underlying the taxonomy.

After studying the pre-screened projects and assets, 225 projects with exhaustive supporting documentation were considered aligned. Revenues from these projects make up 68.6% of aligned revenue.

In addition, in a cross-functional manner, in order to be aligned the subject activity must respect the minimum social guarantees.

On this last point, the analysis carried out and the method implemented by the Group cover the following four areas: human rights (existing human rights policy and mapping of human rights risks and due diligence process), fight against corruption, taxation. and business ethics.

(1) *Buildings developed by Altarea, mainly for off-plan sale.*

(2) *Buildings in the course of renovation/refurbishment that exceed the threshold for "major renovation" according to local building regulations transposing Directive 2010/31/EU (works amounting to at least 25% of the total value of the asset, excluding land, or concerning more than 25% of the surface area of the building envelope).*

(3) *Corresponds to rental income from assets owned or co-owned and for which the vast majority of Altarea is managed.*

The Group has put in place due diligence procedures to identify, prevent, mitigate or remedy actual and potential negative impacts related to its operations (these are specified in section "G1-1 - Business conduct and corporate culture".

In particular:

- Human Rights topic:
  - signature of an Ethics Charter (2022):
    - signed by Compliance/Control and Internal Audit & HR Director,
    - document given to all new employees of the Altarea Group,
  - incorporation of a Responsible Purchasing Charter appended to all new CCGs (General Terms and Conditions) (May 2020):
    - inclusion of a commitment not to use illegal work in social requirements,
    - inclusion of a commitment not to use child labour in social requirements,
    - update of the responsible purchasing policy in 2023; compliance of suppliers is checked during the approval file,
  - an initial macro analysis of purchases by type/amount and Altarea Group entity (2020) was carried out - brand purchasing departments run detailed supplier-by-supplier checks and analyses. A more detailed and consolidated analysis of the mapping of purchases is planned and will be worked on in the coming years;
- anti-corruption topic:
  - implementation of controls and strengthened action plans for populations deemed particularly sensitive,
  - implementation of a procedure for reporting and detecting potential risks of corruption,
  - regularly updated mapping of corruption risks,
  - the Ethics Charter prohibits facilitation payments,
  - the fight against fraud, money laundering, the financing of terrorism and corruption are dealt with in multiple action plans: specific training for human resources, employee awareness-raising plan, recurring communication campaign on the issue, mapping, whistleblowing systems, *etc.*;
- business ethics topic:
  - Altarea makes more than half of its construction purchases with several major players in the sector, which limits the potential for economic dependence. In addition, the Group has put in place a process to control economic dependence in other types of purchases (particularly marketing/advertising);
- taxation topic [1]:
  - on tax issues, the Group is committed to complying with applicable tax legislation in all countries where it is established. Each year it files a "country-by-country" (CBCR) tax report with the French administration in accordance with the standard set by the OECD and European Union aimed at combating tax fraud and optimisation.

    Moreover, the Group has no direct financial interest in, nor makes any investment in or has any transactions with countries featured on the black and grey lists of tax havens produced by the EU or on the list of uncooperative countries or territories produced by the Financial Action Task Force (FATF). As a reminder, Altarea has opted for the SIIC status and as such is subject to a particular tax regime, particularly in terms of distributive obligations (see 8.1.2.3), the compliance with which is monitored by an internal and external team of tax experts and discussed with the Group's auditors.

    Finally, for some complex questions or transactions, the Group refers to top tax advisers and communicates with the tax authorities. Altarea monitors tax investigations and disputes closely.

No controversy is related to the four areas mentioned above.

The taxonomy alignment objectives have also been integrated to the remuneration of the Group's employees [2] and executives [3].

Alignment of 2024 consolidated revenue with taxonomy by criterion

	Share of revenue/Total revenue	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM[a]	68.6%	96.4%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	97.4%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

(a) CCM (climate change mitigation); CCA (climate change adaptation); WTR (water and marine resources) ; CE (circular economy); PPC (pollution prevention and control); BIO (biodiversity and ecosystems).

At this stage and in view of current knowledge of the interpretation of the criteria related to the objective of "transition to a circular economy", the Group has not aligned any projects with this objective.

The Group retains only one objective for which eligible and aligned revenue will be recognised. There was no double counting.

(1) Due in particular to its tax status, the Altarea Group is not subject to tax risks.

(2) In particular through the Group Incentive Agreement.

(3) Consolidated revenue alignment targets were included in Management compensation at the last Shareholders' Meeting (Say on Pay resolution).

Altarea's revenue alignment rate with taxonomy in 2024

2024				Substantial contribution criteria						Do no significant harm (DNSH) criteria									
Economic activities	**Codes**	**Revenue**	**Share of 2024 revenue**	**Climate change mitigation**	**Climate change adaptation**	**Water**	**ESRS E2**	**Circular economy**	**Biodiversity**	**Climate change mitigation**	**Climate change adaptation**	**Water**	**ESRS E2**	**Circular economy**	**Biodiversity**	**Minimum safeguards**	**Share of revenue aligned with taxonomy (A.1.) or eligible for taxonomy (A.2.) 2023**	**Category (enabling activity)**	**Category (transitional activity)**
		€ millions	**%**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**%**	**E**	**T**
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A. 1. Opex of environmentally sustainable activities (aligned with taxonomy)																			
Construction of new buildings	CCM 7.1	1,627.7	58.8%	Y	N/EL	N/EL	N/EL	N	N/EL	N/A	Y	Y	Y	Y	Y	Y	40.3%		
Renovation of existing buildings	CCM 7.2	92.6	3.3%	Y	N/EL	N/EL	N/EL	N	N/EL	N/A	Y	Y	Y	Y	N/A	Y	0.2%		T
Acquisition and ownership of buildings	CCM 7.7	179.5	6.5%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	N/A	N/A	N/A	N/A	Y	7.6%		
Revenue from environmentally sustainable activities (aligned with taxonomy) (A.1.)		**1,899.8**	**68.6%**	**100.0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**N/A**	**Y**	**Y**	**Y**	**Y**	**N/A**	**Y**	**48.1%**		
o/w enabling		-	0.0%	0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0.0%	E	
o/w transitional		92.6	3.3%							N/A	Y	Y	Y	Y	N/A	Y	0.2%		T
A. 2. Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy)																			
				EL; N/EL	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**										
Construction of new buildings	**CCM 7.1** CE 3.1	650.9	23.5%	EL	N/EL	N/EL	N/EL	EL	N/EL								44.8%		
Renovation of existing buildings	**CCM 7.2** CE 3.2	42.6	1.5%	EL	N/EL	N/EL	N/EL	EL	N/EL								3.0%		
Acquisition and ownership of buildings	CCM 7.7	75.9	2.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.4%		
Revenue from activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy) (A.2)		**769.5**	**27.8%**	**0%**	**0%**	**0%**	**0%**	**97.4%**	**0%**								**49.2%**		
Total A (A.1. + A. 2.)		**2,669.3**	**96.4%**	**100.0%**	**0%**	**0%**	**0%**	**97.4%**	**0%**								**97.2%**		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																			
Revenue from activities not eligible for taxonomy (B)		99.2	3.6%																
Total A + B		**2,768.5**	**100.0%**																

Y (YES); N (NO); EL (ELIGIBLE); N/E (NOT ELIGIBLE)

4

In addition, Altarea has no activities related to nuclear energy or fossil gas.

Nuclear energy and fossil gas activities

Nuclear energy activities		
1.	The Company carries out, finances or is exposed to research, development, demonstration and deployment of innovative facilities for the production of electricity from nuclear processes with a minimum of waste from the fuel cycle.	No
2.	The company carries out, finances or is exposed to construction and safe operation of new nuclear facilities for the production of electricity or industrial heat, in particular for district heating purposes or for the purposes of industrial processes such as production hydrogen, including their safety upgrades, using the best available technologies.	No
3.	The Company carries out, finances or is exposed to the safe operation of existing nuclear facilities for the production of electricity or industrial heat, in particular for district heating purposes or for the purposes of industrial processes such as the production of hydrogen, from nuclear energy, including their safety upgrades.	No
Fossil gas activities		
4.	The Company carries out, finances or is exposed to construction or operation of facilities for the production of electricity from gaseous fossil fuels.	No
5.	The Company carries out, finances or is exposed to construction, refurbishment and operation of combined heating/cooling facilities and electricity from gaseous fossil fuels.	No
6.	The Company carries out, finances or is exposed to construction, remediation or operation of heat production facilities that produce heat/cold from gaseous fossil fuels.	No

Capex

Reconciliation with consolidated data

Capex corresponds to the increase in the gross value of property, plant and equipment and intangible assets for the financial year, before impairment, depreciation, amortisation and any revaluation, including those resulting from revaluations and impairments, for the financial year in question excluding fair value adjustments. Also included is the increase in the gross value of property, plant and equipment and intangible assets resulting from business combinations.

As a result, the Capex figure in the ratio denominator includes the costs recognised according to:

- IAS 16 Property, plant and equipment;
- IAS 38 Intangible Assets;
- IAS 40 Investment property (fair value model);
- IAS 40 Investment property (cost model);
- IFRS 16 Leases.

Detail of Group Capex *(€ millions)*	**2024**	**2023**
Total	**84.9**	**59.8**
o/w investment properties (at fair value)	20.2	18.7
o/w investment properties (at cost)	20.0	11.6
o/w IAS 16 Property, plant and equipment	26.9	8.0
o/w IAS 38 Intangible assets	5.0	5.0
o/w Right-of-use (land and buildings)	10.8	13.7
o/w Right of use (vehicles)	2.0	2.8

Group Capex used for the denominator is €84.9 million.

Eligible Capex

By their nature, the Group's capital expenditures (Capex) are eligible under three sectors:

- 6.5 "Transport by motorcycles, passenger cars and commercial vehicles" (1);
- 7.6 "Installation, maintenance and repair of renewable energy technologies" (2);
- 7.7 "Acquisition and ownership of buildings" (3).

These activities can be broken down as follows:

	Observatoire 2024	6.5 - Transport by motorcycles, passenger cars and light commercial vehicles	7.6 - Installation, maintenance and repair of renewable energy technologies	7.6 - Acquisition and ownership of buildings
Total eligible Capex *(in € m)*	**80.0**	**2.0**	**26.7**	**51.3**
o/w Investment properties (at fair value)	20.2		1.0	19.2
o/w investment properties (at cost)	20.0		0.2	19.9
o/w IAS 16 Property, plant and equipment	26.9		24.9	2.0
o/w Right-of-use (land and buildings)	10.8		0.7	10.2
o/w Right of use (vehicles)	2.0	2.0		
Total non-eligible Capex *(in € m)*	**5.0**			
o/w IAS 38 Intangible assets	5.0			
Total Capex *(in € m)*	**84.9**			

In fiscal year 2024, activities eligible under the European taxonomy represented 94.1% of the Group's Capex. The 47% increase vs 2023 of the eligible Capex is mainly due to the investments made this year on the development of photovoltaic infrastructures for €26.7 million.

The eligible portion of each activity is calculated compared to the Group's 2024 consolidated Capex.

Aligned Capex

To calculate the alignment of the Capex, the Group considered as aligned:

- **Category A:** Capex linked to assets already aligned with the European taxonomy. This resource aims to increase the resources allocated to sustainable activities (see almost all eligible Capex aligned for the activity analysed);
- **Category B:** Capex linked to assets in transition towards alignment with the Taxonomy and therefore included in a minimum five-year investment plan aimed at expanding the aligned activity. In real estate, this may be the alignment of an existing portfolio in acquisition and ownership of buildings, for example, or the processes that make it possible to align projects in construction, renovation or demolition activities.
- **Category C:** Capex related to enabling economic activities.

Therefore, the aligned Capex of activities 7.7 are composed of categories A and B. Capex aligned with activity 7.6 is only composed of category C Capex.

In 2024, the Group's Capex alignment rate was 60.8%.

This alignment rate reflects the REIT's strong performance. It also represents our €26.7 million investments in the development of photovoltaic infrastructure.

Alignment of 2024 Capex with taxonomy by criterion

	Share of Capex/Total Capex	
	Aligned with taxonomy by objective	Eligible for taxonomy by objective
CCM(a)	60.8%	94.1%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

(a) CCM (climate change mitigation); CCA (climate change adaptation); WTR (water and marine resources) ; CE (circular economy); PPC (pollution prevention and control); BIO (biodiversity and ecosystems).

(1) Corresponds to the Group's leased vehicle fleet.

(2) Corresponds to activity via the Prejeance brand to develop photovoltaic infrastructure projects on small and medium-sized roofs (between 100 and 500 kWp), mainly on agricultural sheds.

(3) Corresponds to investments on assets owned or co-owned and in the great majority of cases managed by Altarea.

Altarea's Opex taxonomy alignment rate in fiscal year 2024

2024				Substantial contribution criteria						Do no significant harm (DNSH) criteria									
Economic activities	**Codes**	**Capex**	**Share of 2024 Capex**	**Climate change mitigation**	**Climate change adaptation**	**Water**	**ESRS E2**	**Circular economy**	**Biodiversity**	**Climate change mitigation**	**Climate change adaptation**	**Water**	**ESRS E2**	**Circular economy**	**Biodiversity**	**Minimum safeguards**	**Share of Capex aligned with taxonomy (A.1.) or eligible for taxonomy (A.2.) 2022**	**Category (enabling activity)**	**Category (transitional activity)**
		€ millions	**%**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N; N/EL**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**Y; N**	**%**	**E**	**T**
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A. 1. Activities eligible for taxonomy and aligned																			
Transport by motorcycles, passenger cars and light commercial vehicles	CCM 6.5	0.0	0.0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	N/A	Y	Y	N/A	Y	0.0%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	26.7	31.4%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	N/A	N/A	N/A	N/A	Y	3.7%		
Acquisition and ownership of buildings	CCM 7.7	25.0	29.4%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	N/A	N/A	N/A	N/A	Y	41.8%		
Capex of environmentally sustainable activities (aligned with taxonomy) (A.1.)		**51.6**	**60.8%**	**100%**	**0%**	**0%**	**0%**	**0%**	**0%**	**N/A**	**Y**	**Y**	**Y**	**Y**	**N/A**	**Y**	**45.5%**		
o/w enabling		26.7	31.4%	100%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	3.7%	E	
o/w transitional		0.0	0.0%							N/A	Y	Y	Y	Y	N/A	Y	0.0%		T
A. 2. Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy)																			
				EL; N/EL	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**										
Transport by motorcycles, passenger cars and light commercial vehicles	CCM 6.5	2.0	2.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								4.7%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
Acquisition and ownership of buildings	CCM 7.7	26.3	31.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								36.0%		
Opex of activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy) (A.2)		**28.3**	**33.3%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**46.0%**		
Total A (A.1. + A. 2.)		**80.0**	**94.1%**	**100%**	**0%**	**0%**	**0%**	**0%**	**0%**								**91.6%**		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																			
Capex of activities not eligible for taxonomy		5.0	5.9%																
Total A + B		**84.9**	**100.0%**																

Y (YES); N (NO); EL (ELIGIBLE); N/EL (NOT ELIGIBLE).

Opex

Reconciliation with consolidated data

Opex means all non-capitalised direct expenses related to:

- research and development;
- building refurbishment measures;
- short-term leases;
- maintenance and repairs;
- as well as any other direct expenditure related to the day-to-day maintenance of property, plant and equipment by the Company or by a subcontracted third party and which are necessary to ensure the continuous and efficient operation of these assets (*e.g.*: maintenance supplies, cost of employees assigned to maintenance, IT dedicated to maintenance).

Eligible and aligned Opex

In 2024, the Opex denominator was €6.8 million. This amount is broken down as follows:

Detail of Group Opex *(€ millions)*	**2024**	**2023**
Total	**6.8**	**4.4**
o/w maintenance and repair costs for the head offices	3.0	3.2
o/w maintenance and repair costs for shopping centres under management	3.8	1.1
o/w external R&D fees	0.0	0.1

The total amount of this increase is less than 5% of the Group's operating expenses in 2024 (€307.7 million). These operating expenses were not considered to be significant for Altarea's business model. They mainly correspond to the upkeep and maintenance of its shopping centres. The Group therefore applies the principle of exemption permitted by the regulations for this KPI.

Alignment of Opex 2024 with taxonomy by criterion

	Share of Opex/Total Opex	
	Aligned with taxonomy by objective	**Eligible for taxonomy by objective**
CCM[a]	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

(a) *CCM (climate change mitigation); CCA (climate change adaptation); WTR (water and marine resources) ; CE (circular economy); PPC (pollution prevention and control); BIO (biodiversity and ecosystems).*

Altarea's Opex taxonomy alignment rate in fiscal year 2024

2024				Substantial contribution criteria						Do no significant harm (DNSH) criteria									
Economic activities	Codes	Opex	Share of Opex 2024	Climate change mitigation	Climate change adaptation	Water	ESRS E2	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	ESRS E2	Circular economy	Biodiversity	Minimum safeguards	Share of Opex aligned with taxonomy (A.1.) or eligible for taxonomy (A.2.) 2023	Category (enabling activity)	Category (transitional activity)
		€	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	%	E	T
A. ACTIVITIES ELIGIBLE FOR THE TAXONOMY																			
A. 1. Activities eligible for taxonomy and aligned																			
Construction of new buildings	CCM 7.1	0.0		Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	Y	Y	Y	Y	Y	0%		
Renovation of existing buildings	CCM 7.2	0.0		Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	Y	Y	Y	N/A	Y	0%		T
Acquisition and ownership of buildings	CCM 7.7	0.0		Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	Y	N/A	N/A	N/A	N/A	Y	0%		
Opex of environmentally sustainable activities (aligned with taxonomy) (A.1.)		**0.0**		**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**N/A**	**Y**	**Y**	**Y**	**Y**	**N/A**	**Y**	**0%**		
o/w enabling		0.0		0%	0%	0%	0%	0%	0%	N	N	N	N	N	N	N	0%	E	
o/w transitional		0.0								N/A	Y	Y	Y	Y	N/A	Y	0%		T
A. 2. Activities eligible for taxonomy but not environmentally sustainable (not aligned with taxonomy)																			
				EL; N/EL	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**	**EL; N/EL**										
Construction of new buildings	CCM 7.1	0.0		EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Renovation of existing buildings	CCM 7.2	0.0		EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Acquisition and ownership of buildings	CCM 7.7	0.0		EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Opex of activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy) (A.2)		**0.0**		**0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**0%**		
Total A (A.1. + A. 2.)		**0.0**		**0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**0%**		
B. ACTIVITIES NOT ELIGIBLE FOR TAXONOMY																			
Opex of activities not eligible for taxonomy (B)		6.8	100%																
Total A + B		**6.8**	**100%**																

Y (YES); N (NO); EL (ELIGIBLE); N/EL (NOT ELIGIBLE).

Specific action plans on certain criteria

Following the audit carried out by our Statutory Auditors on our processes and methodology last year, areas for improvement were identified on certain criteria and actions were implemented to remedy them:

- **Circular economy:** one of the key contractual commitments of subcontracting companies to send at least 70% of the waste for material recovery was not considered sufficient to validate the criterion in full.

  Two partnerships were signed at the start of the year with trusted third parties on waste management with the aim of:

  - ensuring 100% of our projects reuse over 70% of material site waste,
  - having a positive effect on the building site ecosystem (companies, service providers, *etc.*).

  This partnership covers both new buildings and renovations; On the oldest building sites, waste review and control measures are carried out at several levels within the Group;
- **Climate change adaptation:** A special effort has been made to acculturate our employees in the promotion to the challenges related to climate risks. The Group has accordingly rolled out specific training courses to:

  - understand the different physical climate risks generated by climate change,
  - understand how to identify risks that may affect a transaction,
  - be able to select solutions to reduce the impact of these risks, without leading to poor adaptation,
  - understand how to assess whether sufficient measures, from the point of view of European taxonomy, have been implemented in a project,
  - be able to explain to customers.

  For each of these projects, a summary of the action plans implemented is detailed:

  - in line with local, sector, regional or national adaptation strategies and plans,
  - without negative impact, in particular on local parties,
  - with nature-based solutions preferred and good implementation in exe phase so that the benefits are real;
- **Pollution:** Concerning compliance with one of the DNHS Pollution criteria, relating to the REACH regulation [(1)], in addition to the study the Group's 2023 study on a sample of our products/materials, new actions were carried out this year:

  - systematic checks are carried out on the EHDSs of products/materials included in the programming models to confirm the absence of substances from the candidate list,
  - checks are done centrally by the Technical Department. If any substances on the candidate list are found, additional work is carried out to:
    - inform the supplier/partner to discuss possible substitute products,
    - identify possible alternative products,
  - specific training was shared with the operating and purchasing teams on the subject of REACH. In addition to raising teams' awareness of the taxonomy and these regulations, this training also aims to deploy an alert process in the event of hazardous substances being identified in one of our products/materials,
  - the risk related to hazardous substances on the candidate list is now included in the contract letters of the Group's development operations. A paragraph is included for new agreements requiring the Group's partners/suppliers to comply with the REACH regulation and to notify it of the presence of hazardous substances in their products/materials.

  Lastly, with the dual objective of improving the culture of its suppliers and monitoring the products that the Group uses in its programmes, an email was sent to its supplier database to:

  - notify the Group in the event of the presence of substances from the candidate list in their products/materials,
  - inform them of the obligations incumbent on everyone under the REACH regulation.

Next steps

With an increasingly exemplary environmental approach, the Group's development activities have been structured in recent years and are notably ahead of regulations in certain areas such as pollution. This has enabled Altarea to take the lead in its sector on new and complex issues.

With a view to aligning our development operations with the circular economy objective, work is under way to interpret the criteria in order to increase our rate of alignment with this objective next year.

Regulatory framework

European Commission texts serving as reference:

- REGULATION (EU) 2020/852 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088;
- ANNEX I supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council by defining the technical examination criteria to determine the conditions under which an Economic activity is considered to contribute substantially to the mitigation of climate change and to determine whether economic activity causes significant harm to one of the other environmental objectives;
- FAQ on REGULATION (EU) 2020/852 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2020, of 19 December 2022;
- Delegated Regulation (EU) 2021/2139 of the European Commission of 4 June 2021;
- Delegated Regulation (EU) 2023/2486 of the European Commission of 27 June 2023;

(1) *Substances of Very High Concern (SVHC) appearing on the list of candidate substances in application of Article 59 and taking into account the criteria of Articles 57 and 58 of the REACH Regulation (certain substances that are carcinogenic, germ cell mutagenic, toxic for reproduction, persistent, bioaccumulative and toxic, very persistent and very bioaccumulative, endocrine disruptors, etc.).*

- Delegated Regulation 2023/2485 of 27 June 2023 amending Delegated Regulation (EU) 2021/2139 with additional technical review criteria to determine the conditions under which certain economic activities can be considered as contributing substantially to the mitigation of climate change or adaptation to this and if these activities do not cause significant harm to any of the other environmental objectives.

The European Commission presented a methodology (the taxonomy) for reporting investments in economic activities considered to be sustainable. The aim is to facilitate investments that contribute to achieving Europe's environmental objectives:

a. Climate change mitigation: CCM;

b. Climate change adaptation: CCA;

c. Sustainable use and protection of Water and Marine Resources: WTR;

d. Transition to a Circular Economy: CE;

e. Pollution prevention and control: PPC;

f. Biodiversity and ecosystems: BIO.

The European taxonomy is applied to the Group's consolidated scope. It makes it possible to assess the proportion of activities that are sustainable or contribute to the ecological transition.

Taxonomy principles and methods

The alignment of the reported indicators with the taxonomy was investigated at asset level, which corresponds to:

- in Property Development, each project (building or group of buildings);
- in the REIT, each shopping centre managed, co-managed or owned by the Company.

For development projects, the date considered is the filing date of the building permit when referring to national regulations.

Altarea's Property Development activity is eligible for the Taxonomy activities "7.1 Construction of new buildings" and "7.2 Renovation of existing buildings" since the Group carries out projects and also major renovations *via* Histoire & Patrimoine and its offices activity in the Paris Region. This activity is also eligible for Taxonomy activities "3.1 Construction of new buildings" and "3.2 Renovation of existing buildings" linked to the circular economy objective.

For this exercise, each transaction aligned within the meaning of the taxonomy was the subject of an exhaustive collection and review of proof documents.

Substantial contribution criteria (SCC) #1a: climate change mitigation

Property Development: new construction

SCC #1: NZEB -10%

The European taxonomy requires buildings to reach a threshold of primary energy consumption that meets the nearly zero energy building (NZEB) standard -10%.

For assets subject to RT2012 (building permits filed before 1 January 2022 for residential and before 1 July 2022 for the tertiary sector), this threshold corresponds to the RT2012-10% [(1)].

For assets for which the building permit was obtained after 1 January 2022 for residential and after the 1 July 2022 for the tertiary sector, RE2020 standards are strict enough to reach the consumption threshold set by the European taxonomy.

If some of the buildings in a multi-building project fail to reach the RT2012 -10% threshold, then the aligned revenue of this project is calculated pro rata the number of aligned units.

Activities concerned: Property Development, REIT post 31/12/2020

Scope: Residential and non-residential

SCC #2: Airtightness and thermal integrity tests

Regarding airtightness, the Group applies the regulation literally. The criterion is reviewed asset by asset for buildings of more than 5,000 m^2.

Regarding thermal integrity, RT2012 and RE2020 require proven and traceable quality control processes during construction to guarantee the thermal integrity of buildings, for residential and tertiary sectors.

Thermal integrity and airtightness tests are therefore carried out on buildings (upstream of the purchase order) and the results of these tests are systematically reviewed.

These exercises therefore meet the criterion for thermal integrity.

Activities concerned: Property Development, REIT post 31/12/2020

Scope: Residential and non-residential

SCC #2: Life cycle assessment

The European taxonomy requires the performance of a Life Cycle Assessment (LCA) applying a robust and broadly applicable method, which facilitates the comparison of results between and within sectors.

The LCA prescribed by EN 15978 (RT2012) and the LCA recommended by RE2020 both meet this criterion.

Additional LCAs were carried out retrospectively on assets subject to RT2012.

The criterion is therefore reviewed asset by asset for buildings of more than 5,000 m^2.

Activities concerned: Property Development, REIT post 31/12/2020

Scope: Residential and non-residential

(1) *Recommendations from the DGLAN/DHUP.*

Property Development: renovation

SCC #1: Renovation in accordance with the requirements for major renovations

All of the Group's major renovations meet the requirements of the Global RT or the item-by-item RT applicable to this type of project. These requirements apply those of the European directive on the energy performance of buildings, thus validating the criterion as a whole, once a building permit is filed and validated.

Histoire & Patrimoine's renovation projects for historic buildings divide into two categories:

- buildings built before 1948: compliance with the existing RT by item;
- buildings built after 1948: compliance with the Decree of 13 June 2008.

Activities concerned: renovation

Scope: Residential and non-residential

REIT

SCC #1: EPD A/Top 15% EPC or criterion applicable to activity 7.1

Buildings built before 31 December 2020 must have an energy performance diagnostic (EPD) of level A or energy performance in the top 15% of the national or regional building stock. Several market benchmarks exist. For the 2024 fiscal year, the Group has chosen the 2024 ESG [(1)] index as a benchmark for the top 15%. This benchmark allows the Group to have a shared reference framework in France but also in its other sites. It also allows comparison with other major market players.

The energy performance of an asset is calculated over a full year (01/01/2024 to 31/12/2024) and reflects its actual consumption. This calculation is composed of:

- for the numerator, actual consumption of electricity, gas, heating and cooling network and fuel oil but also energy consumption in common areas and tenants served by shared facilities (excluding electricity for served tenants excluding unserved tenants);
- for the denominator, surface areas (in GLA m^2) of common built areas (excluding indoor or outdoor car parks) and areas related to consumption distributed among tenants.

Activities concerned: REIT before 31/12/2020

Scope: non-residential

Energy management of buildings

Decree 2020-886 of 20 July 2020 on automation and control systems for non-residential buildings, known as the BACS Decree, requires the implementation of building automation and control systems for large new tertiary buildings (with a nominal useful power greater than 290kw) from July 2021.

The existence of a BMS or GTC on our assets with a nominal useful power of more than 290kw is verified asset by asset to validate this criterion.

Activities concerned. REIT

Scope: non-residential

DNSH #2 Climate change adaptation

In 2023, the Group launched a retrospective assessment of all its transactions affected by the taxonomy alignment assessment in order to verify their compliance. This assessment was carried out either with the CERQUAL resilience tool, updated as a support tool for responding to the challenges of the European taxonomy, or with the Bat-ADAPT [(2)] tool and detailed analysis based on the RCP 2.6, 4.5 and scenarios. Following this, a note specifying the main adaptations to make to respond to these risks was drafted and evidence of their completion collected. These tools are now used as soon as Property Development projects are planned.

For REIT assets, an initial assessment of physical risks and adaptation roadmaps for the Group's assets was carried out in 2018. This study identified the existence of net risks on a few assets for which remediation actions were defined and implemented. In 2024, the Group chose to carry out a new climate risk audit on its entire portfolio in order to refine the adaptation plan for Retail assets, in particular with regard to new risk areas to take into account and a methodology that develops over time on this issue. A catalogue of action plans has been defined based on the main risks identified. These actions will be rolled out asset by asset and then managed by the asset managers as part of CapEx after approval by the Group and asset governance bodies. The Group will closely monitor the full implementation of these actions within five years of their approval.

Activities concerned: Property Development, Renovation, REIT

Scope: Residential and non-residential

DNSH #3: Water

DNSH 3A: Water leaks

The Group applies the text literally. This criterion is reviewed asset by asset in the non-residential segment.

An exception to this rule is made for Residential projects, which are subject to the transitional regime (market position according to our knowledge of the market), which is applied to the exercise according to the date of filing of the LT.

Activities concerned: Property Development, renovation

Scope: Residential and non-residential

DNSH #3b: Protection of water resources

National regulations cover this criterion: all assets are in the IOTA nomenclature (Water Act):

- the LEMA law (2006) is the French transposition of the WFD (Water Framework Directive of 2000: Directive 2000/60/EC) which forms the basis for Article 2 22) 23) of Regulation (EU) 2020/852, on which the DNSH #3b is itself based;
- the French LEMA Act (Water Act) concerns projects coming under the IOTA nomenclature (all installation projects, structures, works or activities): all projects are obliged to submit a Water Act filing (dossier de Loi de l'Eau, DLE).

The LEMA Act meets this taxonomy criterion.

Activities concerned: Property Development

Scope: Residential, non-residential

(1) ESG index published by Deepki - Zone France = 154 kWh/m^2/year - Spain = 206 kWh/m^2/year: https://index-esg.com

(2) https://r4re.resilience-for-real-estate.com/resilience/analysis

DNSH #4: Circular economy

DNSH #4a: Waste recovery

Limits waste production

Operators must limit the production of waste in construction and demolition processes, in accordance with the European protocol for the treatment of construction and demolition waste. These elements are included in the SOGEDs (building site waste organisation and management plans), which are systematically integrated into our internal processes and the building site charters signed by partners in our projects.

Recovery of waste materials above 70%

Property Development: new construction

Two items of documentation make it possible to align Group assets under development:

1. when work on the building site has not yet begun, suppliers and partners working on our building sites sign site charters providing for the sorting and recovery of 70% of material waste, excluding hazardous waste and soil and stones classified as non-hazardous;
2. if work on the building site has begun, there is a paper trail (review of site waste registers or a certificate from the sorting and treatment centre) to show that the total material waste recovered since construction and/or demolition work started is greater than 70% of the total waste generated by the site.

Property Development: renovation

For old buildings under renovation, most of the waste generated comes from the cleaning of old or abandoned buildings in poor sanitary condition and with limited possibilities for waste recovery, *i.e.* almost all are contaminated with lead or pests due to the time when the buildings were built. Systematic (products, equipment, materials and waste (PEMD) diagnostics on assets greater than 1,000 m^2 make it possible to estimate the maximum volume that can be recovered.

Activities concerned: Property Development, renovation

Scope: Residential and non-residential

DNSH #4b: circular economy design and construction techniques

This criterion requires us to assess the design of the Group's assets and construction techniques by demonstrating that they are either more resource-efficient or more adaptable or flexible, or can be more easily dismantled for reuse and recycling.

Each asset is accordingly reviewed on the basis of one of the following three sub-criteria:

1. resource efficient;
2. adaptable or flexible;
3. dismantlable.

A report is produced, asset by asset, to provide proof of its alignment with one of the three sub-criteria.

Activities concerned: Property Development, renovation

Scope: Residential and non-residential

DNSH #5: Pollution

DNSH #5a: products hazardous to health

The POP regulations for persistent organic pollutants, EC 1102/2008 of 22 October 2008 for mercury, EC 1005/2009 of 16 September 2009 for substances that deplete the ozone layer, and Regulation 1907/2006 entered into force in 2007 for REACH substances, meet this taxonomy criterion.

The Group is also expected to demonstrate that it does not market products containing substances of very high concern as candidates for authorisation under the REACH regulation (Article 59 of Regulation (EC) No. 1907/2006) entered into force in 2007.

Several processes make it possible to meet this last criterion:

- all marketers must inform their customers of the presence of substances of very high concern (SVHC) included in the candidate list in application of Article 59 and taking into account the criteria of Article 57 (1) of the REACH Regulation present at concentrations greater than 0.1%. Thus, as the purchaser of the product and in the absence of information received from suppliers on the presence of SVHC, Altarea considers that the products purchased are SVHC-free;
- for risk management purposes and in order to verify the reliability of the Group's processes, Altarea has chosen to go further by carrying out a specific verification in 2023, repeated in 2024, on a representative sample of products and materials used in the construction of its projects (sample taken from Cogedim brand projects). A specialist firm audited the alert processes for hazardous products and its report highlighted the reliability of the notification process (initial reporting and escalation). The criterion can therefore be considered as fully met (2).

Concerning the treatment of the second paragraph of f) of Appendix C (formerly g) of the European Commission Delegated Regulation 2023/2486 of 27 June 2023, it needs to be clarified because:

- It refers to working on substances that meet a list of "criteria" (*i.e.* an open list of substances): in total, this list could include several thousand substances whose presence in materials, equipment and other components a building cannot be totally excluded;

(1) The following substances may be included in Annex XIV in accordance with the procedure provided for in Article 58: a) substances meeting the criteria for classification as carcinogenic substances, category 1A or 1B, in accordance with Annex I, section 3.6, of Regulation (EC) 1272/2008; b) substances meeting the criteria for classification as mutagenic substances on germ cells, category 1A or 1B, in accordance with Annex I, Section 3.5 of Regulation (EC) No 1272/2008; c) substances meeting the criteria for classification as substances toxic for reproduction, category 1A or 1B, having adverse effects on sexual function and fertility or on development, in accordance with Annex I, Section 3.7 of the Regulation (EC) 1272/2008; d) substances that are persistent, bioaccumulative and toxic in accordance with the criteria set out in Annex XIII of this Regulation; e) substances that are very persistent and very bioaccumulative, in accordance with the criteria set out in Annex XIII of this Regulation; f) substances, - such as those with endocrine disrupting properties or those with persistent, bioaccumulative and toxic or very persistent and very bioaccumulative properties, which do not meet the criteria referred to in points d) or e) - for which it is scientifically proven that they may have serious effects on human health or the environment that give rise to a level of concern equivalent to that caused by the use of other substances listed in points a) to e) and which are identified on a case-by-case basis, in accordance with the procedure set out in Article 59.

(2) For details of the treatment of this criterion see chapter 4.1.6 "European taxonomy", in the paragraph "Specific action plans on certain criteria".

- access to information appears to be fairly difficult for the Group: suppliers do not have the same obligation to publish information for these substances (compared to the SVHC list). The exhaustive search would therefore require an analysis of all materials in search of several thousand substances, which would involve the implementation of a very large number of methods for extracting the substances and conducting analyses that are not necessarily technically available at the moment;
- the building materials supply chains involve multiple actors and multiple origins. Thus, it is not possible to contractually require tier-1 suppliers to obtain this information or, in turn, require their own suppliers to provide it to them, and so on.

For the 2024 fiscal year, the Group has made its best efforts to conduct the analysis using the information available to it at the date of preparation of the Altarea Taxonomy report, which leads it to consider that the Group's activities are aligned with this DNSH criterion. The Group is continuing its efforts to refine its analysis and improve its processes in the years to come. As explained above, Altarea has put in place procedures leading de facto to a reduction in the uncertainties as to the presence of substances meeting the criteria of Article 57 by means of contractual clauses addressing the SVHCs already identified under Article 59. In addition, Altarea strives to reduce the introduction of any hazardous substance or mixture, in particular those meeting the Article 57 criteria. In any event, if such products were introduced, Altarea would be informed *via* the SDS and the FDES and would initiate a search for an alternative solution (see the process put in place as part of the processing of the first paragraph of f) Appendix C (formerly g) of the European Commission Delegated Regulation 2023/2486 of 27 June 2023).

However, at the date of this report, the Group is not in a position to guarantee that its analysis processes include all the substances covered in the DNHS Pollution criterion. The Group continues to develop its processes to ensure that all substances potentially affected by criteria a) to f) as well as the additional paragraph of this DNSH criterion are covered as soon as possible.

In summary, Altarea is making its best efforts, seeking to prevent the introduction of potentially hazardous substances by all reasonable means, given its positioning downstream in a complex supply chain.

Activities concerned: Property Development, renovation

Scope: Residential and non-residential

DNSH #5b: carcinogenic formaldehyde and VOCs

For carcinogenic VOCs (benzene), French law imposes the same threshold as the taxonomy (see the Order of 30 April 2009 on the conditions for the marketing of construction and decoration products containing substances that are carcinogenic, germ cell mutagenic or toxic for reproduction, category 1 or 2).

For formaldehydes, the taxonomy thresholds correspond to product labels A and A + (see the Decree of 19 April 2011 on the labelling of construction products).

This criterion is verified on an asset-by-asset basis.

Activities concerned: Property Development, renovation

Scope: Residential and non-residential

DNSH #5c: soil pollution analysis

The French ALUR Act imposes an obligation on land listed in the SIS registry [1] of potentially contaminated land (Article L. 556-2 of the French Environmental Code) and on land that has housed a classified facility that has been permanently shut down and regularly rehabilitated (Article L. 556-1 of the French Environmental Code), the project commissioner provides in the building or development permit application a certificate (i) guaranteeing that a soil study has been carried out by a consultancy certified in the field of polluted sites and soils and (ii) that it has been taken into account in the design of the construction or subdivision project. On this basis, the ALUR law covers this Taxonomy criterion.

In addition, for all BUs, an analysis is systematically carried out if there is any doubt about the history of the soil.

Activities concerned: Property Development

Scope: Residential and non-residential

DNSH #5d: noise, dust and pollutants

The Group has instigated building site charters going beyond the Public Health Code (Article R. 1336-10) relating to noise and Order 2020-700 of 10 June 2020 on the monitoring of polluting gas and polluting particles emissions, allowing the achievement of this DNSH criterion.

This criterion is verified on an asset-by-asset basis.

Activities concerned: Property Development, renovation

Scope: Residential and non-residential

DNSH #6: Biodiversity

DNSH #6a: environmental impact assessment

The French Environmental Code (Article R. 122-2, Section 29) defines the cases for which an environmental impact assessment is necessary and so meets the taxonomy criterion.

The Group plans to carry out additional analyses for projects located near a Natura 2000 area.

This criterion is verified on an asset-by-asset basis.

Activities concerned: Property Development (excluding Renovation)

Scope: Residential and non-residential

DNSH #6b: non-buildable areas

The local urban planning plans (PLUs) as well as the national urban planning regulations meet this taxonomy criterion.

Activities concerned: Property Development

Scope: Residential and non-residential

Limitations of the work done

The Information may be subject to inherent uncertainty in the state of scientific or economic knowledge and in the quality of the external data used. Certain information is also sensitive to the methodological choices, assumptions and/or estimates used to prepare it, in particular this year, the use of:

- a study carried out by an external service provider to address the criterion related to substances on the REACH regulation candidate list as well as the choice of material/product samples and suppliers;
- specific tools for the criterion of climate risk adaptation: CERQUAL's Resilience or Bat-ADAPT, produced by the *Observatoire de l'immobilier durable* (OID).

(1) *A piece of land is listed in the Soil Information Sector (SIS) if the land registry parcels that make it up are totally or partially affected by pollution known to the state services.*

4.2.2 ESRS E1 - Climate change

4.2.2.1 Introduction

The climate emergency demands profound transformations in the way cities operate, requiring a shift towards more resource-efficient and resilient urban models. Cities must face up to major environmental challenges, including reducing their energy consumption and greenhouse gas (GHG) emissions. The building and construction sectors are among the largest consumers of energy and among the largest GHG emitters in France, which gives them increased responsibility in the fight against climate change.

The consequences of climate change are already apparent, with an intensification of climate phenomena: storms, heat peaks and heat waves made worse in urban environments by the phenomenon of heat islands. These weather events have a direct impact on buildings and user comfort, affecting the built environment, networks, building sites and the quality of city life. As real estate developers and portfolio managers, it is crucial to take these issues into account to develop strategies for resilience and sustainability, so as to minimise the carbon footprint and improve the quality of urban life.

4.2.2.2 ESRS 2 [GOV-3] Integration of sustainability-related performance in incentive schemes

Sustainability incentive mechanisms are described in section [GOV-3] "Integration of sustainability-related performance in incentive schemes".

4.2.2.3 [E1-1] Transition plan for climate change mitigation

Today, Altarea has fully integrated these transformations related to the transition and is enriching its low-carbon approach every year. Since 2017, the Group has included GHG emission reduction targets in its priorities. The transition plan for mitigating climate change risks is being formalised and will not be published for the 2024 reporting period. It is planned to finalise and adopt this transition plan within the next three years.

In addition, the reduction targets and climate change mitigation and adaptation policies that the Group plans to implement are detailed in sections [E1-3] and [E1-4] of this sustainability report.

4.2.2.4 ESRS 2 [SBM-3] Material impacts, risks and opportunities and their interaction with strategy and business model

Definition of the scope of the resilience analysis

In its approach to identifying and assessing impacts, risks and opportunities and how they interact with the strategy, business model and value chain, the Group has relied on the double materiality and resilience analysis carried out in its own operations scope as specified in ESRS 2 (General disclosures, paragraph 1).

The double materiality analysis made it possible to identify Altarea's main material challenges related to climate change:

- GHG emissions and energy consumption;
- adaptation of buildings to climate change.

Faced with these material challenges, material impacts, risks and opportunities have been identified:

Impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**Scope 1 and 2 GHG emissions (in particular: operation of assets and offices and business travel)**		Operations & Corporate: Energy consumption of the common areas of the Group's shopping centres and offices	
Negative impact	**Scope 3 GHG emissions (in particular: energy consumption during the life of the buildings sold (ICe), consumption by tenants and data centers, employee travel)**			Group: Energy consumption of buildings by occupants (housing, shops, logistics warehouses, data centers, *etc.*) Employee commuting
Negative impact	**Scope 3 GHG emissions from the manufacture of construction materials (ICc)**	Property Development: Extraction, transformation and transportation of materials used by service providers to carry out projects developed by Altarea (raw materials, materials, photovoltaic panels, construction machinery, *etc.*)		
Negative impact	**Aggravation of physical risks caused by Altarea's operations (heat islands, flooding, *etc.*)**		Property Development: Direct contribution of projects developed by Altarea to increased physical risks concentrated in an area	Property Development: Concentration of physical risks favoured by Altarea among occupants and users of urban spaces developed by the Group
Positive impact	**Design of projects adapted to deal with the effects of climate change**		Property Development: Incorporation of the effects of climate change in the design of operations	Property Development: Concentration of physical risks favoured by Altarea among occupants and users of urban spaces developed by the Group
Transition risks	**Increased design and construction costs (new materials and new techniques, RE2020, tertiary decree (DEET), *etc.*);**	Building sites: Learning time and adaptation to restrictive standards requiring the acquisition of new skills	Group: Transformation of the Group's business model (products, historical practices, *etc.*) according to changes in the market and regulations Integration of new costs and new design and construction methods	
Transition risks	**New environmental regulations**		Group: Adaptation of the Group's overall strategy	
Physical risks	**Disruption of building sites in the event of extreme weather events**	Construction sites: Interruption of construction sites in the event of extreme weather events	Property Development: Delay in ongoing operations in the event of extreme weather events	
Transition risks	**Volatility of energy prices and access for the Group and its value chain**	Development & Building sites: Fluctuation in production costs/transformation of materials and construction costs	Group: Fluctuation in the price of energy used by the Group for its activities and offices	Property Development & Operation: Fluctuation in energy costs for occupants and users of buildings developed or operated by the Group
Opportunities	**Access to new green finance linked to the energy transition**		Group: New sources of financing unlocked by aligning the Group's activities with sustainability issues	
Opportunities	**Diversification of activities linked to sectors related to the energy transition**		Group: Development of new sustainable activities	
Opportunities	**Maintaining the value of assets located in physical risk areas (optimisation of investments, *etc.*)**		Operations: Preservation of the value of assets operated by Altarea	

The resilience analysis made it possible to identify physical climate risks.

The following table details the physical risks included and excluded in the scope of the Group's own operations.

Macro physical risks	Specific physical risks	Explanation of exclusions
TEMPERATURE	Changing temperature (air, freshwater, marine water	**Partly included** in the analysis of changes in hazards and in the risk analysis: Altarea's operations are property development and retail asset management. They are therefore not affected by changes in seawater and freshwater temperatures. For this reason, only air temperature variations are taken into account in the study.
	Heat stress	**Included** in the analysis of changes in hazards, excluded from the risk analysis: changes less unfavourable than heat waves and impacts covered by the heat wave hazard.
	Temperature variability	**Excluded:** Altarea's projects (property development and retail asset management) are not sensitive to strong temperature variations over very short periods. In addition, the generic impacts related to a sharp rise in temperatures (which can affect certain materials) are already covered by the "Change in temperatures" hazard.
	Permafrost melting	**Excluded:** Altarea's projects are not located in areas where permafrost can be found. Furthermore, data at the date of the forecast and analysis of permafrost melting are not available.
	Heat wave	Included
	Cold wave/frost	**Excluded:** Cold and frost spells will decrease in Europe(a). The actions already implemented by Altarea to prevent this hazard are therefore considered sufficient in the future.
	Wildfire	**Included**
WIND	Change in wind flow	**Excluded:** Altarea's projects are not sensitive to changes in wind flows.
	Cyclones, hurricanes, typhoons	**Excluded:** Altarea's projects are not located in areas where cyclones, hurricanes or typhoons may occur.
	Storms (including snow, dust or sand)	**Partially included** in the analysis of changes in hazards and in the risk analysis: Altarea's projects are not located in areas affected by snow, dust or sand storms. The study focuses on the evolution of the storm phenomenon in a more global way.
	Tornado	**Excluded:** Tornadoes are excluded from the scope because, to date, the state of science does not allow us to say how they are affected by climate change in Europe.

Macro physical risks	Specific physical risks	Explanation of exclusions
WATER	Changing precipitation patterns and types (rain, hail, snow/ice)	**Partially included** in the analysis of changes in hazards: Hail is excluded from the scope because, to date, the state of science does not make it possible to say how it is affected by climate change in Europe. Snowfall is excluded as it is expected to decrease in Europe. The actions already implemented by Altarea to avoid this hazard will therefore be sufficient in the future. Only the change in rainfall is kept in the study. Excluded from the risk analysis: Low change in the hazard according to the RCP8.5 scenario in 2050 in a context of low potential impact of the hazard.
	Change in precipitation or hydrology	**Excluded:** water stress, flooding and changes in precipitation hazards adequately cover water-related issues. There is no need to study hydrological phenomena in greater detail than what is done with these hazards.
	Water stress	**Included**
	Ocean acidification	**Excluded:** Altarea's projects are not affected by the phenomenon of ocean acidification.
	Saline intrusion	**Excluded:** Altarea's projects are not affected by the saline intrusion phenomenon.
	Sea level rise	**Excluded:** The risks of flooding due to the rise in sea levels will be covered via the coastal flood hazard. For this reason, this hazard is not included in the study.
	Heavy precipitation (rain, hail, snow/ice)	**Partially included** in the analysis of changes in hazards and the risk analysis: Hail is excluded from the scope because, to date, the state of science does not make it possible to say how it is affected by climate change in Europe. Snowfall is excluded as it is expected to decrease in Europe. The actions already implemented by Altarea to avoid this hazard will therefore be sufficient in the future. Only the change in heavy rains is retained in the study.
	Flooding (coastal, river, rain, upwelling, marine submersion)	**Included** Excluded: Flooding by rising groundwater are excluded from the risk analysis due to a limited ability to generically target the sites concerned and the redundancy of the risks (and therefore the actions to be implemented) with floods by intense rainfall and rain flooding.
	Glacial lake emptying	**Excluded:** Altarea's projects are not located in areas where glacial lakes can be found.
SOLID MASSES	Coastal erosion	**Included** in the analysis of changes in contingencies. **Excluded from the risk analysis:** projects not exposed or exposed at a very low level.
	Soil degradation	**Excluded:** Altarea's projects are not sensitive to soil degradation.
	Soil erosion	**Excluded:** Altarea's projects are not sensitive to soil erosion. It should be noted that the phenomenon of coastal erosion is considered in the study.
	Solifluction	**Excluded:** Altarea's projects are not located in areas where solifluction phenomena may occur.
	Avalanche	**Excluded:** Altarea's projects are not located in areas where avalanches may occur.
	Landslide	**Included** in the analysis of changes in contingencies. **Excluded from the risk analysis:** very few projects affected (taking a very conservative approach) and only medium change in the hazard that could be the cause of landslides.
	Subsidence (CSS)	**Included**

(a) Source: IPCC 6th Assessment Report.

The resilience analysis covers all of the Group's own operations but not its entire value chain:

- REIT: suppliers and customers are excluded from this analysis because the data is very complicated to retrieve;
- Property Development: the main links in the value chain considered are technical consultants, manufacturers, suppliers, construction companies and customers.

Main physical risks selected and assessed as part of the resilience analysis

PHYSICAL RISKS
Change in air temperature
Heat wave
Wildfire
Storms
Changes in precipitation
Water stress
Heavy rain
Coastal and river flooding, by groundwater rising or runoff, marine submersion
Coastal erosion
Landslide
Swelling and shrinkage of clays

Since 2018, Altarea has carried out several analyses of the exposure of its activities (and its value chain) to the physical risks (and opportunities) related to climate change. A range of technical and governance solutions were identified and gradually rolled out across the existing portfolio and new development projects. Accordingly, since 2020, Cogedim has designed and rolled out an adaptation action plan, involving the technical, product, CSR and customer teams. Thus, the Residential teams systematically distribute a booklet to buyers, with practical advice for better use of housing (energy saving in particular). In Business Property, there is a universal commissioning process to ensure the proper commissioning of technical equipment (in particular heat and cooling production and emission systems) and the achievement of planned performance.

In 2024, the scope of the REIT's own operations was subject to a physical risk audit based on the OCARA methodology (1) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This makes it possible to address issues related to physical risks that could intrinsically impact the asset portfolio. This audit, updated with recent climate scenarios, identified new risks. It will be followed by an on-site audit, accompanied by a detailed action plan to improve climate resilience.

The studies carried out in 2018 and 2024 are based on the climate change projections of the IPCC RCP4.5 and RCP8.5 scenarios. These scenarios, which correspond to different degrees of radiative forcing (2) are the result of simultaneous work on climate modelling and the creation of socio-economic scenarios to lead to greenhouse gas emission trajectories consistent with these RCPs. The RCPs used do not include socio-economic data in their construction, but are consistent with various possible future worlds that are based on socio-economic data:

- RCP4.5, is a scenario that stabilizes radiative forcing at 4.5 W/m^2 in the year 2100 without ever exceeding that value and is theoretically compatible with all the socio-economic scenarios developed according to more or less moderate values of the descriptive parameters;
- RCP8.5, which represents an increase in radiative forcing of up to 8.5 W/m^2 in 2100 is only compatible with SSP5, which depicts a world fragmented by competition between countries, slow economic growth and policies that pay little heed to the environment (high adaptation challenge and high mitigation challenge).

Aside from incorporating these scenarios, the way the transition could affect macroeconomic trends was not taken into account in the analysis of physical risks (and opportunities). The analysis focused on Altarea's resilience to physical risks based on the current economic context (assumption the current economic situation would continue).

The work done to build a catalogue of actions to adapt to physical risks is based on existing solutions and technologies that can be quickly deployed as necessary. However, it should be noted that in order to ensure that the adaptation strategy is consistent with the other challenges inherent in the transition, each of the actions in the catalogue was assessed by several criteria such as: alignment with mitigation strategy, impact on biodiversity and resource consumption, and social acceptability. The next steps, which will make the action plan more concrete and operational, will also aim to make it consistent with the other work carried out as part of the Group's resilience strategy.

In addition to the analyses carried out at Group level, individual Property Development brands now systematically conduct adaptation studies for each project (in particular concerning physical risks), using dedicated tools (Bat-ADAPT (Observatoire de l'Immobilier Durable), Resilience (CERQUAL), *etc.*).

With regard to the analysis of transition risks (as part of the analysis of the resilience of the Group's activities), the work is currently limited to the pre-identification of transition risks. The objective, for the coming years, is to go further on this topic by carrying out:

- an assessment of the exposure and vulnerability of the Group faced with these pre-identified transition risks (and opportunities) by comparing Altarea's activity with the socio-economic constraints depicted in different transition scenarios (such as the IPCC's SSPs (3));
- a more precise characterisation of these risks and particularly the additional costs that could result.

(1) OCARA: Methodology developed by Carbone 4.

(2) Radiative forcing is a concept used in climate science to describe the impact of external factors (such as greenhouse gases or aerosols) on the Earth's energy balance. It is therefore the difference between the solar energy received by the Earth and the energy sent back into space.

(3) Shared Socio-economic Pathways (SSPs) are narratives developed by the IPCC that reflect a set of socio-economic assumptions (population, GDP, change, etc.) in the absence of climate change or climate policies. They can be optimistic or pessimistic depending on the trends in each scenario.

Results of the resilience analysis and integration into the Group's strategy

The analysis of physical risks carried out as part of the resilience analysis was based on two climate scenarios (RCP 4.5 and RCP 8.5) over the time horizons of 2030, 2050 and 2090. This analysis of physical risks made it possible to select 10 climate hazards according to their potential impact on projects and assets, and the representativeness of the types of impact. The time horizons applied to Property Development cover a historical period up to 2005, and a future horizon centred on 2055 (period 2041-2070).

The hazards with a high potential impact and risk score were selected.

It should be noted that the resilience analysis has for the moment focused on the analysis of physical risks (and opportunities). For the time being, Altarea's work on transition risks is limited to identifying a series of transition risks (see table of material IROs). The objective is to go further in coming years by following a robust methodology for assessing these risks (based on transition scenarios), and by characterising their impacts, particularly from an economic point of view.

The study of physical risks (and opportunities) as part of the resilience analysis revealed that:

Exposure of assets to climate risks	■ due to their location, certain assets are particularly exposed to future climate changes; ■ Altarea's REIT shopping centre operations do not make it more risky than other types of activities, apart from the specific issue of customer acceptance; ■ Altarea's assets are threatened by extreme events including forest fires, intense rainfall, flooding (rain or river) and storms. These hazards could have a severe or even destructive impact on buildings and equipment or endanger employees and customers; ■ other hazards, such as heat waves, have a potentially less destructive impact but can erode the profitability of assets either directly, by increasing the need for cooling and overconsumption of certain equipment, or indirectly, by making assets without active or passive cooling systems too hot in summer, which could reduce footfall;
Anticipation of risks related to assets and forecasts	■ the distortion of the climate becomes greater over time. There is therefore a challenge in ensuring that the adaptation plan developed is relevant in the long term; ■ the global warming trajectory is of great importance in the evolution of certain climate hazards: twice as many watch points need to be considered for Altarea's assets in the pessimistic scenario (RCP8.5) than in the trend scenario (RCP4.5). Global mitigation efforts will therefore have a considerable impact on Altarea's exposure to climate risk;
Actions to adapt assets and projects to specific physical risks	■ the assets' ability to adapt is real, particularly if steps are taken early: the existing adaptation actions have significantly reduced the aggregate risk score by between 2% and 13% on the REIT's own operations; ■ for real estate development projects, the consideration of physical risks is integrated into the design of the buildings and a specific adaptation plan is rolled out during the programming phase; ■ a single adaptation plan will not be possible: the actions will have to depend on the characteristics of the assets, their location and Altarea's scope of responsibility (building owner of the building and/or asset manager); ■ investments must be made with the aim of meeting the challenges over the long term and must therefore take into account the future climate in 2030, 2050 or 2090, depending on the lifespan of the infrastructure or equipment concerned.

Accordingly, on the basis of these results of the resilience analysis, mitigation actions and resources in connection with the physical risks (and opportunities) and transition risks (pre-identified) have been defined (see section [E1-3]). As specified in section [E1-9], the financial impacts inherent to these risks (and opportunities) are not addressed in this reporting exercise.

A net risk was calculated by integrating adaptation and mitigation actions in progress. These actions already implemented by the Group are presented in the table below and their deployment is continuing, in particular in Property Development and the REIT. They already make it possible to act on the main physical risks.

Risks	Current actions	Scope	Stage
Organisational/ cross-functional actions	■ Insurance covering risks of natural disasters (France, Spain, Italy)	Group	Systematic
	■ Consideration of climate hazards in the Business Continuity Plan (BCP)	Group	Systematic
	■ Crisis management procedure	Group	Systematic
	■ Project teams must consider material climate risks in the design stage of real estate projects and demonstrate they have done so to the Commitment Committee	Property Development	Systematic
	■ Contract with an external service provider for the monitoring of meteorological events	Retail	Recurring
Technical actions against floods	■ Regular cleaning of water drains, roofs, car park gates, gutters, *etc.* (via cameras for one asset)	Group	Recurring
	■ Installation of watertight bulkheads or watertight doors	Group	Recurring
	■ Presence of retention ponds in the municipality, and turbosiders to store water on site	Retail	Recurring
	■ Drainage pumps for water discharge into the network	Retail	Recurring
	■ Green outdoor areas to promote water absorption by the soil	Property Development	Recurring
	■ Containment system run by SMIAGE(a) at channel level (CAP3000)	Retail	Recurring
	■ Flood alarm system, or detection system in particularly at-risk basements	Group	Systematic
	■ Installation of check valves for rainwater/wastewater systems	Retail	Recurring
	■ Raising of technical premises and accesses to real estate projects	Property Development	Recurring
	■ Use of anti-flood barriers and green courses if necessary	Property Development	Recurring
	■ Critical equipment raised in the event of water infiltration or on the first floor of the building	Retail	Recurring
Technical actions against heat waves	■ Common area cooling system	Group	Systematic
	■ Emergency shutdown system in the event of overheating (targeting generators, air conditioning, inverters, delivery substations, ventilation, *etc.*)	Group	Systematic
	■ Installation of glazing with high solar factors (*e.g.* solera advanced glazing, double to triple glazing)	Group	Systematic
	■ Have a white or green roof	Retail Property Development	Recurring
	■ Have an outdoor water source	Retail Property Development	Systematic
	■ Landscaped alleys and central mall conducive to air circulation	Retail	Recurring
	■ Common area cooling system	Retail	Systematic
Technical actions against forest fires	■ Have functional fire hydrants near buildings	Retail Property Development	Systematic
	■ Opening on the site to allow smoke extraction	Retail	Systematic
Technical actions against storms	■ Installation of windbreaks	Retail Property Development	Recurring
	■ A vigilance procedure is in place in the event of strong winds (removal of all external mobile equipment, automatic door locks, *etc.*)	Retail	Recurring

Risks	Current actions	Scope	Stage
Actions targeting access to the site	■ Have several access roads to the site (although in the event of extreme events, access roads may be blocked)	Retail	Systematic
	■ Being connected to several transport solutions	Retail	Systematic
Actions targeting networks (telecoms and internet, electricity and water)	■ Back-up solutions in the event of a breakdown in the telecoms and internet networks: two fibre optic links of different technologies or operators	Retail	Systematic
	■ On-site generating set, covering a greater or lesser proportion of needs depending on the case	Retail	Systematic
	■ Site equipped with two different water inlets	Retail	Systematic

(a) Joint association (Syndicat Mixte pour les Inondations, l'Aménagement et la Gestion de l'Eau) for Floods, Development and Water Management.

Adaptation of the Group's strategy and business model

Ongoing and planned climate change mitigation and adaptation actions (see Section [E1-3]) require a profound transformation of the Group's business model. This transformation has led to the emergence of market opportunities that are compatible with its future resilience strategy. Altarea is already working to seize some of these opportunities, in particular by developing new activities (photovoltaic infrastructure, real estate asset management) and by seizing financing opportunities based on indicators of alignment with the European taxonomy. These opportunities will enable the Group to position itself sustainably in a market that is increasingly incorporating sustainability issues, and to reduce its exposure to risky assets and economic activities. The Group continues to position itself strategically as a player in the low-carbon urban transformation and continues the efforts to adjust its strategy in the short, medium and long term in order to increase the resilience of its assets and the real estate projects it produces.

This resilience of Altarea's strategy was illustrated in 2024 by the investment of €140 million for the acquisition of Prejeance Industrial, a French company specialising in small and medium-sized rooftop photovoltaic projects (between 100 and 500 kWp), mainly on agricultural sheds. This investment confirms the transition of the Group's business model and its conviction to work for the decarbonisation of its activities and revenue.

4.2.2.5 ESRS 2 IRO-1 Description of processes to identify and assess material climate-related impacts, risks and opportunities

Disclosures regarding this section are available in Section 4.1.1.4 "Impact, risk and opportunity management" of Chapter "General disclosures (ESRS 2).

Assumptions, methods and uncertainties

Certain information required by the ESRS standards was not available at the 31 December 2024 closing date due to the time constraints required to report this new information and gives rise to estimates. The conclusions of the resilience analysis may present a degree of uncertainty, related to the state of scientific or economic knowledge and the quality of the external data used. This concerns in particular information on the impacts of climate change on storms and IPCC scenarios, which form the basis of our analyses.

The GHG emission reduction targets by 2030 were established based on an estimate of emissions using the SBTi contraction method, over a range of ±6% in absolute value, and taking into account the thresholds set by the RE2020 environmental regulation for the surface intensity of real estate development activity.

For REIT assets where consumption data could not be collected, extrapolations were made based on the type of asset, footfall and surface area in m².

Finally, sections [E1-4] "Targets related to climate change mitigation and adaptation" and [E1-5] "Energy consumption and mix" set out, where necessary, the assumptions used. The main assumption concerning the consumption of the REIT's sites is that almost all of the electricity consumed comes from guaranteed sources of renewable origin. For consumption related to urban heating networks, an average French mix [1] (37.4%) was used to determine the share of energy from renewable sources. All calculation methods and assumptions used to produce GHG emission and energy consumption data for the year covered by this report are available in section 4.2.2.14 "Notes - Methodological elements relating to ESRS E1".

(1) Source: France Chaleur Urbaine

4.2.2.6 [E1-2] Policies related to climate change mitigation and adaptation

Governance and deployment of mitigation and adaptation policies

Altarea's governance bodies responsible for defining and implementing climate change mitigation and adaptation policies are presented in ESRS 2 (General disclosures, Governance section). The same applies to the organisation put in place to promote and disseminate these policies within the Group.

The Group Director of Strategic Marketing, CSR and Innovation, in collaboration with the Group's Finance Department, ensures the coordination and consistency of the deployment of these mitigation and adaptation policies.

The involvement of all Group employees in sustainability issues is encouraged by including the results in these areas in the financial incentive systems. Since 2021, climate-related criteria have been integrated into the Group's employee compensation system via the profit-sharing agreement. The annual and/or long-term variable compensation (BLT) of the Group's managers and Executive Managers, including the members of the Executive Committee, also includes these non-financial criteria. These elements are described in section [GOV-3] "Integration of sustainability-related performance in incentive schemes". Lastly, the standards or initiatives that Altarea undertakes to comply with are described in the environmental policy (4.2.6 "Environmental policy"), as well as how they are communicated to stakeholders. The stakeholders concerned by the deployment of the Group's climate change mitigation and adaptation policies and their interests are presented in the table below:

Types of stakeholders	Breakdown of stakeholders	Interests and views of stakeholders
Clients	■ Buyers of residential units and investors ■ Occupants of housing (tenants, residents) ■ Visitors ■ Retail brands ■ Companies using offices, warehouses, data centers ■ Individual investors (SCPI, H&P) ■ Marketing partners	■ Obtain a high-quality and affordable final real estate product that is a profitable and safe investment ■ Live in high-quality, dynamic, well-located and accessible living spaces ■ Access to diversified commercial spaces, adapted to the varied profiles of visitors and ensuring competitive footfall for tenants ■ Contribution of offices, warehouses and data centers to improving the performance of their corporate customers ■ Access to recognised real estate expertise to grow investors' savings
Employees	■ Employees ■ Candidates	■ Work in an attractive environment that prioritises the development of stimulating careers and offers comprehensive support for employee skills development
Suppliers and service providers	■ Site workers (project management, tradespeople, *etc.*) ■ Suppliers/Service providers	■ Develop long-term and trustworthy business relationships ■ Participation in diversified projects benefiting from Altarea's real estate expertise
Financial partners and analysts	■ Financial partners (investors) ■ Project partners (co-investors, landowners and agricultural cooperatives) ■ Financial and non-financial rating analysts and organisations	■ Participation in projects generating high added value ■ Positive returns on investment ■ Access to additional income through Group projects ■ Access to transparent and accurate information on the Group's financial and non-financial performance
Company	■ Local authorities and government ■ Affected communities ■ Sector working groups ■ Public opinion and media	■ Develop regions by improving their dynamism and meeting their real estate needs (housing, shops, logistics, *etc.*) ■ Improve urban living spaces according to the needs of local communities ■ Sustainably and collectively transform the real estate sector
Environment	■ The planet	■ Preserve environmental conditions that help sustain ecosystems ■ Adapt the Group's business model and strategy to environmental challenges ■ Implement sustainable practices along the value chain

Policies related to climate change mitigation and adaptation are being gradually implemented.

Where policies already in place affected the interests of stakeholders, these were taken into account at different levels adapt to their specific circumstances:

- Property Development
  - Customers: preliminary market studies, planning of real estate projects including environmental and quality labels and certifications, engagement committees including environmental aspects on the agenda, analyses of physical risks arising from the project's geographical location;
  - Suppliers and service providers: introduction of specific environmental clauses in calls for tenders (low-carbon products, A+ labels, *etc.*), commitment committees, ongoing discussions on environmental regulatory changes;
  - Society: permanent dialogues with local elected representatives as from the development phase of projects to integrate their expectations for sustainable transformation of the region, commitment committees.
- REIT
  - Customers, visitors, users (retailers): mobility survey to reduce the carbon footprint from visitor travel, consideration of the needs of customers and users in the budget of the sites (improvement of commercial spaces, investment committees).
- Group
  - Employees: regular cross-functional and environmental training, courses on the internal "L'Académie Digitale" platform to promote skills development;
  - Financial partners and analysts: permanent dialogue, improvement of the management of non-financial KPIs (such as the EU Taxonomy).

Regarding policies to be deployed in the medium and long term, specific action plans are being drawn up as mentioned in the conclusions of the resilience analysis and in section [E1-3]. They will make it possible to identify the climate issues and problems of each site and hence the stakeholders to involve.

Climate change mitigation policies

Altarea's climate change mitigation policies cover the value chain of its upstream and downstream activities (design, companies, partners, customers, *etc.*) and its internal employees. These policies are part of a desire to transform the business lines and construction methods and to improve the energy consumption, practices and product offer of all the Group's brands to limit their environmental impact.

These policies (see table below), which the Group intends to continue to roll out in the short, medium and long term, take into account not only environmental issues, but also regulatory changes. They can therefore change if necessary to adapt to new challenges and risks.

Mitigation and adaptation policies cover the following material issues identified through the double materiality analysis:

- GHG emissions and energy consumption;
- adaptation of buildings to climate change.

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Climate change mitigation policies	
Management of GHG emissions and energy consumption	■ Implement a policy to reduce the Group's carbon footprint in all its business lines
	■ Implement an energy sufficiency policy on the Group's sites
	■ Develop renewable energy through the Altarea Renewable Energies subsidiary ■ Install photovoltaic plants wherever possible in the portfolio
Supply chain	■ Implement site charters providing for 70% sorting and material recovery in line with the taxonomy objective and continuous improvement of waste reporting
	■ Work with suppliers/service providers and construction companies that apply carbon-conscious processes
Product development policy	■ Use all available levers (bioclimatic design, envelope and insulation, high-performance equipment, consumption monitoring tools, *etc.*)
	■ Develop high-quality, modular and reversible projects that help save resources
Investment policies	■ Take climate issues into account in acquisition or divestment policies: Altarea is positioning itself in new activities related to the energy transition, such as the development of renewable energy or energy renovation
	■ Capturing green financing opportunities: Altarea is constantly on the lookout for green financing and is working to meet the related sustainability criteria
Training	■ Increased contact with the entire sales network to highlight low-carbon and ecological projects (in-depth training of salespeople, more regular rating of programmes' CSR characteristics, *etc.*)
	■ Promote employee skills development in innovative tools, sustainability regulations, and adaptation to future challenges

Policies related to climate change adaptation

The adaptation policies in the table below cover the following topics among others: anticipation of additional costs, development of new activities, deployment of new products. They also include a more general objective of training employees in environmental and energy transition issues. More broadly, they aim to manage the physical and transition risks identified through the resilience analysis.

Policies related to climate change adaptation	
Adapting buildings to climate change	■ Conduct a physical risk analysis on all of the Group's assets and operations, and deploy solutions that promote adaptation
Transition risk management	■ Anticipation of costs related to climate issues in business plans
	■ Monitor stakeholder expectations: local authorities, elected officials, individual customers, investors
	■ Strategic diversification into new businesses (renewable energies, data centers, urban logistics, *etc.*)
Product development policy	■ Permanent monitoring by product teams to adapt the offer
	■ Consider climate risks in the design of real estate products
	■ Develop low-carbon products (wood, bio-sourced, heating networks, design optimisation, district heating networks)
Supply chain	■ Altarea works with its suppliers on low-carbon design. The Group has also systematically monitored the low-carbon solutions available in its supply chain, in order to monitor the rapid changes made by manufacturers
Health policy	■ Since 2021, Cogedim has made new commitments for its housing, particularly with regard to quality of life and well-being
	■ In the Residential business, the Group develops healthy and comfortable residential buildings. It applies NF Habitat and HQE ™ certification procedures
Training	■ Development of energy renovation skills (Histoire & Patrimoine, Altarea Entreprise, *etc.*)
	■ Promote employee skills development in innovative tools, sustainability regulations, and adaptation to future challenges through training and awareness-raising

The policies mentioned above give an overview of Altarea's ambitions in terms of mitigating and adapting to climate change. The actions, decarbonisation levers and monitoring methods that accompany these policies are detailed in sections [E1-3] and [E1-4].

As described in ESRS 2 (General disclosures, Governance section), carbon performance indicators are integrated into the Group's incentive systems, further increasing the commitment of all employees to the implementation of planned climate change mitigation and adaptation policies.

4.2.2.7 [E1-3] Actions and resources in relation to climate change policies

Since the winter of 2022/2023, Altarea has rolled out an energy sufficiency plan and implemented numerous actions which were then carried out throughout 2023 and which continue with the aim of improving the energy efficiency of REIT assets. The actions in this plan are in line with climate change mitigation and adaptation policies.

Mitigation actions implemented

Several actions to mitigate climate change have been deployed by Altarea:

- **Real estate development:** reduction of scope 3 emissions through a more eco-sufficient design of buildings, the use of low-carbon materials, eco-design, and the use of renewable and low-carbon energies;
- **REIT:** reduction of scopes 1, 2 and 3 emissions by optimising the energy consumption of common areas and tenants, replacing gas boilers and ageing equipment, as well as improving the energy mix.

In the REIT, all contracts with our service providers were reviewed to ask them to report their GHG emissions, which makes it possible to choose service providers that take this issue into account. There are also plans to replace all energy-intensive equipment in REIT assets. In the Property Development activity, work is under way ahead of the regulations to bring projects to market that anticipate the current regulations by four years.

With regard to these mitigation and adaptation actions, Altarea is currently unable to provide information on the financial resources allocated as work to assess these financial impacts is ongoing (audits, specific action plan, balance sheets of projects, *etc.*).

The Group is continuing this approach in line with the resilience analysis already carried out, in particular through its transition plan, in order to identify what financial resources to allocate for each of its activities:

- **Property Development:** a Group overview of the financial resources allocated to each project (taking into account adaptation and mitigation measures) will be consolidated.
- **REIT:** a catalogue of action plans has been defined based on the main risks identified. These actions will be rolled out asset by asset and then managed by the asset managers as part of CapEx after approval by the Group and asset governance bodies. The Group will closely monitor full implementation of these actions within five years of their approval.

  The publication of this information is expected within the next three years.

Actions and resources related to climate change mitigation and adaptation deployed in 2024

Main actions related to climate change mitigation and adaptation rolled out in 2024 at the REIT:

- launch of an audit to identify sites that need to improve energy performance;
- audit to assess the financial cost of replacing gas boilers;
- replacement or improvement of GTB/GTC [1] at sites that do not have one;
- continued deployment of the carbon master plan by integrating climate-related issues into its action plans. The master plan was reconfigured in 2022 and consists of an action plan for each centre incorporating buildings, technical equipment and operational management;
- continued deployment of the environmental management system (EMS). The EMS has been deployed since 2014 and provides for gradual improvement of the environmental performance of shopping centres by spreading best practices in operations and reporting;
- purchase of green energy from suppliers.

The Group is aware that many of its customers and employees still travel by car and is creating spaces specifically for hybrid and electric vehicles. In this context, in 2023 Altarea Commerce signed a partnership with Electra, a French specialist in the rapid charging of electric vehicles, with the aim of equipping the entire portfolio. In 2024, nine sites in the Group's own operations scope deployed electric vehicle charging infrastructures (IRVE).

Main actions related to climate change mitigation and adaptation rolled out in 2024 in Property Development:

- acquisition of Woodeum with the aim of creating the French leader in low-carbon property development;
- selectivity in the choice of land: the Group's development strategy consists of selecting sites that are well connected to public transport in order to limit transport-related emissions for future buyers;
- the use of renewable and low-carbon energy whenever possible (photovoltaic, geothermal, heat pumps, heating networks, *etc.*);
- improving the building envelope to improve thermal performance (eco-design, insulation, *etc.*);
- increased use of low-carbon materials.

(1) *Building management system (GTB): centralised system that supervises, controls and optimises all the technical equipment of a building; Centralised technical management (GTC): automation and monitoring of a single technical unit or specific area of application, such as heating or lighting.*

Planned actions and resources related to climate change mitigation and adaptation

All of the planned decarbonisation actions and levers listed in the table below will be implemented over the next five years. Their implementation will be monitored at the operational level.

Decarbonisation actions/levers	Scope of application	Expected outcome/Link with targets	Stage	Other ESRSs affected by the action
GHG EMISSIONS AND ENERGY CONSUMPTION				
Use of refurbishment and renovation when appropriate to reduce scope 3 emissions related to materials	Property Development	By reducing the quantities of high-carbon materials used in the construction of Development projects, Altarea can directly reduce one of its main sources of GHG emissions.		E4/E5
Improve the compactness of buildings to consume less materials	Property Development			E5
Use of bio-sourced materials in projects	Property Development		Already launched in projects	E5
Reuse of materials (excavated soil, crushed concrete, materials available on-site, *etc.*)	Property Development			E5
Use of low-carbon materials ("low-carbon" concretes)	Property Development			E5
Development of flexible operations	Residential Development			E5/S4
Development of off-site operations	Property Development			E5
Development of reversible operations	Business Property Development			E5
Projects built to minimum RE2028 standard (anticipating the next RE thresholds)	Woodeum Promotion	The RE2028 threshold is a threshold of the RE2020 regulation aimed at better performance in terms of CO_2 emissions. Thus, following the requirements for the RE2028 threshold enables Altarea to reduce the carbon footprint of the projects concerned.	Already launched on some projects	
Implementation of the energy and carbon master plan with an action plan for each center integrating climate-related issues	Retail operations	Carrying out energy audits and carbon audits on the Group's shopping centres enables the Group to draw up an action plan for each asset in order to improve their environmental performance.	Ongoing	
Deployment of the environmental management system	Retail operations	The implementation of an environmental management system for each asset ensures the continuous improvement of their environmental performance encouraged by the precise monitoring of assets.	Systematic	
Integration of climate objectives in compensation	Profit-sharing agreement for all employees Bonus conditions for all managers	Incorporating climate objectives into employee compensation and training employees in climate issues enables Altarea to take on sustainability issues, encouraging each business line to question and transform its practices, which enables a transformation of practices at Group level.	Already integrated	ESRS2
Employee training on climate issues in real estate	All employees			S1

Decarbonisation actions/levers	Scope of application	Expected outcome/Link with targets	Stage	Other ESRSs affected by the action
Deployment of an energy sufficiency plan (replacement of old equipment, adjustment of operating hours of technical equipment)	Retail operations	The implementation of energy sufficiency measures directly reduces the energy consumption of the sites.	Ongoing	
Provision of energy monitoring and management tools	Retail operations	To ensure compliance with the tertiary decree, the Retail teams monitor their energy consumption with a view to continuously improving their practices to reduce consumption.	Systematic	
Replacement or improvement of BMS/ CTM on sites that do not have them, allowing significant energy savings.	Retail operations		Systematic	
Use of alternative energy vectors (geothermal energy, heat pumps, connection to district heating networks)	Retail operations		Under study	
Replacement of HVAC equipment with the latest generation equipment that uses less energy	Retail operations		Under study	
Deployment of sub-metering to record consumption item by item and enable better optimisation	Retail operations		Already launched	
Use of occupancy detectors to switch on the lighting as well as the lighting graduation	Retail operations		Already launched	
Adaptation of mechanical links (moving walkways and escalators) **with speed variation and Stop & Go technology**	Retail operations		Already launched	
Improving the energy performance of development projects	Property Development	By improving the energy performance of operations, Altarea aims to limit the energy consumption of buildings once they have been handed over to users (occupants, tenants, *etc.*).	Systematic	
Improve the energy performance of renovation operations	Property Development (Projects undergoing renovation)			
Raising awareness among occupants and users about energy savings with the distribution of guides on best energy consumption practices	Residential Development	Raising occupants' awareness of energy issues enables the Group to act on the energy consumption of its projects once they have been handed over to users by encouraging them to reduce their consumption.	Ongoing	
Connection of operations to local heating networks	Property Development	Altarea is participating in the national effort to transform heating networks by financing part of the costs necessary for their improvement, the impact of which directly affects the consumption of operations and sites.	Ongoing	

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Decarbonisation actions/levers	Scope of application	Expected outcome/Link with targets	Stage	Other ESRSs affected by the action
Installation of photovoltaic panels on the Group's portfolio	Retail operations	By installing photovoltaic panels on its sites, Altarea enables them to improve their level of renewable energy consumption.	Already launched on some projects	
Geothermal energy production by data centers	Data center development Data center operations	Geothermal energy enables data centers to connect to networks and supply renewable energy to the regions in which they operate.	Ongoing	
On-site renewable energy production	Property development Business Property Development	Self-consumption allows the sites and projects delivered to have direct access to a source of renewable energy.	Already integrated	
ADAPTING BUILDINGS TO CLIMATE CHANGE				
Studies of the challenges involved in adapting operations to deal with physical risks	Group	Physical risk studies enable Altarea to assess the adaptation challenges specific to each operation and to develop measures to improve the resilience of the Group's sites.	Systematic	
Integration of exterior blackout systems (blackout shutters, adjustable blinds, *etc.*)	Residential Development		Already integrated	
Poly-orientation of buildings	Residential Development			
Greening of urban spaces	Property Development			E4
Integration of freshness islands in operations	Property Development			E4
Raising awareness among occupants and users of summer comfort practices with the distribution of on best practice guides for managing high temperatures	Residential Development			
Bioclimatic design of projects	Property Development			

Progress made on GHG emission reduction

The positive impacts of all climate change mitigation actions are already reflected in the progress made to date: Altarea reduced its GHG emissions by 145,187 tCO_2e in 2024 *vs.* 2023 across the scope of operations under operational control. The Group is targeting a GHG emission volume in 2030 of between 950,000 tCO_2e and 850,000 tCO_2e, an emission reduction of 39% to 46% compared to 2019.

Progress made in implementing Altarea's action plan

The evolution of Altarea's business model over the next five years is in line with the strategic roadmap announced in 2023. With this roadmap, the Group intends to step up its efforts on low-carbon urban transformation, new businesses and decarbonisation. The progress made by the Group in implementing the action plan is reflected in:

- a decrease in GHG emissions (in absolute value) of 51% between 2019 and 2024 (see Section [E1-6]) due to less carbon-intensive operations (low-carbon materials, eco-design, thermal performance);
  - a 12.2% decrease in energy consumption between 2023 and 2024 (see Section [E1-5]),
- a development and investment strategy focused on New businesses (Real Estate Asset Management, photovoltaic infrastructure) since the end of 2022;
- lower volumes and improved carbon accounting by migrating from standard LCA to actual LCA.

In addition, since 2022, Altarea has deployed significant resources to ensure and justify the alignment of its projects with the European taxonomy. This strategy was reflected in a significant increase in the revenue alignment rate in 2024 (68.6% *vs.* 48.1% in 2023).

Implementation of the action plan and allocation of resources

The implementation of the action plan related to the reduction of Altarea's GHG emissions depends on the macroeconomic environment, the market context, the availability of raw materials and materials and changes in regulations. For its part, Altarea has incorporated these fluctuations to the budget forecasts in its global development strategy in order to ensure the proper implementation of this action plan.

4.2.2.8 [E1-4] Targets related to climate change mitigation and adaptation

Altarea's carbon trajectory is based on the combination of two [(1)] factors:

- the business (volume effect) measured by the real estate surface areas developed by the Group, whose evolution depends largely on the real estate cycle [(2)];
- carbon intensity per unit area (rate effect) expressed in $kgCO_2e/m^2$ measures the equivalent quantity of carbon needed to build one m^2 of real estate plus the carbon emitted by the end user over a period of 50 years.

Altarea's main decarbonisation lever is to improve carbon intensity per unit area. Its reduction requires a review of all industrial processes (sourcing of materials and suppliers, design and construction of buildings) in order to achieve a low-carbon real estate product without compromising on its value in use.

By 2030, Altarea estimates that its average intensity per square meter will be between 900 $kgCO_2e/m^2$ and 1,000 $kgCO_2e/m^2$, due in particular to the ramp-up of the very stringent RE2020 regulations (thresholds in 2025 and 2028).

Altarea has set itself the target of returning to a business volume at least equivalent to that of 2019 by 2030. With this in mind, given its intensity per unit area target and an estimate of GHG emissions for 2030 via the SBTi absolute contraction approach [(3)], GHG emissions in 2030 should be between 850 and 950 thousand tCO_2e (*i.e.* a reduction of between -46% and -39% compared to 2019).

This estimate is given "all other things being equal". It does not include certain potentially significant events likely to have a favourable or unfavourable impact on the Group's carbon trajectory, namely:

- the evolution of the real estate cycle by 2030;
- a transformation of construction processes and materials used in the construction of new buildings;
- any regulatory change calling into question Altarea's carbon trajectory assumptions;
- a structural change in the Group's product mix;
- any significant external growth or divestment transactions.

Altarea will review its carbon trajectory every year and explain any changes.

(1) The change in the product mix (housing, offices, logistics, etc.) is in theory likely to have an influence on the Group's carbon trajectory, even if in practice, Altarea's carbon intensity per unit area is very close on average to that of housing with occasional exceptions depending on the year.

(2) Real estate markets are characterized by cycles of varying duration and intensity. It is considered that the previous cycle low was reached in 2008/2009 and that the last cycle high was reached in 2021/2022. Since the end of 2022, the real estate market has entered a downward phase whose duration is still difficult to estimate but which seems to have reached a plateau during the year 2024.

(3) SBTi contraction method: https://sciencebasedtargets.org

Altarea has already implemented an organisation to manage and achieve these objectives:

- full alignment of GHG reporting with financial reporting;
- levers of action adapted to each business line;
- climate targets integrated into compensation, to involve all employees (both in the profit-sharing agreement and bonus conditions for all Managers).

More detailed work on the decarbonisation trajectory of the Group's activities is under way and its conclusions will be included in the transition plan.

Mitigation and adaptation targets

The Group will steer its objectives through a series of quantified targets to be achieved in 2030, taking 2019 as the reference year for GHG emissions and 2010 for energy consumption.

The performance compared to the announced targets will be published each year, with the procedures for monitoring and reviewing each action, the adequacy of progress with what was initially planned and an analysis of trends or significant changes.

The emission reduction targets set out in the table below are also attributable to the emissions of the Corporate division, given the reallocation of emissions to each of the activities (see Methodological appendix).

ESRS and issue			Target in line with objectives	Target (2030)		Scope	Reference value (2019)	Progress	Assumptions and benchmarks
				Min Value	Max value				
E1	Climate change	GHG emissions and energy consumption	Reduce GHG emissions from 39% to 46% (location-based)	950,000 tCO_2e	850,000 tCO_2e	Group	1,562,454 tCO_2e	Ongoing	SBTi contraction method (+/-6%) compared to a level of 1.5°
			Reduce the intensity per unit area for Property Development from 36% to 42%	1,000 $kgCO_2e/m^2$	900 $kgCO_2e/m^2$	Property Development	1,553 $kgCO_2e/m^2$	Ongoing	RE2020 alignment
			Reduce the intensity per unit area for Real Estate (on a location-based basis) from 29% to 36%	4.5 $kgCO_2e/m^2$	4.1 $kgCO_2e/m^2$	Retail	6.3 $kgCO_2e/m^2$	Ongoing	Tertiary decree (DEET) alignment
		Adapting buildings to climate change	Conduct a physical risk analysis on all Group assets and operations, and deploying appropriate solutions	100% of sites certified Actions defined for 100% of at-risk sites		Group	Ongoing target since 2022	Ongoing	Use of IPCC reference scenarios

For this 2024 fiscal year, the targets for 2030 are transitional objectives. This choice for the year 2024 was made pending finalisation of the Group's decarbonisation trajectories, which are under way and which should make it possible to refine the targets.

The underlying climate and political scenarios are specified in Sections [SBM 3] and [IRO-1]. An additional study will as far as possible take into account future developments, including changes in sales volumes/organic growth, changes in customer preferences and demands, regulatory factors and new technologies, external growth/acquisitions in line with the Group's overall strategy. In particular, it will make it possible to refine the decarbonisation trajectory of the Group's activities. Since 2019, the Group's progress in reducing GHG emissions has mainly focused on scope 3 emissions (around 99%). This progress is mainly the result of work to standardise and improve the reliability of calculation methods. Project emissions are derived either from life cycle analyses (LCA) - for 22% of operations - or from standard data based on the year of the project.

GHG emission reduction targets

The Group's GHG emission reduction targets have been defined taking into account the materiality of the climate-related impacts, risks and opportunities. Altarea's decarbonisation policy aims to set achievable targets through the deployment of renewable energies, the energy efficiency of assets, the use of low-carbon materials and the improvement of the compactness of buildings.

The GHG emissions to be reduced for each lever were determined by estimating their potential contributions to the target set for 2030:

- the use of low-carbon materials and improvement of building compactness were estimated defining the reduction targets by applying an average percentage to the ICc (construction carbon indicator) of the LCA of real estate projects;
- the eco-design of buildings (envelope, insulation, high-performance equipment, consumption monitoring, *etc.*), supply of low-carbon energy (heat pumps, heating networks, *etc.*), and use of renewable energy (geothermal energy, photovoltaic energy integrated into the buildings, wood-fired boiler room, *etc.*) make it possible to generate emissions gains from the use of energy from real estate operations during their life cycle. The contribution to emission reduction targets was estimated by applying an average percentage to the ICe (energy-related carbon indicator) of the LCA of Property Development operations;
- the energy efficiency of Retail Property assets was mainly estimated by incorporating the consumption savings related to the replacement of gas boilers and consumption management mechanisms.

The reference year used to define the carbon emissions reduction targets is the same as that published in 2023: 2019. Altarea has ensured that this value is representative of the historical issue volume over 10 years.

This reference value is adjusted (1,585 *vs.* 1,562 thousand tCO_2e reported) to the scope of operations under operational control for the REIT scope only: adjustment of 23 thousand tCO_2e;

Emissions reported for the 2023 financial year, due to the new CSRD scope, increased by 12 thousand tCO_2e (921 *vs.* 910 thousand tCO_2e reported) for REIT only.

All of the tables presented below in sections [E1-3] and [E1-4] are based on these new guidelines.

General framework for setting reduction targets

To achieve the GHG emission reduction targets for the above operations under operational control, the Group includes up to two effects in its model:

- a reduction in GHG emissions linked to the integration of climate change mitigation actions in its projects;
- a change in the market, in particular its development activity.

Thus, for scopes 1 & 2, the following decarbonisation levers were taken into account:

- reduction and optimisation of transport-related emissions (company vehicles);
- optimisation of energy consumption at the Group's head offices;
- optimisation of the energy consumption of our Retail assets, in particular through energy sufficiency and a greater reliance on green energy.

For scope 3, other mitigation actions were taken into account in the model:

- use of low-carbon materials and improvement of the compactness of buildings;
- eco-design and improvement of the thermal performance of Property Development projects;
- energy optimisation of Retail REIT assets (incl. tenants).

In addition, Altarea intends to continue its innovation efforts to integrate technologies as much as possible into its GHG emission reduction targets. As a result, the Group is already incorporating significant innovations. For example, with regard to technologies related to materials and construction processes, the timber structure CLT (cross-laminated timber) used by the Woodeum brand puts us ahead of current standards (RE2020/ Level 2022). In addition, technologies related to energy efficiency solutions, climate change adaptation (summer comfort), and renewable energy continue to be implemented. New technologies play an essential role in the search for solutions to achieve the objectives that the Group has set for itself. The Group continues to take a close interest in their potential contribution to strengthening and deploying decarbonisation levers.

GHG emission reduction targets by decarbonisation lever on scopes 1 & 2

Between 2023 and 2024, stripping out the scope effects (+660 tCO_2e) explained above, GHG emissions for scopes 1 & 2 are stable.

They reflect two factors:

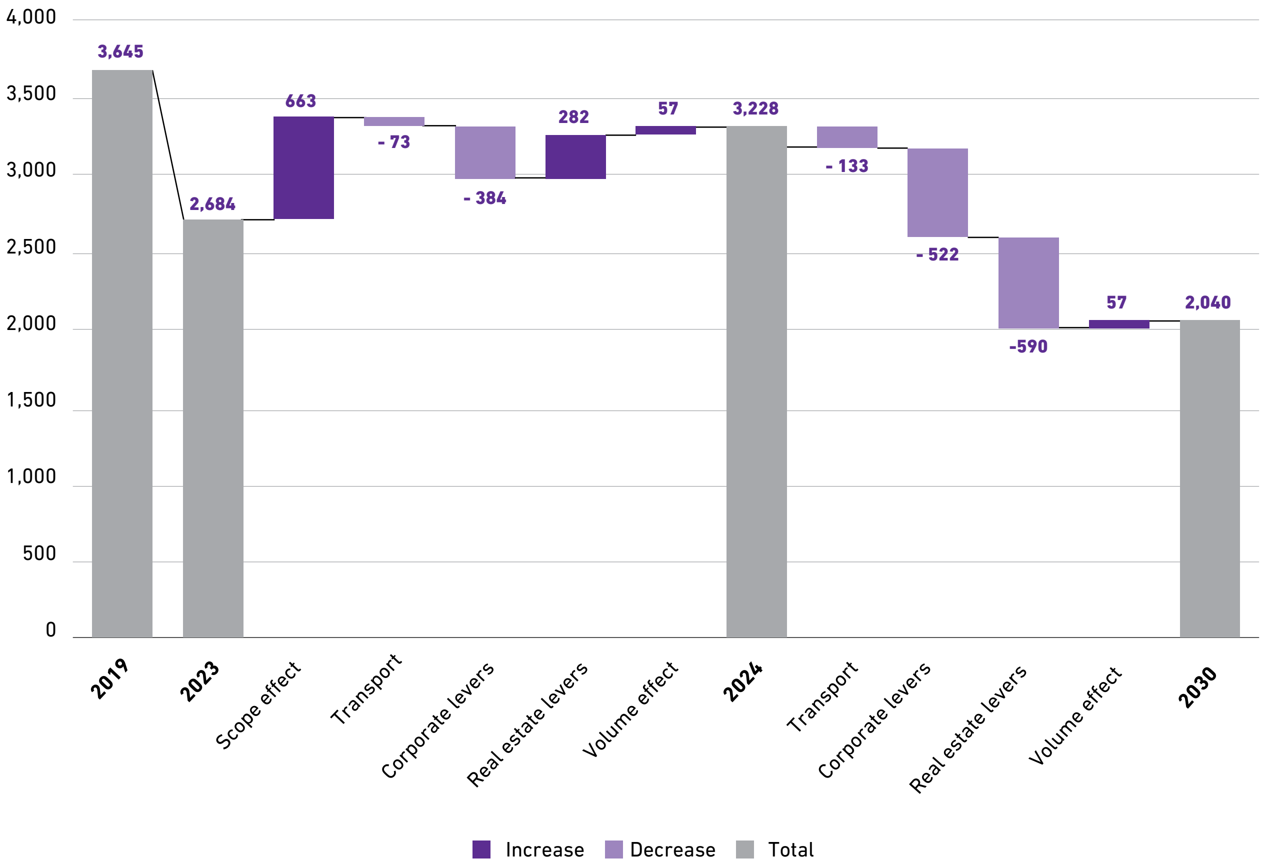
- a reduction in emissions related to consumption in the Group's head offices;
- an increase in emissions in the REIT scope (mainly fugitive emissions).

Between 2024 and 2030, the GHG emission reduction assumptions on scopes 1 and 2 are based on:

- Firstly, based on the main objective of reducing the surface area intensity of REIT assets by between 19% and 27% by 2030 *vs.* 2024. These objectives follow the reduction recommended by the tertiary decree and the higher value aims for a notch higher.
- Secondly, for the other levers, the following assumptions are made:
  - For transport-related emissions (company vehicles): reduction of 25% in gasoline-powered vehicles and elimination of vehicles using diesel.
  - For the energy consumed by the head offices: reduction of 30% in consumption through better management.

All the assumptions in the model can be represented as in the following diagram on scopes 1 & 2.

GHG EMISSIONS REDUCTION TARGET (IN tCO_2e) ON SCOPES 1 AND 2



GHG emission reduction targets (in tCO_2e) by decarbonisation lever on scope 3

Between 2023 and 2024, the Group's GHG emissions will drop by around 150 thousand tCO_2e. In addition to the scope effect explained above, which is not very significant, the main decarbonisation levers over this period are as follows:

- levers on the ICc: improvement of the compactness of buildings and use of low-carbon materials;
- levers on the ICe: eco-design and use of low-carbon energies in Property Development projects.

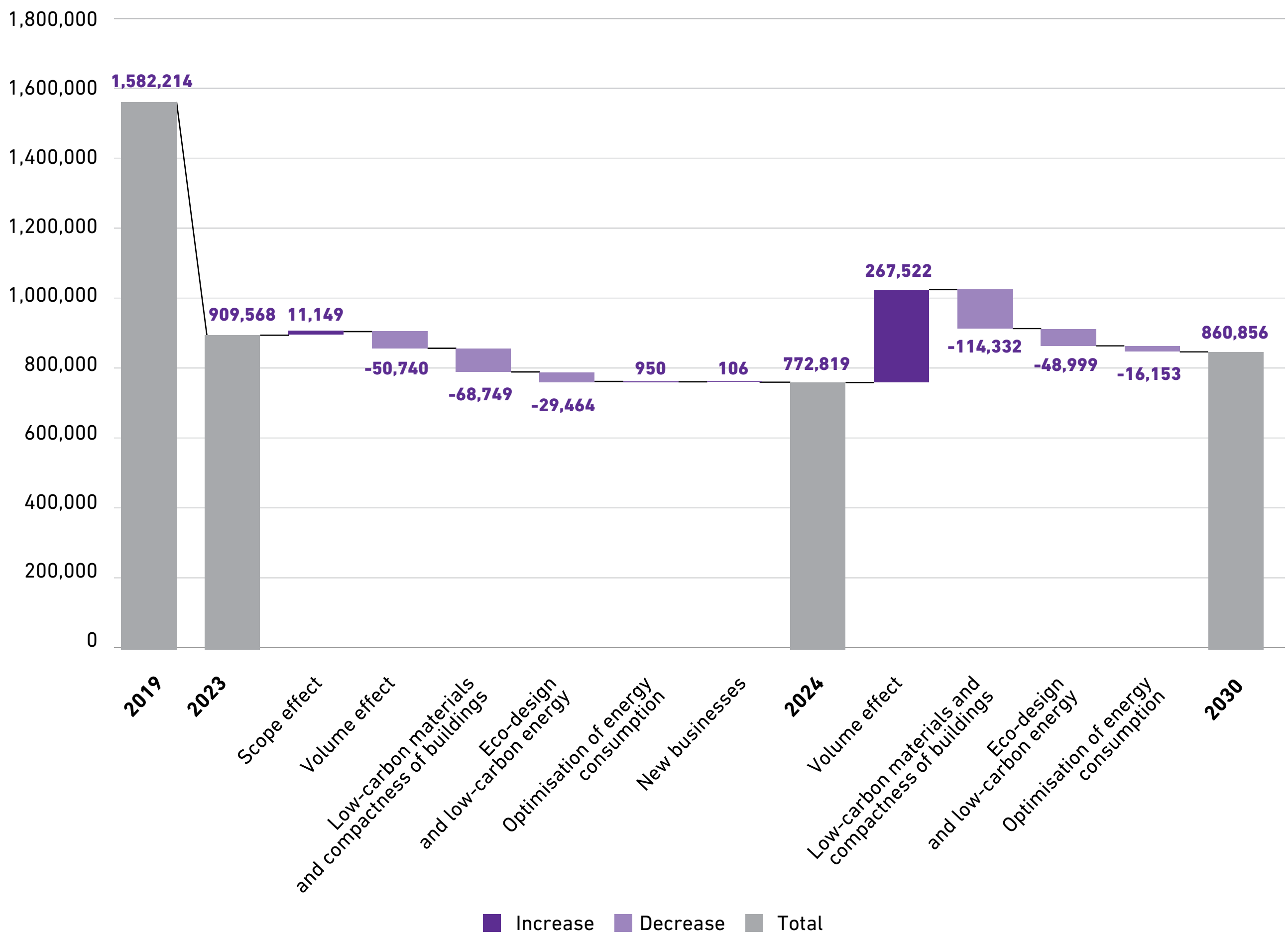
Between 2024 and 2030, the scope 3 GHG emission reduction targets (in tCO_2e) were calculated using the method explained above.

To determine the main decarbonisation levers for Property Development, the Group based itself on the surface intensity targets used to calculate the rate effect: the GHG emissions are mainly broken down into emissions related to the Carbon construction indicator (ICc) and emissions linked to the carbon energy indicator (ICe), the main decarbonisation levers have been distributed according to their estimated contribution.

The reductions planned for scope 3 of REIT are those planned at Group level.

The volume effect was determined as a result of these calculations. The min and max emissions corresponding to this effect reflect the GHG emissions linked to a resumption of activity and corresponding to the Group's business plan (+250 thousand tCO_2e).

GHG EMISSIONS REDUCTION TARGET (IN tCO_2e) ON SCOPE 3



4.2.2.9 [E1-5] Energy consumption and mix

Energy consumption and mix

The scope of consumption presented in the table below corresponds to the Group's own operations. The 2023 data have been readjusted to this scope.

	Comparative data (2023)			2024		
Energy consumption and mix	**Corporate**	**REIT**	**Group**	**Corporate**	**REIT**	**Group**
1) Fuel consumption from coal and coal products *(MWh)*			-			-
2) Fuel consumption from crude oil and petroleum products *(MWh)*	7,407	103	7,510	6,619	61	6,680
3) Fuel consumption from natural gas *(MWh)*		1,675	1,675		1,456	1,456
4) Fuel consumption from other fossil sources *(MWh)*			-			-
5) Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	466	203	668	208	140	348
6) TOTAL FOSSIL ENERGY CONSUMPTION *(MWh)*	**7,873**	**1,981**	**9,853**	**6,827**	**1,656**	**8,484**
Share of fossil sources in total energy consumption *(%)*	**36%**	**2%**	**7%**	**44%**	**1%**	**7%**
7) CONSUMPTION FROM NUCLEAR SOURCES *(MWh)*	**-**	**-**	**-**	**-**	**-**	**-**
Share of consumption from nuclear sources in total energy consumption *(%)*	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**
8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, *etc.*) *(MWh)*			-			-
9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources *(MWh)*	14,251	120,360	134,611	8,613	109,796	118,409
10) The consumption of self-generated non-fuel renewable energy *(MWh)*			-			-
11) TOTAL RENEWABLE ENERGY CONSUMPTION *(MWh)*	**14,251**	**120,360**	**134,611**	**8,613**	**109,796**	**118,409**
Share of renewable sources in total energy consumption *(%)*	**64%**	**98%**	**93%**	**56%**	**99%**	**93%**
TOTAL ENERGY CONSUMPTION *(MWh)*	**22,123**	**122,341**	**144,465**	**15,440**	**111,453**	**126,893**

Altarea's energy consumption decreased by around 12% *vs.* 2023. Decrease mainly driven by Corporate consumption, which decreased by around 30%, while REIT consumption decreased by around 9%.

In a cross-functional way, the share of fossil energy used remains stable *vs.* 2023 (7% of total energy consumption). Action plans have been launched to reduce this share by 2030.

As in previous years, the great majority of energy comes from renewable sources (93% of total energy consumption). This metric reflects the fact that most Retail REIT assets are located in France. In addition, the proportion is exceptionally boosted by the assumption that non-transport consumption is almost entirely guaranteed to be of renewable origin.

Energy intensity

Energy intensity per net revenue *(MWh/€)*	**2024**	**2023**	**% 2024/2023**
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors	0.00047	0.00056	-17%

Altarea's energy intensity decreased by 17% *vs.* 2023. This calculation reflects the efforts made in terms of energy consumption per euro of revenue generated. In fact, the denominator only takes into account rental income and external services generated by the REIT's activity. For 2024, this revenue corresponds to €270.5 million.

Breakdown of REIT revenue *(€ millions)*	**2024**	**2023**
Total	270.5	256.8
o/w rental income	243.5	231.8
o/w revenue		
o/w external services	27.0	25.0

Renewable energy production

In 2024, Altarea generated 579 MWh through its Prejeance Industrial and Altarea Énergies Renouvelables brands.

in MWh	**2024**
Renewable energy production	579

4.2.2.10 [E1-6] Gross scopes 1, 2, 3 and total GHG emissions

Overview of Altarea's emissions

Altarea measures its carbon footprint in accordance with the greenhouse gas protocol (GHG Protocol) methodology.

Group emissions

Emissions in tonnes of CO_2 equivalent *(tCO_2e)*	Historical data					Milestones and target years			
						2030		2030/2019	
	Reference year (2019)	Comparative data (2023)	2024	% 2024/2023	Change since 2019 (%)	Min value	Max value	Min (%)	Max (%)
Scope 1 GHG emissions									
Gross GHG emissions	1,291	1,739	1,931	11%	50%	832	749	-36%	-42%
Percentage of GHG emissions from regulated emission trading schemes (%)									
Scope 2 GHG emissions									
Gross location-based GHG emissions	2,354	1,608	1,297	-19%	-45%	1,441	1,291	-39%	-45%
Gross market-based GHG emissions	1,589	1,247	859	-31%	-46%	974	872	-39%	-45%
Scope 3 GHG emissions									
Total gross indirect scope 3 GHG emissions	1,582,214	918,033	772,819	-16%	-51%	962,120	860,856	-39%	-46%
1 Purchased goods and services	769,470	567,141	482,360	-15%	-37%	467,871	418,623	-39%	-46%
2 Capital goods	2,730	4,946	4,648	N/A	N/A	1,660	1,485	-39%	-46%
3 Fuel and energy-related activities (not included in scopes 1 and 2)									
4 Upstream transportation and distribution									
5 Waste generated in operations	26,273	21,720	18,806	-13%	-28%	15,977	14,295	-39%	-46%
6 Business travel	350	393	295	-25%	-16%	226	204	-35%	-42%
7 Employee commuting	10,363	11,303	10,214	-10%	-1%	6,371	5,708	-39%	-45%
8 Upstream leased assets									
9 Downstream routing									
10 Processing of products sold									
11 Use of products sold	728,801	282,178	231,362	-18%	-68%	443,124	396,479	-39%	-46%
12 End-of-life treatment of sold products	32,880	24,083	20,285	-16%	-38%	19,992	17,888	-39%	-46%
13 Downstream leased assets	11,347	6,269	4,849	N/A	N/A	6,900	6,173	-39%	-46%
14 Franchises									
15 Investments									
TOTAL GHG EMISSIONS									
Total location-based	**1,585,859**	**921,380**	**776,047**	**-16%**	**-51%**	**964,393**	**862,895**	**-39%**	**-46%**
Total market-based	**1,585,094**	**921,019**	**775,609**	**-16%**	**-51%**	**963,926**	**862,477**	**-39%**	**-46%**
Location-based reported value	**1,562,454**	**909,639**	**776,047**	**-15%**	**-50%**	**950,000**	**850,000**	**-39%**	**-46%**
Market-based reported value	**1,561,689**	**909,568**	**775,609**	**-15%**	**-50%**	**950,000**	**850,000**	**-39%**	**-46%**

In 2024, the Group's emissions (scopes 1, 2 and 3) represented 776 thousand tCO_2e, down -15% compared to 2023. Of this total, 231 thousand tCO_2e correspond to emissions that have not yet occurred (share relating to the future use of buildings under construction).

Property Development accounts for the vast majority of the Group's emissions (96%), strongly concentrated on Residential Development (73% of the total).

The Retail REIT has a low level of GHG emissions, as the decarbonisation process was initiated in 2020. Similarly, the GHG emissions from operations/assets accounted for under the equity method are not significant compared to the Group total and do not require specific reporting (around 25.8 thousand tCO_2e).

Emissions by business

Emissions in tonnes of CO_2 equivalent *(tCO_2e)*	2024					
	Scope 1	Scope 2 *location -based*	Scope 2 *market -based*	Scope 3	Total *location -based*	Total *market -based*
Residential	740	157	123	568,503	569,400	569,366
Business property (BP)	52	11	9	148,005	148,068	148,066
Property development	16	3	3	23,496	23,516	23,515
REIT	1,077	1,116	717	32,708	34,900	34,502
New businesses	47	10	8	106	163	160
TOTAL	**1,931**	**1,297**	**859**	**772,819**	**776,047**	**775,609**

Emissions from the Residential activity represent the largest share (73%) of total emissions, particularly in scope 3.

The share of emissions from Business Property activity represents 19% of total emissions.

The REIT's emissions are not significant at Group scale since they represent only 4% of total emissions.

Scopes 1 and 2 emissions

Emissions in tonnes of CO_2 equivalent (tCO_2e)	2024
Scope 1 GHG emissions	
Gross GHG emissions	1,931
Scope 2 GHG emissions	
Gross location-based GHG emissions	1,297
Gross market-based GHG emissions	859

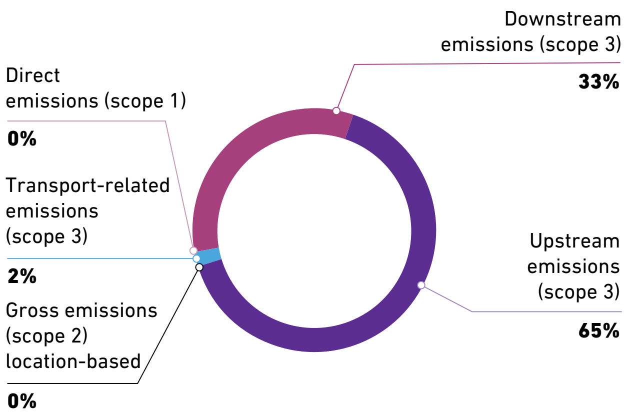
Scopes 1 and 2 include:

- in the Corporate activities, the energy consumed in office buildings (head office and regions) and business travel by company car;
- In the REIT, the energy consumed by the Group in the common areas of its shopping centres.

This relatively low scopes 1 and 2 footprint in total Group emissions can be explained by the Group's activities (mostly Property Development which contributes 96% of Group emissions and has most of its impact in scope 3) and the low carbon electricity mix in France.

In addition, Altarea the vast majority of the electricity in the REIT's shopping centres and at its head office is guaranteed to come from renewable sources.

Value chain GHG emissions



The breakdown of emissions in the Group's value chain shows that the vast majority, 65%, are produced upstream (related to the construction of Property Development projects) and 33% downstream (related to the use of buildings over 50 years). The rest of the Group's emissions are anecdotal (2% related to the transport of products and employees).

GHG Protocol categories excluded (Scope 3)

Concerning scope 3, the Group includes eight categories identified by the GHG Protocol:

- purchased goods and services;
- downstream leased assets;
- fixed assets (Capex of assets);
- business travel;
- commuting;
- waste created by the business;
- use of products sold (ICe);
- end-of-life of finished products.

The six scope 3 categories excluded from the Group's reporting are specified in the table below.

Excluded categories	Justification
Upstream transportation and distribution	Emissions already taken into account in project life cycle analyses (ICc) Altarea has no direct action levers
Upstream leased assets	Category not applicable to the Group's activities
Downstream routing	Category not concerned by the Group's activities
Processing of products sold	Category not concerned by the Group's activities
Franchises	Category not concerned by the Group's activities
Investments	Category not included because it is not significant at the scope 3 scale

Significant voluntary work was done to calculate the GHG emissions from visitors' travel to REIT assets over the period studied, based on research on footfall data done and updated by the marketing teams of 12 representative assets. The rest of the scope was extrapolated according to the type of asset, footfall and surface area in m^2.

GHG emissions from visitor travel to the assets in 2024 was 198 thousand tCO_2e. These emissions, for which the Group has no direct action levers and which correspond to optional emissions under the GHG protocol, are not included in the 2024 CSRD reporting.

The assumptions used to calculate the emission factors as well as the methodology applied to the scope of the Group's activities are described in the annex (Methodological elements relating to ESRS E1).

Group carbon performance

Group carbon emissions	*(thousands of tCO_2e)*
Carbon emissions 2023 reported – location-based	**910**
CSRD scope adjustment	*+12*
Carbon emissions 2023 like-for-like – location-based	**921**
"Rate" effect related to the decrease in the intensity per unit area in Property Development	*-98*
"Volume" effect linked to the reduction in activity	*-47*
Carbon emissions 2024 - location-based	**776**
vs. 2023 like-for-like	*-16%*
vs. 2023	*-15%*

The 2024 scope of GHG emissions corresponds to operations under operational control (see ESRS 2 General disclosures, paragraph 1). Thus, the 2023 GHG emissions on a like-for-like basis are 921 thousand tCO_2e *vs.* 910 thousand tCO_2e reported in the 2023 URD. The 2023 scope was based on a different integration approach that did not take into account the specific operational control requirements imposed by the CSRD.

The 16% decrease in emissions in 2024 is due to:

- the "rate" effect linked to the Group's progress in decarbonisation (98 thousand tCO_2e, -11%)
- the decrease in Development activity (volume effect) due to the real estate crisis (47 thousand tCO_2e, -5%).

Carbon intensity ratios

Carbon intensity is the amount of greenhouse gases emitted to produce one square metre of surface area or generate one euro in revenue. Comparing emissions to revenue makes it possible to measure the decoupling between the creation of economic value and GHG emissions, a fundamental principle of low-carbon growth.

Carbon intensity per unit area

$kgCO_2e/m^2$	2024	2023	2019
Intensity per unit area - Property Development	1,155	1,299	1,553
vs. 2023	*-11%*	*vs. 2019*	*26%*

The carbon intensity per unit area of Property Development was 1,155 $kgCO_2e/m^2$ in 2024, *i.e.* -11% *vs.* 1,299 $kgCO_2e/m^2$ in 2023.

This improvement in carbon intensity is linked to:

- the exit of older, more carbon-intensive projects (average intensity of 1,381 $kgCO_2e/m^2$);
- the integration of new, more efficient projects (average 1,125 $kgCO_2e/m^2$);
- the replacement of 22% of standard life cycle analyses (LCA) by real LCAs.

$kgCO_2e/m^2$	2024	2023	2019
Intensity per unit area - REIT	5.6	4.9	6.3
vs. 2023	*-15%*	*vs. 2019*	*-12%*

The REIT's carbon intensity per unit area was 5.6 $kgCO_2e/m^2$ (location-based) in 2024, a reduction of 15% compared to 2023. This reduction is mainly due to the actions to reduce the energy consumption of the REIT's assets and the replacement of ageing energy-intensive equipment. These decreased by 10% *vs.* 2023.

Economic carbon intensity

$gCO_2e/€$	2024	2023	2019
Total net GHG emissions - location-based - per net revenue	280	335	503
Total GHG emissions - market-based - per net revenue	280	335	503
vs. 2023	*-17%*	*vs. 2019*	*-44%*

In 2024, 280 grammes of CO_2e were emitted to generate one euro in revenue, i.e. 17% less than in 2023 (44.3% less than in 2019).

The denominator of this indicator corresponds to Altarea's consolidated revenue. The numerator corresponds to Altarea's GHG emissions within the scope of operations under operational control.

Breakdown of Group revenue *(€ millions)*	2024
Total	2,768.5
o/w rental income	243.5
o/w revenue	2,466.3
o/w external services	58.7

Focus on GHG emissions by activity

Focus on Property Development emissions

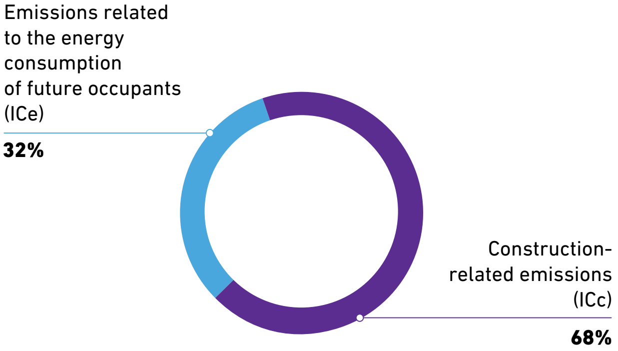
Emissions in tonnes of CO_2 equivalent *(tCO_2e)*	**2024**	**2023**	**% 2024/2023**
Scope 1 GHG emissions			
Gross GHG emissions	807	1,065	-24%
Scope 2 GHG emissions			
Gross location-based GHG emissions	172	369	-54%
Gross market-based GHG emissions	134	463	-71%
Scope 3 GHG emissions			
Total gross indirect GHG emissions	740,005	886,275	-17%
TOTAL GHG EMISSIONS			
Total *location-based*	**740,984**	**887,710**	**-17%**
Total *market-based*	**740,946**	**887,803**	**-17%**

The 17% reduction in GHG emissions from Property Development between 2023 and 2024 (around -147 thousand tCO_2e), which represents more than 99% of the Altarea Group's cumulative reduction, is explained for scope 3 by:

- a 79% increase (around 65 thousand tCO_2e) in the tertiary sector, particularly related to GHG emissions from Logistics;
- a 25% (around -194 thousand tCO_2e) decrease in GHG emissions from Residential;
- a 44% (around -18 thousand tCO_2e) decrease in GHG emissions from Retail Development.

In 2024, the GHG emissions of the Property Development activity consist mainly of scope 3 emissions calculated via the life cycle analysis (LCA) per operation (see Methodological Annex). 68% of these emissions relate to construction (mainly purchase of materials) and 32% to the use of future occupants.

BREAKDOWN OF THE 2024 CARBON FOOTPRINT BY EMISSION CATEGORY FOR PROPERTY DEVELOPMENT



The reduction in GHG emissions in Business Property is greater than in Residential and mainly reflects a decline in its activity: -79% *vs.* 2023 and -53% *vs.* 2019.

The reduction in GHG emissions in Retail Development follows a greater decrease than that of Residential and mainly reflects a fall in retail space under development and real estate projects including retail space: -44% *vs.* 2023 and -88% *vs.* 2019.

Focus on REIT emissions

Emissions in tonnes of CO_2 equivalent *(tCO_2e)*	2024	2023	2024/2023 %
Scope 1 GHG emissions			
Gross GHG emissions	1,077	674	60%
Scope 2 GHG emissions			
Gross *location-based* GHG emissions	1,116	1,238	-10%
Gross *market-based* GHG emissions	717	784	-9%
Scope 3 GHG emissions			
Total gross indirect GHG emissions	32,708	31,758	3%
TOTAL GHG EMISSIONS			
Total *location-based*	**34,900**	**33,670**	**4%**
Total *market-based*	**34,502**	**33,216**	**4%**

REIT emissions recorded a very small increase of +4%, due to:

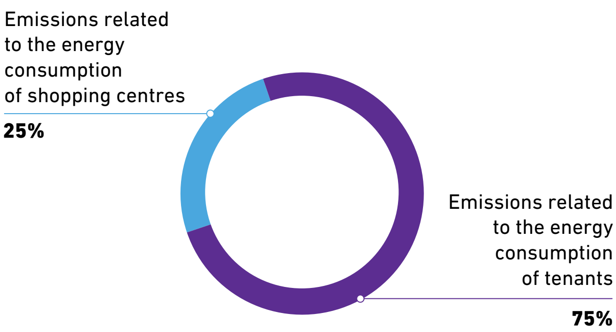
- a sharp increase in scope 1 GHG emissions from fugitive emissions related to refrigerants, which are higher compared to 2023 (up around 400 tCO_2e). Without these emissions, the volume of GHG emissions in 2024 would be relatively similar to 2023;
- a 10% reduction in scope 2 GHG emissions on a location-based basis and a 9% reduction on a market-based basis, linked to the optimisation of energy consumption at the REIT's assets;
- relative stability in scope 3 GHG emissions (+3%) corresponding on the one hand to an increase in services provided (+50%) and on the other to a decrease in energy consumption by tenants (-20%).

Note:

Part of the REIT's emissions are extrapolated (see Methodological Annex) for scopes 1, 2 and 3 as actual consumption data was unavailable:

- 13% of GHG emissions are extrapolated for scopes 1 and 2;
- 2% of GHG emissions are extrapolated for scope 3.

BREAKDOWN OF THE 2024 CARBON FOOTPRINT BY EMISSION CATEGORY FOR REIT (MARKET-BASED)



Focus on corporate issues

Emissions in tonnes of CO_2 equivalent *(tCO_2e)*	2024	2023	% 2024/2023
Scope 1 GHG emissions			
Gross GHG emissions	1,002	1,226	-18%
Scope 2 GHG emissions			
Gross *location-based* GHG emissions	213	425	-50%
Gross *market-based* GHG emissions	166	532	-69%
Scope 3 GHG emissions			
Total gross indirect GHG emissions	1,908	2,331	-18%
TOTAL GHG EMISSIONS			
Total *location-based*	**3,122**	**3,983**	**-22%**
Total *market-based*	**3,076**	**4,090**	**-25%**

The 22% reduction in corporate GHG emissions compared to 2023 on a location-based basis is due to:

- an 18% decrease in scope 1 related to: an 8% reduction in own workers and the migration of the vehicle fleet to less carbon-intensive vehicles (hybrid or electric);
- a 50% location-based and 69% market-based decrease on scope 2, due to a reduction in the energy consumed by the Group's head offices;
- a smaller reduction in scope 3 GHG emissions (-18%) linked to sharp reductions in GHG emissions from purchases of consumables and services and from employee travel reflecting more regular use of public transport and less carbon-intensive vehicles.

4.2.2.11 [E1-7] GHG removals and GHG mitigation projects financed through carbon credits

The Group did not wish to finance GHG reductions or removals. Altarea is analysing whether this might be done in coming years but has not yet quantified the projected value.

4.2.2.12 [E1-8] Internal carbon pricing

Altarea does not use the internal carbon price as part of its climate strategy, so this reporting requirement was deemed immaterial by the Group.

4.2.2.13 [E1-9] Potential financial effects from material physical and transition risks and potential climate-related opportunities

This reporting requirement is material for Altarea (in connection with the risks and opportunities identified for ESRS E1 presented in section [SBM-3]) but will not be reported this year as allowed by the applicable CSRD transitional arrangements.

4.2.2.14 Annex - Methodological factors relating to ESRS E1

Methodology applied to Property Development

ESRS standards require the recognition of greenhouse gas emissions in the scope of the Group's own operations (financial control) and in the scope of operational control. In Property Development projects operational control means co-developments [1]. GHG emissions from Property Development are calculated based on the Group's share of financial ownership (100% for fully consolidated projects, percentage share of the project for equity-accounted projects).

In the case of Property Development, the emission factors used for Residential and new offices from fiscal year 2022 comply with the environmental regulations for 2020 (RE2020). Projects subject to this regulation undergo a life cycle analysis (LCA) to identify two indicators related to GHG emissions from each building (in $kgCO_2e/m^2$):

- IC construction: this reflects the GHG emissions produced during the construction phase of projects under development;
- IC energy: this reflects the GHG emissions produced during the operation phase of projects (energy for occupants) over 50 years.

For Property Development projects to which RE2020 does not apply, the factors used are taken from market benchmark data (ADEME, E+C- benchmark) and from consultants for projects involving complexes of multiple buildings.

These factors are multiplied by the regulatory surface area of a project (SHAB – Habitable surface area – for housing, SU – Useful surface area otherwise) to calculate the GHG emissions generated by the project. In order to harmonise the accounting of GHG emissions with the Group's economic activity:

- the emissions related to the construction of each project are calculated using the IC construction index and the technical progress of the project carried out during the financial reporting period;
- the emissions related to the operation of each project are calculated using the IC energy index and the marketing progress of the project carried out during the financial reporting period.

This method ensures that all GHG emissions are accounted for in each operation delivered and fully sold.

For Property Development, the ICc is calculated using the following assumptions:

- 3% of GHG emissions related to building site waste;
- 4% of GHG emissions related to the energy used on the building site;
- 93% of GHG emissions related to the production, construction and operational activity and the end of life of components.

The assumptions made in reporting the various items in Property Development scope 3 are based on an internal study of the life cycles of representative projects of the Group's Property Development activities.

Methodological details related to REIT

Scopes 1 & 2

The application of ESRS standards and EFRAG guidelines leads to the recognition of greenhouse gas emissions according to an additive approach. This approach is initially based on financial control, to which is added operational control: emissions from assets under financial control are recognised in the REIT's scope 1 and 2, along with assets that are not under the Group's financial control but over which it exercises operational control. The leased properties are under the financial control of the Altarea Group as long as they remain recognised in the balance sheet in accordance with the regulations in force (IFRS 16 Leases). The Group has included GHG emissions related to the tenants of these buildings in Scope 3 category "13. Downstream leased assets" for a volume of 4,838 tCO_2e. This approach was adopted pending clarification from standard setters on the

(1) Altarea accounts for GHG emissions on co-development real estate projects (projects with a partner exercising joint control with Altarea on the project) as a proportion (based on the % interest in the project) in the categories upstream and downstream of Scope 3 purchases of goods and services and use of products sold.
As the mode of operation and governance of these vehicles (companies accounted for by the equity method in the Group's financial statements) lead to the conclusion they are under joint operational control (case not covered by the CSRD), Altarea considers that emissions from these operations should not be included in the Investments category of Scope 3.
These transactions were therefore treated as joint operations for their CSRD carbon accounting treatment.

application of ESRS to lessor leases (in particular in connection with the definition of "own operations". These clarifications could lead to the reclassification of all or part of the emissions related to tenants in scope 1 and 2. The Group will closely monitor changes in the regulations.

Scope 1 & 2 GHG emissions were calculated on the basis of actual data consumed [1] or, when the information is not available, extrapolated based on a ratio (in $kgCO_2e/m^2$) for the type of centre: average emissions for that type per m^2 of common areas multiplied by the surface area of GLA m^2 of the centre concerned.

Their actual consumption is of several types: electricity from renewable or non-renewable sources, gas, fuel oil and heating and cooling networks.

It should also be noted that, until 2021, consumption related to the energy distributed by the hot water loop, and the associated GHG emissions, were divided between common and private areas. From 2022, all of this consumption was allocated to common areas.

In the case of the REIT, the emission factors reflect the GHG emissions per unit of energy consumed during the period at all assets falling within the operational control scope. The reference factors are provided by ADEME for the location-based method, and by the Association of Issuing Bodies (AIB) for the market-based method, for the reference year [2]. The IEA (International Energy Agency) also provides information on location-based and market-based emission factors for foreign sites.

The emission factor used for energy consumption without a guarantee of renewable origin is the residual mix emission factor. Conversely, the location-based method is based on the national emission factor, itself based on the sum of the emission factors of all energy production units (nuclear, wind, gas plant, *etc.*).

Scope 3

Scope 3 emissions cover, as from the 2023 fiscal year, 7 of the 15 categories identified by the GHG Protocol in scope 3. The other scope 3 emissions items are not included in this report either because they are not applicable to the activity or not significant.

Several methodologies were used to calculate these emissions:

- energy consumption: extrapolation of the energy consumption of tenants (downstream leased assets) based on a calculated emission ratio (in $kgCO_2e/m^2$):
  - by type of retailer, taking the average emissions by type over the surface area in m^2 of the retailer in the case of partial consumption data,
  - by type of shopping centre, taking the average emissions by type over the surface area in m^2 of the asset in the case of no consumption data;
- other scope 3 emissions:
  - purchased goods and services,
  - capitalised assets,
  - business travel,
  - commuting,
  - waste created by the business.

  For the scope of these five emission items, the calculation is precise for 18 representative centres (around 70% of our assets) and extrapolated to the rest of the scope (depending on the type of asset and an average surface area ratio in m^2 GLA).
- the calculation of emissions from visitor travel (optional GHG emissions according to the GHG protocol) is based on marketing studies on 12 centres and extrapolated to the rest of the Group's assets using the same method. This extrapolation gives a first version of the volume of emissions related to visitor travel. These issues, over which the Group has indirect leverage, may be refined in our future publications.

In the case of a site undergoing works (extensions or renovations) during the reference year, the site's emissions are maintained in the calculation.

Methodological details related to the Group's New businesses

For the photovoltaic infrastructure business, carbon emissions are based on an LCA carried out per module or set of modules installed. The emissions calculated relate to data collected from power plants installed/built during the year in question. They represent emissions from the manufacture of panels.

In addition, solar energy being a so-called clean energy, its use generates almost zero GHG emissions (excluding maintenance and upkeep). Regarding emissions related to the end-of-life of panels, more than 94% of the components are planned to be recycled, so we consider this item not significant.

For the Data Center Development activity, we apply the same methodology as for Property Development.

For the assets of the SCPI of Altarea IM, the methodology for calculating its emissions and the items concerned are identical as for the REIT.

Methodological details related to the calculation of Corporate GHG emissions

Scopes 1 & 2

Scopes 1 and 2 for Corporate activities include business travel by company car and energy consumed in all head offices. Employee fuel and energy consumption during the extra-financial reporting period are recovered and then converted into GHG emissions using reference factors provided by the French Environment and Energy Management Agency (ADEME) for the location-based approach and by the Association of Issuing Bodies (AIB) for the method market-based approach.

(1) Data from our energy consumption management tool: Deepki.

(2) Upstream emissions related to energy not included in scopes 1 and 2.

Scope 3

This scope includes emissions related to business travel, in particular train and plane journeys, as well as business travel in personal vehicles.

Other scope 3 emissions items were taken into account in order to integrate 7 of the 15 emission categories identified by the GHG Protocol. For Corporate activities, they correspond to the consumption of water, waste, purchases of consumables and commuting by Group employees. This last calculation is based on the employee's postal code and an INSEE study which gives the average annual GHG emissions of home-work trips according to the department of residence in 2019 [(1)].

4.2.2.15 Emission factors

The emission factors used to calculate the GHG emissions of activities carried out in France are taken from the

ADEME Carbon Base®, version 23.4 (published in 2023). They were chosen for their timeliness and compliance with the requirements of the ESRS E1 standard.

Type of emission	Emission item	Location	Calculation method	Source
Energy	Electricity	France	*Location-based*	ADEME
			Market-based	GHG/ADEME
			Residual Mix	AIB (2023)
		Spain	*Location-based*	IEA (2021)
			Market-based	AIB (2023)
			Residual Mix	AIB (2023)
		Italy	*Location-based*	IEA (2021)
			Market-based	AIB (2023)
			Residual Mix	AIB (2023)
	Heating network	CPCU	*Location-based*	ADEME
			Market-based	ADEME
		Lille heating network	*Location-based*	ADEME
			Market-based	ADEME
	Cooling network	Climespace	*Location-based*	ADEME
			Market-based	ADEME
	Gas		*Location-based*	ADEME
			Market-based	ADEME
	Fuel oil		*Location-based*	ADEME
	(non-road diesel)		*Market-based*	ADEME
Fuel (personal)	Diesel		*Location-based*	ADEME
			Market-based	ADEME
	Gasoline		*Location-based*	ADEME
			Market-based	ADEME
	Electricity		*Location-based*	ADEME
			Market-based	ADEME

(1) *Sources: SDES-Insee, Mobility of People survey 2018-2019; INSEE, 2019 population census, additional use; distancier Metric-OSRM, © the contributors to Open StreetMap and the OSRM project.*

Type of emission	Emission item	Location	Calculation method	Source
Upstream energy	Electricity		*Location-based*	ADEME
			Market-based	ADEME
	Gas		*Location-based*	ADEME
			Market-based	ADEME
	Fuel oil		*Location-based*	ADEME
	(non-road diesel)		*Market-based*	ADEME
	Diesel		*Location-based*	ADEME
			Market-based	ADEME
	Gasoline		*Location-based*	ADEME
			Market-based	ADEME
Water	Water consumed		NC	ADEME
Waste produced on site	NHIW		Avoided emissions	ADEME
			Impact	ADEME
	Waste Paper/Cardboard		Avoided emissions	ADEME
			Impact	ADEME
	Plastic waste		Avoided emissions	ADEME
			Impact	ADEME
	Glass waste		Avoided emissions	ADEME
			Impact	ADEME
	Metal waste		Avoided emissions	ADEME
			Impact	ADEME
	Wood waste		Avoided emissions	ADEME
			Impact	ADEME
	Bio-waste		Avoided emissions	ADEME
			Impact	ADEME
Consumables *etc.*	Office supplies		NC	ADEME
	PPE		NC	ADEME
	JPG paper		NC	ADEME
	Promotional gifts		NC	ADEME
Travel	Rail TGV		NC	AMEX/ADEME
	Rail Thalys		NC	AMEX/ADEME
	Flights 0 to 464 km		NC	AMEX/ADEME
	Flights 465 at 1,109 km		NC	AMEX/ADEME
	Flights > 1,110 km		NC	AMEX/ADEME
Purchases of products or services	Monitoring		NC	ADEME
	Cleaning		NC	ADEME
	Technician services contract, other budget items		NC	ADEME

Type of emission	Emission item	Location	Calculation method	Source
Capitalisation of assets	Amount of multitechnical works (€) (contract)		NC	ADEME
	Amount of multitechnical works (€) (PPA)		NC	ADEME
	Amount of lessor works (€) (IB)		NC	ADEME
	Floor area refurbished by the building owner (m^2)		NC	ADEME
	Number of desktop computers (unit)		NC	ADEME
	Number of laptops (unit)		NC	ADEME
	Number of copiers (unit)		NC	ADEME
	Number of printers (unit)		NC	ADEME
	Number of mobile phones (unit)		NC	ADEME
	Number of IT servers (unit)		NC	ADEME
	Number of computer bays (unit)		NC	ADEME
Fugitive emissions	R134A (125 kg) or HFC-134a			ADEME
	R410A (0.75 kg)			ADEME
	R407C			ADEME

4.2.3 ESRS E3 – Water and marine resources

4.2.3.1 Introduction

The Group recognises the importance of sustainable management of water resources in terms of impact. Nevertheless, in comparison with other issues (climate, energy, *etc.*), the issue of water has a low financial materiality for the Group. The issue is therefore managed using a sufficiency approach, in order to limit the negative impacts on water stress.

4.2.3.2 Impacts, risks and opportunities (SBM-3)

Water sobriety (*high materiality*)

In 2023, water use restrictions were in place on 40% [1] of France's national territory, and 72% [2] water tables have been severely impacted by drought.

In response to these challenges, Altarea, as a responsible company, has integrated the preservation of water resources into its environmental sufficiency strategy. Thus, **the Group is taking action to identify risks in the regions where it operates and reduce water withdrawals.** This reduction affects both Altarea's assets and its property development activities, building sites and downstream consumption by building occupants.

Identification of impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**On the upstream and building site value chains: negative impact on water stress**	**Materials & Building sites:** Water consumption for the transformation of construction materials (steel, cement, glass, *etc.*) and water consumption on building sites for cleaning facades, roofs, tools, *etc.*		
Negative impact	**On market transactions and assets: negative impact on water stress**		**Operation of assets:** Water consumption in common areas of assets in operation	**Property Development:** Water consumption by occupants of buildings delivered by Altarea

All the impacts identified in this ESRS are actual.

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

As a property developer, Altarea develops and designs buildings requiring the use of many materials. In construction, materials are the main source of water consumption (for example, 1 kg of steel requires 2,350 litres of water, and 1 kg of cement requires 212 litres). In addition, building sites consume approximately 3,000 litres [3] of water (living area, cleaning, *etc.*) per square meter of constructed area. Water consumption by the occupants of buildings delivered by Altarea represents the other negative impact on water stress in Property Development activities.

In addition, as an asset manager, Altarea withdraws quantities of water to enable its assets to function properly.

These pressures on water resources contribute to **water stress**, which is defined as **the ratio between total water demand** (domestic, industrial, agricultural, *etc.*) **and available renewable water resources**.

The Group's negative impacts on water stress - on the value chain, operations placed on the market and assets - could lead to a reduction in the quantity of water resources available. In anticipation, Altarea is incorporating sustainable water management practices into its projects. This includes the use of water-saving devices in operations, the recovery of rainwater on certain operations, management of the consumption of its assets and the optimisation of green space management systems. In this way, the Group avoids increasing pressure on the water supply of local communities and preserves local ecosystems.

Strategy resilience

Altarea's strategy is only marginally affected by water stress issues: no material risks or opportunities have been identified. Nevertheless, as part of an environmental sufficiency approach, the Group strives to reduce its impact on water stress throughout its value chain, and has taken actions in its various business lines, particularly in the building use phase, to limit and prevent potential risks from becoming material for the Group.

(1) *Measuring water footprint: towards buildings that consume responsibly, Observatoire de l'immobilier durable (OID), September 2024.*

(2) *Ibid.*

(3) *Ibid.*

4.2.3.3 Policies (E3-1)

With the aim of achieving water sufficiency and the sustainable management of resources, **the Group recognises the importance of controlled use of water resources**. Altarea has implemented an environmental sufficiency policy, covering the various issues around water resources, in particular for its upstream value chain (building sites) and downstream where the marketing of real estate projects requires the use of water resources. In addition, Altarea has set itself targets for reducing its water consumption in its various assets for around ten years.

Through this policy, Altarea is committed to **deploying water-efficient systems** across all of its projects (in line with its actions to increase its alignment with the taxonomy) as well as to identify real estate assets in areas of high and very high water stress, in order **to implement specific actions to preserve water resources** when relevant.

Details of the environmental policy can be found in chapter 4.2.6.

4.2.3.4 Actions and resources (E3-2)

In order to implement its commitments to the rational use of water resources in its urban Development projects, particularly upstream (building site) and downstream (use of buildings) value chain and within its own operations (asset management), the Group is deploying various actions.

Some actions are new and result from the analyses carried out in 2024 in connection with the preparation of the sustainability report, their reference year has not yet been set.

Objective	Actions	Scope of application	Activities	Expected outcome	Comments
Deploy water-efficient and water use reduction systems across all Group operations	Install water-efficient equipment in new operations	Own operations	Property Development	Enabling customers of the Group's operations to reduce their water consumption	Altarea ensures that high-performance equipment is installed on its property development projects.
Reduce water consumption in assets to maintain 1 L/visitor/year in 2030	Integrate water recovery and reuse systems in assets and Development projects	Own operations	Property Development, Retail	Limit pressure on the regions' water resources linked to the Group's operations	This action aims to reduce water consumption by incorporating systems for recovery and reuse of this resource.
	Incorporating local species into projects' green spaces	Own operations	Property Development, Retail	Reduce the water required to maintain green spaces	This action is implemented within assets and development projects with the aim of reintroducing nature into the city (*see ESRS E4 Biodiversity and ecosystems*).
	Raising customer awareness about water savings with the distribution of guides on good water consumption practices	Downstream value chain	Property Development, Retail	Help raise global awareness of water resource issues, enabling everyone to improve their individual practices	Altarea disseminates information on water saving to its stakeholders *via* its resident's guide and owner's booklet containing a section dedicated to water. This topic is also addressed in the guide distributed to tenants.
	Install water sub-meters to improve the management and monitoring of water consumption	Own operations	Retail	Detect water leaks more quickly to repair them	The teams regularly monitor water consumption, which makes it possible to quickly detect anomalies in consumption.
Identify the Group's locations or its value chain in areas of high and very high water stress, and implement mitigation actions	Map operations and sites located in water-stressed areas using the Aqueduct tool	Upstream value chain (building sites) Own operations Downstream value chain	Group	By identifying operations and assets located in areas of high and very high water stress, Altarea can develop action plans to ensure efficient management of water resources in areas exposed to water stress	2024 was the first year we analysed sites by whether they were in water-stressed areas.
	By 2028, develop a water resource management roadmap for each of the Group's sites identified in water-stressed areas	Upstream value chain (building sites) Own operations Downstream value chain	Group		The CSR Department plans to work with the Group's various brands to implement solutions and actions to preserve water resources.

All of the actions presented in the table above have already been implemented by the Group and will be continued in the future, expect for the development of a road map for water resource management in each of the Group sites identified as being in water-stressed areas, which will be put in place in 2025.

The actions are monitored by the Group's CSR department, which is responsible for developing guidelines and monitoring performance. The Group's network of contacts and asset management teams are responsible for their operational implementation.

In terms of operating and capital expenditure, the actions presented above are not considered significant.

Assets and projects located in areas of high and very high water stress

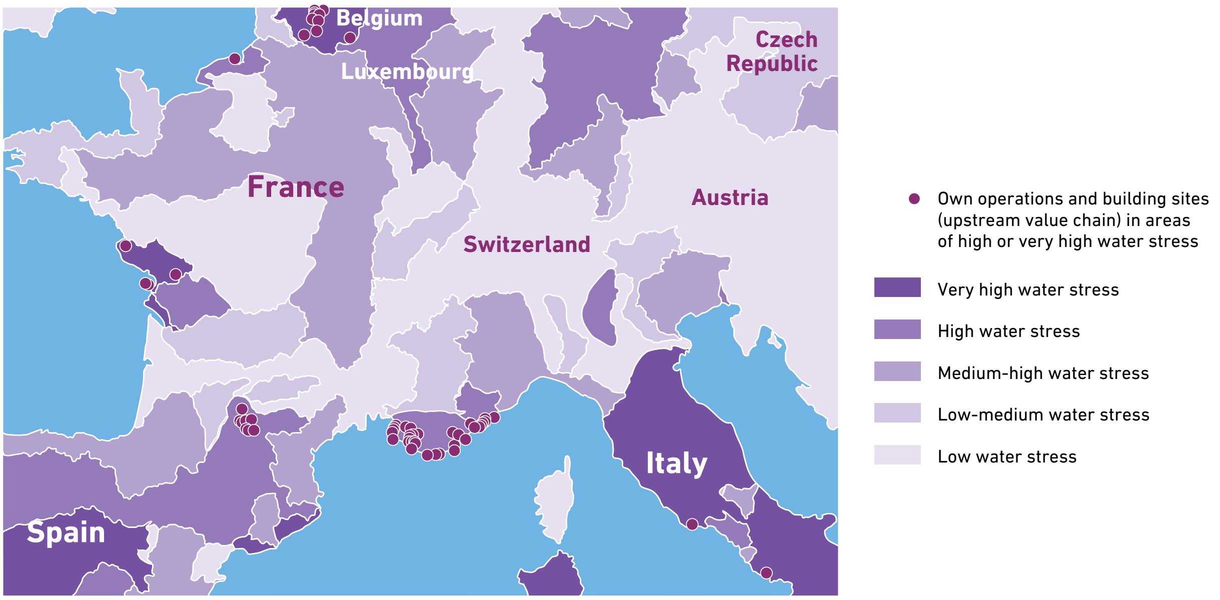
In 2024, the Group conducted an initial comprehensive mapping of its sites and operations to identify those located in water-stressed areas. The analysis was carried out using the Aqueduct tool of the World Resources Institute (WRI) and covers its upstream value chain (projects under construction) and its own operations.

Of the 481 sites mapped, representing the projects under construction in 2024 and the Group's own operations (retail and head office assets), 112 are located in areas of high and very high water stress.

The geographical areas subject to high and very high water stress in which Altarea operates are:

- France: Hauts-de-France, Normandy, Pays de la Loire, Nouvelle-Aquitaine, Occitanie and Provence-Alpes-Côte d'Azur;
- Italy: Campania and Lazio.

MAPPING OF OWN OPERATIONS AND PROJECTS UNDER CONSTRUCTION LOCATED IN AREAS OF HIGH AND VERY HIGH WATER STRESS IN 2024



Property Development

Altarea has given itself three years to implement specific action plans for its development activities located in areas of high and very high water stress. The purpose of this policy will be to cover its own operations as well as the upstream (building site) and downstream value chain.

These action plans will be established following joint work with the Group's various brands to take into account the specific characteristics of the activities.

Retail

Water management is an issue that is closely monitored by the Retail assets management. **Shopping centre management is increasingly aware of the need to preserve this resource** by quickly detecting leaks, thanks in particular to regular monitoring of water consumption and the installation of water sub-meters.

In the event of periods of high water demand in a region, centre managers reduce or even cut the use of certain water-consuming equipment (sprayers, fountains, *etc.*) to reduce the pressure on this resource.

Assets located in areas of high and very high water stress are:

- L'Avenue 83 La Valette-du-Var (shopping centre);
- CAP3000 Saint-Laurent-du-Var (shopping centre);
- Espace Gramont Toulouse (shopping centre);
- Lille Grand'Place (convenience store);
- Napoli Afragola (train station);
- Roma Ostiense (train station).

For these projects, the Group is implementing a series of targeted actions to reduce pressure on water resources.

For example:

- in CAP3000 (Saint-Laurent-du-Var), the sanitary facilities are connected to a water drainage circuit in order to limit water withdrawals from the network. This system helps reduce pressure on the available water resource;
- in Avenue 83 (La Valette-du-Var), various actions have been implemented in recent years to limit water consumption: these include the installation of automatic watering nozzles for green spaces and the installation of water-saving equipment;
- Espace Gramont in Toulouse has implemented various actions to monitor its water consumption on a monthly basis. In addition, the centre's teams are considering the installation of a water recovery solution used during the safety tests of the sprinklers.

For assets located in Italy (Napoli Afragola and Rome Ostiense), water data is not available to date. These two assets are stations and, as they have no common areas, exert only limited pressure on water resources.

4.2.3 Targets (E3-3)

Altarea has set objectives for these retail assets and is in the process of defining new objectives for Property Development activities, particularly for those located in areas of high and very high water stress.

In addition, as part of its alignment with the European Union taxonomy [1] (see Chapter 4.2.1 "Information on the taxonomy"), **the Group complies with the Water Management Do No Significant Harm (DNSH) criterion for the "Construction of new buildings" and "Renovation of existing buildings" activities relating to the water-efficient equipment to be used to comply water flows.**

Given the new regulatory framework of the CSRD, 2025 will be the reference year for all targets below. However, Altarea has been committed for many years to a sustainable approach, certain historical elements of which are presented in this ESRS.

Targets in line with objectives	Target	Scope of application	Activities	Period covered by the target	Target type
Maintain the DNSH alignment of the Water Management System in "Construction of new buildings" and the "Renovation of existing buildings"	100% for Residential Development projects	Own operations	Property Development	Ongoing objective	Voluntary, based on a regulated framework
Integrate water resource recovery and reuse equipment for operations located in areas of high and very high water stress	100% of own operations	Upstream and downstream value chain	Property Development	2025-2030	Voluntary
Install equipment for the recovery and use of water resources for assets located in areas of high and very high water stress	100% of assets with a "Water" plan	Own operations	Retail	2025-2027	Voluntary
Reduce water consumption in assets to maintain 1 L/ visitor/year in 2030	1L / visitor in 2030	Own operations	Retail	2019-2030	Voluntary

The definition of targets is based on internal analysis, not scientific analysis. The Group did not specifically call on external stakeholders to set its targets. Nevertheless, for several years, it has relied on feedback from rating agencies, which reflects the expectations of its stakeholders.

(1) Taxonomy Regulation (EU) 2020/852, Delegated Regulation (EU) 2021/2139 ("Climate") of 4 June 2021 specifying the classification of sustainable activities.

4.2.3.6 Water consumption – Performance (E3-4)

Altarea monitors its consumption of water used in its own operations, which comes from the urban network.

Water consumption included in the table below concerns assets located in France. The methodological elements related to the calculation of the indicators below are presented in the "Assumptions, methods and uncertainties" section.

Water consumption of REIT assets

	2024	2023 pro forma
Total water consumption of REIT assets in m^3	**257,912**	**274,923**
Of which common areas in m^3	74,086	94,129
Of which private areas in m^3	183,825	180,794
Total water intensity consumption in m^3 resulting from its own operations, per million euros of REIT revenue	951	1,163
L/visitors (common areas)	**0.97**	**1.2**
Coverage rate of indicators in surface area (m^2)	87%	87%
Total water consumption of assets located in areas of high and very high water stress	**129,776**	**138,245**
Of which common areas in m^3	47,641	66,220
Of which private areas in m^3	82,135	72,025
Coverage rate of indicators in surface area (m^2)	100%	100%

The data provided in the above table has not been verified by another external body.

Target setting process

The targets for managing the material impacts identified were defined in 2024. The Group did not specifically call on external stakeholders to establish its targets and relied on an internal analysis (and not on scientific analyses). Nevertheless, for several years, Altarea has had feedback from rating agencies, which reflects the expectations of its stakeholders. In addition, these targets have been defined in consultation with the business lines, which are in regular contact with the Group's partners throughout their operations, to assess the operational realities of the activities. The definition of these targets was not subject to any specific assumptions.

List of own operations (assets in operation) and development projects located in areas of high and very high water stress

Assets in operation
AVENUE 83
CAP3000
ESPACE GRAMONT
LILLE GRAND'PLACE
NAPOLI AFRAGOLA
ROMA OSTIENSE
Development projects
ACR MP URBANCLAY ILOT I
ACR MP BAILLAUD - HILL SIDE
ACR MP CLAYSTONE ILOT M
ACR MP LE MEADOW BORDEROUGE
HQ REGIONS - VILLENEUVE D'ASCQ - HAUTE BORNE
ACR - MARSEILLE 8 - UNEDIC
SAS SOCIÉTÉ DE GESTION IMMOBILIÈRE PROVENCALE
COG PROV -MARSEILLE VERDILLON
COG PROV - AIX BD DES POILUS
SCCV MARTIGUES ROUTE BLANCHE
COG MED - COGOLIN DOMAINE EDEN GOLFE
OLLIOULES SAINT ROCH 1
COG MED - PURE VALESCURE
COG PROV - LE PRADET - SYMBIOSE
ACR MP VENTS DES CIMES K
COGEDIM MIDI PYRÉNÉES - 188 FAUBOURG
COG MED - CASTEL PANORAMA
COG PB LA ROCHELLE ROUSSELOT
COG MP QUAI SAINT PIERRE
COG MED - NICETORIA
ACR PATIO GUILLAUMET (CEAT ILOT H)
COGEDIM HTS FRANCE - ROUBAIX - VICTOR HUGO
COG MED - CAGNES SUR MER - DAB
COG PROV - SALON CLOS DES MICOCOULIERS
COG PROVENCE - AIX PETITE DURANNE 2
COG MED - GRIMAUD ST JOSEPH
COG MP LA COLOMBIERE
SCCV SUD PROMOTION
MARSEILLE MICHELET SNC- LOGT IMA (MARSEILLEMI3)
SAINT LAURENT - DOMAINE TERRE NATURE
COG MP LE 1802 CARTOUCHERIE
CERIM - TOULON PICOT
ESPACE PONANT SCCV
COGEDIM HTS FRANCE - LINSELLES - CASTELNAU
COG PROV - ROUSSET LES BANETTES
CALA DI SOLE - BEAUMARCHAIS
COG PROV - MARSEILLE POUDRETTE
COG PROV - MARSEILLE VILLECROZE
COG PROV - MARSEILLE CHEMIN DE L'AMÉRICAINE
MARSEILLE 11 -PARADIS VERT
SCCV COGOLIN LE QUARTIER
COG PROVENCE - AUBAGNE JEAN MOULIN
COGEDIM HTS FRANCE - WATTRELOS - LA LAINIÈRE
SCCV LES COTEAUX DE PEIRONEDE
SCCV LA VALETTE FAMILLE PASSION IV
COGEDIM HTS FRANCE - LAMBERSART CONQUÉRANT
COG PROVENCE - ISTRES ELOGE DU SUD
COGEDIM HTS FRANCE - RONCQ - RUE DE LILLE
COG PROV - SAINT CANNAT LOTS A BÂTIR
COGEDIM ATLANTIQUE - OP CHALLANS CŒUR FIDELIS
COG PROV -SIX FOURS LES PLAGES
COGEDIM MÉDITERRANÉE/PALM SQUARE
SNC COGOLIN PLAGE
INFINITY
COG PROV - MARSEILLE 175 COMTESSE
COG PROVENCE - MARSEILLE RUE DE ROUX
COG PROV -DOMAINE DU PARC RAMBOT
HYRES JEAN MOULIN
COG PROV - PORT DE BOUC - BLEU NATURE
COG MED - DRAGUIGNAN PAUL ARENE
SEP DES GRANDS MOULINS
LILLE - 23-25 RUE DES PÉNITENTES VIR
MARSEILLE-BALCONS DE MASSALIA
DOUAICASERNE-DOUAI-CASERNE DE CAUX
PASTORELLI-NICE-7 RUE PASTORELLI
GREGOIRE-NICE-IMPASSE GRÉGOIRE
MARSEILLEKAIS-MARSEILLE-BLD CHRISTOPHE MONCADA
DOUAISENIOR-DOUAI-PHASE 2 SENIOR RESIDENCE EAST WING
HYERES-7 RUE AMBROISE THOMAS
DOUAIDIEU-DOUAI-ANCIEN HOTEL DIEU
DOUAICOGCLUB-DOUAI-SENIOR RESIDENCE -COGEDIM CLUB COMMON PART
HAUTMONTABBAYE-HAUTMONT
ASPREMONT-ARRAS-CITADELLE VAUBAN
22BOUCHERIE-DIEPPE
47STJACQUES-DIEPPE
LARGEAU-NIORT
STBAZILE-MARSEILLE
FALICON-FALICON
5PONT-NICE
5020CHATEAU-MERIGNIES
SEP MARGUERITE
PP SNC/IMMEUBLE BUREAUX LAURENCIN 2
PI/AYTRE NEREA
ENVY VALLON REGNY
WPI PROJETS CHATEAUNEUF - ROUTE DE GRASSE
PI/MARSEILLE 14 - JARDIN EMY
PI/ROUSSET TERRES VICTOIRES
PP SNC / NICE JOIA Q3
PI/MENTON - LES HAUTS JARDINS
SCCV VIOLESI
Pitch Immo - COLOMIERS - TILIA
Pitch Immo - BIOT SOPHIA ANTIPOLIS PERIAL
PI/PUGET LE GABRE
SCCV BELVÉDÈRE DES CAILLOLS SECTION 2
ADN CLOT BEY
SCCV LES HAUTS DE LATTE
PP SNC/NICE JOIA T2 ILOT M1/M
SCCV LES JARDINS DE PERCIN
SCCV DOMAINE DE LARTIGUE
SCCV PLACES
SNC XF IMMO/LES JARDINS D'EMMENOT
SCCV SOLEA
SCCV DOMAINE DE LA PEYROUSE
SCCV LE CLOS DE LAPEYROUSE
SCCV VILLA VERDE
SNC XF IMMO/LES JARDINS D'EMMENOT TR3

Assumptions, methods and uncertainties

Total water consumption

Reported consumption data concern only Altarea Commerce's own operations and only assets in France, with the exception of Marques Avenues Aubergenville for which data is not collected.

No water data is available on stations in Italy to date. However, as the stations have no common areas, the pressure exerted on this resource is limited. For the asset in Spain (Sant Cugat), water consumption data is planned to be collected for 2025.

Water consumption data are collected for the period from 1 November 2023 to 31 October 2024. To be consistent with the reporting period, data for November and December 2024 are estimated on the basis of the water consumption of the common and private areas for the previous year (2023). They are collected using the Deepki IT tool. The operational teams in assets located in France include the actual water consumption of the asset either at the time of the technician's visit, or as soon as it is invoiced to the asset. This data is then checked and consolidated by the Operations Department and the CSR Department.

Total water consumption in 2023 was calculated on the same reporting scope as in 2024.

Total water consumption for high and very high water stress areas

The water consumption of activities in water-stressed areas was assessed using the World Resources Institute (WRI) Water Risk Atlas. This tool made it possible to identify the Group's own operations located in areas of high and very high water stress. Subsequently, the data published concern only Altarea Commerce's own operations located in France. The total water consumption of assets located in areas of high and very high water stress in 2023 was calculated on the same reporting scope as in 2024.

For stations located in Italy, water consumption is not available to date.

Water consumption per visitor within the assets of the own operations scope

Reported consumption data concern only Altarea Commerce's own operations and only assets in France, with the exception of Marques Avenue Aubergenville for which data is not collected.

No water data is available on stations in Italy to date. However, as the stations have no common areas, the pressure exerted on this resource is limited. For the asset in Spain (Sant Cugat), water consumption data is planned to be collected for 2025.

The water consumption per visitor ratio corresponds to all water consumption in the common areas within the scope of the Retail assets' own operations. Centre footfall corresponds to the number of people counted by the detection mechanisms installed at the entrance to assets. Because of their type, certain assets only count vehicles. In the interests of conservatism, the rule applied is that each vehicle corresponds to one person. The data for 2023 have been recalculated using this method.

Total water consumption intensity from own operations, in m^3 per million euros of revenue

The water intensity presented in the table was calculated by dividing the water consumption of the common and private areas by the revenue of Altarea Commerce made in France. To be consistent with the reporting period, data for November and December 2024 are estimated on the basis of the water consumption of the common and private areas for the previous year (2023).

4.2.4 ESRS E4 - Biodiversity and ecosystems

4.2.4.1 Introduction

Combatting urban sprawl and the artificialisation of the soil as well as protecting biodiversity, including in the city, are big issues for territories. Against a background of extinctions of species and deteriorating natural environments, local and national regulatory pressure is rising, as are public expectations.

As a responsible company, Altarea is committed to preserving and reintroducing nature into the city whenever possible, an important factor in the well-being of residents. Customers have high expectations for services provided by nature, such as limiting the heat island effect and cooling buildings.

4.2.4.2 Impacts, risks and opportunities (SBM-3)

Altarea's business model has no significant impact on marine species and ecosystems: Altarea's main activities focus on **Property Development and shopping centre management**, which are mainly land-based and urban.

Thus, this chapter mainly focuses on the following two issues relating to ecosystems and biodiversity:

- land sobriety (high materiality): issues of land artificialisation, in France, Italy and Spain, where the subject is highly regulated from a regulatory point of view;
- biodiversity and ecosystems, the materiality of which has been assessed as low in relation to the nature of the areas in which Altarea operates (mainly urban areas).

All the impacts identified in this ESRS are actual.

Land sobriety (*high materiality*)

The ambition to reduce artificialisation of soil by 2050 is enshrined in the Climate and Resilience Act of 2021, which imposes a principle of land use eco-sufficiency on companies and stakeholders. Altarea participates in these efforts by adopting principles aimed at preserving natural spaces and avoiding artificialisation and soil sealing, thanks to land sobriety, densification, intensity of uses and the use of open ground.

Identification of impacts, risks and opportunities

All information relating to the double materiality analysis is available in "ESRS 2 - General disclosures"

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**Change in land use and destruction of ecosystems**		**Property Development:** Artificialisation of soils linked to the Group's operations	
Negative impact	**Disruption of the water cycle caused by the artificialisation of soils**		**Property Development:** Artificialisation of soils linked to the Group's operations	
Risk	**Damage to the Group's image due to land degradation and/or change in use**		**Group:** Deterioration of the Group's image	
Risk	**Difficulty of access to land due to the zero net artificialisation (ZAN) regulations**		**Property development:** Limitation of access to land for the development of projects due to artificialisation constraints of the regions	

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

Altarea is involved in the development of real estate projects (Residential, Retail, Business Property, *etc.*) requiring land resources and often the artificialisation of soils. Its business model, focused on the creation or renovation of residential or tertiary buildings and the optimisation of the value of real estate assets, includes sustainable soil management measures, in accordance with its vision of urban recycling. Altarea favours areas that are already urbanised, thus reducing the sealing of natural spaces. Urban redevelopment promotes land sobriety and represents an opportunity to reintroduce nature in the city.

The Group ensures the quality of the green spaces created, in particular by the reintegration of open ground, and limits artificialisation.

Land sobriety is essential for Altarea's strategy and business model. However, the zero net artificialisation (ZAN) regulation and its possible subsequent extension, limits access to land, which could slow down the development of new projects. The artificialisation of soils, which is detrimental to biodiversity, the climate and life on land, weakens ecosystems, contributes to climate change and increases the risk of flooding, which could damage the Group's reputation, particularly during extreme weather events.

For people, changes in land use can lead to a loss of biodiversity and degrade ecosystem services, such as climate regulation and water purification. The disruption of the water cycle due to artificialisation can exacerbate flooding and drought problems, affecting the safety and well-being of local communities.

To meet these challenges, Altarea focuses its activity on already urbanised spaces, favouring the densification of cities and urban redevelopment over urban sprawl. Urban redevelopment allows efficient land use and provides an opportunity to reintroduce nature in the city. Altarea develops projects for the renovation or redevelopment of urban areas, with brands such as Histoire & Patrimoine and Altarea Entreprise, and favours renovation wherever possible.

LE 87 RICHELIEU AND LES GRANDS MOULINS DE CORBEIL-ESSONNES: EXAMPLES OF URBAN REDEVELOPMENT

In 2020, Altarea inaugurated its headquarters "Le 87 Richelieu" in the heart of Paris after four years of restructuring: a showcase for the Group's expertise in urban regeneration. With a demolition permit, Altarea has favoured an exemplary restructuring, the main structure of the building having the solid fundamentals to make it a new generation office building. The Group was thus able to apply the principle of sufficiency in terms of land use and created the largest green space in the 2nd arrondissement of Paris at its head office, with 2,000 m^2 of planted outdoor terraces.

With a similar ambition, in 2022, Altarea, alongside its subsidiaries Cogedim and Histoire & Patrimoine, won the call for redevelopment projects for the Grands Moulins de Corbeil-Essonnes, which is about to undergo a major transformation. This project shows the Group is able to meet the needs expressed by cities and citizens thanks to its know-how in urban reconstruction. The varied residential programme will offer a range of activities on the ground floor with services and convenience stores: restaurant, café, public facilities dedicated to the city, a third space, *etc.*, permeable open ground allowing rainwater to infiltrate in a natural way and helping to reduce any urban heat island effect. Future residents and users will thus benefit from a sheltered green space in the heart of the block, contributing to the essential regreening of the cities.

Financial implications

In view of the risks identified and the actions to mitigate these risks presented in this chapter, a potential damage to the Group's image related to the degradation or change in land use as well as the risk of difficulty in accessing land due to the zero net artificialisation regulations did not translate into significant financial effects for Altarea in 2024.

Strategy resilience

To be resilient, the Group continues to integrate refurbishment skills across all its brands and activities, but also by focusing more on urban brownfield redevelopment projects. Altarea's activities are mainly located in areas that are already urbanised, particularly in Business Property and Residential, which limits the artificialisation of natural spaces.

RENOVATION WITH HIGH ENVIRONMENTAL VALUE FOR AN EMBLEMATIC BUILDING IN THE MONTPARNASSE DISTRICT

In the heart of Paris, on the Maine-Montparnasse site, the UPPER project aims to restructure the former head office of CNP Assurances to improve its openness to the landscape with a direct connection to public transport. Bioclimatic design, installation of an urban farm on the rooftop, creation of more than 5,300 m^2 of green spaces: these are the key indicators of the environmental ambition of this restructuring project, which seek the highest environmental certifications with HQE^{TM} Excellent and BREEAM® Excellent certifications and the BBC Effinergie Rénovation label. The programme as a whole makes this operation a demonstration of the sustainable city of the 21st century.

The refurbishment and renovation of urban areas enable Altarea to develop projects without the need to artificialise land. Its expertise in this area and its model of an unrivalled platform of real estate skills enable it to offer local authorities projects that are adapted to environmental challenges, in a context of restricted access to land.

Lastly, Logistics operations, which are, by nature, very land-intensive, are particularly attentive to environmental issues and regularly include renaturing actions.

Biodiversity and ecosystems (*limited materiality*)

Protecting biodiversity - *i.e.* preserving ecosystems and living things (wildlife and plantlife) - is one of the challenges of the real estate sector, because urbanisation and, particularly, urban sprawl contribute to the degradation of natural spaces.

In addition, acting for nature brings undeniable co-benefits for the city and its inhabitants (air quality, temperature regulation, well-being and comfort for citizens and communities).

Lastly, at the heart of Altarea's conception of biodiversity are issues of dependence on ecosystems, disruption of species and the proximity of operations to protected areas. The Group's dependencies are detailed in "ESRS 2 General disclosures", in 4.1.1.4.

Identification of impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**Destruction and degradation of ecosystems in the Group's Property Development projects**		**Property Development:** Damage to ecosystems during operations	

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

Property Development and the development of new projects may require the use of virgin land, which may lead to the destruction of natural habitats and the disruption of local ecosystems.

Thus, some of the Group's projects could contribute to the loss of biodiversity and the degradation of natural habitats.

The consequences would be the degradation of ecosystem services: climate regulation, protection against extreme weather events (floods, storms), water purification, pollination, *etc.* These effects can in turn affect the quality of life of local communities, by reducing the availability of natural resources and increasing environmental risks.

Conversely, Altarea's projects, by using appropriate planting and ensuring the preservation of ecosystems, can accentuate the co-benefits provided by nature and biodiversity.

Whenever possible, the Group's brands strive to implement relevant solutions to reconcile the transformation of the city and the preservation of biodiversity in its projects. Actions can be taken to promote nature in the city (restoring open ground, planting local species, adding tall trees, qualifying for the BiodiverCity®, label, *etc.*). This is why making greater use of ecologists is now a key element in taking on board and responding to the challenge of preserving ecosystems in Altarea's real estate projects.

Financial implications

Biodiversity and ecosystem issues have a financial materiality that was assessed as low in the double materiality analysis. The impacts can be costs of studies on projects, or changes to the structure of buildings (permeable soils, for example) to better protect ecosystems. Altarea may use offsetting of natural spaces on certain projects, but the costs are not significant at Group level.

Strategy resilience

The negative impact identified has indirect consequences on the Group's strategy: the presence of nature in the city is an important factor in the well-being of residents. Customers have high expectations for services provided by nature, such as limiting the heat island effect and cooling buildings. To meet this challenge, Altarea structures its approach to preserving biodiversity and ecosystems by promoting nature in the city and high-quality, connected green spaces. Also, the COVID-19 pandemic, with its successive lockdowns, has reinforced contact with nature in the city. This is why the Group pays particular attention to the link to biodiversity and ecosystems in each project developed.

Focus on analysis of Altarea's activities and sites

The Group is present in France, Spain and Italy with activities that may have impacts on biodiversity within its own operations and operational control scopes. Altarea's activities as a real estate company which include construction and operation of buildings have, by their very nature, negative impacts on biodiversity and ecosystems (artificialisation, change in land use, fragmentation of habitats, visual and noise pollution, *etc.*), and some of the Group's sites are located in or near biodiversity-sensitive areas.

In order to analyse the overall resilience of its business model, in relation to biodiversity and ecosystems, the Group relied on the "Locate, Evaluate, Assess and Prepare" (LEAP) approach, developed by the Taskforce on Nature-Related Financial Disclosure (TNFD). This approach seeks to analyse Altarea's links with biological diversity. It comprises four phases: locate the interfaces with nature, evaluate the dependencies and impacts, assess risks and opportunities and prepare a reporting strategy. This analysis began in 2024, and sets the framework for the Group's next steps for the coming years and the implementation of the future transition plan.

The resilience analysis exercise was carried out in 2024 by the Group's internal contributors. The scope of Altarea taken into account for the LEAP exercise covers development and operating activities and all the brands and sites operationally controlled by the Group (including the workspaces of the Company's employees, such as the head office and branches), *i.e.* the scope defined in "ESRS 2 General disclosures" in 4.1.1.

In 2024, for this first year of CSRD reporting, Altarea paid particular attention to step 1 "Locate". The Group has identified its activities and locations in or near biodiversity-sensitive areas, *i.e.* protected areas from the World Database of Protected Areas (WDPA). The Group has given itself three years to study the actual impacts on biodiversity and ecosystems caused by Altarea at the sensitive sites identified in order to determine whether or not they are material.

To do this, the Group used The Integrated Biodiversity Assessment Tool (IBAT), an online reporting and mapping tool providing access to the main reliable global data on biodiversity, including the World Database of Protected Areas.

To analyse the Group's sites during the "Locate" phase of LEAP, the IBAT methodology was followed to determine what geographical radius should be taken into account around the Altarea sites analysed when deciding whether they were "sensitive" in terms of biodiversity.

The Group therefore considers as sensitive:

- operating sites located less than 500 meters from a biodiversity-sensitive area;
- sites under construction located less than one kilometre from a biodiversity-sensitive area.

The sites identified cover both development and operating activities:

- real estate development contributes to the alteration of biodiversity and ecosystems, by artificialising natural surfaces (fragmentation of habitats, soil sealing). In addition, during construction, noise, pollution and disturbances caused by the work can stress the animals and disrupt their natural behaviour;
- once the buildings are in operation, the increase in human traffic and infrastructure may continue to negatively affect species.

The assumptions take into account IBAT recommendations and the knowledge of the operational teams in terms of impact on ecosystems and biodiversity.

Thus, concerning the construction activity, it was considered that the nuisances can impact a larger area, due to noise pollution, dust emissions, *etc.* In operating activities, the impacts are mainly related to maintenance of the building and its spaces and the movements of visitors and suppliers on the site.

In 2024, 1,225 sites were analysed in the IBAT tool, including 749 sites in operation and 476 sites under construction, which corresponds to all of the sites within the consolidated scope and under operational control. At the end of the analysis, it was found that 205 sites in operation and 109 sites under construction are located in or near a protected area.

This is a first step in the analysis of the resilience of Altarea's strategy and business model: the Group will be able to refine its transition plan from year to year to identify actions to take on each project that poses a risk to biodiversity protection, also in line with the policies, actions and targets presented in the following sections of this ESRS.

It should be noted that the analysis of the identified impacts and dependencies of Altarea's business model are described in "ESRS 2 General disclosures", in 4.1.1.4.

4.2.4.3 Transition plan and its integration into strategy (E4-1)

To date, the Altarea Group has not defined a transition plan or consideration of biodiversity and ecosystems in its strategy or business model. For this first year of reporting, the Group has prioritised the first phase of the LEAP analysis, namely the "Locate" phase through the use of the IBAT tool. This first analysis is described above in this ESRS.

4.2.4.4 Policies (E4-2)

Biodiversity and ecosystem issues are taken into account in the Altarea Group's environmental policy. This policy aims to address important sustainability matters related to environmental issues.

The content of the environmental policy can be found in the annex of this document in Section 4.2.6.

4.2.4.5 Actions and resources (E4-3)

Challenges	Actions	Scope of application	Activities	Expected outcomes
Preserving natural spaces and avoiding artificialisation				
Land sobriety	Deploy new biodiversity indicators in brands	Own operations	Property Development	Measuring the Group's impact on soils (artificialisation, pollution)
	Systematise urban renovation and redevelopment whenever possible	Own operations	Property Development	Limiting artificialisation of soils
	Integrate open-air and permeable spaces in projects	Own operations	Property Development	Improve water infiltration, reduce runoff and promote groundwater recharge
	Offsetting the artificialisation of soils from Logistics projects	Own operations	Logistics	Partially offset the Group's impact by renaturing spaces

Challenges	Actions	Scope of application	Activities	Expected outcomes
Protecting biodiversity and ecosystems				
Biodiversity and ecosystems	Include planting in projects (freshness island, suitable local species, *etc.*)	Own operations	Group	Promoting nature in the city and islands of coolness to bring well-being and comfort to customers and users
	Use independent ecologists to carry out an ecological diagnosis on projects	Own operations	Group	Preserve biodiversity and ecosystems and limit the negative impacts of building sites
	Prohibit the use of phytosanitary products by green space management service providers	Own operations	Group	Protect human health and biodiversity and improve water quality
	Incorporate low-nuisance building site charters into contracts	Building sites	Property Development	Limit nuisance related to building sites
	Raising awareness of biodiversity among shopping centre visitors	Own operations	Retail	Promote biodiversity conservation and raise community awareness of local biodiversity
	Identify sites located in or near biodiversity-sensitive areas	Own operations and operations under Altarea's operational control	Group	Locating the interfaces of the Group's sites with protected areas to better control the impacts on biodiversity and ecosystems

The scope of Altarea's key actions covers the activities where they can be deployed, notably its own operations. However, their precise deployment, project by project or asset by asset, is not yet systematically monitored.

In addition, the actions undertaken by the Group are either ongoing actions or their timing is not clearly defined. For example, offsetting soil artificialisation in Logistics projects is done in the development phase.

Lastly, the progress of the Group's actions is assessed by Altarea's progress on its indicators and the associated targets from year to year. As 2024 is the first year in which a sustainability report has been produced for the Group, many actions do not have precise information on their progress. When data is available and relevant, Altarea has indicated the progress of the Group's achievements with regard to its key targets.

The Group has given itself three years to report its actions in accordance with the aforementioned disclosure requirements.

The Group's actions are organised by activity and apply to all regions in which Altarea operates (France, Italy and Spain). They mainly affect three categories of stakeholders:

- customers, who benefit from the solutions developed by the Group;
- employees, who implement actions to address each issue;
- society, affected by actions to transform Altarea's practices, which are changing the urban spaces that the Group helps to shape.

4.2.4.6 Targets (E4-4)

The Group manages its objectives through a series of quantified targets. The performance compared to the announced targets will be published each year, with the procedures for monitoring and reviewing each action, progress made *vs.* Progress planned and an analysis of trends or significant changes.

Given the new regulatory framework of the CSRD, 2025 will be the reference year for all targets below. However, Altarea has been committed for many years to a sustainable approach, certain historical elements of which are presented in the "Performance 2024" Section in 4.2.4.7.

Target in line with objectives	Scope of application	Target	Period
Preserving natural spaces and avoiding artificialisation			
Increasing the proportion of projects covered by artificialisation data	Property Development	50%	By 2028
Increasing the share of transactions covered by CBS data	Property Development	30%	By 2028
Protecting biodiversity and ecosystems			
Increasing the number of operations with one or more systems to facilitate water infiltration	Property Development	50%	By 2028

Altarea operates mainly in France, where nature-related issues are covered by already strict regulations (obligation of impact studies, and more recently the law on zero net artificialisation). At this stage, the Group's policy is to measure the actual impact on artificialisation of soils, with a view to implementing concrete actions and objectives from 2026.

The definition of targets is based on internal analysis, not scientific analysis.

The Group did not specifically call on external stakeholders to set its targets. For several years, it has relied on feedback from rating agencies, which reflects the expectations of its stakeholders (see "ESRS 2 General disclosures" in Section 4.1.1).

To date, the targets set by Altarea are not based on and are not aligned with the Kunming-Montreal Global Biodiversity Framework, the EU Biodiversity Strategy or other policies and national laws on biodiversity and ecosystems.

To define all of these targets, the Group took into account its material impacts identified during the double materiality exercise.

The targets defined concern the entire Group and all of its sites in France, Spain and Italy.

To date, the company has not used measures to offset biodiversity loss in the definition of its targets.

The targets listed above are assigned to the "prevention" level of the mitigation hierarchy.

There were no changes in targets and corresponding metrics or underlying measurement methodologies, significant assumptions, limitations, sources and processes to collect data adopted within the defined time horizon.

4.2.4.7 Performance (E4-5)

The Group's 2024 performance on its impact metrics related to biodiversity and ecosystems change is detailed below.

To meet its general objective of identifying its sites and operations in or near biodiversity-sensitive areas, Altarea has mapped all of its sites. As specified above, in a second step, the actual impacts on biodiversity and ecosystems caused by Altarea on said sensitive sites will be identified in order to determine whether or not they are material.

Land sobriety

The Group has taken stock of the issue and impacts relating to the artificialisation of soils and has therefore worked in 2024 to develop several indicators to monitor its impacts on biodiversity and ecosystems, particularly in Property Development.

Altarea's activity is mainly located in areas that are already urbanised. Indeed, the Group favours the densification of cities and urban redevelopment rather than urban sprawl and artificialisation of soils. In 2024, 82% of Altarea Entreprise projects and 100% of Histoire & Patrimoine projects were renovations.

To better understand and manage the consequences of its Property Development activity, Altarea plans to systematise the reporting of a system to measure its impact on soil to cover 100% of the Group's new projects. Several indicators have been deployed to date:

- measurement of the biotope area factor (BAF, the proportion of planted or ecologically effective surface area) before and after the development of the project;
- measurement of the surface area developed before and after the development of the project;
- presence of devices promoting water infiltration (permeable exterior coverings, *etc.*) in the project.

In 2024:

- concerning the BAF: a significant effort has been made to collect these data for the first year in 2024, but they are still too incomplete to be published. Only 6% of Property Development projects reported information, preventing the publication of aggregate indicators in 2024;
- concerning the artificialised surface area: again, it was not possible to calculate a consolidated Group indicator. A special effort has been made by Woodeum teams (including the former Woodeum x Pitch projects) to monitor this indicator. Thus, in 2024, 36% of the brand's projects had a smaller sealed surface area post-project than pre-project. Conversely, all Logistics operations have greater sealed surface area than before. However, the projects in this activity regularly include renaturing actions;
- concerning systems facilitating water infiltration: 25% of Development projects state that they have installed one or more systems to facilitate water infiltration (green roofs, open ground, infiltration courses, *etc.*) , notably at Woodeum (including the former Woodeum x Pitch projects) and Histoire & Patrimoine.

Biodiversity and ecosystems

Property Development

For large projects, already closely regulated, the Group carries out in-depth studies and action plans. These large-scale projects are characterised by their complexity. This can be linked to several factors such as the size of the project or the programmatic mix.

The use of an ecologist is also systematic for projects with BREEAM® certification. For each of these projects, the ecologist carries out an ecological diagnosis to identify ecologically important areas of the site or those to be reconstructed. This work makes it possible to organise the project around these areas, whilst preserving or creating links to surrounding ecological spaces. Ecologist recommendations are subsequently included in the project management specifications for preserving the ecology of the site. In Business Property, 44% of projects say they use an ecologist, *i.e.* 64% in terms of surface area. The same requirements apply to the Group's new businesses and Logistics. In the Bollène project, wildlife and plantlife inventories were created to identify protected bird species in the work area. A range of work was done in collaboration with ecologists to make the building sites less disruptive for these species by recreating their natural habitats or reducing light exposure.

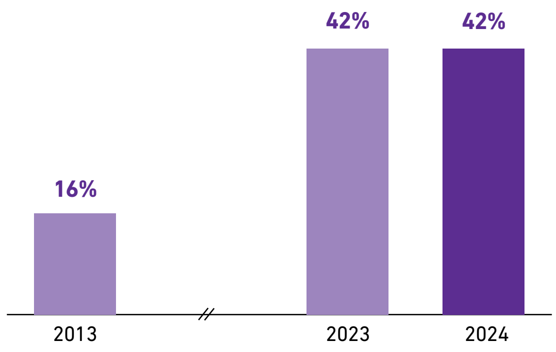
To go further in projects with significant ecological challenges, the Group also relies on BiodiverCity® certification, a sector initiative of the International Biodiversity Property Council (CIBI). This certification complements international certifications (BREEAM®, HQE™, *etc.*) to give an in-depth assessment of the biodiversity of assets resulting in an ecological value and a biophilic use value.

Retail

In the Retail business, the preservation of biodiversity is an integral part of the actions taken to qualify for BREEAM® In-Use certification. Thus, 100% of BREEAM® In-Use certified centres have a biodiversity action plan.

The average score for certified shopping centres on the Land Use & Ecology theme of the BREEAM® In-Use standard was 42% in 2024 compared to 16% in 2013.

CHANGE IN AVERAGE BREEAM® IN-USE SCORE, LAND USE & ECOLOGY



This reflects the efforts of the shopping centre teams to implement actions adapted to their environment.

For example, the centres put in place solutions that promote biodiversity and ecosystems: facilities for local wildlife (bird shelters, insect hotels, *etc.*) at the La Vigie center (Geispolsheim), the use of eco-grazing in Costières Sud (Nîmes), creation of a vegetable garden in Thiais Village, *etc.* These examples of actions are carried out following the biodiversity audits of the centres and are not systematised because they are specially tailored to each site.

Assumptions, methods and uncertainties

Data relating to Altarea's impact on biodiversity and ecosystems is calculated by consolidating the reporting of each of the Group's brands. This reporting covers the entire Retail scope and all Property Development projects under construction in 2024, on the basis of the monitoring available at the date of preparation of this report.

For Altarea's Property Development activity, 2024 is the first year of consolidated reporting of the indicators presented above. Consequently, these data cover only a limited part of the scope of the Group's operations; concerning the artificialised surface area, the indicators published above are calculated on the basis of 100% of Logistics projects and on the 70% of Woodeum projects (including the former Woodeum x Pitch projects) that reported data, *i.e.* 12% of the Group's Property Development projects.

In Retail, the average score obtained on the Land Use & Ecology theme of the BREEAM® In-Use standards is calculated by breaking down the topic scores submitted by the teams in charge of the shopping centres' operations. The coverage rate of the average score for the Land Use & Ecology theme is 94% of certified centres. As monitoring of the certification of the Spanish Sant Cugat centre is managed by the centre's teams and not by the technical teams of Altarea Commerce, only the scores for the "Asset" and "Management" sections were submitted for this 2024 reporting exercise, with no breakdown by topic. The average scores for the "Land Use & Ecology" topic reported for the years 2013 and 2023 have not been recalculated under the 2024 scope.

The data provided above has not been verified by an external body.

4.2.5 ESRS E5 – Resource use and circular economy

4.2.5.1 Introduction

The real estate sector faces significant challenges in terms of resource and waste management across the value chain. The first challenge for the sector lies in limiting and optimising use of resources in a context of scarcity of raw materials. Secondly, the objective is to reduce waste production and promote the reuse and recovery of materials.

4.2.5.2 [SBM-3] Material impacts, risks and opportunities related to resource use and the circular economy

Altarea has identified two issues relating to resource use and the circular economy. The first issue ("Renovation and conversion") is linked to the question of the use of resources. It is strategic for the Group. The second ("Waste sorting and recovery") is more a question of eco-sufficiency and good environmental management, with more limited consequences on the Group's business model. All the impacts identified resulting from the aforementioned issues in this ESRS are actual.

Renovation and conversion (*high materiality*)

Identification of impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**Use of materials in the value chain, used in the construction of buildings or the manufacture of photovoltaic panels (sand, wood, silicon, *etc.*)**	**Materials:** Extraction, transformation and transportation of materials used by service providers to carry out the projects developed by Altarea (raw materials, materials, photovoltaic panels, construction machinery, *etc.*)		
Positive impact	**Contribution to optimising the use of resources by extending the lifespan of buildings (renovation)**		**Property Development:** Development of refurbishment projects to extend the life of buildings	
Risk	**Scarcity and rising raw material prices**	**Materials & building sites:** Scarcity of raw materials leading to higher material prices, higher construction costs and slowdown in construction schedules due to resource shortages	**Property Development:** Higher cost of projects to be included from the design stage	
Opportunities	**Development of offers to reduce the consumption of non-renewable resources (refurbishment, timber construction, compactness, *etc.*)**		**Property Development:** Development of low-carbon projects (refurbishment, timber, *etc.*)	
Opportunities	**Reduction of resource consumption in operations (energy saving, reuse, recycling, *etc.*)**		**Property Development:** Integration of circular economy practices and resource savings in projects	

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

The construction sector has a significant impact on the consumption of natural resources (sand, metals and minerals, wood, water, *etc.*) to manufacture construction materials (concrete, steel, wood, glass, plaster, insulation, *etc.*), potential risk of overly intensive use. The latter leads to the degradation of ecosystems, the loss of biodiversity and potential negative impacts on the health and well-being of local populations.

Thus, the impacts, risks and opportunities identified above have the effect of changing the Group's practices in terms of the use of resources at all phases of a building's life:

- **design:** the most important phase as the aim is to find a solution that balances the environmental impact of resources used (refurbishment, recycling, reuse, *etc.*) and a building's capacity to avoid early obsolescence (energy performance, evolving and reversible architecture, ease of deconstruction, *etc.*);
- **construction:** reducing waste generated at construction sites, sorting, reusing and promoting recycled or local materials;
- **operation:** reducing consumption (energy, water, *etc.*) and waste generation in the operational phase, sorting and reusing residual waste, extending the building's useful life whilst intensifying and diversifying its uses to sustain its economic value;
- **end-of-life:** increase the life of the building by allowing for changes of use. Where conversion to new use is impossible, a diagnostic is conducted to decide whether the best solution is refurbishment or demolition.

In view of the impacts, risks and opportunities identified, the development of an offer based on the circular economy, as opposed to the linear economy (produce, consume, destroy), is a real strategic opportunity for Altarea. This virtuous alternative to current schemes makes it possible to enhance the value of resources while reducing the environmental impact of the Group's activities; Altarea has real know-how in refurbishment and the integration of eco-design practices to its projects (compactness, off-site construction, extension of the life of buildings, more intensive use, *etc.*), helping to ensure the Group's sustainability.

Financial implications

As part of the double materiality analysis, the financial impacts related to the "Renovation and reconversion" issue were deemed significant. The current financial effects are studied when defining a project (use of remediation or not), and are not available at the aggregate level.

Waste sorting and recovery (*limited materiality*)

Identification of impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**On building sites and clean operations: Waste production**	**Building sites:** Generation of construction waste	**Asset operations (Retail):** Generation of waste in operating assets	

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

The construction and public works sector accounts for 70% of total waste production in France [(1)]. The nature of Altarea's activities is likely to have a negative impact on the environment and populations. Indeed, poor waste management can be a source of water, soil and air pollution and greenhouse gas emissions with, ultimately, an impact on local populations.

With regard to its business model, the impacts on Altarea's strategy are limited:

- upstream Altarea began a process to improve its site waste management several years ago;
- in its own operations: at the Group's shopping centres, the overwhelming majority of waste is produced by tenants and there is very little that Altarea can do to control the production level.

The Group focuses its actions therefore on increasing sorting rates and the rate of energy recovery and managed waste. Altarea has fifteen years of experience in managing environmental issues in its asset operating activities, including waste. Its experience also concerns the waste produced by development activities, for which the Group's requirements have been further strengthened as part of Altarea's alignment with the European taxonomy. This know-how is reflected in rigorous waste sorting, recycling and recovery practices, which minimise the environmental impact. The Group is thus able to anticipate and meet the strictest waste management standards.

(1) *"Waste, key figures" published April 2022 – Agence de l'Environnement et de la Maîtrise de l'Énergie (ADEME). France generated 342 million tonnes of waste in 2018.*

4.2.5.3 [E5-1] Policies related to resource use and circular economy

Altarea's approach to the resource use and the circular economy is based on an environmental policy aimed at addressing both raw materials consumption and waste management issues. With this in mind, Altarea's approach aims to achieve:

- an increase in the use of renewable materials, reuse and rehabilitation;
- a more rational use of resources (compactness, architectural sufficiency);
- an increase in waste sorting and downstream recovery.

The Group's commitments on material impacts, risks and opportunities related to the use of resources and the circular economy are an integral part of the Group's environmental policy (see Section 4.2.6).

4.2.5.4 [E5-2] Actions and resources related to resource use and circular economy

In order to support the commitments presented in its policy aimed at reducing the consumption of resources and promoting the circular economy, Altarea implements actions adapted to the characteristics of each of its projects and assets. The main actions are summarised in the table below. All of these actions have already been implemented by the Group and will be continued in the future.

Actions	Scope of application	Activities	Expected outcome	Comments
Renovation - reconversion of buildings				
Use of refurbishment and renovation of buildings when the project lends itself to it	Own operations	Property Development	Reduce the quantities of materials used to carry out the Group's projects.	Renovation is systematic at Histoire & Patrimoine and the majority option at Altarea Entreprise. The Group's other brands may use it from time to time depending on the characteristics of the project.
Improve the compactness of buildings to consume less materials	Own operations	Residential Development		Studies carried out by the product teams have led to the optimisation of the design of new Residential projects to make them more compact, more efficient in materials and, therefore, more affordable.
Develop off-site operations (pre-assembly of components before delivery to the building site)	Own operations	Residential Development	Reduce the environmental impact of projects (reduction in the consumption of materials, energy, CO_2 emissions, nuisances).	Woodeum's timber projects are partly carried out off-site. The Group's other brands, in particular Cogedim, sometimes use off-site construction.
Reuse materials (excavated soil, crushed concrete, materials available for the project, *etc.*)	Materials	Residential Development	Reduce resource use.	The excavated soil and crushed concrete are reused in certain backfill operations. In addition, certain products (cable trays, tiles, *etc.*) are reused when the opportunity arises and if the logistics of the project allow it.
Develop modular projects	Own operations	Residential Development	Extend the useful life of projects by allowing users to modify the size of their homes to suit their living needs.	The Group's brands occasionally build modular projects (whose dimensions can be modified), although Altarea cannot currently monitor the surface area covered accurately.

Actions	Scope of application	Activities	Expected outcome	Comments
Waste sorting and recovery				
Increase the number of flows for tenants' waste (new types of waste, increase in the space dedicated to sorting, *etc.*)	Own operations	Retail	Enabling tenants to better sort their waste.	The deployment of these actions is adapted to each centre's particular circumstances.
Carry out awareness-raising actions among tenants (distribution of a guide on waste sorting, displays in waste premises, awareness-raising by shopping centre teams)	Own operations	Retail	Allow better sorting of waste in the centres.	
Incorporate recovery requirements into the CCTP (special technical specifications)	Own operations	Property Development	Contractually commit the Group's partners to respect minimum recovery levels.	These actions are gradually being rolled out.
Incorporate low-nuisance building site charters into contracts	Building sites	Property Development	Encourage subcontractors present on the Group's project building sites to reduce their waste volumes and improve sorting and recovery.	
Establish partnerships with digital building site waste management solutions	Building sites	Property Development	Improve the monitoring and sorting of waste on its building sites.	
Use environmental project management consultants on building sites	Building sites	Property Development	Ensuring the management of building sites by verifying that site operators comply with environmental regulations and carry out controls on the sorting carried out by subcontractors.	Environmental project management consultants are mainly deployed on large-scale projects.

The scope of Altarea's key actions covers the activities on which the actions can be deployed: their precise deployment, project by project or asset by asset, is not systematically monitored.

In addition, the progress of the Group's actions is assessed by Altarea's progress on its indicators and the associated targets from year to year. As 2024 is the first year in which a sustainability report has been produced for the Group, many actions do not have precise information on their progress. Taking a continuous improvement approach, the Group has given itself three years to report all its actions in accordance with the reporting requirements mentioned above.

Lastly, the implementation of these actions involves operating and capital expenditure which were deemed significant only for certain actions of the "Renovation - Reconversion of buildings" issue. These expenses are studied when defining a project and are not available at aggregate level. Expenditures on action relating to the "Waste sorting and recovery" issue are not considered significant.

EXAMPLES OF THE GROUP'S PRACTICES

The Histoire & Patrimoine project to renovate the **Dreux sanatorium** (28) is a virtuous example of the circular economy and heritage renovation. With a surface area of more than 10,000 m^2, it also includes reuse objectives: 19% of waste will be reused on site, including gravel, ceiling roses, kitchen glass screens, and mulch from the site's trees.

The **Ki** project **("42 Deruelle")** is a project to build an office and housing complex, in the Part Dieu district of Lyon (69), with the 2EC label. This project will follow the demolition of a building with a useful surface area of 22,000 m^2 with ambitious objectives in terms of circular economy:

- a minimum recovery rate of non-hazardous demolition waste of 70%, including 50% materials recovery (after waste and resource diagnostics);
- recovery of 89% of all demolition waste;
- recovery of 90% of reinforced concrete;
- prioritisation of the reuse sector for stationary furniture;
- reuse of 50% of the components identified by the resource assessment.

4.2.5.5 [E5-3] Targets related to resource use and circular economy

In order to continue to strengthen its approach in terms of resource use and waste management, the Group has defined targets beyond 2024, with the aim of continuous improvement. They will constitute the guiding principles for future actions taken to help develop the circular economy within the Group and for the real estate sector. The table below shows the targets that the Group has set for resource use and the circular economy.

Given the new regulatory framework of the CSRD, 2025 will be the reference year for all targets below. However, Altarea has been committed for many years to a sustainable approach, certain historical elements of which are presented in this ESRS.

Target in line with objectives	Target	Scope of application	Activities	Period covered by the target	Waste management hierarchy level[(a)]	Target type	Objectives pursued[(b)]
Increase alignment with the taxonomy on the DNSH Design and construction techniques favouring circularity	Keep the vast majority of revenue taxonomy -aligned	Own operations	Property Development	Ongoing objective	Avoidance	Voluntary, based on a regulated framework	a
Recover (material) more than 70% of Development waste	> 70%	Building sites	Property Development	Ongoing objective	Recycling	Voluntary, based on a regulated framework	e
Sort over 50% of waste from assets	> 50%	Own operations	Retail	Ongoing objective	N/A	Voluntary	e
Recover over 80% of waste from assets	> 80%	Own operations	Retail	Ongoing objective	Recycling and energy recovery	Voluntary	e

(a) The hierarchy of waste management methods, from the greenest to the least green solution, is as follows:
1. prevention: avoid the production of waste from the start;
2. preparation for reuse: repairing or cleaning products so that they can be reused;
3. recycling: transforming waste into new materials or products;
4. other forms of recovery: using waste to produce energy, for example;
5. disposal: incinerate or landfill the waste.
(b) The targets may cover one or more objectives relating to resource use and the circular economy:
a. Increase of circularity in product design (including, for example, design for longevity, dismantling, reparability, recyclability, etc.);
b. increase of circular material use rate;
c. minimisation of primary raw material;
d. sustainable sourcing and use of renewable resources (in accordance with the principle of cascade use);
e. the waste management, including preparation for proper treatment;
f. other matters related to resource use or circular economy.

The targets for managing the material impacts identified were defined in 2024. The Group did not specifically call on external stakeholders to establish its targets and relied on an internal analysis (and not on scientific analyses). Nevertheless, for several years, Altarea has had feedback from rating agencies, which reflects the expectations of its stakeholders. In addition, these targets have been defined in consultation with the business lines, which are in regular contact with the Group's partners throughout their operations, to assess the operational realities of the activities. The definition of these targets was not subject to any specific assumptions.

Also, in addition to the results-based targets mentioned above, the Group also measures the effectiveness of its renovation targets. To this end, Altarea measures the surface areas of projects undergoing renovation. However, this indicator is not subject to a quantitative target, as the renovation option is dealt with on a case-by-case basis. Some projects are built on land where no building previously existed. Also, some existing buildings cannot be renovated. In 2024, 82% of Altarea Entreprise projects and 100% of Histoire & Patrimoine projects were renovations. Last year, 62% of Altarea Entreprise projects and 100% of Histoire & Patrimoine projects were renovations.

Lastly, no targets have yet been set for the Group's objectives in terms of compactness, the use of renewable materials in construction (wood, biosourced) and reuse. As with renovation, steps to promote compactness, the use of renewable materials and reuse are dealt with on a case-by-case basis, according to the constraints specific to each project (acceptability by customers, standards and regulations, cost, availability of materials, *etc.*).

4.2.5.6 [E5-4] Resource inflows

The main resources used by Altarea are construction materials (concrete, steel, wood, glass, plaster, insulation, *etc.*) whose main impacts are therefore in the value chain. The weight of these resources used on building sites has not yet been calculated.

4.2.5.7 [E5-5] Resource outflows

Products

Altarea produces high-quality renovated or new buildings, which delays their obsolescence and, ultimately, saves the resources needed to construct new buildings. In addition, increasing attention has been paid to the reparability and dismantling of the Group's projects for the past two years, in particular with regard to the requirements of alignment with the taxonomy (construction projects must integrate selective dismantling practices to facilitate reuse and the recycling of materials; they must be designed in such a way as to allow easy and efficient disassembly, separating the different materials so that they can be reused or recycled).

To date, Altarea does not have a comparison between the sustainability of its products and sector averages and has not yet calculated the proportion of recyclable content in its products.

Waste

The types of waste generated by Altarea's activity are construction waste and waste from the operation of its shopping centres. This waste is largely non-hazardous (construction materials (concrete, wood, metal, *etc.*), packaging waste (paper, cardboard, plastic, *etc.*), organic waste, *etc.*). The Group's activities also generate some hazardous waste (solvents, paints, *etc.*).

The table below shows the quantity of non-hazardous waste produced by the Altarea Group in 2024 and how it is managed.

Non-hazardous waste produced by the Group in 2024 and breakdown by management method

	Property Development (Upstream value chain (building sites))		Retail (tenants and visitors)	
	Weight (in tonnes)	*% of total Property Development*	*Weight (in tonnes)*	*% of total Retail*
Waste produced	**227,234**	**100%**	**5,407**	**100%**
Waste recovered	**138,089**	**61%**	**2,782**	**51%**
Waste recovered by preparation for reuse	387	0%	24	0%
Waste recovered through recycling	133,334	59%	1,951	36%
Waste recovered through other recovery operations	4,368	2%	807	15%
Waste eliminated	**83,830**	**37%**	**2,257**	**42%**
Waste disposed of by incineration	6,960	3%	2,153	40%
Waste disposed of by landfill	2,005	1%	104	2%
Waste disposed of by other disposal operations	3,385	1%	1	0%
Waste with unknown disposal method	71,481	31%	-	0%
Waste with unknown treatment method	**5,315**	**2%**	**368**	**7%**

In 2024, the majority of waste was recovered (61%), more than 95% through material recovery. However, 42% of waste is not recycled (*i.e.* approximately 97,000 tonnes), and the Group is continuing its actions to achieve its objectives of 70% material recovery in Property Development and 80% recovery in Retail (see E5-3). In addition, it should be noted that the disposal method is unknown for a significant portion of the waste produced by Altarea (31%) in Property Development activities; the Group continues to work to obtain the most accurate data possible.

In Retail, Altarea has fifteen years of experience in environmental reporting, including waste monitoring. Thus, for this activity, the Group has a reliable history and it is possible to compare the results for 2024 and 2023:

Non-hazardous waste produced by Retail and breakdown by management method in 2023 and 2024

	Weight *(in tonnes)*			**% of total Retail**		
	2024	**2023 (pro forma)**	**Change**	**2024**	**2023 (pro forma)**	**Change**
Waste produced	**5,407**	**5,653**	**-4%**	**100%**	**100%**	**0%**
Waste recovered	**2,782**	**2,376**	**17%**	**51%**	**42%**	**22%**
Waste recovered by preparation for reuse	24	5	356%	0%	0%	377%
Waste recovered through recycling	1,951	1,867	4%	36%	33%	9%
Waste recovered through other recovery operations	807	504	60%	15%	9%	67%
Waste eliminated	**2,257**	**3,277**	**-31%**	**42%**	**58%**	**-28%**
Waste disposed of by incineration	2,153	2,618	-18%	40%	46%	-14%
Waste disposed of by landfill	104	620	-83%	2%	11%	-83%
Waste disposed of by other disposal operations	1	38	-98%	0%	1%	-98%
Waste with unknown treatment method	**368**	**-**	**-**	**7%**	**-**	**-**

This shows that waste management improved between 2023 and 2024, with less waste produced (-4%), a higher recovery rate (+17%) and a reduction in disposal (-31%), notably due to a significant reduction in landfill waste (-83%).

Assumptions, methods and uncertainties

Altarea is making increasing efforts to consolidate data on the quantities of waste produced and how they are managed. The reliability and completeness of the data are improving year by year; for 2024, the figures presented above were based on reporting from:

- 222 development projects, representing 53% of projects under construction in 2024; and
- 18 retail assets, representing 93% of assets in the own operations scope by surface area.

This partial coverage rate is due to the non-reporting of information for certain projects and assets by the operating teams; the Group has given itself three years to publish comprehensive figures.

The above indicators have been consolidated at Group level based on the reporting of each brand, itself based on information provided by the service providers in charge of waste treatment. This reporting is carried out building site by building site and asset by asset, on the basis of the monitoring available at the date of preparation of this report (several weeks may elapse between the removal of waste and the receipt of the proof of processing method).

If information is not available for part of the year, the missing periods are estimated either by a rule of three (Property Development), or from last year's data (Retail). In addition, the above indicators have not been verified by an external body.

Finally, it should be noted that hazardous waste is monitored at the level of each project and asset. However, given the limited quantities of hazardous waste produced Altarea, the Group has given itself three years to report these figures.

4.2.6 Annex: environmental sufficiency policy

4.2.6.1 Scope

The policy applies to the entire Altarea Group (all business lines and sites - France, Italy, Spain), according to the scope defined in the scope note for the sustainability report.

The value chain is also integrated into the analysis of impacts, risks and opportunities, particularly in terms of carbon footprint. This includes:

- the upstream value chain, in particular the production of construction materials and building sites;
- the downstream value chain: operation and occupancy of real estate assets sold or operated by the Group.

The policy covers all of the Group's environmental impacts, risks and opportunities, as identified in the double materiality analysis.

4.2.6.2 Impacts, risks and opportunities addressed by the environmental sufficiency policy

This policy aims to address important sustainability matters related to environmental issues.

In particular, it seeks to prevent, mitigate and remedy the impacts identified and to manage risks and seize opportunities.

The table below presents the material IROs (environmental ESRS) to which this policy relates.

ESRS		Challenge	Impact	Risks and opportunities
E1	**Climate change**	**GHG emissions and energy consumption**	■ GHG emissions related to the operation of shopping centres, Group offices and business travel (Scopes 1 and 2) ■ GHG emissions related to Scope 3 (*e.g.* energy consumption of occupants of sold buildings (Property Development), shopping centre tenants (REIT) and data centers, employee travel) ■ Scope 3 GHG emissions (construction materials manufacturing)	■ Increased design and construction costs (new materials and new techniques, RE2020, tertiary decree, *etc.*); ■ Access to new green finance linked to the energy transition ■ Volatility of energy prices and access for the Group and its value chain ■ Diversification of activities linked to sectors related to the energy transition (Altarea Énergies Renouvelables, *etc.*)
		Adapting buildings to climate change	■ Aggravation of physical risks due to Altarea's operations (heat islands, floods, *etc.*) ■ Design of projects adapted to deal with the effects of climate change	■ Disruption of building sites in the event of extreme weather events ■ Maintaining the value of assets located in physical risk areas (optimisation of investments, *etc.*)
E3	**Water and marine resources**	**Water sufficiency**	■ On the value chain: negative impact on water stress ■ On market transactions and assets: negative impact on water stress	
E4	**Biodiversity and ecosystems**	**Land sufficiency**	■ Disruption of the water cycle caused by the artificialisation of soils ■ Change in land use and destruction of ecosystems caused by the artificialisation of soils	■ Difficulty of access to land due to the zero net artificialisation regulations ■ Damage to the Group's image due to land degradation and/or change in use
		Biodiversity and ecosystems	■ Destruction and degradation of ecosystems in Property Development operations	
E5	**Circular economy**	**Renovation - reconversion of buildings**	■ Use of materials in the value chain, used in the construction of buildings or the manufacture of photovoltaic panels (sand, wood, silicon, *etc.*) ■ Contribution to optimising the use of resources by extending the lifespan of buildings (renovation)	■ Scarcity and rising raw material prices ■ Development of offers to reduce the consumption of non-renewable resources (refurbishment, timber construction, compactness, *etc.*) ■ Reduction of resource consumption in operations (energy saving, reuse, recycling, *etc.*)
		Waste sorting and recovery	■ Production of waste from development and operating activities	

4.2.6.3 Principles

Faced with regional, ecological and social transitions, cities are facing many challenges, including that of climate change. The Group is convinced that the city itself can be a solution: it is possible to develop high-quality urban projects with a positive impact and a reduced environmental footprint. Altarea has a responsibility for the future of the regions, to accelerate decarbonisation to become the best real estate company, committed to the common good and creating value.

Altarea therefore wants to become the leader in low-carbon urban transformation with the following principles:

- develop urban projects with a positive impact (see social policy);
- make a low-carbon transition in building design:
  - develop the circular economy (particularly through renovation),
  - use of low-carbon materials,
  - energy efficiency.

These principles apply to each of the Group's business lines:

Retail	Reduce the carbon impact and improve energy efficiency, in conjunction with retailers Manage physical risks And so ensure assets retain their value
Residential	Development of a "new generation" offering that is low carbon, affordable and profitable Apply the approach in each brand in accordance with their specificities
Business property (BP)	Promote renovation where possible Logistics: Contribute to streamlining flows and thus reducing their impact
Other businesses	Deploy ESG management of assets to increase their value, in real estate asset management (AIM) Enable regions to access decarbonised energy from renewable sources (photovoltaic infrastructures) Data centers: Meet the challenges of digital data sovereignty by guaranteeing the best energy efficiency

To achieve this, the Group defines the following guiding principles for its actions:

- compliance with regulations, anticipation of new standards as early as possible;
- continuous improvement of practices, *via* test & learn;
- transparency.

4.2.6.4 Link with stakeholders

The policy was drawn up taking into account the expectations of the Group's main stakeholders, as identified in "ESRS 2 General disclosures".

It takes into account the challenges facing the planet (notably global limits) and the expectations of customers and investors in terms of decarbonisation. Investor demands (as communicated *via* rating agencies in particular) were taken into account in establishing this policy.

4.2.6.5 Altarea's environmental objectives

The general objectives are presented in the table below, by topic.

They are specified and broken down into targets for each ESRS.

ESRS and issues	Group targets
General policy	Train 100% of employees in real estate CSR Extensively certify the Group's operations: ■ 100% of Cogedim housing projects NF Habitat certified ■ 100% of Woodeum operations BBCA certified ■ 100% of office projects BREEAM® and/or HQE™ certified ■ 100% of sites certified BREEAM® In-Use ■ AIM: obtain the SRI label for the SCPI
	Ensure the majority of revenue is taxonomy-aligned

ESRS and issues			Group targets
E1	Climate change	GHG emissions and energy consumption	Implement a policy to reduce the Group's carbon footprint in all its business lines, with a target of reducing GHG emissions by 39% to 46% by 2030 on scopes 1, 2 and 3 (*vs.* 2019)
			In terms of energy: On assets: reduce site energy consumption by 19% to 27% in 2030 (*vs.* 2024) Implement an eco-sufficiency policy on the Group's sites
			Develop photovoltaic infrastructures Install photovoltaic plants wherever possible in the assets
		Adapting buildings to climate change	Conducting a physical risk analysis on all of the Group's assets and operations, and deploying solutions that promote adaptation
E3	Water and marine resources	Water sufficiency	Deploy water-saving systems on all new projects In the assets, reduce consumption to reach 1 L/visitor/year in 2030
			Identify locations where the Group or its value chain are operating in areas of high and very highwater stress and take remedial actions
E4	Biodiversity and ecosystems	Land sufficiency	Preserve natural spaces and avoid artificialisation and quantify the impact on soil artificialisation
		Biodiversity and ecosystems	Protect biodiversity and ecosystems and increase the number of operations using one or more systems to promote water infiltration
E5	Circular economy	Renovation - reconversion of buildings	Develop the use of renewable materials in construction (wood, biosourced) and reuse Increase the use of renovation as soon as possible (particularly in Business Property and Histoire & Patrimoine) Develop compactness in Residential
		Waste sorting and recovery	In the assets, sort more than 50% of waste and recover more than 80% Recover (material) more than 70% of Development waste

4.2.6.6 Specific points of the policy (relating to ESRS)

E1 Climate change

The policy covers the following topics: adaptation to climate change, mitigation, energy efficiency, deployment of renewable energies, with objectives for each of these topics (see table above).

It also includes a more general objective of training employees in CSR, which includes the challenges of climate change.

E2 Pollution

As the topic is not material, the policy does not cover the following issues: negative impacts related to air, soil and water pollution (including prevention and control), hazardous substances, management of pollution-related incidents.

Significant actions are nevertheless carried out in all business lines, including:

- compliance with the DNSH Pollution guidance as part of the alignment of operations with the taxonomy;
- systematisation of low-nuisance building site charters.

E3 Water and marine resources

Water management

The policy addresses the use and supply of water resources as part of its own operations, with a specific objective set for its Retail activities.

As water treatment and pollution prevention and reduction issues are not material for Altarea, they are not addressed in this policy.

Design of products and services to address water-related issues

This issue is addressed with the aim of deploying water-saving systems on all new operations, in line with the taxonomy.

Determination to reduce water consumption, in its own operations and upstream and downstream value chain, in areas exposed to water risks

This issue is addressed by the objective of identifying the Group's facilities located in water-stressed areas. Following this assessment, the Group will take actions to reduce its impact in areas of water stress.

This policy covers all of the Group's own operations, as well as its upstream and downstream value chain.

Altarea has not adopted sustainable policies or practices with regard to the oceans and seas, as this issue is not material for the Group.

E4 Biodiversity and ecosystems

The biodiversity and ecosystem policy takes into account that these issues are closely linked to other environmental issues.

In particular, Altarea has a policy addressing the following main direct drivers of biodiversity and ecosystems change:

- climate change, as addressed in this policy and in ESRS E1;
- land use change, as addressed in this policy, with objectives relating to the artificialisation of soils.

However, Altarea does not have a policy addressing other direct drivers of biodiversity and ecosystem alteration: pollution, freshwater-use change and sea-use change, the direct exploitation of organisms and invasive alien species, as these issues are not material for the Group.

Altarea's biodiversity and ecosystems policy relates to its material impacts on biodiversity and ecosystems, which mainly concern artificialisation of soils and the resulting degradation of ecosystems (see table of IROs above). It should be noted that the Group operates mainly in France, where these issues are covered by already strict regulations (mandatory impact studies and more recently the zero net artificialisation law). At this stage, the Group's policy is to measure the actual impact on artificialisation of soils, with a view to implementing concrete actions and objectives from 2026.

Altarea's biodiversity and ecosystems policy relates to dependencies, physical and transition risks and material opportunities. The risks and opportunities are mainly related to the artificialisation of the soil caused by the Group's activities. At this stage, the Group's policy is to measure the actual impact on artificialisation of soils, with a view to implementing concrete actions and objectives from 2026.

With regard to dependencies, the Group conducted an analysis of its dependencies, based on existing tools on the market (ENCORE) and a benchmark of its peers.

The following dependencies have been identified:

- water regulation (water cycle and rainfall);
- regulation of climate and extreme climate events (regulation of climate, soil and sediment, mitigation of storms and floods);
- water supply;
- the supply of bio-sourced materials (wood, specifically for the Woodeum brand);
- environmental amenities or attractiveness (services provided by nature that improve the value of assets by increasing their attractiveness through the presence of green spaces, trees and proximity to natural sites and parks).

These dependencies are included in the policy under:

- the climate change adaptation and resilience policy (risk analysis and action plans);
- the analysis of projects and assets located in water-stressed areas, and the management of water resources.

Attractiveness is not addressed in the policy, but the Group aims to systematise the presence of natural spaces in its operations.

Altarea's biodiversity and ecosystems policy does not cover the traceability of products, components and raw materials that have material impacts, actual or potential, on biodiversity and ecosystems in the value chain, because these issues have not been identified as material. However, for its construction timber purchases for Woodeum, the Group only sources timber from sustainably managed forests that are PEFC or FSC certified.

Altarea's biodiversity and ecosystems policy does not specifically address production, supply or consumption from ecosystems whose management aims to maintain or improve conditions for biodiversity, as demonstrated by the regular monitoring of the state of biodiversity and biodiversity gains or losses, as well as regular communication of information on this issue.

Altarea's biodiversity policy does not address the social consequences of impacts related to biodiversity and ecosystems, as this issue is not material.

Biodiversity and ecosystems protection policy concerning the operational sites it owns, leases or manages in or near a biodiversity-sensitive area: at this stage the Group aims to prepare an inventory of all its sites located near a sensitive area in terms of biodiversity. By 2026, the Group will implement a biodiversity and ecosystem protection policy for the sites concerned. In the meantime, the Group applies local regulations (mandatory impact studies in particular), and systematises ecological studies on its major urban projects and its Retail assets.

Sustainable land/agricultural practices or policies: non-material issue.

Sustainable oceans/seas practices or policies: non-material issue.

Policies to address deforestation: as the issue is not material, Altarea has not established a policy on this issue. However, for its construction timber purchases for Woodeum, the Group only sources timber from sustainably managed forests that are PEFC or FSC certified.

E5 Resource use and circular economy

Phase-out of the use of virgin resources, including relative increases in the use of secondary (recycled) resources: the policy covers this issue as part of its decarbonisation approach. The Group's trajectory involves using renewable or recycled materials. At this stage, the use of these materials is not quantified and has no set quantitative target.

Sustainable sourcing and the use of renewable resources: the policy covers this issue as part of its decarbonisation approach, with two specific points:

- development of renewable energies with the subsidiary Altarea Énergies Renouvelables;
- reduction of downstream energy consumption as part of the decarbonisation plan (reduction of the ICe), then use of green energy in shopping centres (reduction being preferred over replacement).

These issues cover own operations (energy consumption and production), the upstream value chain (materials, purchased energy) and the downstream value chain (consumption of real estate products sold).

The policy on the use of resources and the circular economy includes the following aspects:

- prioritisation of waste management methods: the policy promotes reuse and rehabilitation in development in order to avoid the production of waste (prevention). It also promotes the recovery of materials (recycling) for building site waste and all types of recovery (materials or energy) for shopping centre waste;
- thus, the policy gives priority to prevention, when possible, to making the best use of its expertise in renovation (Business Property, Residential with Histoire & Patrimoine).

4.2.6.7 Resources implemented and actions

Roles and responsibilities

The Executive Management approves the policy. A member of the Executive Committee, the Director of Strategic Marketing, CSR and Innovation, is responsible for disseminating it and ensuring its proper implementation.

The CSR Department is responsible for coordinating the deployment of the approach across the Group's various brands.

With regard to operational deployment, the teams in charge are the technical teams of each brand (technical departments for Property Development, operations and asset management for the REIT). Financial resources are thus allocated to each brand, or even each project/asset.

The Finance Department is also involved in these processes with a view to allocating financial resources for implementation of the policy.

Monitoring and follow-up of objectives

The above objectives are managed at Group level by the CSR Department.

To monitor their progress, the CSR team prepares an annual report on each target resulting from the objectives.

At the end of the first quarter each year, a summary of the results is prepared and presented to the Group's management and supervisory bodies.

Two groups of indicators are monitored quarterly:

- carbon footprint indicators;
- taxonomy indicators.

They are included in the publication of quarterly results.

Standards and initiatives related to the policy

The policy was established in line with the following initiatives and regulations:

Regulations	Voluntary initiatives
RE2020	Global Compact
Tertiary decree	TCFD
DDADUE	TNFD
ZAN	SBTi initiative
	NZ4RE initiative

Dissemination and availability of the policy

Altarea's environmental policy is distributed to employees by email when it is implemented and is also communicated to all new hires. It is included in the Group's presentation materials (slideshows, impact reports, climate report). The policy is also available on the Group's intranet. Lastly, this policy is included in Altarea's annual publications and is therefore accessible to the various stakeholders.

Policy update

The policy is updated when there are major changes:

- CSR regulations or issues and associated impacts, risks and opportunities that are evolving significantly;
- major acquisitions or significant change in the Altarea Group's business model or strategy.

4.3 Social information

4.3.1 ESRS S1 - Own workforce

4.3.1.1 Material impacts, risks and opportunities (SBM-3)

The Group operates exclusively in Europe, mainly in France, which has established a rigorous framework of labour law.

The Group's workers, whether employees or non-employees (service providers, temporary workers, agents, corporate officers and interns) are directly affected by these impacts, risks and opportunities. The majority of our employees are on permanent contracts, with only 1% on fixed-term contracts.

Non-employees, although only a marginal fraction of the workforce compared to salaried employees, are not managed centrally apart from interns. They provide the Group with flexibility during periods of high activity and specific expertise for particular technical needs. These non-employees are mainly subcontractors providing various services to the Group.

The Group is not currently in a position to centralise the files of its non-employees. Consequently, information relating to the characteristics of the Company's workforce is limited to employees of the Group, *i.e.* those on open-ended or fixed-term contracts but not work-study students

Value sharing (high materiality)

The Group can count on the commitment of its employees who embrace "Altarea's culture" of high standards, innovation, and performance. The Company's business plan is based on a strong corporate commitment around the content of work, the sense of common social benefits as well as the value creation and sharing. With inflation gradually returning to normal levels, amid a persistent crisis in the sector, offering the Group's employees job security is a key issue in maintaining Altarea's human base.

Material impacts, risks and opportunities

ESRS	Altarea's challenges	Impacts	Risks & opportunities
S1 - Own workforce	**11. Value sharing**	Valuing employee purchasing power	Business disruption due to workforce tensions related to value sharing
		Increase in inequalities between Group employees due to pay gaps (Minimum/Maximum)	

Effects of impacts, risks and opportunities on strategy, business model, populations and the environment

By valuing the efforts and skills of its employees, the Group ensures that it maintains a high level of motivation and commitment, which is essential for the quality and innovation in its real estate projects for all the activities of its business model. This approach, integrated directly into the Group's human resources strategy, also helps retain talent, reducing staff turnover costs and ensuring continuity in skills and know-how within the Company. Altarea's strategy, which is based on operational excellence and customer satisfaction, directly benefits from employees who are satisfied and committed to the Group.

Altarea's fair and motivating compensation policies have positive effects on the Group's employees. By maintaining purchasing power and offering fair working conditions, Altarea contributes to the economic and social well-being of its employees. It can also have indirect effects on workers' families and local communities, improving quality of life and strengthening social cohesion. In addition, while the environmental impacts of value sharing are less obvious, a motivated and engaged workforce can indirectly contribute to more sustainable and responsible practices.

Strategy resilience

Altarea has implemented a compensation policy that recognises and values the work of its employees. By offering employees the opportunity to become shareholders, the Group aligns the interests of employees with those of the Company, creating a common goal of success. Altarea reinforces their commitment and sense of belonging, which helps to maintain a motivated and loyal workforce. In addition, measures to maintain purchasing power make it possible to preserve the standard of living of employees, thus reducing the risk of disengagement and turnover. By maintaining a stable and satisfied workforce, Altarea strengthens the resilience of its strategy in the face of economic fluctuations by maintaining key skills within its teams.

Career development *(high materiality)*

In order to renew and adapt to the context of the crisis, and to offer good career development prospects, it is essential to encourage the upskilling of employees with widely accessible high-quality training, forward-looking and internally targeted recruitment and the promotion of gender equality.

Material impacts, risks and opportunities

ESRS	Altarea's challenges	Impacts	Risks & opportunities
S1 - Own workforce	**13. Career development (talents, career, training)**	Employees become less employable due to lack of training	High departure rate resulting from employee dissatisfaction with their career development (promotion, mobility, etc.)
		Loss of employee commitment due to poor consideration of their personal circumstances	Development of a strong employer brand enabling Altarea to be attractive on the job market

Effects of impacts, risks and opportunities on strategy, business model, populations and the environment

Developing employee skills to adapt to changes in tomorrow's businesses is essential for Altarea's growth and innovation. By investing in continuous training and encouraging the acquisition of new skills, the Group ensures that its employees are ready to meet future challenges and seize the opportunities offered by technological developments and new market trends. In addition, by aligning employee skills with new uses, the Group is strengthening its ability to develop sustainable real estate projects with high value added, in line with its low-carbon urban transformation strategy.

Policies to develop skills and consider employees' life paths have positive effects on populations, in particular Altarea employees. By offering continuous training opportunities and adopting inclusive policies, Altarea contributes to the economic and social well-being of its employees. It can also have indirect effects on employees' families and local communities, improving quality of life and strengthening social cohesion. In addition, while the direct impacts on the environment are less obvious, a motivated and engaged workforce can indirectly contribute to more sustainable and responsible practices. Satisfied and valued employees are more likely to engage in environmental initiatives and promote environmentally friendly practices that contribute to the Group's low-carbon urban transformation strategy and the achievement of its sustainability goals.

Working environment *(limited materiality)*

The attention paid to the health, safety, well-being and quality of life and working conditions of employees is part of the Company's culture, helping maintain mental well-being and employee engagement. Ensuring a healthy, flexible working environment adapted to the diverse needs of employees is a crucial step in the development of well-being at work.

Material impacts, risks and opportunities

ESRS	Altarea's challenges	Impacts	Risks & opportunities
S1 - Own workforce	**12. Working environment**	Difficulty in maintaining high-quality social dialogue within the Company	Disengagement of employees resulting from poor working conditions or social dialogue
		Exposure of Altarea workers to risks that could affect their mental health (psychosocial risks)	
			Implementation of a well-being policy to improve employee performance

Effects of impacts, risks and opportunities on strategy, business model, populations and the environment

Poor social dialogue can lead to internal tensions, conflicts and reduced employee motivation, which directly affects social cohesion and the quality of projects. In addition, disengaged employees are less innovative and more likely to leave the Company, which can compromise the continuity of projects and the quality of services offered. To mitigate these risks, the Group's HR strategy continuously monitors the implementation of an employee well-being policy by ensuring a healthy working environment and promoting open and transparent communication.

Well-being and psychosocial risk prevention policies have positive effects on populations, in particular Altarea employees. By providing a healthy working environment and promoting mental and physical well-being, Altarea contributes to the economic and social well-being of its employees.

Strategy resilience

Altarea aims to address the risk of employee disengagement by integrating effective social dialogue mechanisms into the HR strategy and implementing robust well-being policies. The work environment offered to employees is foundational in maintaining their well-being and special attention has been paid at the Group's head office to ensure excellent on-site working conditions. However, it is crucial for Altarea to remain vigilant to the risk of employee disengagement. Working conditions and social dialogue must be continually assessed and improved to prevent any degradation that could have repercussions on the Group's overall results.

These impacts and risks have no significant effect on the Group's financial position, as they are integrated to the Group's business model.

4.3.1.2 [S1-1] Policies related to own workforce

In the context of the real estate crisis, the Group is maintaining its ambition to lead low-carbon urban transformation in France. The Group's biggest asset is its employees. Altarea places people at the heart of its past, current and future success thanks to the support of each employee and the commitment of the Human Resources Department. As a true business partner, the HR Department continued its strategy by combining proximity and pooled expertise to serve a multi-activity Group.

Altarea has a modern and innovative policy for an ever more engaging employee experience. It is guided by economic, environmental, social and societal issues, but also by the need to attract and retain loyal employees, to be a leader in its practices and remain a benchmark employer in its market.

For several years, the Group has deployed a human resources policy committed to professional equality and guaranteeing Quality of Life and Working Conditions (QLWC). These initiatives aim to shape a dynamic and inclusive professional environment to meet business challenges while anticipating the Group's future challenges. At the heart of this approach, the adaptation of business lines has been key, focusing on internal mobility and the integration of New businesses within the Group. The HR Department continued to promote and develop its actions in favour of diversity, gender equality, and the employment of young people and seniors. It is clear to everyone in the Company that diversity and intergenerational sharing are a source of collective enrichment and social cohesion. The Group therefore makes sure everyone in the Company can progress and develop their performance with the same opportunities.

At the same time, the Group's commitment to inclusion has been strengthened. The Group became a member of the AFMD - Association Française du Management de la Diversité - and launched a number of related initiatives in 2024. Two examples: The Café des Altaréennes offers employees time to talk and get to know each other, and two employees are displaying Diversity Frescoes to raise awareness of the unconscious biases and the multiple impacts these can have. In 2024, these collective intelligence workshops had more than 35 participants.

Finally, training is a priority, with a particular focus on the skills the Group needs to ensure its sustainability and innovation in a continuously changing future.

All of which testifies to the HR Department's determination to build a professional environment where every employee can find the resources they need to flourish individually within a community and contribute to the success of all.

The Group has developed and implemented a human resources policy to manage the impacts, risks and opportunities for its employees. This strategy is based on three essential pillars: "engage", "attract" and "support".

ENGAGE	Commit to our values to enable an inclusive workspace where difference is valued
ATTRACT	Attract qualified employees thanks to a strong employer brand
SUPPORT	Supporting our employees to develop their skills and promote their professional success

The scope of application of the general human resources policy concerns all Group companies and brands. It is approved at the highest decision-making level - the Group's management - and complies with labour law and the rules of the International Labour Organization. All stakeholders are consulted, including staff representatives, employees, the occupational physician and local human resources managers. All the information constituting the human resources policy is made available to Group employees on the common intranet.

Policy name	Main content of the policy	Scope of application	Hierarchy level in charge of policy	Reference framework or standard used	Stakeholders consulted for the policy	Distribution to affected stakeholders
Human resources policy	Risk avoidance: workplace accidents and occupational illnesses, well-being at work, management of employee's mental and physical health	Group	Director of Human Resources, Altarea	French labour law and ILO rules, collective agreements and social framework.	Employee representatives, occupational physician, HR managers and managers	HR Dept. newsletter, Intranet, CSE minutes

Engage

Commitment to human rights and fundamental freedoms

The success of Altarea, a leading player in real estate and the city, is based on the quality of its products and services and the trust it inspires in its customers and stakeholders. This trust is reinforced by strict compliance with laws in force, both internally and externally.

Accordingly, Altarea undertakes to respect and ensure compliance in its activities with international standards for the protection and defines of human rights and fundamental freedoms, based in particular on the United Nations International Bill of Human Rights and the fundamental Conventions of the International Labour Organization (ILO) and the United Nations Guiding Principles on Business and Human Rights (UNGP). These principles and policies are aligned with internationally recognised instruments and cover human rights, international labour standards, environmental protection and anticorruption.

The Group's internal systems establish and apply additional rules that protect the rights of employees and promote respect and ethics in business relationships (collective agreements, Ethics charter, Ethics committee, etc.). They also make it possible to identify, anticipate and prevent any form of discrimination and to combat harassment.

Contact persons are appointed in each economic and social unit (UES) to support employees and ensure dialogue with all employees.

Respect for the rights of each employee

All subsidiaries undertake to respect the human rights and fundamental freedoms of their employees, by complying with International Labour Organization (ILO) standards, in particular with regard to:

- the abolition of forced labour (Conventions No. 29 and No. 105);
- freedom of association and protection of the right to organise (Convention No. 87);
- the right to organise and collective bargaining (Convention No. 98);
- equal pay (Convention No. 100);
- discrimination (employment and occupation) (Convention No. 111);
- minimum age (Convention No. 138);
- worst forms of child labour (Convention No. 182).

NB: In the case of the Retail division (Altarea Commerce), the Group is only present in the countries (France, Spain and Italy) that have ratified these fundamental conventions and transposed them into their domestic labour law.

Equal treatment and non-discrimination

Altarea promotes equal treatment and protects its employees from all forms of discrimination and harassment within its organisations. This commitment extends beyond the Company to all its partners and customers. No employee may be subject to direct or indirect discrimination on any of the 26 grounds recognised by the law and the defender of rights.

The Group thus guarantees equal treatment at all stages of the employment relationship, from recruitment to the termination of the contract. All company stakeholders, including employees, managers, the Executive Committee, HR and social partners, must ensure that these principles are respected and guaranteed. They are made aware and trained to ensure that practices comply with legal requirements and international best practice.

In this context, the social regulations write these cardinal principles into the internal regulations, the IT charter and the ethics charter. They are supplemented by a code of conduct, a whistle-blowing procedure and infographics to promote a better understanding of the issues and subjects. These documents are available on the intranet and attached to the onboarding file for new hires.

Commitment to gender equality

The information presented below is provided on a voluntary basis to illustrate the Group's social commitments, but is not identified as material information with regard to ESRS S1 requirements.

The Group strives to guarantee the same opportunities for men and women in all aspects of their professional and personal life, seeing gender equality as a factor for collective enrichment and social cohesion.

Each year, Altarea presents an action plan on gender equality. It is the result of a strong and lasting commitment by management, deployed by the HR Department and supported by all employees in each brand, in conjunction with the CSEs. It reflects its commitments in terms of recruitment, training, balance between professional and personal life, compensation and professional promotion.

The Group believes that diversity at all levels of the organisation enhances operational efficiency. This is why Altarea has included in its 2023-2024 Group profit-sharing agreement a non-financial criterion for the number of female managers. It illustrates the Group's desire to support equal opportunities between women and men, in particular by encouraging women's promotion and access to management positions, and to capitalize on talent by supporting internal mobility.

In December 2021, the Group confirmed its commitment to gender equality and the promotion of women in management by signing the commitment charter to promote gender equality in the real estate sector. Promoting gender equality in the workplace is self-evidently essential for Altarea to imagine real estate projects that match the social, societal, environmental and corporate governance challenges of today and tomorrow.

Since 2023, the Group put this into practice by holding the "Cafés des Altaréennes" meetings. This community of women aims to encourage meetings between women in the Group (all professions, ages and responsibilities). These events are an opportunity to bring employees together to share and discuss topics such as work-life balance and professional responsibilities. They offer the Group's women the opportunity to discuss their professional and personal experiences and to build professional networks between them. At the same time, a "Café de la Parité" was held in March 2024 to create a space for dialogue between the Group's men and women. This mixed event is a way of sharing perspectives and raising awareness of the specific challenges and obstacles that anyone may encounter in professional or personal life.

The Group is renewing its partnerships with the "Elles Bougent" association, which promotes engineering professions to female middle school, high school and university students. Female Group employees with a technical or scientific profile can become sponsors for the association and other employees (women and men) can get involved in a supporting role. In 2024, the Group has more than twenty employees committed to the association with five new members joining this year. These female members are asked to intervene in schools and talk about their experiences.

The Digital Academy published a digital module "Becoming an Elles bougent sponsor/supporter" to support the initiative. Communications are frequently made to employees to promote the actions of the sponsors and attract new profiles.

In addition to actions to promote gender equality within the Group, in 2024 Altarea sponsored the third edition of the "60 winning women" programme, an ambitious project for 60 women seeking employment. AKEEN, in partnership with DRIEETS and France Travail, has set up a support system for women seeking work or looking to become an entrepreneur. Altarea hosted the launch of the initiative at its premises and organised an employment forum. The HR Department held job search workshops and trained these "winning women" in job interviews.

Attract

Develop a committed employer brand

Our certifications: for a strong employer brand

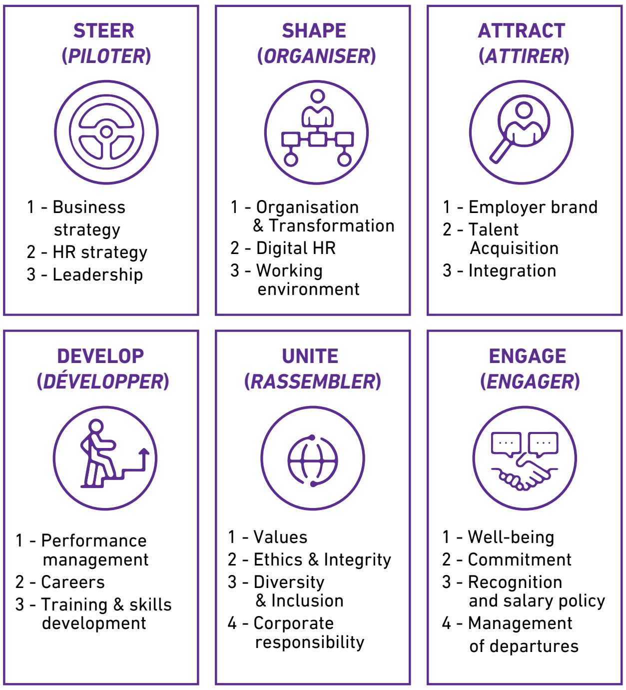
The information presented below is provided on a voluntary basis to illustrate the Group's social commitments, but is not identified as material information with regard to ESRS S1 requirements.

Altarea's employees are the company's biggest asset and are essential to collective success. Competence, proximity, cross-functionality, diversity and value sharing are at the heart of the Group's employer brand. The Group seeks to constantly improve its practices and for the seventh consecutive year it was awarded the Happy Trainees and Youth Engagement certificates, and, for the fifth year, Top Employers certification.

Top Employer 2025

Altarea is once again a Top Employer in 2025. The Group is one of the organisations assessed by the Top Employer Institute, a unique independent observer on human resources and management policies. Top Employers certified organisations are committed to providing the best possible working environment for their employees through innovative human resources practices that prioritise human capital. The Top Employer Institute has assessed and rated all the schemes that Altarea has been offering its employees for several years. Its survey covered six major HR areas, divided into 20 themes such as the talent management strategy, the working environment, Talent Acquisition, training and skills development, well-being at work, and diversity and inclusion.

This certification recognises the human resources policy for its daily practices and innovative actions, and managerial values that promote the development, fulfilment, well-being and success of its 2,000 employees. Altarea wants to continue to progress in its initiatives to remain at the forefront of the expectations of employees, managers and the wider Group.



Happy Trainees 2024

For the seventh consecutive year, Altarea obtained the Happy Trainees label, awarded based on the opinions of work-study students and interns. Each year, ChooseMyCompany draws up a HappyTrainees® 2024 ranking, which highlights companies committed to young people through their internship and/or work-study program. The Group has chosen to continue to interview young talents (work-study students, interns) about their experiences within the Group in order to better meet their expectations and support them in their career paths.

Nearly 89.3% of our work-study interns recommend the Group 85.4% of respondents said their onboarding had been a success and they had high-quality relationships with their mentors.

Youth Engagement Label

Altarea once again obtained the Youth Engagement Label, which rewards committed companies that stand out by welcoming and training young professionals, in particular students, work-study students and interns. This performance recognises the ambitious human resources policy to support young people pursued by Altarea over many years.

Our recruitment policy

The Group has a recruitment policy that values the entrepreneurial spirit, a fundamental pillar since its creation, and which remains deeply rooted in its practices. Altarea firmly adheres to essential values such as non-discrimination, integrity, business ethics, diversity and intergenerationality.

The HR Department is committed to attracting and retaining talents who will be able to flourish within its business lines and culture. In the competitive and fast-changing environment of real estate, the SmartRecruiters recruitment platform was set up to support managers in the search for future employees.

In terms of gender equality, Altarea continues to raise awareness among recruiters and managers of the principle of non-discrimination in hiring and of cognitive biases (sexism, inclusion, etc.), in order to change stereotypes, including gender. The Group strives to recruit more women and men in positions where they are under-represented, to promote greater diversity.

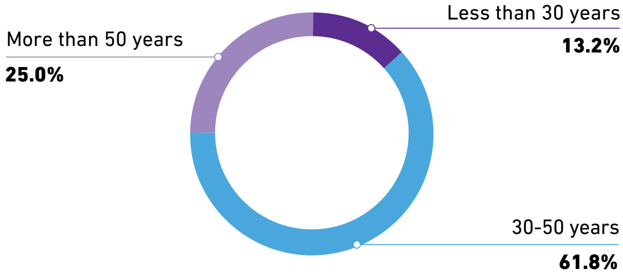
Accordingly, Altarea has asked its service providers to guarantee a mixed recruitment process, in which candidates are reviewed by at least one woman and one man, and where, given equal skills, the applications of at least one woman and one man are put forward. Lastly, Altarea seeks to promote the real estate professions to encourage parity in traditionally single-sex businesses.

157 new talents were recruited and joined the Group on open-ended contracts. Some of the positions to be filled are also made via internal mobility (see below), accompanied by professional training, thus prioritising the Group's talents.

Facilitating access to employment at all ages

As a responsible company, the Group sees access to employment for young people and older people as a priority, to facilitate sustainable integration into employment and guarantee the transmission of knowledge between generations. Preferred target: young people under the age of 27 and employees over the age of 55. By identifying and understanding the differences between generations, the Group is able to respond more specifically to the expectations of each and above all to increase collective performance thanks to this intergenerational approach.

EMPLOYEE AGE GROUP



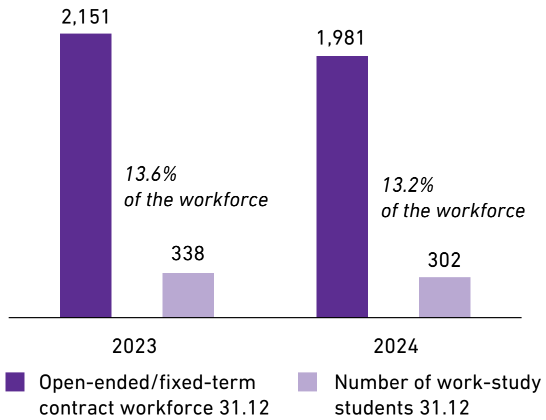
The breakdown of the workforce shows a predominance of the 30-50 age group, ensuring a balance between expertise and skills renewal. Special attention is paid to the retention of employees over the age of 50, in order to profit from their experience and promote the transmission of knowledge. At the same time, the development and training of talents under the age of 30 remains a key means of ensuring succession and strengthening the learning dynamic within the organisation.

Actions for young people

The Group has been developing a policy for the integration of young people for several years. In 2024, Altarea welcomed:

- 506 work-study students, including 302 in the workforce at the end of the year, representing more than 13% of the Group's workforce;
- 56 interns also joined the Group on secondments lasting at least 3 months during their training course.

16 young people were offered an open-ended or fixed-term contract at the end of their internships or work-study programs.



The Group believes it has a real social role to play by training young employees in both professional expertise and general knowledge of the world of work. This first experience in a company should facilitate their integration into professional life. To help them adopt the codes and apprenticeships, they also get, in addition to their mentor/internship supervisor, a buddy worker, information kits sent out pre-hiring and special onboarding sessions for young people (four sessions organised in 2024).

Since 2018, while more than 100 employees have been trained as mentors and in 2024 around twenty buddies have agreed to support the Group's volunteer apprentices.

In 2023, Altarea received the EMPLOI JEUNES - HUMPACT award, which rewards the company doing the most to encourage the employment of young people in France.

Lastly, the Graduate Programme was renewed for the sixth time. These are young talents from top schools hired on open-ended contracts for three six-month rotations in different positions (different brands/activities).

Since the first intake in 2019, 35 young people have been through this programme and are now working in jobs such as programme manager, analyst, asset manager or development manager in all of the Group's sectors.

Support

Training & skills development

The employee experience at the centre of attention

At Altarea, each employee contributes individually and collectively to the Group's success story. They are supported to make each stage of their career a learning experience and a shared success. Various actions are put in place to retain employees: proximity, listening to concerns, feedback culture, career opportunities through internal mobility, skills development, cross-functional business lines, and sharing value creation. By placing the employee experience at the heart of its concerns, Altarea promotes not only individual and collective fulfilment but also collective emulation for ever greater performance and innovation.

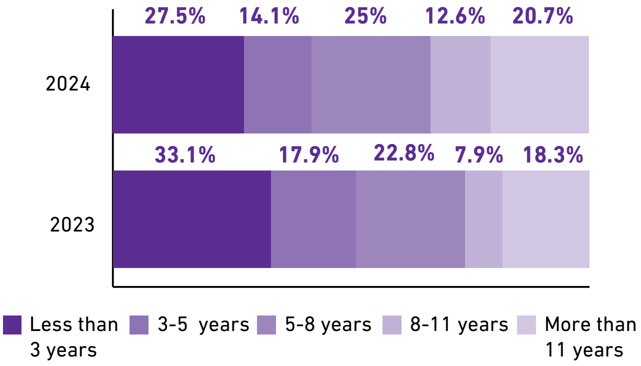
Promote internal mobility to retain our talents

The Group supports and retains its talents by placing intra-Group mobility at the heart of its concerns. The role of mobility has been strengthened by the economic and social context and the evolution and diversification of activities. The HR Department supports employees in their new professional challenges in order to meet and adapt to new business challenges. In 2024, for the fourth consecutive year, over 60% of positions were filled through internal mobility, with over 115 mobility transfers and 101 promotions. The encouragement of internal mobility is an adaptive and sustainable strategy that remains exceptional in the job market. An internal mobility charter has been put in place to effectively support employees. In this way, everyone can express their project and desire for mobility to their manager, particularly during the professional interview or directly to the HR Department (HR interview, career assessment). Every request is collected and studied to support 360 degree mobility. Monthly mobility committee meetings are held between the operational HR departments to match vacancies to employees' projects or identify relevant profiles.

Employees receive a monthly Altajobs newsletter containing news from the Group in terms of jobs and mobility. To remind everyone of best practice in terms of mobility, a training programme accessible via the Group's Digital Academy was developed. This module provides good advice for accelerating your career within the Group. The newsletter showcases initiatives to encourage internal promotion and mobility. Temporary assignments are also offered so people can discover new tasks and/or working environments for a set period while meeting the one-off needs of one of the teams. Assignments can be full-time or part-time. Employees maintain their salary terms and conditions and benefits while on assignment.

Altarea offers employees the opportunity to discover the jobs available in the different brands through manager testimonials, interviews with employees who have benefited from mobility or the "vis ma vie" (live my life) programme. Lastly, Altarea provides its employees with Jobmaker a 100% digital solution to encourage them to think about their careers. This platform guarantees confidentiality and walks them through their own their own skills assessment. It helps them structure their ambitions and better communicate their experiences to their managers. In 2024, 57 employees took advantage of this service.

HEADCOUNT BY LENGTH OF SERVICE



The information presented below is provided on a voluntary basis to illustrate the Group's social commitments, but is not identified as material information with regard to ESRS S1 requirements.

Internal mobility helps to retain talent. In 2024, the structure of the workforce on open-ended contracts has changed with an increasing proportion of employees having more than five years' service (59% compared to 49% in 2023). This increase reflects the retention of talent and the commitment of teams over time. In addition, the proportion of employees with less than three years' service is decreasing, reflecting a more targeted onboarding trend and a stabilisation of the workforce as the Group adapts to market challenges.

Training and skills development

	2024	
	Women	Men
Number of employees who had performance appraisals	1,025	784
Proportion of employees who had performance appraisals (%)	57%	43%
Total hours monitored	12,489	7,469
Average number of hours per employee	15	13
Total number of people trained	850	564

	2024
Total expenditure on training (€)	€3,621,421
Percentage of employees who completed at least one training course during the year	87.6%
Number of training days per year	2,851
Average training expenditure per employee trained	€2,561

Altarea, as a learning company, supports employees in maintaining and enriching their skills, continuous improvement in their know-how and interpersonal skills, and cultivates the pleasure of learning. The HR Department develops its talents in a stimulating Group by supporting them in a spirit of cross-functionality and openness. Each year, the HR Department draws up a strategic skills development plan in conjunction with all stakeholders: the Executive Committee, Operational HR, management and elected officials. It is adapted to the environment and strategy of each business line to maintain the agility and employability of the teams. It guarantees equal access to vocational training for all.

To meet these challenges, the Group HR Department has set up various initiatives via the "Talent Developer" Academy. Since its creation in 2017, the Academy has promoted a learning culture by focusing on a diversity of learning methods (face-to-face, distance learning, hybrid, synchronous, asynchronous) to meet the challenges of skills development, attractiveness and talent retention. This system also emphasises onboarding, a decisive stage in an employee's career on joining the Group.

In 2020, during the Covid-19 period, the Academy rolled out its own digital platform to all Group employees, offering a wide selection of modules to choose from, covering strategic areas such as the Group's culture and strategy, business skills, soft skills, managerial skills, as well as occupational health and safety. In 2023, the Academy launched its "Augmented" Digital Academy in partnership with Edflex, offering ever more varied resources tailored to the current environment and ongoing changes in the business lines.

Today, the skills development plan focuses its strategy on four pillars:

- understand: business challenges, sector and regulatory context;
- develop: support for key soft skills and management;
- transmit: passing on skills and knowledge;
- reinvent yourself: training for new professions.

Altarea is pursuing an ambitious training policy to embody the "leading training school for urban transformation jobs", by enabling everyone, regardless of gender, to receive regular training and take part in their career paths. This support concerns employees - who may themselves be internal trainers - and managers. A managerial excellence programme, sponsored by the members of the Executive Committee, aims to improve their managerial skills (leadership, team leading and cohesion, skills development).

Each year, occupational health and safety training courses are rolled out to meet regulatory needs or to raise employee awareness of first aid:

- Fire Safety and Personal Assistance Service (SSIAP);
- Electrical accreditation (BS BE Manœuvre, HO BE);
- Fire safety (evacuation guides and leaders, PPE);
- First-aiders.

In addition to first-aiders, the Group's HR Department was the first company to be trained in identifying mental health issues. This was through a First Aid in Mental Health programme that trained first aiders to better identify mental health issues, adopt appropriate behaviour, guide people to available resources, encourage sufferers to seek appropriate professional help and, in the event of a crisis, take action to call in the appropriate service.

Through the Academy, the HR Department also deals with cutting-edge business issues. One such was the first learning programme on Generative Artificial Intelligence. This is the result of a collaboration between teams from the IT, Communications and HR Departments. Employees can take a mandatory course entitled "Journey to the centre of AI", which consists of three online modules (including case studies tailored to the Group's business lines and tools). An internal webinar on pilot projects and ongoing experiments within the Group supplemented this course. It will continue in 2025 with masterclasses in hybrid format to continue to engage all employees.

In 2024, 2,853 days of training were provided, representing 2.9% of the payroll, or €3,621,421.

To encourage the pleasure of learning, the Academy offered a week-long event called "Académie Spring" enabling each Group employee to "cultivate their garden of skills" through 10 workshops focusing on issues such as generative AI, leadership and positive cooperation. The Academy completed its learning season by distributing a kit of practical worksheets for further study.

100% of new employees had access to several onboarding modules on the Digital Academy, which allows them to learn - remotely, at any time, at their own pace - as soon as they join. Some training courses are mandatory to better understand the Group and master mandatory regulations (anti-corruption law, personal data, cybersecurity, CSR, etc.). Depending on the position and activity, other business tool training may also be carried out. The manager responsible for overseeing onboarding makes sure these training programmes are completed within the deadlines so the employee can move smoothly into their position, in conjunction with the HR Department. In addition to this mandatory basic training, Altarea organises integration periods. In 2024, given the environment, the Group adjusted its Crescendo integration programme, inviting all employees to rediscover the Group as a whole. The redesigned course had several stages: discovery modules, awareness-raising on strategic topics such as CSR or risks, and a key opportunity for discussion with the members of the Executive Committee. Below is a sample path:

Lastly, Altarea has expanded exit interviews to all departing employees. This is an essential tool for understanding the reasons for departure by collecting feedback. In addition to ensuring business continuity, it identifies potential areas for improving talent retention. It reinforces the good relationship with an employee who may yet return one day, as some employees do end up going back to a former stage in their former professional life.

In 2024, Altarea received the Silver trophy at the Learning Impact Organisation Awards, which rewards innovative training strategies. This distinction is particularly significant in a sector that is undergoing profound transformation. For the Group's HR Department, it is more necessary than ever to train employees effectively to optimise performance and prepare for the rebound in the real estate sector.

Quality of life and working conditions

The Group is committed to promoting preventative care, health and well-being for all its employees throughout the year, by adopting both a collective and an individual approach. Altarea continues to develop existing actions to meet the Group's needs while taking into account employee's personal constraints. Quality of life at work is essential to strengthen employee engagement, thus making the company more attractive and improving its economic and social performance. The "symmetry of attentions" (paying identical attention to customers and employees alike) is part of the corporate culture, helping sustain the mental health and commitment of employees.

HR systems promoting work organisation

For Altarea, quality of life and working conditions (QLWC) also means knowing where you are in your profession, your company, your career prospects, your environment and knowing the rules and systems applicable in the Group, etc. Managers and employees can rely on their operational HR Departments, whose proximity and accessibility allow for enhanced support. All employees must also be able to know or identify their contacts for recruitment, career management and administrative and payroll issues.

Interview procedures such as the annual review and the career interview are opportunities for discussion between the manager and the employee. This involves setting objectives, examining the best possible means of achieving them, assessing the workload, improving relationships and working conditions and ensuring the best possible career management for employees. The HR Department provides managers with guides and materials, and supports them in preparing these interviews according to their needs. The HR Department organises the monitoring, reporting and planned follow-up: training, mobility requests, etc.

In addition to these meetings, the manager and the employee have regular discussions on objectives and activities. A continuous conversation module complements the annual review system to ensure constant dialogue on smooth progress toward the objectives throughout the year and to encourage the feedback culture. Lastly, the HR spaces on the Intranet help meet the needs of the Group's employees for information in this area, in particular through the collective agreements, internal regulations and other information posted on the website as well as through the HR tools available.

Health and safety metrics

	2024
Number of workplace accidents	10
Number of occupational illnesses	0
Number of deaths related to occupational accidents or illnesses	0
Frequency rate of workplace accidents with time off	2.9
Number of days lost	651

The Group is actively pursuing its occupational risk prevention policy, placing the health and safety of its employees at the heart of its priorities. All employees are covered by the health and safety management system. In 2024, the Group maintained a low absenteeism rate (3.0%), reflecting an environment adapted to working conditions and rigorous monitoring of working conditions.

The frequency rate of workplace accidents also remains contained, at 2.9% in 2024, confirming the effectiveness of efforts made to limit occupational risks. In 2023, this rate was 2.1%, illustrating proactive management and continuous improvement of prevention systems.

- absenteeism is closely monitored, with data regularly analysed and shared with management;
- workplace accidents are systematically studied in order to identify the causes and implement appropriate measures to prevent them reoccurring.

These results reinforce the Group's commitment to a safe working environment conducive to collective performance.

Work-life balance

Altarea, as a responsible employer and a "Citizen" Company, wishes to demonstrate its desire to continue and develop its existing actions in terms of quality of life in the workplace in order to promote the improvement of working conditions. For Altarea, work-life balance contributes to the development and performance of both employees and the Company. This is why the Group has implemented various measures grouped within a common social framework.

Remote working charter

Since 2018, the Group has had in place a remote working charter that strikes a balance between efficiency, work-life balance and CSR. Remote working can be part of the daily life of each employee while preserving the collective dynamic. At Altarea, the office remains a place where employees meet to create social ties and where project-based work is facilitated.

Since 2021, a new charter has been in place extending the conditions for remote working, offering flexibility to employees and taking into account their professional and personal situations. The Group adapted successfully, demonstrating agility in arranging for remote, face-to-face and hybrid working formats. During the COVID-19 pandemic a number of tools were made available to Managers and employees, including the remote worker kit and training modules on how to manage remotely and a team work management tool.

Measures to improve parenting and family life

Numerous initiatives exist within the Group to take into account the operational needs and personal and family constraints of employees thanks to local support from the HR teams.

Altarea grants all Group employees exceptional leave in addition to those required by the French Labour Code, to support them during major personal and family events, such as the wedding of a colleague or family member, birth or adoption, death, back-to-school or home-moving, etc. These absences are not deducted from leave and have no impact on employee compensation.

All Group employees are authorised to take leave for family reasons, in accordance with the provisions of the Company's social framework and the applicable collective agreements for the real estate sector.

	2024		
	Women	Men	Total Group
% of employees authorised to take leave for family reasons	100%	100%	100%
% of eligible employees who took leave for family reasons	18.15%	17.82%	18.01%

Interpretation: 18.15% of women in the Group took at least one period of leave for family reasons.

Since 2018, Altarea has guaranteed full gross compensation without seniority conditions during maternity leave for all employees. Unpaid parental leave, up to a maximum of one year, counts as 100% for the calculation of the employee's seniority, and not as 50% as provided by law. Upon their return, an individual follow-up interview is held by the manager in conjunction with the local HR department. During paternity leave, Altarea maintains gross compensation from one year of seniority for the entire period of the employee's absence, now 25 days.

Employees can also claim other types of leave: sick child, family solidarity leave or parental child-rearing leave. Day-donation campaigns are run at the end of each holiday and working-hour-reduction period, or on request from employees.

Lastly, work-life balance involves not only respecting working hours and rest periods, but also making balanced use of New Information and Communication Technologies (NICT), which are an increasingly integral part of the working environment, and are essential to the Group's operations. NICT must be seen as a tool that facilitates the work of employees. In this respect, Altarea reiterates that employees have a right to disconnect subject to a minimum daily and weekly rest period provided for by law, except in exceptional circumstances. A charter on the right to disconnect has been published at Group level. In addition, employees are regularly made aware of this topic and the proper use of digital tools, notably via Altawellness, which offers workshops and interventions on this issue: time and priority management, good digital practice, best practices to avoid the dangers of hyper-connection.

Pay

Compensation and value sharing

Altarea guarantees identical compensation for the same position with equal experience and skills, working hours and equivalent qualifications. Compensation is determined according to objective criteria based on the level of qualification, experience and market practice. Professional equality is an essential component of the compensation systems offered by Altarea.

The compensation policy implemented within Altarea includes a variable system based on performance criteria linked to the achievement of individual and collective objectives. As a result, most employees are eligible for an annual performance bonus. Employees are also associated with collective successes, notably through profit-sharing and/or incentive schemes. Specific benefits-in-kind are also included in the compensation plan depending on the position (company vehicles, subsidised travel, IT equipment, high-grade health and life risk insurance).

A policy to promote employee shareholding

Altarea aims to make every employee a Group shareholder. To achieve this, since 2016 the Group has rolled out its unique "Tous en Actions!" programme. This initiative means any employee can be involved in the Group's development and results if they wish to be a Group shareholder.

Each year, the Group chooses to renew its capital increase reserved for employees who can invest through profit-sharing and/or voluntary contributions. This shareholding scheme may or may not, depending on the year, offer employees a discount to the reference price of Altarea shares.

Employees benefiting from an annual performance valuation may also benefit from the innovative "Cash Actions" system, which allows this valuation to be paid in cash or in the form of free shares.

Finally, to link managers even more closely into the Group's success, a medium-term bonus over two or three years has been set up over the years. Managers are thus awarded free shares subject to financial and non-financial performance conditions aligned with the Group's strategy.

At 31 December 2024, 67% of the workforce were shareholders in the Group. These shareholdings represent 4.3% of the capital.

Employee savings schemes

Altarea is committed to involving its employees in the development of the Group's results and performance through various mechanisms, including profit-sharing.

Profit-sharing

Profit-sharing schemes are mandatory in companies with 50 or more employees in France. Their purpose is to collectively guarantee employees the right to participate in the company's results. The scheme takes the form of a financial investment with deferred effect, calculated according to the net income of the company, which goes to constitute the special profit-sharing reserve ("PSR"). Profit-sharing at Altarea is linked to the Group's results. It therefore depends on whether the Group's results can generate a positive profit-sharing reserve.

Incentives

For many years, management has involved its employees in the progress of the Group's results and performance. Accordingly, in 2023, the incentive scheme was maintained despite the current tense and uncertain economic context in the real estate sector. The methods used to calculate the incentives have been chosen to:

- allow employees, in return for the efforts made, to earn a financial return linked to the results and performance achieved;
- share the benefit of this collective success, between employer and employees;
- raise everyone's awareness of the community of interests within Altarea.

The overall incentive package is distributed among beneficiaries based on length of service and salary. This respects everyone's contribution to drive to raise productivity and improve the organisation of work, and rewards loyalty. The incentive payment is based on the degree of achievement of a financial criterion related to cash flow from operations and on non-financial criteria related to the three elements: Climate, Employees and Customer.

Group Savings Plan

Altarea has set up various collective savings schemes within the Group. Employees have a company savings plan (PEE) which enables them to build up a securities portfolio and take advantage of the tax benefits on this form of collective savings. Everyone can build up medium-/long-term savings. Until 2023, there were individual savings plans agreed for each UES and each company not part of a UES. However, the parties concerned wished to have a savings plan at Group level and therefore agreed to set up a Group Savings Plan (PEG). This decision is part of the ongoing harmonisation of social measures at Group level. This PEG continues to demonstrate the same objectives: developing synergies within Altarea and its brands, further strengthening the principles of solidarity and complementarity which are the key advantages of the Group's product mix developed over many years. The conclusion of a PEG reflects the harmonisation of social measures, which promotes the professional mobility of employees between companies and streamlines administrative management. Pooling accounts should simplify management of the plan and safeguard the volume of assets making it more efficient to manage.

Group Retirement Savings Plan

The Collective Retirement Savings Plan (PERCOL), an optional scheme set up for all Altarea employees, enables them to build up additional tax-efficient income for retirement. Sums paid in are blocked until retirement.

In 2024, the CSEs and Altarea's management modified their PEG and PERCOL agreements to include three new cases for release of the funds:

- to finance energy work on the main residence;
- to finance the purchase of a clean vehicle (100% electric or hydrogen);
- to finance the expenses of a family carer.

From now on, any sums paid under the value-sharing bonus can also be paid into the PEG/PERCOL.

Fair pay

The compensation system implemented within Altarea guarantees fair treatment between employees. The Group is actively committed to reducing any gender pay gap by implementing a gender pay equity plan. The salaries proposed on hiring as well as the increases suggested by the managers are subject to approval by both the Human Resources Managers and the Head of the Business Unit. Managers are supported by the human resources teams to ensure correct application of the criteria for awarding increases.

In this respect, the entities that make up the Group have measured the metrics as a "gender equality" index in accordance with the provisions in force.

The scores for each company based on results at 31 December 2024 are as follows:

	2024
Altarea Economic and Social Unit	89/100
Cogedim Economic and Social Unit	86/100
Histoire & Patrimoine Economic and Social Unit	90/100
Woodeum Economic and Social Unit	86/100
Cogedim Services Exploitation	91/100

It should be noted that the multitude of business lines that make up the Group explains the dispersion of compensation levels by activity. These scores are therefore merely indicative. In addition, the compensation of Managers is supplemented by a variable portion of pay, depending on the nature of the function performed and the level of responsibility.

As part of its salary process, each year Altarea sets aside a budget dedicated to closing the pay gap between women and men in equivalent positions where such situations are identified.

Adequate wages

In accordance with the reporting guidelines and taking into account its practice, the Group ensures that employees receive a salary at least equal to or higher than the national minimum wage in the countries where it operates, namely France, Spain and Italy. Altarea also complies with its various contractual obligations in this area.

As a fundamental part of its compensation strategy, the Group recognises the importance of remaining aligned with legal requirements and has prioritised compliance with national minimum wage standards.

The Group pays all employees a living wage. In other words, a wage that allows employees to meet their basic needs and live in dignity, being able to cover essential needs such as food, housing, clothing, healthcare. health, education and transportation.

Total remuneration ratio

	2023	2024
Executive	25.0%	22%
Employee	-11%	-16%
Supervisor	-1%	6%

The pay gap between men and women at Altarea is calculated as the difference between the average annual salary of men and the annual salary of women, expressed as a percentage of the average annual salary of men.

The pay gap for the executive segment is largely due to a higher proportion of men in management positions and women in support and operational positions. As part of its recruitment policy to encourage the promotion and hiring of women managers, the Altarea Group is continuing its efforts to reduce the gender pay gap.

Scope	Objective/Commitment	2024 results
Group	Ensure a competitive compensation policy aligned with performance	788%

In 2024, the ratio of annual compensation between the Group's highest-paid person and the rest of the employees was 788%. The annual ratio is based on a flat annual rate that takes into account the gross annual compensation of employees, excluding work-study students.

Social protection

All Altarea employees benefit from social protection provided by the Group, offering coverage against the loss of income related to major life events such as: illness, unemployment (provided that the employee is employed by the Group), workplace accidents, acquired disability, parental leave and retirement.

4.3.1.3 [S1-2]: Processes for engaging with own workers and workers' representatives about impacts

Social dialogue issues

Social dialogue is one of the main pillars of the human resources policy. For Altarea, social dialogue is not only a legal obligation or a good governance practice. By placing employees at the heart of decision-making processes, it creates the conditions for sustainable and shared growth.

In the current environment, social dialogue is of increased importance, both for management and for their employees represented by each CSE. It ensures that decisions take into account the interests of all stakeholders.

Altarea's social dialogue fosters a climate of trust and transparency with social partners. It is within the framework of this mutual respect that, notably through their elected representatives, employees can express themselves and participate in the decisions that affect them.

Through social dialogue, employees can raise their concerns and propose concrete improvements. This may concern a range of issues such as workplace safety, work-life balance, or training and professional development opportunities. By discussing and taking into account expectations, always in consultation with elected officials and occupational health services, Altarea promotes and implements the best possible working conditions for employees. The HR Department thus co-constructs its policy for the prevention of psychosocial and other risks by regularly updating its single documents and strengthening its prevention policy, notably via Altawellness. Joint thinking helps improve the quality of life at work. Social cohesion resulting from quality social dialogue is essential to maintain respectful and productive working relationships.

Social dialogue continues to be a driver of performance for Altarea, making it possible to co-construct innovative solutions that meet everyone's needs. An example of this is the arrival of generative Artificial Intelligence deployed within the Group in conjunction with social partners aware of the different challenges posed by this new technology and the need for each employee to be supported.

Day-to-day social dialogue with employee representatives

When the CSEs were set up, the HR Department and elected officials wanted to organise this body to make it more effective and consistent with the economic and social reality of the company. Operating procedures and resources have been put in place to enable employee representatives to carry out their duties effectively; management remains attentive to the needs of its elected members so it can support them in their work, in particular by training each elected member for the task.

Management and social partners meet monthly, in addition to the various committees (CSSCT, health, safety and working conditions committee, training committee, professional equality, housing, etc.). In addition, the HR Department promotes preparatory discussions for meetings of the bodies through sub-committees and workshops (update of the Common Social framework, changes to the mutual insurer), in conjunction with the various contacts (harassment and sexist behaviour, Health, etc.) to report on the points of view of employees likely to be particularly exposed to impacts and/or marginalised (employees recognised as disabled workers, whose gender is under-represented). Depending on the subsidiaries, the HR Department also organises preparatory meetings on the agendas with the members of the Committee of the CSE and the CSSCTs.

Social structuring was organised with elected officials as part of the establishment of the UES to take into account the reality on the ground and ensure the right level of employee representation. Several CSEs are set up for several UESs grouping the brands and/or activities.

In 2021, the Group's management and CSEs wanted to set up an Inter-Company Social and Cultural Activities Committee (CASCI) to enable all employees to benefit from common social initiatives (e.g. sporting activities). The first actions were held in 2022, thanks in particular to a sport-for-all grant, and included various events or offers throughout the year.

In 2023, management proposed to group the various CSEs into an unprecedented format: a "brand CSE". This ad hoc body brings together all the elected members and alternate members of each CSE to present common and identical information for all activities/brands. This model aims to create an additional level of social dialogue at Group level. The body, led by the HR Department and employee representatives, invites in various guests such as Management, members of the Executive Committee or business line experts depending on the topic.

In addition, establishing collective bargaining mechanisms on employee savings for example, day-to-day social dialogue, organised and managed by brand and at Group level, means Altarea can prevent disagreements and ensure a fair distribution of interests and responsibilities. Each year, a summary of the meetings, agreements and unilateral decisions is presented to the CSE and its committees (CSSCT, Professional Equality, etc.).

Harmonised social regulations

The Group guarantees its subsidiaries a common social regulatory framework based on harmonisation while respecting the various collective agreements applicable to employees.

Harmonisation is put in place during the Group's acquisitions by updating the Common Social framework so that all employees enjoy the best social benefits (except for workers in senior residences, which have their own practices to suite the specific needs of the business line): working hours, illness and workplace accidents, retirement, length of service, training policy, measures to improve well-being and quality of working life). The social regulatory framework is also identical as regards the:

- Charter on the Right to Disconnect;
- Ethics Charter and its Code of Conduct;
- IT Charter and Information Note on employee data;
- Teleworking charter;
- Similar action plans on professional equality and QLWC.

The aim of this regulatory harmonisation process at Group level is to:

- Create a common social culture;
- Strengthen the principle of solidarity and complementarity within the Group;
- Develop existing synergies within Altarea;
- Promote professional mobility between brands and activities;
- Ensure a high-quality regulatory framework.

Social regulations are thus co-constructed with employee representatives based on the information and consultation procedures and the aforementioned reference texts, with respect for collective and individual interests in accordance with fundamental rights and freedoms.

Note: Because of the size of the entities in Italy and Spain, formal mechanisms of employee representation are not required under local regulations. Dialogue takes the form of direct discussions between employees, the Deputy Director and the Human Resources Department.

4.3.1.4 [S1-3]: Processes to remediate negative impacts and channels for own workers to raise concerns

Measures against workplace violence and harassment

The Group guarantees a safe and respectful working environment for all. Altarea strictly prohibits any form of harassment or violence towards its employees, customers, service providers or any other third party. Each employee, regardless of their function, seniority or hierarchical position, must act with professionalism and good faith, both internally and with external partners, in compliance with the laws and Group regulations (internal rules, Ethics Charter, Code of Conduct).

Altarea has set up procedures and channels to receive everyone's concerns and needs. All relevant internal players are involved depending on the issue: reporting line, HR, elected officials, Ethics officer, members of the Ethics Committee, and harassment and sexism contacts (Group and CSE). The plurality of channels ensures their availability. In the event of reports of harassment and sexist behaviour, an internal investigation is set up and management takes the necessary precautionary measures and then the appropriate sanctions if necessary.

Altarea has established specific procedures to guide employees in matters of conduct, ethics and conflicts of interest, in a clear and transparent manner:

- the whistleblowing procedure allows employees to report any situation of non-compliance in a confidential manner, guaranteeing the rights of whistleblowers;
- the conflict of interest management procedure helps each employee to identify and manage conflicts of interest, in order to protect the Group's interests, image and reputation.

The processes for disseminating and monitoring complaints are addressed in ESRS G1-1.

4.3.1.5 [S1-4] Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches

With regard to **remediation actions**, Altarea has defined a specific process to determine the actions necessary to remedy material negative impacts on the human rights of its employees, as mentioned in S1-3. Also, as mentioned in S1-2, as part of the social dialogue with the Company's employees and their representatives, the Group maintains regular interactions with all stakeholders. Altarea ensures that the necessary actions are taken to remedy any material negative impacts and is committed to implementing a corrective action plan. Each action ensures a positive result for the Company's workforce; the recruitment and training of work-study students translates into a high rate of conversion to open-ended contracts.

Thus, with regard to the potential impacts identified for the Company's personnel, the human resources and internal resources teams are mobilised for their expertise and skills within the Group. These employees also rely on external resources (audit firms, consultants, etc.), the main actions of which are described in the table below.

Actions	Workers affected	Scope of application	Expected outcome	Performance Year 2024	Comments
Employer brand					
Recruit and train young talents in the real estate sector	All Group employees	Group	Attracting a talent pool to ensure the renewal of generations of real estate professionals	Annual intake of Graduates, affecting 5 employees. 13.2% work-study contracts at 31/12	Graduate programme and the annual work-study campaign. Special integration periods, with mentors and buddies.
Committing to equal representation of talent in the real estate sector	All Company employees	Group	Change real estate stereotypes and promote equal opportunities	76% of women promoted benefited from mobility or personalised training 36 Nationalities	Signature of: Charter for gender equality in real estate Membership of the French Association of Diversity Managers "Elles bougent" programme
Quality of Life and Working Conditions					
Training of Group employees in occupational health and safety	All Group employees	Group	Encourage best practices in occupational health and safety, and reduce absenteeism	88% of the workforce trained	Development of the Altawellness brand, with the aim of carrying out awareness-raising and prevention actions on QLWC. A newsletter is sent periodically to promote various themes
Creation of a CSE for brands	All of the Group's elected employee representatives	Group	Create a new level of social dialogue within the Group with a single channel		

Actions	Workers affected	Scope of application	Expected outcome	Performance Year 2024	Comments
Compensation & Benefits					
Sharing the value of collective performance	All Group employees (excluding staff in senior residences)	Group (excluding staff in senior residences)	Trigger a greater number of objectives set in the profit-sharing agreement	Nearly 21% of criteria achieved in 2023	Implementation of monitoring programs for these metrics
Sharing the value of collective performance	All CSE employees	CSE	Set up a profit-sharing agreement	Profit-sharing agreement signed between the company and social partners	
Development of employee shareholding via the "Tous en Actions!" programme.	All Group employees (excluding staff in senior residences)	Group (excluding staff in senior residences)	Continue to develop employee shareholding by increasing the proportion of employee shareholders	Participation rate: Cash Actions = 33% FCPE Actions Altarea = 25.5%	"Cash Actions" scheme enabling the payment of the bonus in the form of free Group shares "FCPE Actions Altarea" scheme enabling employees to invest in Altarea shares through the PEG
Gender pay equality	All Group employees	Group	Maintain the Group's rating on the EgaPro index	UES Altarea: 89/100 UES Cogedim: 86/100 UES Histoire & Patrimoine: 90/100 Woodeum: 86/100 Cogedim Services Operations: 91/91	Budget for individual wage increases to close any compensation gaps between women and men in equivalent positions
Training & skills development					
Contribution to the professional development of employees	All Group employees	Group	Favour internal mobility to invest in its employees and increase their commitment	67.4% of positions were filled by internal mobility	An "ALTAJOBS" newsletter is sent out monthly to provide information on the Group's news in terms of business lines and mobility
Continue skills development according to the needs of the business line and develop the employability of employees	All Group employees	Group	Increase the employability of employees and their skills to adapt to new developments	87.8% trained	The Academy continued to offer innovative learning formats

Comments on the actions taken to support Company employees:

The scope of Altarea's key actions covers all employees who can potentially be involved: their deployment depends on their integration into the social framework, their collective bargaining agreement and the agreements signed with employee representatives.

In addition, the progress of the Group's actions is assessed by Altarea's progress on its metrics and the associated targets from year to year. As 2024 is the first year in which a sustainability report has been produced for the Group, the objective is to be constantly improving and to allow the reporting of all its actions within two years, in accordance with the publication requirements mentioned above.

4.3.1.6 [S1-5] Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

To continue strengthening its approach to managing potential impacts, risks and opportunities, the Group has defined targets beyond 2024, with the aim of continuous improvement. These will be the guiding principles for future actions implemented for the Company's employees.

Target in line with objectives	Workers affected	Scope of application	Target	Value 2024	Reference value	Period	Comments
Aim for zero accidents in workplaces	Group employees	Group	0 accidents	10	In 2023: 8	Ongoing objective	
Train and engage all employees in generative AI	Group employees	Group	100% of employees informed	24.5% of employees informed	N/A	Short-term objective	Deployment of a mandatory customised training course
Improve the percentage of women in management bodies within the Group	Group employees	Group (excluding staff in senior residences)	Outperform N	35.3%	In 2023: 34.9% of women have more than three open-ended contracts	Ongoing objective	Criteria related to the profit-sharing agreement
Maintain a sufficient level of internal mobility and promotion	Group employees	Group	+40%	67.4%	In 2023: 50.7%	Ongoing objective	
Maintain our "gender equality" index	Group employees	Group	Have a group average equivalent to year N	UES Altarea: 89/100 UES Cogedim: 86/100 UES Histoire & Patrimoine: 90/100 Woodeum: 86/100 Cogedim Services Operations: 91/91		Ongoing objective	

Targets related to managing identified material negative impacts and risks have been set for 2024. They are the subject of a formal dialogue with employee representatives at the different meetings.

Monitoring these targets will make it possible to monitor Altarea's performance and to ensure it achieves, and learns from, the targets set.

Key social metrics

4.3.1.7 [S1-6] Characteristics of the undertaking's employees

Information on the workforce by gender [a]

Headcount	
Gender	**2024**
Men	847
Women	1,134
Others	0
Not disclosed	0
TOTAL HEADCOUNT	**1,981**

	2024
Employees leaving the Group	361
Employee departure rate	17.9%
Staff turnover rate	12.3%

(a) Data have been compiled based on physical workers, not full-time equivalents (FTE).

Change in the Group's headcount

Scope	Objective/Commitment	2024 result	Change 2023-2024	Trend comment
Group	Adapting the workforce to market challenges	Workforce at 31/12 = 1981	↘	Reduction of headcount in line with the real estate crisis, particularly in the residential sector.
Group	Ensure a controlled departure rate	Departure rate of 17.9%	↗	Natural change in mobility in line with market trends.
Group	Adjust recruitment to strategic priorities	157 hires	↘	Recruitment adjusted in response to the real estate environment.

Presentation of the number of employees in countries where the company has at least 50 employees representing at least 10% of its total number of employees.

Country	Number of employees on fixed and open-ended contracts (headcount)
France	1963

Employees of subsidiaries in Italy and Spain are not recognised as these activities have fewer than 50 employees.

Information on employees by type of contract, by gender

Workforce at 31/12/2024	Women	Men	Others(*)	Not disclosed	Total
Number of employees	1,134	847	0	0	1,981
Number of employees on open-ended contracts	1,117	837	0	0	1,954
Number of employees on fixed-term contracts	17	10	0	0	27
Number of full-time employees	1,074	844	0	0	1,918
Number of part-time employees	60	3	0	0	63

As part of the preparation of the metrics requested under the CSRD, the data were compiled in terms of physical workforce and not in full-time equivalents (FTE) for all metrics related to staff movements, such as departures, hires and turnover. For the total number of employees, we use the physical headcount at the end of the reporting period. The use of FTEs is reserved for specific cases where this measure is expressly required.

As a reminder, a **full-time equivalent (FTE)** corresponds to a standardised unit of measurement used to express work volumes in terms of full-time working hours. For example, a part-time employee represents 0.5 FTE, while a full-time employee corresponds to 1 FTE. This measure aims to harmonise the comparisons and analyses of business volumes within the organisation.

The Company's workforce is not presented in the Group's consolidated financial statements, as these are prepared in accordance with IFRS, which does not require disclosure of headcount. Therefore, it is not possible to establish a cross-reference between this information and the financial statements. However, in the interest of the report's transparency and comprehensiveness, the headcount is detailed in this section, in accordance with the requirements.

4.3.1.8 [S1-8] Collective bargaining coverage and social dialogue.

	Collective bargaining coverage		Social dialogue
Coverage rate	Employees – EEA (for countries with more than 50 employees representing over 10% of total employees)	Employees – non-EEA (estimate for regions with more than 50 employees representing over 10% of total employees)	Workplace representation (EEA only) (for countries with more than 50 employees representing over 10% of total employees)
0-19%			
20-39%			
40-59%			
60-79%			
80-100%	99.9%		99.9%

Note: Because of the size of the entities in Italy and Spain, formal mechanisms of employee representation are not required under local regulations. Dialogue takes the form of direct discussions between employees, the Deputy Director and the Human Resources Department.

4.3.1.9 [S1-9] Diversity metrics

Employees by gender

Scope	Objective/Commitment	Headcount by gender at December 31	2024	Change 2023-2024
Group	Fostering a sustainable gender balance and promoting diversity within the Group.	Women	57%	↗
		Men	43%	↘

The information presented below is provided on a voluntary basis to illustrate the Group's social commitments, but is not identified as material information with regard to ESRS S1 requirements.

4.3.2 ESRS S2 – Workers in the value chain

4.3.2.1 Introduction

Altarea is a major customer for suppliers being active in several segments of the real estate sector (mainly property development and asset management). A large part of the Group's purchases relate to property development (structural work, finishing work, studies, *etc.*). The remaining purchases mainly relate to the operation of shopping centres and general operating expenses.

4.3.2.2 Impacts, risks and opportunities (SBM-3)

Social guarantees in the value chain *(limited materiality)*

The Group operates exclusively in Europe, mainly in France, which has established a rigorous framework of labour law.

Nevertheless, the real estate sector faces challenges regarding human rights and, in order to go beyond compliance with laws and regulations, Altarea is strengthening its responsible purchasing approach year after year.

The Group has identified two impacts related to potential one-off incidents, grouped under "Social guarantees in the value chain" in its double materiality analysis. Following an analysis of the sector's sustainability issues and discussions with the operational teams, it was identified that the biggest potential impacts concern workers on building sites and in Altarea's shopping centres, with no distinction in risk levels for the regions where the Group operates. These are potential impacts whose time horizon is unpredictable. No material risk or opportunity for Altarea has been identified.

Identification of impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Potential negative impact	**Non-compliance with ILO conventions on the value chain (forced, undeclared, illegal labour, *etc.*) and degraded employment conditions (job security, living wage, type of contract)**	**Building sites:** Workers on building sites		**Operations:** Shopping centre workers (security, cleaning, reception, waste sorting, *etc.*)
Potential negative impact	**Exposure of workers in the value chain to risks that could affect their physical and mental health (in particular health and safety on building sites and in shopping centres)**	**Building sites:** Workers on building sites		**Operations:** Shopping centre workers (security, cleaning, reception, waste sorting, *etc.*)

Interaction of the material impacts identified with Altarea's business model, strategy and stakeholders

Failure to comply with social guarantees or the risk exposure of workers in the value chain may expose them to precarious living conditions, economic insecurity or the risk of accidents. The potential impacts on Altarea's business model and strategy are limited: business interruption, (of activities on building sites for example) due to accidents or protests, increase in costs due to compliance, *etc.*

For several years, the Group has taken a responsible purchasing approach, with the aim of focusing efforts on the material impacts identified. The approach, developed in conjunction with Altarea's various business lines and subsidiaries, provides for:

- **general actions** (deployment of a Group responsible purchasing charter);
- **adapted systems**, by type of purchase (CSR clauses in calls for tenders and contracts, training, audits, *etc.*).

Strategy resilience

Thus, in the context of its property development and real estate activities, purchases and relations with workers in the value chain are a key performance driver for the Group. Altarea's business model, concentrated in France and Europe, makes it possible to control risks and maintain overall performance, while guaranteeing compliance with major international frameworks and contributing to achieving the Group's responsible purchasing commitments.

Due to the volume of its purchases, the number (several thousand) and the diversity of its suppliers, there are many workers in Altarea's value chain:

- **workers in the upstream value chain**, and in particular those working on building sites (artisans, project managers, *etc.*) from the design phase to the construction phase of the building;
- **workers in the downstream value chain**, and in particular shopping centre service providers (security, cleaning, reception, *etc.*).

4.3.2.3 Policies (S2-1)

Altarea's approach to workers in the value chain is based on a policy covering human rights, including the fight against forced labour, as well as health and safety. This policy reflects the Group's commitment to comply with the strictest standards in these areas, to reinforce its guiding principles and to continue to deploy operational measures for all its activities. In order to be exemplary in the conduct of its businesses, Altarea is committed to supporting and promoting respect for human rights in its sphere of influence and to ensuring that the Group's brands are not complicit in violations of these rights. All of the human rights policy commitments are detailed in Altarea's social policy (see section 4.3.5).

The procedures for dialogue with workers in the value chain are described in the "Process for engaging with value chain workers about impacts" section (S2-2) and the measures to provide and/or enable remedies in the event of impacts on human rights are described in the section "Processes to remediate negative impacts" (S2-3).

4.3.2.4 Process for engaging with value chain workers about impacts (S2-2)

As part of its normal conduct of business, the Group maintains regular interactions with workers in its value chain, particularly those on building sites and external staff in shopping centres. Dialogue takes place directly with these workers or their representatives, in multiple forms (telephone, email, site meetings for development activities, exchanges with tenants in shopping centres, *etc.*), with a frequency appropriate to the issues addressed. The issue of impacts on workers (safety, rights and working conditions, *etc.*) may be the subject of dedicated points or be included in broader discussions (for example, during the usual site monitoring meetings). At present, Altarea has not defined a formal general process for dialogue with workers in its value chain or for assessing the effectiveness of this dialogue.

Under the responsibility of Altarea's various brand managers, the property development technical departments and shopping centre managers organise the procedures for this dialogue with workers in the value chain. Dialogue is carried out directly with employees, on a project-by-project or asset-by-asset basis. Given Altarea's limited international presence, for example, the Group has not entered into agreements with international trade union federations regarding respect for the human rights of workers in the value chain.

In practice, with these business lines, the operational teams are responsible for dialogue with value chain workers to constantly underpin the company's approach to sustainability issues, particularly those relating to human rights and health and safety.

4.3.2.5 Processes to remediate negative impacts and channels for value chain workers to raise concerns (S2-3)

Altarea has not created a dedicated channel for workers in its value chain to voice their concerns. Nevertheless, as mentioned in S2-2, as part of the normal conduct of business, the Group maintains regular interactions with workers in its value chain.

Mechanisms such as contractual clauses, supplier questionnaires, on-site audits and regular dialogue with companies help to advance Altarea's progress on this front, and ensure the Group's practices comply with voluntary initiatives such as the United Nations Guiding Principles on business and human rights, the United Nations Sustainable Development Goals, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the guiding principles of the organisation of cooperation and economic development (OECD) for multinational companies.

These processes make it possible to verify and ensure that commitments to human rights, sustainable development, occupational health and safety, and anticorruption are met throughout Altarea's value chain. Lastly, these interactions also make it possible to provide or contribute to remedies for any material negative impacts on workers the Group observes in the value chain.

4.3.2.6 Actions and resources (S2-4)

The issues relating to workers in the value chain are fully included in Altarea's risk management process. Thus, with regard to the two potential impacts identified for workers in the value chain on property development and real estate activities, the Group's employees (technical departments, construction departments, shopping centre departments, *etc.*) are mobilised for their expertise and their skills within each brand. These employees also rely on external resources (control offices, audit firms, *etc.*), the main actions are described in the table below.

In addition to the internationally recognised frameworks that Altarea undertakes to respect, French and European law also strictly governs safety conditions (risk assessment and management, planning of collective protection measures, coordination of the interventions by various stakeholders on the building site) and the fight against illegal work (verification of the compliance of service providers and subcontractors, *etc.*).

In an effort to improve practices in its Property Development and Retail REIT activities, the Group continuously deploys additional prevention actions, the main ones of which are described in the table below. All of these actions have already been implemented by the Group and will be continued in the future:

Actions	Workers affected	Scope of application	Activity	Expected outcome	Comments
Guarantee health & safety					
Provide resources granted to the health and safety coordinator (HSO)	Personnel present on building sites	Building sites	Property Development	Guaranteeing safety on the building site, in particular by organising the joint activities of companies on the building site	The Group ensures that the resources allocated to the HSO are appropriate to the level of requirements
Train Group employees on safety and labour law	Personnel present on building sites	Building sites	Property Development	Encourage best practices in safety and labour law	Training sessions on the roles and responsibilities of the project manager, as well as on best practice in terms of safety and labour law
Perform building site audits (quality of execution, employee safety, site cleanliness, *etc.*)	Personnel present on building sites	Building sites	Property Development	Check that requirements are being applied correctly in each brand, raising awareness among teams in the field	Internal audits are carried out by the teams in the different brands on a sample of projects varied in size, geographical location, organisation (general contractor or separate trades, *etc.*) to make sure that requirements are being met and, if necessary, to take corrective actions
Raising partners' awareness of safety and/or labour law issues via email circulars	Partners	Cogedim's own operations	Cogedim Property Development	Raising awareness among partners	Cogedim's main partners (project managers, control offices, *etc.*) are emailed to remind them of safety and/or labour law requirements
Display "safety" posters on building sites	Personnel present on building sites	Cogedim building sites	Cogedim Property Development	Remind workers of safety best practice on building sites	Posters reminding workers of key safety instructions are displayed on building sites in graphical form to bypass any language barriers

Actions	Workers affected	Scope of application	Activity	Expected outcome	Comments
Respect human rights					
The Responsible Purchasing Charter	Workers in the value chain	Upstream and downstream value chain	Group	Raising awareness among Altarea's suppliers and contractually committing them to comply with the Group's requirements	The Charter focuses in particular on minimum social requirements (no use of forced or illegal labour, non-discrimination, *etc.*) and health/safety requirements (compliance with regulatory requirements, prevention, training, *etc.*)
Implement contractual clauses on safety and illegal work	Building site workers	Upstream value chain	Property Development	Empower the various stakeholders on the building site	The clauses relate to the obligations and responsibilities of stakeholders
	Service providers in retail assets	Downstream value chain	Retail		
Use the Attestation Légale digital solution	Personnel present on building sites	Upstream value chain	Property Development	Identification of at-risk service providers, *i.e.* those that are not up-to-date with administrative obligations (Social Security contributions, *etc.*), where the Group could issue a reservation due to lack of transparency	Platform to verify the compliance of service providers and prevent the risks of illegal work
Implement personal access control systems	Workers on building sites (upstream value chain)	Building sites	Property Development	Combatting illegal work on building sites by prohibiting access to unauthorised personnel	Personal access controls are deployed on certain building sites to control the personnel present on site
Have random audits done by an independent body	Personnel present on building sites	Cogedim building sites	Cogedim Property Development	Fight against illegal work on building sites by verifying that personnel on building sites are authorised	Audits to ensure that the personnel present on the site are those declared and authorised

The scope of application of Altarea's key actions is the activities where they can be deployed: their precise deployment, operation by operation or asset by asset, is not systematically monitored.

In addition, the progress of the Group's actions is assessed by Altarea's progress on its metrics and the associated targets from year to year. As 2024 is the first year in which a sustainability report has been produced for the Group, many actions do not have precise information on their progress. With a view to continuous improvement, Altarea has given itself three years to postpone its actions in accordance with the publication requirements mentioned above.

Lastly, in terms of operating and capital expenditure, the actions presented above are not considered significant.

With regard to remedial actions, Altarea has not defined a specific process to determine the actions necessary to remedy the negative impacts on workers in the value chain. Nevertheless, as mentioned in the section “Processes to remedy negative impacts” (S2-3), the Group maintains regular interactions with workers in its value chain in the normal course of its business. If Altarea identifies a material negative impact on human rights in its value chain, the Group undertakes to analyse it and implement a corrective action plan.

As of the date of publication of the document, there were no serious incidents in terms of human rights, non-compliance with the United Nations Guiding Principles on Business and Human Rights or non-compliance with the ILO Declaration on Fundamental Principles and Rights at Work have been reported to Altarea in its upstream or downstream value chain.

4.3.2.7 Targets (S2-5)

To further strengthen its approach to managing potential impacts on human rights and health and safety, the Group has defined targets beyond 2024, with the aim of continuous improvement. They will be the guiding principles of future actions for workers in the value chain.

Given the new regulatory framework of the CSRD, 2025 will be the reference year for all targets below.

Target in line with objectives	Workers affected	Scope of application	Target	Period	Comments
Aim for zero accidents on building sites and in retail assets	Workers on building sites and service providers in shopping centres (upstream and downstream value chain)	Property Development and Retail sites	0 accidents	Ongoing objective	The data are still too incomplete to be consolidated (see Performance section)
Systematise accident reporting on building sites	Workers on building sites (upstream value chain)	Property Development sites	100% of worksite operations with accident reporting	Ongoing objective	

The targets for managing the material impacts identified were defined in 2024. The Group did not specifically consult external stakeholders in setting its targets and relied on an internal analysis (not scientific analyses). Nevertheless, for several years, Altarea has had feedback from rating agencies, which reflects the expectations of its stakeholders. In addition, these targets have been defined in consultation with the business lines, which are in regular contact with the Group’s partners throughout their operations, to assess the operational realities of the activities. The definition of these targets was not subject to any specific assumptions.

In addition, the monitoring of these targets can be an opportunity for dialogue with the workers in the value chain (or their representatives) to monitor Altarea’s performance and learn from it in terms of managing the sustainability issues related to value chain workers.

Discussions are under way to improve and extend the targets described above, in particular to monitor the results of actions relating to human rights issues. In this context, Altarea may be required to dialogue with the workers in its value chain or their representatives.

4.3.2.8 Performance

Health & Safety

Altarea has monitored accident reporting on its building sites on a consolidated basis for several years, particularly in Business Property. The dispersed nature of the information makes data collection complex, preventing the publication of aggregate metrics in 2024.

The Group nevertheless wishes to show the collection process in place. Significant work is carried out within the Property Development brands to collect and monitor this data, which is managed locally.

In 2024, comprehensive reporting was rolled out for the first time, thanks to collaboration between the CSR Department and each Group brand, in order to measure:

- the number of accidents that occurred during the year;
- the number of associated days off;
- the number of fatal accidents;
- the number of hours worked.

Once the collection is complete:

- 21% of Residential projects reported data;
- 63% of Business Property projects reported data;
- 60% of transactions in other activities reported data.

However, although the number of accidents is monitored, there is not yet a reliable system to consolidate hours worked and days off, which makes it impossible to calculate metrics such as the frequency rate or the severity rate. Several working groups are in progress to enable the calculation of consolidated metrics.

In addition, there were no fatal accidents this year.

The above metrics have been consolidated at Group level based on the reporting of each brand. They have not been verified by an external body.

Human rights

Building site access control systems contribute to the fight against illegal work. These systems are mainly used on large building sites. Thus, in 2024, 80% of Altarea Entreprise projects have a personal access control system. The above metrics have not been verified by an external body.

4.3.3 ESRS S3 – Affected communities

4.3.3.1 Introduction

Altarea, as a major player in urban transformation, promotes the creation of local jobs and stimulates the development and attractiveness of the regions, while meeting the needs of local populations in terms of Residential, Retail, Business Property (offices, logistics, campuses, *etc.*), photovoltaic and digital infrastructures (data centers). All of Altarea's activities are also part of an approach that promotes social and generational diversity and the development of positive impacts within the region.

The Group's multi-business and multi-brand model, from the design of development projects to asset management, enables it to act in an integrated manner across the entire real estate chain to meet the fundamental needs of region and local people. For this ESRS, four issues were identified:

- **the urban transformation of cities**: Altarea mobilises all aspects of real estate expertise to develop high-quality urban projects and solutions, with positive social and environmental impacts, creating value for all of its stakeholders;
- **economic benefits on the territories** : Altarea contributes to supporting economic actors by being a strong provider of employment in the region where the Group operates;
- **social and generational diversity**: Altarea responds comprehensively to the challenges of regional transformation by providing tailor-made urban solutions with high added value, always focused on people and diversity;
- **impact on local communities**: Altarea integrates local communities into its various activities to better meet their needs and expectations and thus strengthen the acceptability of its projects.

All the impacts identified in this ESRS are current.

4.3.3.2 Impacts, risks and opportunities (SBM-3)

Urban transformation *(high materiality)*

As an urban developer, Altarea shapes the living environment of millions of residents and takes considerable responsibility for the future of the regions where it operates. The Group aims to develop desirable and sustainable urban projects with the aim of putting the social utility of the city at the heart of its projects. However, rapid changes in standards and regulations, social trends (user expectations) and technological advances may constitute long-term risks for the Group.

Identification of impacts, risks and opportunities

For the "Urban transformation" issue, the following impacts and risks have been identified:

Type	IRO	Upstream	Own operations	Downstream
Positive impact	**Proposal of a range of real estate products and services adapted to the needs of regions and local communities in terms of urban development**		**Group**: Development of diversified products and services, adapted to the market and anchored in their locality	**Group**: Access to diversified, comprehensive products and services adapted to the needs of local communities
Risks	**Premature obsolescence of buildings with a downward impact on their portfolio value**		**Operations**: Decline in the value of buildings owned by Altarea	**Property Development**: Impairment of buildings
Risks	**Inappropriate location of projects**		**Property Development & Operation**: Development of poorly located operations, reducing their value, impeding their sale and reducing their use	**Property Development & Operation**: Poor location for building occupants and users, leading to the use of carbon-intensive modes of transport, dissatisfaction, or a lack of visitors in shops

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

Altarea's strategy is based on an integrated approach to low-carbon urban development, which takes into account the needs of region and local communities. It requires close collaboration with local actors, a detailed analysis of their needs and expectations and the ability to innovate to offer them adapted solutions. This approach helps to strengthen the Group's resilience.

Altarea has significant positive impacts on local communities and their living environment. Offering real estate products and services that meet local needs makes a contribution to economic and social development. It is based on three areas:

- **monitoring social trends and adapting to market changes** to maintain the sustainability of the Group's business model by strengthening the positive impact and reducing the material risks identified;
- **the design and development of attractive projects adapted to the territory** thanks to the rigorous analysis of locations (particularly during the development phase) to ensure the economic and social success of projects;
- **proactive asset management** incorporating consumer trends and local specificities, helping to maintain the sustainability of the business and the value of the asset.

In the Property Development activities, the Group pays special attention to the quality of the design and construction of buildings to reduce this risk. In the REIT business, choices about renovation and space planning work are made jointly by the national technical department and shopping centre management while taking into account the expectations of the different customer groups (retailers, investors, *etc.*) and local populations.

Also, in Property Development, the choice of location is a major factor in meeting customers' needs and the expectations of local authorities for urban transformation and regional development. The development teams of the Property Development brands are particularly attentive to this issue. In the REIT business, accessibility and knowledge of the local fabric helps reinforce the profitability and asset value.

Financial implications

These impacts and risks have no significant effect on the Group's financial position, as they are integrated to the Group's business model.

Note: finding well-located real estate to guarantee the appropriate location of projects is a significant cost item for the Group.

Strategy resilience

To actively participate in urban transformation, Altarea draws on a platform of skills. From design to operation, the Group's employees are experts in technical and operational points, as well as communications and dialogue with the various stakeholders. This multi-professional expertise and in-depth knowledge of the market enable the Group to position itself on the best projects and locations to design profitable projects that improve Altarea's performance.

In the Property Development activities, the choice of accessible locations and the development of new neighbourhoods are key elements in adapting the Group's strategy. In addition, the Group's know-how in asset management helps to increase the value and performance of its assets. These various factors help reduce exposure to risks and contain their potential consequences, so strengthening the Group's performance. For example, in Retail, the resilience of the business model is mainly due to the Group's ability to offer its customers and neighbouring communities access to leading brands, leisure activities or essential businesses.

Economic benefits *(high materiality)*

Altarea is a major customer for supplier in France with a significant purchasing volume. The Group's business model therefore has significant positive consequences on job creation in the regions where Altarea operates.

Altarea is also enriching its local presence and rolling out environmental, economic and social regional development measures. Its commercial activities and philanthropy policy are major assets in the Group's contribution to the economic and social dynamism of the region.

Identification of impacts, risks and opportunities

The following "Economic benefit" impacts were identified:

Type	IRO	Upstream	Own operations	Downstream
Positive impact	**Contribution to the social and economic development of the region (job creation, professional integration, partnerships and sponsorship)**	**Group**: Job creation in the value chain	**Group**: Creation of direct jobs and sponsorship benefiting local regions and communities	**Operation**: Hosting of jobs in shops through lessee's employees

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

Through its business model, Altarea contributes to the economic dynamism of the region by being a major contractor for companies involved in the construction of the Group's real estate projects (Residential Property Development, Business Property development, *etc.*). Asset management and operation are also a major job creator in the region. In addition, Altarea's partnerships and sponsorship strategy helps to support meaningful social and local initiatives.

Altarea's positioning in the real estate value chain makes it an intrinsic supporter of economic and social dynamism in the communities near its projects.

The Group promotes its presence by **creating local jobs** as part of its Property Development projects. Through its REIT business, Altarea hosts many local jobs within its assets. The Group actively supports local associations and engages in partnership and sponsorship actions. These factors strengthen the Group's local roots.

Altarea positions itself as a responsible and committed player, helping to strengthen its social impact. This integrated approach contributes to the resilience of the business model by supporting employment and more broadly to the economic attractiveness of the region. The contribution to social and economic development in the regions is integrated to the Group's strategy and may evolve to better meet market expectations and environmental and societal challenges. Lastly, through its rehabilitation of the France's outstanding real estate heritage via Histoire & Patrimoine, Altarea is committed to giving these buildings a second life and preserving ancestral craftsmanship.

Strategy resilience

The Group's strong ties with local economic communities (companies, local authorities) contribute to the sustainability of its business. Local anchoring is a key to success in the real estate sector. This anchoring enables Altarea to develop real estate projects that create jobs in the region, particularly through its Property Development activity. Through its REIT business, Altarea is directly involved in hosting many jobs at the Retail assets it manages. The partnership and sponsorship policy also helps to meet certain social and environmental expectations, which strengthen the Group's resilience to a lesser extent.

Social and intergenerational diversity *(high materiality)*

The social cohesion of region is intrinsically linked to social and intergenerational diversity. Altarea has the ability and the know-how to define the places where people live, work and play, in a way conducive to social interaction between different social categories. The Group considers that the design of real estate products incorporates strong social dimensions to meet the need for cohesion and social bonds expressed by the various stakeholders (elected officials, citizens, *etc.*) in the long term.

4

Identification of impacts, risks and opportunities

In "Social and intergenerational diversity", the following impacts were identified:

Type	IRO	Upstream	Own operations	Downstream
Positive impact	**Proposal of a range of real estate products and services that meet society's needs for social and intergenerational diversity (social housing, student residences, senior residences, *etc.*)**		**Property Development & Operation**: Development of products and services encouraging social and intergenerational diversity adapted to the current market	**Property Development & Operation**: Access to living spaces adapted to all types of customers

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

By offering housing adapted to the residential pathway of citizens, Altarea promotes inclusion and social cohesion. Managed residences offer affordable housing solutions for young people, while senior residences meet the needs of a rapidly growing older population. In terms of environmental impact, the creation of mixed and intergenerational living spaces can encourage more sustainable lifestyles, by promoting the shared use of resources and infrastructure. Altarea is an actor contributing to the social cohesion of the regions by developing projects aimed at strengthening links and exchanges, both in its Property Development operations (urban renewal, Residential, Business Property, managed residences, *etc.*) and in its retail assets.

Strategy resilience

Altarea remains attentive to communities and the economic context in order to guarantee outlets for its offers. In addition, the Group adapts its offering to meet the varying needs and expectations of stakeholders:

- Altarea facilitates access to housing for all, particularly families, young people and first-time buyers (see "ESRS S4 - Consumers and end-users");
- Altarea designs real estate projects to help the most vulnerable populations to access housing (see "ESRS S4 - Consumers and end-users");
- Altarea designs real estate projects in priority urban areas: high-demand areas, municipalities with a shortage of social housing and priority urban areas;
- The Retail REIT helps to offer the various affected communities services and retailers that meet their expectations (see "ESRS S4 - Consumers and end-users").

These four areas contribute to creating social diversity in the communities surrounding Altarea's real estate projects and so help strengthen the Group's business model in the service of social utility and performance.

Impact on local communities *(limited materiality)*

The creation of new real estate projects can cause tensions in the short and medium term with communities near new projects. These tensions can lead to administrative appeals. Altarea is particularly sensitive to this issue and makes sure local communities are included in its projects as early as possible to increase their acceptability.

Identification of impacts, risks and opportunities

In "Impact on local communities", the following risk was identified:

Type	IRO	Upstream	Own operations	Downstream
Risks	**Difficulty accessing land or delays to projects resulting from increasing demands from local communities (administrative disputes/ appeals)**		**Property Development**: Limited access to land for the development of projects, due to the appeals by local communities	

Interaction of identified material impacts, risks and opportunities with Altarea's business model, strategy and stakeholders

Litigation and administrative appeals by local communities can lead to delays in the completion of projects, increasing costs and directly impacting their profitability. In the worst case, the dissatisfaction of local communities can lead to the decision not to develop projects.

For Altarea, mitigating these risks requires proximity with local stakeholders combined with a participatory and transparent approach to its projects, thus reducing the risk of potential conflicts. The various environmental and social themes are also discussed and presented to local stakeholders. This proactive strategy secures access to land and promotes acceptance of projects by local residents.

Financial implications

In 2024, there were no disputes that had an extraordinary financial effect on projects.

Strategy resilience

Altarea, through its positioning as a player in low-carbon urban transformation, ensures that the concerns of local communities are systematically integrated into the planning and design of projects. To improve the acceptability of projects, the Group's brands cooperate with local stakeholders: this is done through consultations to ensure the viability of projects (see S3-2 "Dialogue process").

Presentation of the various communities affected by Altarea's activities:

Summarising the double materiality analysis, the following table presents the communities affected by Altarea's activities:

Types of communities affected by Altarea's activity	Location in the value chain
Communities affected positively	
■ **Users of the urban space** designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ **Residents of neighbourhoods transformed by Altarea** and benefiting from new infrastructure ■ The **different generations of the population (seniors, young people, *etc.*)** ■ **People benefiting from hosted, induced and indirect** jobs resulting from Altarea's activities ■ Non-profits and their beneficiaries supported by the Group's partnership and sponsorship initiatives	Communities living or working near the Group's operations and sites and communities in the value chain
Affected communities that may be negatively impacted by Altarea's activity	
■ **Local residents of the Group's own operations and building sites**	Communities living or working near the Group's operations and sites
■ **Communities affected by mining of raw materials** used for construction	Communities at the end of the upstream value chain
■ Altarea has not identified any relevant indigenous communities affected by its activities	Indigenous communities
■ Altarea has not identified any communities likely to be particularly exposed to impacts and/or marginalised by its activities	Affected communities likely to be particularly exposed to impacts and or marginalised

The mapping of impacts in relation to affected communities is as follows:

Altarea's challenges	Material Impacts and associated risks	Affected communities
Urban transformation	Positive impact: Proposal of a range of real estate products and services adapted to the needs of regions and local communities in terms of urban development	■ Users of the urban space designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ Residents of neighbourhoods transformed by Altarea and benefiting from new infrastructure ■ The different generational segments of the population (seniors, young people, *etc.*) ■ People benefiting from hosted, induced and indirect jobs resulting from Altarea's activities ■ Non-profits and their beneficiaries supported by the Group's partnership and sponsorship initiatives
	Risks: Premature obsolescence of buildings impacting on their asset value Inadequate location of operations and assets	
Economic benefits	Positive impact: Contribution to the social and economic development of the region (job creation, professional integration, partnership and sponsorship)	
Social and generational diversity	Positive impact: Proposal of a range of real estate products and services that meet society's needs for social and intergenerational diversity (social housing, student residences, senior residences, *etc.*)	
Impact on local communities	Risk: Difficulty accessing land or delays to projects resulting from increasing demands from local communities (administrative disputes/appeals)	■ Residents living near the Group's own operations and building sites

4.3.3.3 Policies related to affected communities (S3-1)

Altarea's approach to the affected communities is based on a social policy covering all the communities mentioned above. It reflects Altarea's commitment to:

- **offer desirable and sustainable living spaces**;
- **contribute to local economic development**;
- **create places of discussion and solidarity**;
- **maintain permanent exchanges with the affected communities**.

These different areas contribute to strengthening the Group's license to operate. All of the commitments in the human rights policy are detailed in the Group's societal policy (see Section 4.3.5).

4.3.3.4 Dialogue process (S3-2)

To date, Altarea is considering the creation of a formal dialogue process for all its brands, intended for the affected communities. The Group does not yet have a formalised procedure for assessing the effectiveness of this dialogue. There are occasional exchanges between Altarea's teams and the affected communities. They are conducted by the teams in charge of property development projects and asset management. They are listed below.

The Group, as an urban developer, has many positive impacts on the regions and on the users of its projects. Altarea is aware that its activity can have impacts on the territory and that it is essential to consider the views of different stakeholders to maintain the quality of life of the residents living near its development projects and its own operations. The integration of points of contact between local communities and operational teams is an important element for the Group. Maintaining a dialogue with the various affected communities is essential to strengthen the Group's license to operate and its local presence.

Property Development

In Property Development projects, discussions with the affected communities take place at two stages:

- **upstream of operations**: with ad hoc consultation meetings to directly present the project to the different communities potentially affected by the project under management, such as local residents and users of the urban space, to answer their questions about the project and capture their expectations. The objective for Altarea is as far as possible to integrate the requests of local communities regarding the development of the project in order to promote its integration into the territory and the profitability of its operations;
- **during construction**: with the possibility for various affected communities to interact with operational staff to share any questions or complaints during the construction phase. This generally involves the display of a contact number on site information boards.

Retail

With regard to the REIT business, **the dialogue is conducted by the teams of the centres**, who may be in contact with local communities and their representatives (local elected representatives, for example). Assets need to be integrated into the region to ensure the success of the Group's assets, the operational teams pay particular attention to the relationships they maintain with the various communities affected, which allows them to better understand their expectations and needs.

4.3.3.5 Processes to remediate negative impacts (S3-3)

Potentially negative impacts on the affected communities were not identified as material during the double materiality analysis. Dialogue with affected communities is presented in the previous section on the "Dialogue Process" (S3-2).

4.3.3.6 Actions and resources (S3-4)

The Group has implemented actions that advance the Group's social policy. These actions are ongoing and have no defined time horizon because they are part of the Group's strategy to strengthen the economic and social dynamism of the region. All of the actions presented in the table below have already been implemented by Altarea and will be continued in the future.

Challenges	Actions	Population concerned	Scope of application	Activities	Expected outcomes
Contribution to local economic development					
Economic Benefits - Contribution to employment and professional integration	**Use local service providers for property development and asset management**	**Indirect jobs** resulting from Altarea's activities	Upstream value chain (building sites) Own operations	Property Development Retail	Promote the local fabric and support employment throughout France Providing access to employment and vocational training for a population that was alienated from the jobs market
	Encourage service providers on building sites and in assets to hire people who are alienated form the jobs market to promote professional integration	**Indirect jobs** resulting from Altarea's activities	Upstream value chain (building sites)	Property Development	
	Systematise local employment schemes in Retail, by facilitating recruitment for retailers (organisation of employment forums and job dating).	**Hosted jobs** resulting from Altarea's activities	Own operations Downstream value chain	Retail	Simplify recruitment work for retailers, and give local communities easier access to numerous job opportunities in the centres and in local companies
Economic consequences related to the support of the region through the parterneship and sponsorship policy	**Financing employees' charitable projects** under the third edition of "Tous engagés pour vos projets solidaires"	**Associations and their beneficiaries** supported by the Group's partnership and sponsorship initiatives	Own operations	Group	Encourage employees in their social and meaningful commitment initiatives. 4 winning projects in 2024 chosen by a jury composed of Group employees
	15 years of partnership with Habitat et Humanisme	**Associations and their beneficiaries** supported by the Group's partnership and sponsorship initiatives	Own operations	Group	Strengthen local links between the Habitat et Humanisme organisations and the Group's various subsidiaries to find solutions to housing for disadvantaged people
	Support associations and projects contributing to positive impact	**Associations and their beneficiaries** supported by the Group's partnership and sponsorship initiatives	Own operations	Group	Promote the development of non-profit initiatives directly benefiting regions and local communities
Impacts on local communities	**Incorporate the low-nuisance building sites charter into Property Development contracts**	**Residents living near the Group's own operations**	Upstream value chain (building sites)	Property Development	Reduce building site-related nuisances that may affect local residents

Challenges	Actions	Population concerned	Scope of application	Activities	Expected outcomes
Be a player in urban transformation					
Urban transformation	**Develop mixed-use urban projects (housing, shops, offices, *etc.*) to promote urban diversity**	■ **Users of the urban space** designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ **Residents of neighbourhoods transformed by Altarea** and benefiting from new infrastructures	Upstream value chain (building sites) Downstream value chain	Group	Boost the regions, ensure a balance in the real estate development of the regions and improve the living environment of users
	Develop Property Development projects in priority city neighbourhoods	■ **Users of the urban space** designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ **Residents of neighbourhoods transformed by Altarea** and benefiting from new infrastructures	Upstream value chain (building sites) Downstream value chain	Property Development	Participate in the revitalisation and urban renewal of these neighbourhoods
	Develop Property Development projects in high-demand areas	■ **Users of the urban space** designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ **Residents of neighbourhoods transformed by Altarea** and benefiting from new infrastructures	Upstream value chain (building sites) Downstream value chain	Property Development	Meeting the needs of communities where housing shortages are greatest
	Offer essential businesses and services in assets: ■ **essential businesses[(a)] (e.g. supermarkets, opticians, pharmacies, press, *etc.*)** ■ **Businesses with a cultural dimension (bookstores, *etc.*)** ■ **health services (first aid)** ■ awareness-raising workshops	■ **Users of the urban space** designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ **Residents of neighbourhoods transformed by Altarea** and benefiting from new infrastructures ■ **Local residents leaving near the Group's retail assets**	Own operations Downstream value chain	Retail	Meet the basic needs of communities and contribute to improving the living environment and knowledge of local populations
	Developing higher education facilities	■ **Different generations of the population**	Own operations Downstream value chain	Property Development	Develop spaces for knowledge and exchange designed for current and future education
	Rehabilitation and renovation of the France's outstanding real estate heritage via the development of Histoire & Patrimoine projects	■ **Users of the urban space** designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*) ■ **Residents of neighbourhoods transformed by Altarea** and benefiting from new infrastructures ■ **Residents living near the Group's own operations**	Own operations Downstream value chain	Property Development	Preserving and renovating France's outstanding real estate heritage

Challenges	Actions	Population concerned	Scope of application	Activities	Expected outcomes
Contribute to the social cohesion of the territories					
Social and generational diversity	**Develop managed residence projects**	The **different generations of the population** (seniors, young people, *etc.*)	Own operations Downstream value chain	Property Development	Building pleasant living spaces for independent seniors and students in response to demographic and metropolisation trends
	Financing collective housing projects (intergenerational and inclusive real estate projects for the most vulnerable) in partnership with Habitat et Humanisme, projects for the elderly (care/ housing)	**Associations and their beneficiaries** supported by the Group's partnership and sponsorship initiatives	Own operations Downstream value chain	Group	Offering housing to disadvantaged populations and extending Altarea's social commitment
	Providing students with housing in senior residences	The **different generations of the population** (seniors, young people, *etc.*)	Downstream value chain	Group	By allowing students to live in senior residences, Altarea offers intergenerational cohabitation that benefits all residents.

(a) Definition of essential businesses in accordance with Article 8, Decree No. 2020-293 of 23 March 2020.

These actions help adapt the range of products and services to address the urban development needs of region and local communities and satisfy the expectations of local people.

The action plans described above may require OpEx and/or CapEx. However, most of these expenditures are not material and are therefore not detailed here.

Actions relating to the development of higher education institutions, managed residences, heritage rehabilitation projects, mixed-use projects, projects in high-demand areas, *etc.* are included in Altarea's offer and therefore do not require additional expenditure.

In terms of philanthropy, the actions financed by Altarea have an insignificant financial impact with regard to the Group's equity.

The scope of Altarea's key actions covers the activities in which the actions can be deployed: their precise deployment by brand, building site project or asset is not systematically monitored.

As 2024 is the first year in which a sustainability report has been produced for the Group, many actions do not have precise information on their progress. Taking a continuous improvement approach, the Group has given itself three years to report all its actions in accordance with the publication requirements mentioned above.

The resources allocated to the management of material impacts are specific to each of the Group's brands in order to adapt to the challenges of the region and the specificities of the activities.

Responsibility for implementing actions is described in the Group's social policy (see chapter 4.3.5) and in ESRS G1 - Business Conduct. The Altarea Group operates entirely in Europe and mainly in France. Consequently, serious human rights incidents are not a major issue as the Group complies with European and French legislation.

4.3.3.7 Targets (S3-5)

As an urban developer, Altarea shapes the living environment of millions of users and bears considerable responsibility for the economic dynamism of the regions where it operates. In 2024, to measure its impact, Altarea conducted an in-depth study on the actual impact of its business lines and operations on communities. Accordingly, **the Group has created social metrics to quantify its social usefulness** by identifying different key themes that benefit the public interest:

- **challenges related to the economic dynamism of the region** (economic impact on the regions related to the Group's activities, contribution to employment, *etc.*);
- **social and environmental phenomena of urban transformation** (regional planning, development of desirable urban projects adapted to the expectations of stakeholders, quarter-hour city, *etc.*) ; and
- **issues of diversity and solidarity contributing to the social cohesion of the territories** (promoting exchanges between different social and generational cohorts, *etc.*).

Altarea relies on its strong operational agility and its mastery of complex know-how to address these various themes. In this context, the relevance of Altarea's responses to urban and regional challenges is an important condition for the Group's success.

Altarea has no plans to set targets for this ESRS. The various social metrics are regularly monitored to analyse the contribution of the Group's activities to the public interest.

4.3.3.8 Performance

The metrics below have not been verified by an external body. The calculation method for the various metrics is presented in the "Assumptions, methods and uncertainties" sections.

Contribution to local economic development

Regarding the various actions presented (see "Actions and resources" (S3-4)), Altarea monitors various metrics to assess its contribution to the economic development of the regions.

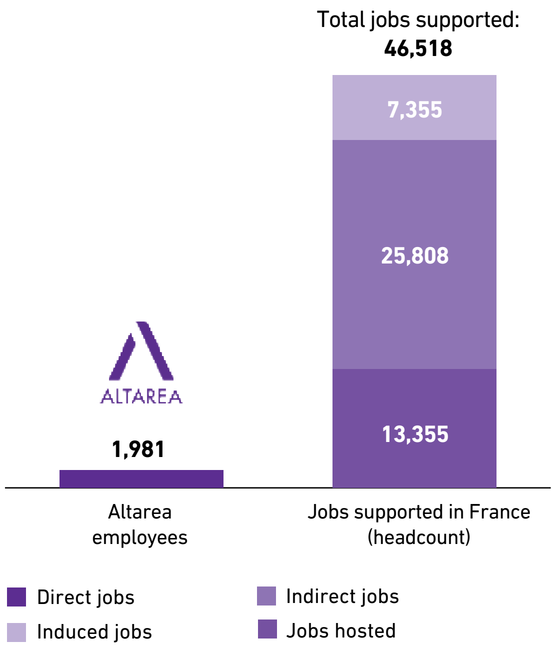
Altarea, a major support for employment and the dynamism of the region

In 2024, the Group conducted an in-depth study to measure its social usefulness and its positive impact in France. Part of this study focused on creating and supporting employment in the regions where the Group operates. This approach addresses an uncertain economic and social environment where access to employment is a key issue for French society. In concrete terms, the jobs linked to the value chain of Altarea's activities are based on two distinct activities that create significant jobs in the region: jobs created in its upstream value chain (on building sites), and jobs hosted in the assets operated by the Group.

Thus, in 2024 and through its various activities, Altarea supported more than 46,500 jobs, divided into four categories:

- **Altarea's direct jobs**;
- **indirect jobs**: jobs directly supported by the purchases of goods and services by the Group's various entities (downstream value chain);
- **induced jobs**: jobs generated by the consumption of direct and indirect employees in France; and
- **jobs in the shopping** centres owned and managed by Altarea (own operations).

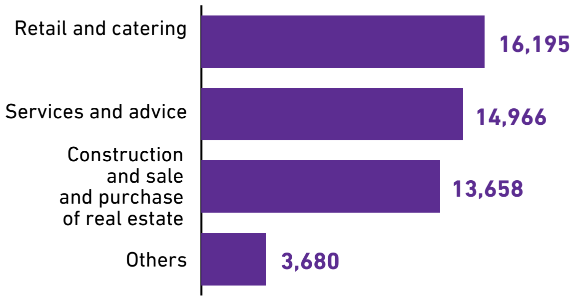
NUMBER OF JOBS SUPPORTED BY ALTAREA IN 2024



In terms of the distribution of jobs supported by business line in 2024, Altarea is supporting jobs in three main areas:

- construction and real estate sales and purchase activities (28% of jobs supported);
- retail and catering (33% of jobs supported);
- services and consulting by architectural firms, legal services, specialist design firms (31% of jobs supported);
- plus other services such as IT activities and information services (8% of jobs supported).

NUMBER OF JOBS SUPPORTED BY ALTAREA BY BUSINESS LINE IN 2024



Altarea, a developer contributing to local employment

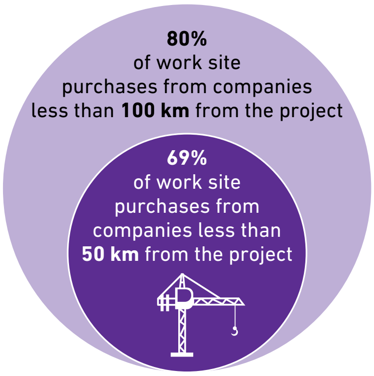
Altarea is a big generator in employment in the Region as a major customer for suppliers. Its Property Development activity entails a significant volume of purchases for various service providers with economic repercussions throughout the value chain. Asset management also helps to maintain and create new jobs in the regions where they are located.

Around 25,000 jobs relate to the Property Development projects of the Group's various brands. They correspond to the use of consulting firms, specialist consultants and various real estate professionals (architects, *etc.*) and the various companies and service providers with which Altarea places orders when building the various projects.

Altarea, a developer contributing to the economic dynamism of the territories

Altarea has for many years tracked the proportion of local purchasing for its Property Development activities. Local purchasing is measured as the portion of purchases made within a radius of less than 50 kilometres and less than 100 kilometres from the project. Local purchases made by the Group's various brands support the development of companies and maintain employment in the regions.

SHARE OF LOCAL PURCHASES BY PROPERTY DEVELOPMENT ACTIVITIES



Retail REIT, a major provider of jobs in the region

Shopping centres are important providers for local employment in the regions where they are located. Actions are taken to encourage the hiring of local residents via partnerships and events in its shopping centres. In 2024, 13,000 jobs are hosted in the assets operated by the Group. The asset teams also use various service providers to carry out security, cleaning and reception work. For example, at the Family Village of Limoges, more than 500 people were employed by the brands in 2024.

In addition, the Group's shopping centres benefit from their solid anchorage in the local community, the result of regular collaboration with local stakeholders (elected officials, local residents, customers, *etc.*) and are real drivers of employment in their regions. These initiatives match job seekers with job offers, both for the centre's retailers and for other local companies. For example, Thiais Village (Thiais) organised five afternoons of job dating and the Qwartz shopping centre (Villeneuve-la-Garenne) held its sixth employment forum in partnership with the city.

Altarea is committed to continuing its contribution to local employment by systematising the organisation of employment support events at its assets.

Assumptions, methods and uncertainties

Employment indicator supported by Altarea

The employment indicator is calculated by consolidating several figures from various data sources, both internal (mainly number of Altarea employees, purchases from Altarea Development brand service providers, type of retailers in the centres and their surface areas), and external (data from national agencies such as the National Institute of Statistics and Economic Studies (INSEE)). Below are details of the estimates for the jobs created by Altarea:

- direct jobs: the data come from the human resources department and presents the number of employees in the workforce at 31 December;
- indirect jobs: the data come from a cross-analysis of:
  - the calculation of the Group's purchase rate in relation to revenue, with a breakdown between the business units and tier 1, 2 and 3 suppliers,
  - value added (VA) taken from the revenue/VA ratio calculated using the Nation accounts for tier 1, 2 and 3 suppliers,
  - uses taken from the Employment/VA ratio calculated using the national accounts for tier 1, 2 and 3 suppliers;
- induced jobs: data are taken from the consumption estimated by INSEE of expenses related to the indirect jobs payroll;
- Jobs hosted in assets: data were estimated by collecting the type of retailers (pharmacy, special supermarkets and hypermarkets, *etc.*) and their surface area, cross-referenced with an employment ratio per square meter from INSEE.

Indicator on the proportion of local purchases in Property Development activities

The indicator is calculated using two methods related to the type of building site:

- for a separate lot site: the postal code of the building site is compared with the postal code of the companies working on the site to identify whether they are within a radius of 50 or 100 km of the operation;
- for a general contractor project: it is considered that 75% of the amount of the contracts are located less than 50 km from the project.

This information is extracted from the business line's project monitoring tool.

The calculation of the indicator on the share of local purchases in Development activities includes the own operations of Altarea Entreprise, Altarea Logistique, Cogedim (including Business Property), Woodeum (including former Woodeum x Pitch projects) and XF active during the year, including those delivered during the reporting year.

The transactions of brands other than those above are not included as their operations are monitored using a different tool. A few co-development projects whose accounting is not managed by Altarea's brands are also excluded from the calculation.

Altarea's partnership and sponsorship system: support for projects with positive impacts

As a major real estate group, Altarea has been committed for many years to supporting projects that have positive impacts and strengthen its presence in the regions. The Group's strategy is based on three areas:

- contributing to economic development of the regions by strengthening links to the local social fabric (associations, social enterprises, social economy, *etc.*) enhancing the positive impacts of its activities on the local economy, particularly jobs;
- social initiatives: use the Group's skills to help the most disadvantaged by promoting access to housing and supporting charities that create social cohesion locally;
- support for culture and artistic creativity, bringing art to a wider public, anchoring the Group's property projects in their cultural context.

The Group's sponsorship and partnership strategy is governed by an internal procedure. This was set up as a third-party assessment procedure and implemented in collaboration with the Internal Control Department. The Group's employees received a sponsorship and partnership best practice guide outlining the Group's sponsorship strategy and procedure to follow. To meet the expectations of local communities, the Development and Regional Public Strategy Department oversees the deployment of this policy.

The application of the Group's philanthropy policy and the choice of actions supported by the brands (Property Development and Retail) are mainly decentralised. Operational staff know the regions where they operate, which makes it possible to respond to and support initiatives that have meaning for local communities.

A POWERFUL EVENT IN 2024: THE PARTNERSHIP BETWEEN ALTAREA COMMERCE AND THE FRENCH BLOOD ESTABLISHMENT:

In 2024, Altarea Commerce signed a three-year national partnership (2024-2026) with the French Blood Establishment, a public blood service that has been fulfilling a vital mission by collecting blood products throughout the country for more than 20 years. This collaboration marks an important step forward in Altarea Commerce's social commitment, by focusing on an essential cause: blood donation. This partnership aims to promote blood donation through awareness-raising actions and through blood donation campaigns within the Group's assets.

As a long-standing partner of Habitat et Humanisme, Altarea has helped finance more than 20 projects (family pensions, residences, intergenerational homes) representing more than 400 housing units. In 2024, Altarea continued its commitment to Habitat et Humanisme in four areas:

- financial support for real estate projects, including collective housing (particularly intergenerational and inclusive housing), projects for the elderly (care/residential), or projects with exemplary sustainability;
- the financing of three salaried positions at Habitat et Humanisme;
- Altarea's participation in the global ecological transition approach promoted by Habitat et Humanisme;
- the exploration and trialling of new care and residential solutions for the elderly.

Through this initiative, the Group has affirmed its commitment to a more inclusive city and its contribution to the most disadvantaged population. Altarea is the leading partner of Habitat et Humanisme, working together over the long-term to find housing solutions for people on low incomes.

This partnership also strengthens local ties between the Habitat et Humanisme associations and the Group's various subsidiaries. The involvement of the Group's employees in this partnership makes it possible to bring it to life.

In 2024, as part of the Solidarity Hour, seven Group employees helped to furnish the Paulette Melinon residence (Bourgoin-Jallieu), which consists of seven independent housing units and shared areas (laundry room, common room, *etc.*).

Be a player in urban transformation

As an urban developer and creator of living spaces, Altarea has a strong impact on the future of regions and their development. The design of development projects and asset management require that stakeholders' expectations and the specificities of the region are considered to create desirable urban projects with strong positive impacts.

Property Development

The Group strives to incorporate mixed uses into its Development projects in order to offer new services and quality living spaces to residents. In concrete terms, in 2024, 38% of the Group's Residential development projects (excluding XF) were mixed-use (housing, shops, public services, *etc.*). This complementary mix allows the concrete application of the "quarter-hour city" concept to its operations, while creating dynamic and meeting spaces. The Group's know-how in this respect is also showcased in the development of new mixed-use neighbourhoods where the teams' expertise helps to transform old districts into true "city centres", as is the case for the Issy Cœur de Ville (Issy-les-Moulineaux) and Bobigny Cœur de Ville (Bobigny) projects.

BORDEAUX BELVÉDÈRE, A POWERFUL ALTAREA PROJECT:

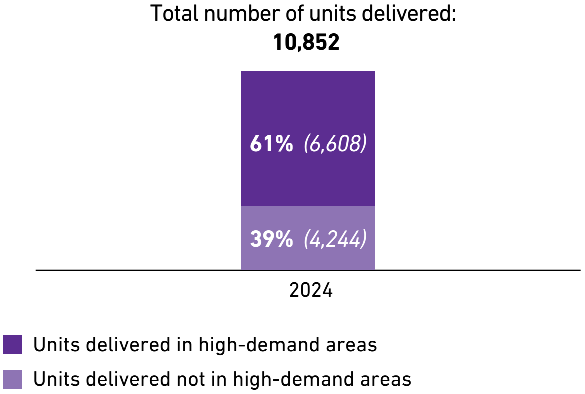
In 2024, Altarea took part in the development of the Belvédère mixed-use programme in Bordeaux. As part of the Bordeaux Euratlantique National Interest Project, this new eco-friendly district includes 1,400 housing units, of which 55% are affordable housing, five office buildings, around 20 local shops, two student residences and more than 2,000 m^2 of cultural spaces. It is a new place to live and a new centre for the economic, social and cultural appeal of the Bordeaux urban area.

In addition, through its development projects, Altarea contributes to urban renewal and the densification of cities in order to respond to the phenomenon of metropolisation and urbanization. The Group continues to develop projects in urban areas that are understaffed in housing and identified by the law in order to meet the needs of the various local populations.

As the second-largest residential developer in France, Altarea has a direct impact on society by meeting the primary housing need. Through these Residential Development brands (Cogedim, Woodeum, Histoire & Patrimoine, XF), the Group is strengthening the housing offer in areas located in high-demand areas and in areas with a shortage of social housing. This area also helps to promote social diversity in the regions:

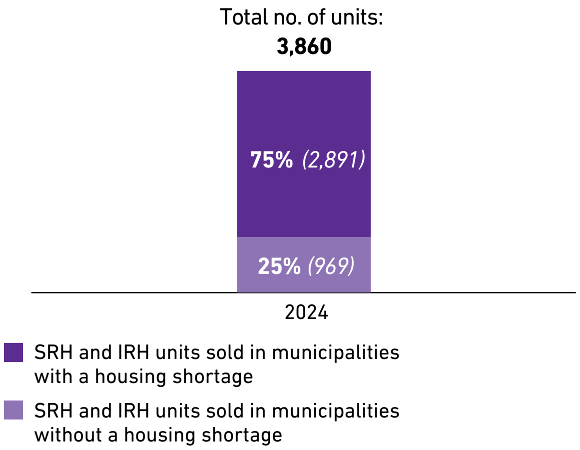
- more than 60% of the units delivered in 2024 by Altarea's Residential development brands are located in high-demand areas, representing more than 6,600 units;

BREAKDOWN OF UNITS DELIVERED BY ALTAREA'S RESIDENTIAL DEVELOPMENT BRANDS IN HIGH-DEMAND AREAS IN 2024 *(IN PERCENTAGE AND NUMBER OF UNITS)*



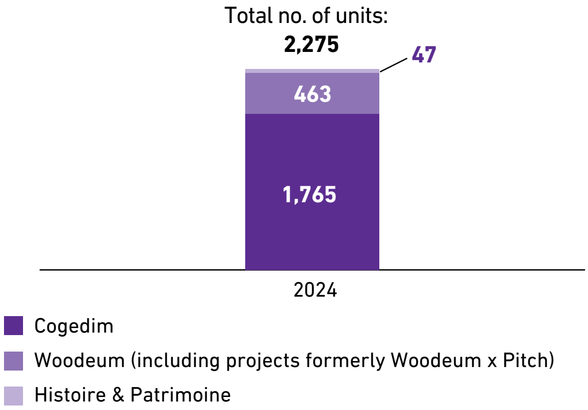
- Altarea contributes to meeting the demand for social rental housing (SRH) and intermediate rental housing (IRH), which is part of the law on urban solidarity and renewal of municipalities. These units are also mainly located in municipalities with a deficit in terms of their legal obligations in terms of social housing. The graph below shows the breakdown of new orders for SRH and IRH units in 2024 according to the type of municipality, whether or not it had a housing shortage.

BREAKDOWN OF NEW PUBLIC HOUSING ORDERS ACCORDING TO THEIR LOCATION IN MUNICIPALITIES WITH A SHORTAGE OF SOCIAL HOUSING IN 2024 *(IN PERCENTAGE AND NUMBER OF UNITS)*



- Since 2019, the Group has developed more than 2,200 units located in priority areas of the city. These neighbourhoods, identified by the law, enable Altarea to play an active role in urban transformation.

NUMBER OF UNITS DELIVERED TO THE CITY'S PRIORITY AREAS OF THE CITY SINCE 2019 BY ALTAREA



The Group actively contributes to reducing the social and geographical divide by using its expertise to develop, modernise and create a pleasant living environment for its customers (see "ESRS S4 Consumers and end-users"), residents and users of urban space. designed by Altarea. A key focus of the Group is the integration of mixed use into its operations by reconciling housing, retail, services and leisure. The Group aims to meet the demands of local authorities and their populations by offering modern and sustainable housing.

Another distinguishing feature of Altarea's business is its Histoire & Patrimoine brand, which is a major player in the preservation and restoration of France's outstanding real estate heritage. The expertise of Histoire & Patrimoine employees in identifying and transforming outstanding buildings such as historical monuments or former industrial sites into housing helps preserve our architectural heritage. Renovation of this type of property creates new links between exceptional buildings, region and communities.

HISTOIRE & PATRIMOINE: A MAJOR PLAYER IN THE RENOVATION OF OUTSTANDING BUILDINGS:

In Vitré, Brittany, Histoire & Patrimoine is rehabilitating the Monastère Saint-Nicolas, an essential building in the city's heritage which is listed as a historical monument. This ambitious project will restore life to the building by transforming it into a 69-unit residential complex. The project forms part of the National Action Cœur de Ville plan, which aims to regenerate and revitalise the centres of medium-sized cities.

Lastly, Altarea, as a real estate developer, is adapting to market changes by strengthening its ability to design large logistics hubs to meet ever-growing demand from economic players. The Group is responsible for the design, land purchase and development of these platforms, helping to bring tax revenues to local authorities.

LOGISTICS: A RESPONSE TO THE NEEDS OF THE REGION AND ECONOMIC PLAYERS

In Bollène, in the Vaucluse, Altarea has developed a logistics park that contributes to the dynamism of the local economy. Covering an area of 260,000 m^2, its five warehouses meet the highest standards of operational efficiency. The operation was carried out in consultation with local authorities, state agencies, the National Council for the Protection of Nature and the French Biodiversity Office.

Retail

Altarea, through its REIT, includes in its assets various essential services and businesses such as supermarkets, opticians, pharmacies and food retailers. In 2024, for the first time, Altarea quantified the number of businesses and services defined as "essential" by law. As a result, 22% of the services and businesses in the Group's assets were classed as essential, representing an average 18 brands per asset and 32% of the gross leasable area (GLA), *i.e.* the usable retail space.

New businesses

In recent years, Altarea has been diversifying its activity into new economic sectors by acting to support energy independence and digital sovereignty, while meeting the expectations of society, the economy and the political world.

The Group develops photovoltaic infrastructures by offering solutions adapted to the specificities of the regions through a complete range of solar power plants integrated into the buildings, agrivoltaic solutions or car park shading systems, *etc*. The development of this sector allows the Group to help provide new opportunities for local communities to benefit from renewable energy near their place of residence. In 2024, the La Vigie shopping centre (Geispolsheim) and the Family Village Costières Sud (Nîmes) installed photovoltaic shades in their car parks. The integration of photovoltaic infrastructures in buildings, such as on agricultural sheds, offers farmers an additional source of income.

In addition, Altarea is committed to designing national data hosting solutions for companies. This commitment is part of the political and social trends campaigning for greater protection of the personal data of users and companies. To meet this demand, Altarea is developing data centers near dynamic economic areas. The Group is developing a portfolio of 12 new generation data centers, reducing input energy by a quarter and for which the energy used will be 100% renewable. In addition, an analysis is also carried out to connect the data centers to a heating network to recover the fatal energy released by their use.

Assumptions, methods and uncertainties

Indicator on the number of mixed projects of Residential Development activities

The indicator relating to the number of mixed-use projects in Residential Development activities (excluding XF) was calculated by aggregating the various information collected from the brands on development projects under construction during the reporting year. Mixed-use projects include different types of real estate (housing, retail, public services, *etc.*).

Indicator on essential businesses and services within the Group's own operations

To calculate the share of essential businesses in its own operations, the rental statements of Altarea Commerce assets (at 31 December 2024) were cross-referenced with the businesses and services identified as essential by Decree 2020-293 of 23 March 2020 prescribing the general measures necessary to deal with the Covid-19 pandemic in the context of the state of health emergency. This indicator does not cover assets located abroad.

Metrics on the number of units delivered in high-demand areas, in municipalities with a shortage of social housing and in priority urban areas

The various metrics relating to units delivered in high-demand areas, units delivered to municipalities with a low social housing deficit (SRH and IRH) and units delivered in priority urban areas were calculated by the CSR Department. They are the result of a cross-analysis between the data from the Finance Department and public and external data from government agencies (data.gouv or the National Agency for Regional Cohesion).

These data relate only to the Residential property development brands (Cogedim, Woodeum (including the former Woodeum x Pitch projects), Histoire & Patrimoine and XF). These various data were integrated into a tool resulting from work between the CSR Department and an external consultancy used to model the Group's social impacts. Below is a breakdown of the method and sources used:

- units delivered in its region: the 2024 data was calculated based on the projects delivered during 2024 in the Region by the Group's various Residential property development brands;
- units and projects located in municipalities with a shortfall of social housing and intermediate rental housing, located in high-demand [(1)] or priority urban areas [(2)]: a cross-analysis between the locations of the projects delivered and new orders during the year and the municipalities with social and intermediate housing shortages was carried out using open data from government agencies and the various laws addressing the regions concerned;
- population housed: data for 2024 were estimated based on the number of units delivered and their typology (T1, T2, T3, T4 and T5, *etc.*) multiplied by the average number of people housed within the housing unit. these are based on INSEE statistical data.

Contribute to the social cohesion of the territories

The Group is aware of its important role in promoting exchanges between different social and generational categories. Altarea designs projects for populations for whom access to housing can be difficult. The development of affordable housing for all (social housing, intermediate rental housing, *etc.*) contributes significantly to the social mix of neighbourhoods and cities.

Property Development

As part of its managed residence developments, the Group participates in the creation of housing for students and seniors. These residences are located in strategic locations near city centres and accessible by public transport. In 2024, Altarea delivered nine managed residences, representing more than 600 housing units.

In addition, as part of its historic partnership with Habitat et Humanisme, Altarea helps develop residences based on the concept of intergenerational housing. These residences host people of different ages in a participatory atmosphere conducive to mutual integration. These living environments make it possible to live in autonomous housing, while being secure and re-socialised. Since 2007, the Group has financed more than twenty family boarding and intergenerational residence projects representing more than 400 housing units. Altarea has also strengthened its commitment by supporting Habitat et Humanisme Soin, which runs a network of residential and care facilities for vulnerable or dependent elderly people with limited resources.

AN EXEMPLARY PROJECT LE NOUVEL ART (MONTREUIL):

Le Nouvel Art is a programme developed by Cogedim in Seine-Saint-Denis. It has 116 housing units spread over seven buildings on approximately 6,000 m^2 of land. This programme offers "traditional" housing, social housing, shared rooms for residents and a ground-breaking co-living offer. It will also house 11 retail premises spread over 1,780 m^2, dedicated to social and social economy enterprises and solidarity associations dedicated to reuse of materials. Montreuil residents will also be able to enjoy a 900 m^2 shared vegetable garden and cultural café. This project received the Social Impact Pyramide d'Or in 2022.

Through its brands, Altarea puts its Business Property expertise at the service of the talents of tomorrow by designing modern, sustainable higher education sites that promote exchanges and meet the expectations of the new generation.

A MODERN EDUCATIONAL SITE: THE EMLYON CAMPUS

In September 2024, emlyon welcomed students for the first year at its new campus designed by Cogedim and Altarea Entreprise, covering 30,000 m^2, including 7,000 m^2 of collaborative spaces, 1,600 m^2 dedicated to student life and 9,000 m^2 of green spaces, offering an exceptional user experience. This campus symbolises Altarea's know-how in the promotion of boldly designed buildings adapted to the expectations of higher education that also enhance the economic and social fabric of their neighbourhood.

Retail

Altarea sees its retail assets as places to live and socialise. The operational teams in the centres regularly hold events in the assets. These events cover a variety of themes and reinforce the shopping centre's role as a space for dialogue, meetings and awareness-raising. Shopping centres are places of transit and visits ideal for holding a range of events that not only help attract potential customers and visitors but also promote exchanges and understanding of a wide range of issues. For example, Avenue 83 (La Valette-du-Var) hosted first aid workshops led by the *Comités Communaux Feux de Forêts* (CCFF) and Bercy Village (Paris) set up educational workshops in partnership with a beekeeper. Altarea also wants to develop partnerships with positive impact players. Among them, the Group pays particular attention to the structures of the social economy, which fosters social dynamism. For example, as part of its commercial programmes: revitalisation of street fronts, renovation of shopping centres and creation of new neighbourhoods.

(1) Decree 2023-822 of 25 August 2023 amending Decree 2013-392 of 10 May 2013 relating to the scope of application of the annual tax on vacant housing established by Article 232 of the French General Tax Code.

(2) Decree 2024-806 of 13 July 2024 making corrections to the list of priority urban areas in the metropolitan departments.

4.3.4 ESRS S4 - Consumers and end-users

4.3.4.1 Introduction

Consumers and end-users are at the heart of Altarea's value creation. The strong customer culture is at the core of the offer design and project management by all employees.

Thanks to its integrated model, its operational agility and this customer culture, the Group is able to adapt to the profound upheavals shaking the property sector and deliver offers that are consistently tailored to the market. By shaping the city, Altarea occupies a central position in the lives of its customers who live, work or move in the spaces developed and managed by the Group.

To achieve its objectives, the Group builds strong relationships with its customers and places them at the heart of its strategy. Altarea continuously tracks customer perceptions and expectations, enabling it to develop the solutions and services it offers to align with market trends and meet customers' needs. To do this, the Group has developed mechanisms for dialogue and assessment of satisfaction for each of its activities: surveys and studies, live or online interactions, *etc.*

Customer satisfaction is Altarea's priority objective and it puts excellence and creativity at their service.

4.3.4.2 Material impacts, risks and opportunities (SBM-3)

Taking into account the needs and expectations of customers is the Group's priority when designing its offers. These expectations concern not only comfort and quality of life, but also the affordability of offers in terms of purchasing power. The Group also has strong ambitions in terms of customer satisfaction. These are met by listening and talking to customers in all activities, and by actions focused on quality of life in projects which also reinforce their long-term economic value.

Two issues relating to consumers and end-users have been identified:

- customer purchasing power (high materiality);
- information, safety and well-being of occupants and users (limited materiality).

These are presented below.

All the impacts identified in this ESRS are current.

Customer purchasing power *(high materiality)*

From 2022, changes in the economic environment and the rise in interest rates marked the end of a dynamic ten-year real estate cycle. The impact of economic changes on the purchasing power of households is a major factor, making home ownership harder and stimulating demand for affordable offers.

In this context, Altarea has identified impacts and risks directly related to its business model:

Material impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Positive impact	**Proposal of a range of real estate products and services adapted to the purchasing power of consumers**		**Property Development & Operation**: Development of affordable projects for customers and a diversified range of retailers allowing the inclusion of all customers	**Operations**: Access to products and services developed and hosted by the Group
Risks	**Difficulties in selling housing production (reduced access to financing, reduced purchasing power)**		Property Development: Difficulty selling housing developed by the Group	

The nature of Altarea's property development and real estate activities means it can help have a positive impact on the purchasing power of customers by offering affordable housing, in particular for first-time buyers, and by operating functional commercial spaces aimed at the average population and providing appropriate rents for retailers. This positive impact is part of Altarea's value proposition.

Maintaining and reinforcing this positive impact is a key issue for the Group: failure to meet the needs of its customers by continually adapting its real estate products and services could pose a potential financial risk for Altarea.

This risk that it may struggle to sell its housing production therefore depends directly on the Group's ability to develop and adapt its value proposition to its customers.

Effects of impacts, risks and opportunities on strategy, business model, populations and the environment

In its Residential business, the Group now meets the needs of a wider customer base, previously denied the possibility of home ownership, by developing more affordable solutions and tailoring its business model to meet the expectations of the average population. The crisis in the Residential real estate sector has prompted Altarea to design an affordable and low-carbon offer. In 2024, in response to the ongoing housing crisis, Altarea launched its Access offer, intended for first-time buyers, to facilitate access to home ownership in an environment of limited purchasing power. This new approach offers housing that is still as qualitative and efficient from an environmental standpoint, but more affordable. This offer is simultaneously based on a change in product design and a highly innovative and attractive financing offer: paid notary fees, monthly payments equivalent to the price of rent, *etc.*

This helps improve access to housing for young people and low-income households, thereby reducing social and economic inequalities and revitalizing the residential pathway.

In Retail, the Group also supports the purchasing power of its customers through three levers: the design of functional retail spaces that can offer leases for a large number of brands from different tiers of the product range, the Group's expertise in asset management to tailor rents to the market, and support for distributors, particularly from a logistical point of view.

Financial implications

Information on the financial impacts of these issues is provided in the business review, in the first part of the Universal Registration Document.

Strategy resilience

Property crisis, the changing structure of households, new forms of work and mobility, the growth of the collaborative economy – social and technological changes are transforming customers' ways of life and habits.

The rise in interest rates and the change in the economic environment have drastically reduced the borrowing capacity of customers, greatly weakening the real estate sector. These challenges create a financial risk for Altarea of not being able to sell the homes produced due to the lack of purchasing power of its customers, while France is facing the housing crisis.

To overcome the crisis, Altarea is diversifying its activities and exploring innovative financing models to give all its customers access to the real estate services it develops.

Thanks to its integrated model, its operational agility and a robust financial balance sheet, the Group adapts and offers its customers products that are always adapted to the market.

With the Access offer, the Group's new housing brands support customers to buy their main residences thanks to an attractive financing plan designed to reduce costs: loans at subsidised rates, no security deposit, no financial deposit, no notary fees and no interim interest. By relying on strategic partnerships with major banking institutions, Crédit Agricole Île-de-France and LCL Habitat, Altarea offers access to credit on preferential conditions and negotiated rates for its future home-buyer customers. The buyer thus begins to repay his loan only when the keys are handed over and the amount of the proposed monthly payments is close to, or even equivalent, to the price of simple rent. The aim is to remove existing obstacles to acquisition.

Without innovation, a prolonged decline in purchasing power could continue to affect the ability of the Group's customers to invest in real estate or to buy products, in Residential or Retail sectors. The agility of the Group's strategy and its ability to innovate contribute to its resilience, particularly in seeking financing solutions from existing sources.

Information, safety and well-being of occupants and users *(limited materiality)*

The quality of operations is a priority for Altarea, and it contributes to the sustainability of the building's value. Offering occupants and users a complete quality experience is a central objective for the entire Group, although each activity has its own challenges in this area. For Altarea, this manifests in several areas: spaces accessible to all, the intrinsic quality of the building, good location, and other issues at the heart of customer expectations (proximity to essential services, well-being, *etc.*).

With regard to accessibility for people with reduced mobility, Altarea complies with French regulations, which are ambitious on the subject.

Material impacts, risks and opportunities

Type	IRO	Upstream	Own operations	Downstream
Positive impact	**Accessibility of premises for people with disabilities**		**Property Development & Operation**: Development of operations accessible to all users, in particular people with disabilities	**Property Development & Operation**: Access to products and services developed and hosted by the Group
Positive impact	**Development of comfortable buildings connected to public transport (summer comfort, outdoor spaces, *etc.*)**		**Property Development & Operation**: Development of projects ensuring the well-being of users and occupants	**Property Development & Operation**: Urban spaces guaranteeing the well-being of customers

These positive impacts are inherent to the Group's Property Development and REIT activities.

They are an integral part of the Company's value proposition and result from Altarea's strategy.

Indeed, the low-carbon urban transformation strategy involves the development of sustainable and resilient, high-quality buildings, suitable for all - an ambition taken up by Altarea's business model, which aims to meet the needs of all customers.

Effects of impacts, risks and opportunities on strategy, business model, populations and the environment

The quality of buildings directly impacts their value and is an integral part of the Group's strategy. By designing comfortable spaces and inclusive, connected to public transport networks, the Group is positioning itself as a responsible player in the real estate sector.

In addition, Altarea complies with stringent French regulations for accessibility in all of its real estate projects, and exceeds them in some projects to meet the needs of people with disabilities, for example by offering housing adapted for people with reduced mobility beyond the regulatory threshold. The Group contributes to meeting the needs of its customers and improving the quality of life of its occupants. All of this promotes customer satisfaction and loyalty, by improving the comfort, quality and value of assets.

One of Altarea's preferred levers for creating quality projects is certifications. These initiatives reinforce the resilience of the business model by creating attractive and sustainable real estate products, adaptable to changing needs and regulations reinforcing their intrinsic value.

In addition, by making spaces accessible to people with reduced mobility, Altarea promotes social inclusion. This helps to reduce inequalities and improve the quality of life of vulnerable people or people with disabilities.

Finally, the development of comfortable buildings is good for the well-being of occupants and creates a healthy environment.

Financial implications

These impacts have no significant financial effect for the Group.

The consumers and end-users of Altarea's products and services are as follows:

Types of consumers and end-users	Description	Accurate and accessible information
Individuals		
Home buyers and individual and institutional investors;	Home buyers, investors and lessors are looking for real estate to purchase as their main residence or a rental investment.	Proceeds of sale, plans, diagnostics, buyers' guides, welcome booklets, home maintenance booklet, *etc.*
Residential occupants	Occupants of housing are looking for comfortable and secure spaces. Their priorities include accessibility to services, proximity to public transport, and a pleasant environment. Note: tenants of the housing units are not in direct contact with the Property Development brands, which deal with the property owners.	
Visitors	Visitors are people who visit the retailers of the Group's retail assets.	News available on the website, social networks and on display solutions in the centres, *etc.*
Employees using workspaces designed by the Group	The employees who use the offices developed by the Group expect a comfortable, functional and inspiring work environment that promotes high performance and well-being.	Plans, space usage guides, *etc.*
Companies		
Retail brands	The retail brands, such as stores and restaurants, are the tenants of retail building shells in retail assets owned or managed by the Group. These brands are looking for strategic locations with high visibility and attractive footfall. They are also interested in favourable leasing conditions and support infrastructure.	Leases, environmental clauses, eco-responsible development guide, *etc.*
Companies using offices, logistics platforms, data centers	These companies require spaces adapted to their specific activities. Offices must be modern and well located, warehouses must offer logistics facilities, and data centers must guarantee maximum security and reliability.	Contracts, leases, plans, diagnostics, *etc.*

Although they are not direct customers, Altarea considers local authorities to be stakeholders whose issues must be taken into consideration during individual projects and also at Regional level to better support their development and transformation.

The impacts and risks for consumers and end-users can be mapped as follows:

Material Impacts and associated risks	Consumers and users concerned
Proposal of a range of real estate products and services adapted to the purchasing power of consumers	■ Buyers of residential units and investors ■ Residential occupants ■ Visitors
Difficulties in selling housing production (reduced access to financing, reduced purchasing power)	■ Buyers of residential units and investors
Accessibility of premises for people with disabilities	■ Buyers of residential units and investors ■ Residential occupants ■ Visitors ■ Employees using workspaces ■ Retail brands ■ Companies using offices, logistics platforms, data centers
Development of comfortable buildings connected to public transport (summer comfort, outdoor spaces, *etc.*)	■ Buyers of residential units and investors ■ Occupants of housing (tenants, residents) ■ Visitors ■ Employees using workspaces ■ Retail brands ■ Companies using offices, logistics platforms, data centers

4.3.4.3 Policies (S4-1)

Altarea has deployed a social policy that takes into account consumer and end-user issues. This policy seeks in particular to prevent, mitigate and remedy the impacts identified and to make it possible to manage risks and seize opportunities. All of the commitments and details of the policy are described in the Group's social policy, located in Section 4.3.4 of the sustainability report.

At 31 December 2024, there were no reported cases of non-respect of human rights relating to consumers and end-users.

4.3.4.4 Processes for engaging with consumers and end-users about impacts (S4-2)

Customer satisfaction guides Altarea's actions, with a continuous process of listening to and analysing customers' perceptions and expectations, which guide the evolution of the solutions and services offered.

The Group's regular interactions with its various types of customers confirm the brand's desire to:

- offer products and services adapted to the purchasing power of French people;
- work to satisfy customers across all business lines;
- guarantee sustainable value and quality of projects through certification;
- design spaces accessible to people with reduced mobility;
- develop comfortable projects tailored to customer's needs;
- choose the best locations, close to public transport and with sustainable mobility solutions.

To satisfy its customers, Altarea relies on a relationship based on quality and customisation. In each of its activities, structured systems for customer engagement and customer satisfaction monitoring have been put in place: live and online interactions, surveys and studies, *etc*. The surveys by the brands are also used to assess the effectiveness of their dialogue with their consumers. Details of the results of some surveys are presented in the "Performance" section of this ESRS report.

The Group's various brands engage with their consumers and end-users to discover their views. Depending on Altarea's activities and brands, dialogue processes vary to adapt to the type of customer concerned. By tailoring engagement structures in this way, the brands are able to conduct dialogue that is relevant, close to their customers and not intended to be standardised. However, the questions asked of customers as part of these dialogue processes include queries on the relevance of Altarea's products and services in terms of price, accessibility and comfort, as well as the quality of the customer relationship.

Dialogue in the service of customer relationships

Residential

On average, two to three years elapse between a new order and delivery of the home to a Residential customer. During this pathway, all of the Group's brands ensure the satisfaction of their customers by offering:

- personalised support based on a human relationship thanks to a dedicated internal contact for each customer for nearly ten years;
- information, guides and documentation at each stage of the pathway (practical information, buyers' guide, welcome booklet, *etc.*);
- regular communications on work progress (newsletters, real-time videos, *etc.*);
- Peak times to monitor the project and support the customer (choice of services, bulkheads and pre-delivery visits, shareholder's meetings, deliveries and inaugurations, *etc.*);
- responsive customer service managed by internal teams.

As a result, the Residential brands interact directly with individual buyers thanks to the work of many in-house people: sales advisors, customer relations managers, customer service managers, standards officers, fundraising managers and after-sales service managers. These employees in the different brands work to ensure customer satisfaction through each stage of the home-buying pathway.

Note that marketing partners such as the wealth management advisors and real estate advisors of the banking networks with which the Group works are also key to dialogue with customers of the Residential brands. These are the main business introducers for Histoire & Patrimoine, whose customers are mainly individual investors. As trusted intermediaries, these partners are among the primary sales channels and are often the first points of contact for consumers in the sales process for Altarea homes. In 2024, a significant effort was made to train all internal and external sales teams, including marketing partners, in CSR issues. More than 450 people were made aware of these issues so they can integrate them into the customer discourse and promote all the customer benefits related to the environmental performance of housing: control of expenses, sustainable value, *etc*.

Lastly, to maintain a high level of customer satisfaction, brands regularly conduct random surveys and mystery shopper campaigns in the region to monitor their Net Promoter Score (NPS) - an international indicator for customer satisfaction - brand recommendation rates and satisfaction rates. Since 2021, the NPS has been included in the calculation of Altarea's profit-sharing agreement.

CUSTOMER RELATIONSHIP AWARDS FOR COGEDIM

Cogedim's ambition to put customers at the heart of everything it does has made the brand a seven-time winner of the Customer Service of the Year award in the "Property Development" category. This award testifies to the brand's ongoing commitment to support its customers through their property buying projects and, in particular, first-time buyers by offering them solutions tailored to their needs, expectations and purchasing power.

In January 2024, Cogedim topped the Les Échos customer relations ranking awarded by HCG for the second consecutive year. This multi-sector ranking tests the customer services of the 200 leading companies in France across all their channels.

Retail

In its Retail business, Altarea interacts with two types of customers with distinct needs: retailers and visitors to retail assets.

The Group attaches great importance to its relationship with retailers. Altarea Commerce works alongside its retailers every day through its shopping centre teams, who are privileged contacts from the start of their customer experience. To keep retailers satisfied, Altarea launched the Tandem approach in 2022, mobilising all Altarea Commerce's business departments and defining five key values: cooperation, clarity, tailor-made, reliability and CSR. The approach streamlines processes, improves tools, spreads best practices and manages transformation and employee training. Tandem is now embedded in the corporate culture, with expert ambassadors in each team and a Strategy Committee that meets regularly. Altarea Commerce assesses its NPS with retailers and uses questionnaires after store openings. Around 200 retailers are involved in these surveys each year, which are designed to measure satisfaction at different stages of the customer journey. On environmental issues, since 2010, Altarea has been rolling out the green lease to promote the exchange of environmental information with its tenants. The green lease also provides for the creation of joint committees of owners, tenants and stakeholders at each site, with meetings called whenever necessary by the asset managers.

The success and attractiveness of retail assets is also measured by the footfall, which reflects the quality of their image and the brands present. Discussions with visitors are rarely direct, as they are mainly in contact with the employees of the retailers. Nevertheless, Altarea attaches great importance to measuring visitor satisfaction and strengthening the attractiveness of the assets, in particular through leisure activities and organised events.

To maintain and strengthen this appeal, Altarea strives to diversify its offering by combining shops, restaurants, leisure activities, culture and services. Activities, whether special offers, meetings with celebrities, solidarity actions or events for children, are essential to attract visitors and strengthen the role of the centres in the region. For example, the Aubergenville Family Village has hosted actions in partnership with associations, such as blood donor drives, second-hand clothes donations and food bank collections. In addition to events, Altarea interacts with visitors via the asset's social networks and websites.

Visitor satisfaction is assessed mainly through quantitative and qualitative studies. Since 2023, Altarea has carried out biennial customer satisfaction surveys at all its retail assets. This approach made it possible to measure the satisfaction index of twelve centres. Altarea also monitors comments on Google, presented in the "Performance" section of this ESRS report.

Other activities

For the Group's other activities (Business Property Development, real estate asset management, development of photovoltaic infrastructures), Altarea also focuses on service to consumers and end users. Each business line demands an understanding of customer expectations, which automatically means all Altarea teams interact regularly with their customers even without a structured framework and scheduled dialogue. One of the Group's objectives is to maintain this relationship based on quality and personalisation by generalising customer dialogue and satisfaction assessment systems.

Operational responsibility for customer service monitoring and follow-up

The sales and customer relations departments, reporting to the corresponding Altarea brand manager, ensure that dialogues happen and that their results support the Company's approach. In practice, in the different activities, the teams of customer managers in the dedicated services, reporting to the chief executive officer of the entity, are responsible for dialogue with consumers and end users.

Affordable products and services

Offering products and services for all is an integral part of Altarea's mission as a general interest partner of cities. French regulations, which set ambitious goals for accessibility, govern the actions implemented by the Group.

In France, regulations on accessibility for people with reduced mobility (PRM) are mainly governed by the Law on equal rights, opportunities, participation and citizenship to individuals with disabilities This law requires that all establishments open to the public must be accessible to people with all types of disabilities, allowing everyone to access, circulate and receive the information disseminated. To meet the objectives of this law, Altarea's retail assets have been designed or adapted to allow physical access to people with reduced mobility. Access to buildings and amenities was reviewed as were the available parking spaces, external walkways and internal circulation routes.

The law on the development of housing, development and digital technology (ELAN) aims to simplify construction and development procedures, promote social diversity, and improve the lived environment of residents. This regulation, specific to newbuild, has led Altarea to review plans for its housing to make them adjustable and accessible for people with reduced mobility.

Lastly, Cogedim is associated with Sourdline, the first call centre dedicated to the deaf and hard of hearing. The customer can thus interact with each of the contacts in the customer pathway through a French sign language interpreter via webcam, chat or face-to-face. The Retail activity also sometimes deploys the "silent hour" principle in some of these assets to limit noise and visual disturbances that may disturb people with an autistic disorder.

All aspects of customer relations performance are detailed in the "Performance" section of this ESRS report.

4.3.4.5 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (S4-3)

Altarea's double materiality analysis did not lead to the identification of any negative material impacts on consumers and end-users. If potential negative impacts were to manifest themselves, the Group undertakes to address the issue and resolve any material consequences that may arise.

In all its brands, Altarea has defined channels enabling its customers to express their concerns. The objective of the Group and all of its brands is to satisfy customers and systematically remedy any inconvenience they may encounter. The internal contact assigned to the customer monitors the processing of their request for as long as their grievance remains unresolved.

Each brand has its own management system for customer concerns. All of them provide at least contact forms, with email addresses easily accessible from their websites. The internal teams do not use service providers or automatic platforms for after-sales service management.

The quality of after-sales service is closely monitored:

- in Residential: around twenty dedicated employees do their utmost to intervene as quickly as possible. Also, other channels are available to customers: online customer areas at Cogedim and Woodeum, the telephone numbers of their customer relations manager, *etc.*;
- in the Retail activity, when a customer expresses dissatisfaction to the retail asset teams, Altarea undertakes to systematically contact them again to remedy the situation when it falls within its remit.

4.3.4.6 Actions and resources (S4-4)

As mentioned above, meeting the needs and meeting customer demand is a daily priority for Altarea and its brands.

The actions listed in the table correspond to the issues detailed in section "SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model", namely customer purchasing power and information, and the safety and well-being of the occupants and users of the Group's real estate products and services.

All of the actions presented in the table below have already been implemented by Altarea and will be continued in the future.

Challenges	Actions	Consumers and end-users affected	Scope of application	Activities	Expected outcomes
Propose offers adapted to the purchasing power of French people					
Purchasing power of customers	**Develop an affordable offer to unlock home ownership: Access**	■ Home buyers	Own operations	Residential	Facilitate the acquisition of housing for first-time buyers
	Develop social housing	■ Investor buyers ■ Residential tenants	Own operations	Residential	Housing lower-income populations
	Develop diversified commercial spaces, adapted to the different brands and the needs of visitors	■ Retail brands ■ Centre visitors	Own operations	Retail	Enable multiple ranges of brands to move into Altarea's shopping centres
	Continuous monitoring of the Group's asset managers to propose rents adapted to market prices	■ Retail brands	Own operations	Retail	Rent retail spaces at rents adapted to meet the needs of the different ranges of brands
Work to ensure customer satisfaction in all business lines					
Information, safety and well-being of occupants and users	**Maintain ongoing dialogue with customers**	All consumers and end-users	Own operations	Group	Maintain dialogue processes with customers to monitor and meet their expectations
	Generalise assessment of customer satisfaction	All consumers and end-users	Own operations	Group	Measure customer satisfaction to meet their demands and improve the Group's products and services
	Make customer service accessible to all	Home buyers	Own operations	Cogedim	Guarantee customer service for the deaf and hard of hearing
Ensure sustainable value and quality of operations through certification					
Information, safety and well-being of occupants and users	**Certify and/or label all Group operations with the best market standards**	All consumers and end-users	Own operations	Group	Ensure the sustainability and long-term value of operations in the interest of clients
Design spaces accessible to people with reduced mobility					
Information, safety and well-being of occupants and users	**Develop accessible buildings for people with reduced mobility**	■ Retail brands ■ Centre visitors ■ Businesses using office space ■ Home buyers ■ Residential tenants	Own operations	Group	Promoting the inclusion of all in the city

Challenges	Actions	Consumers and end-users affected	Scope of application	Activities	Expected outcomes
Develop comfortable operations adapted to customer needs					
Information, safety and well-being of occupants and users	**Develop modular projects**	■ Home buyers ■ Investor buyers ■ Businesses using office space	Own operations	Property Development	Extend the useful life of projects
	Integrate access to an individual or collective outdoor space for occupants of housing	■ Home buyers ■ Investor buyers ■ Residential tenants	Own operations	Residential	Improve the quality of life and promote social ties for occupants
	Integrate shared spaces into projects				
	Integrate islands of coolness into projects	■ Home buyers ■ Investor buyers ■ Residential tenants ■ Businesses using office space	Own operations	Property Development	Reduce temperatures during hot periods and improve the comfort of users of the Group's operations
Choose the best locations near public transport					
Information, safety and well-being of occupants and users	**Develop projects near public transport**	All consumers and end-users	Own operations	Group	Improve project accessibility and reduce user greenhouse gas emissions
	Install bicycle storage in projects	■ Home buyers ■ Investor buyers ■ Residential tenants ■ Businesses using office space	Own operations	Property Development	Facilitate the use of bicycles as a means of transport for customers
	Deploy charging points for electric vehicles in shopping centres	■ Centre visitors	Own operations	Retail	Allow visitors to use an electric vehicle travel to the assets
	Partnership with Electra for the rapid charging of electric vehicles		Downstream value chain		

The action plans described above may require OpEx and/or CapEx.

However, most of these expenditures are not material and are therefore not detailed here. For example, the certification of operations imposes a cost and adjustments in the design of the project which are included in the balance sheet of the operations and not quantified separately.

In terms of housing design, the actions relating to accessibility, comfort and well-being listed above are part of the offer of the various brands and are not considered as an additional expense. Locations that are well connected to transport networks are generally the highest-priced sites, but this expense is also intrinsic to the Altarea model and does not constitute an additional expense.

Lastly, the development of an affordable offer to unlock home ownership: Access is a major initiative for the Group in 2024. This new approach offers housing that is still high-quality and environmentally efficient but more affordable, in line with the purchasing power of French people. It is based on a change in product design and a highly innovative and attractive financing offer. The design of buildings and apartments is being reviewed to make their price more affordable:

- reduction in cost per square meter: general design of the building optimised, squeeze on unnecessary costs, strict limits on running costs and development margin;
- reduction in the unit price of housing: reviews of plans to cut out unnecessary square meters, in collaboration with an ergonomist to improve the comfort and liveability of the apartments (optimisation of circulation, furniture and outdoor spaces).

The scope of Altarea's key actions covers the activities where they can be deployed. However, their precise deployment, project by project or asset by asset, is not systematically monitored.

In addition, the actions undertaken by the Group are either ongoing actions or their time horizons are not clearly defined.

Lastly, the progress of the Group's actions is assessed by Altarea's progress on its metrics and the associated targets from year to year. As 2024 is the first year in which a sustainability report has been produced for the Group, many actions do not have precise information on their progress.

The Group has given itself three years to report its actions in accordance with the aforementioned disclosure requirements.

To better adapt its offers, reduce its risks and meet the need for housing adapted to the sociology and purchasing power of French people, Altarea continues to closely monitor the expectations of its consumers and end-users and changes to the real estate market. The adaptation of the Residential offering with Access is the result of this internal work to meet the needs of customers. The development of comfortable, certified buildings connected to public transport networks further mitigates risk. All of the actions undertaken by the Group make it possible to maintain the quality and attractiveness of the offer and to ensure the continuity of Altarea's business. The Residential brand teams closely monitor sales to ensure that the measures put in place to adapt the offer are bearing fruit and meeting the purchasing power of consumers.

To avoid contributing to material negative impacts on its consumers and end-users, the Group positions itself as a general interest partner of cities and those who live there by placing its customers at the heart of its actions.

All Altarea employees and corporate officers must comply with the principles established in the Ethics Charter and IT Charter, appended to the internal rules of procedure. Any breach of these provisions may thus constitute an offence subject to disciplinary sanction. These charters cover all aspects of the relationship between Altarea and its stakeholders, including consumers and end-users, in particular:

- respect for confidentiality and the duty of discretion;
- rules a publicly listed company must respect concerning the use of inside information;
- duty of loyalty and conflicts of interest;
- respect for the law and applicable regulations;
- respect for the environment and Corporate Social Responsibility policy;
- respect for the principle of integrity and zero tolerance for unethical practices.

The Group's Risk Department ensures compliance with and dissemination of the ethical practices of Altarea and its brands on a daily basis.

4.3.4.7 Targets (S4-5)

Given the new regulatory framework of the CSRD, 2025 will be the reference year for all targets below.

However, Altarea has been committed for many years to a sustainable approach, certain historical elements of which are presented in the "Performance" section.

Target in line with objectives	Consumers and end-users affected	Scope of application	Target	Period
Work to ensure customer satisfaction in all business lines				
Measure customer satisfaction across all Group brands	■ All consumers and end-users	Group	100% of the Group's brands have a tool to measure customer satisfaction	Ongoing objective
Ensure sustainable value and quality of operations through certification				
Extensively certify the Group's operations	■ Home buyers ■ Investor buyers ■ Residential tenants	Residential	100% of Residential projects NF Habitat and/or BBCA certified	Ongoing objective
	■ Businesses using office space	Business property	100% of office projects certified at least HQE™ "Very Good" and/or BREEAM® "Very Good"	Ongoing objective
	■ Retail brands ■ Centre visitors	Retail	100% of shopping centres are at least BREEAM® In-Use Very Good certified(a)	Ongoing objective
Choose the best locations near public transport and with sustainable mobility solutions				
Develop projects less than 500 meters from public transport	■ Home buyers ■ Investor buyers ■ Residential tenants ■ Businesses using office space	Property Development	More than 95% of Residential and Business Property projects located less than 500 meters from public transport	Ongoing objective

(a) Excluding stations and assets whose operation is not managed by the Group.

The definition of targets is based on internal analysis, not scientific analysis. The Group did not specifically call on external stakeholders to set its targets. Nevertheless, for several years, it has relied on feedback from rating agencies, which reflects the expectations of its stakeholders.

There were no changes in the targets and corresponding metrics or in the underlying measurement methods, key assumptions, limits, sources and data collection process within the defined time horizon.

These business-related targets are validated by the members of Altarea's Executive Committee to anchor the customer at the heart of the Group's action and its brands.

It should be noted that the issue of consumer purchasing power is not subject to a quantitative target at the date of publication of this document due to the recent launch of the Access offer. Also, the issue of accessibility for people with reduced mobility is not subject to a quantitative target because it is systematic and governed by French regulations. Lastly, the issue of comfort and well-being in the Group's operations is not accompanied by quantitative targets because the specifications for certifications and labels put in place by Altarea partly cover these matters. Thanks to its ambitious certification approach, the brands participate in the development of reference standards in terms of comfort and quality of operations. However, the Group does not rule out the possibility of creating targets related to this issue of comfort and well-being in the next three years.

4.3.4.8 Performance

Offer products and services adapted to the purchasing power of French people

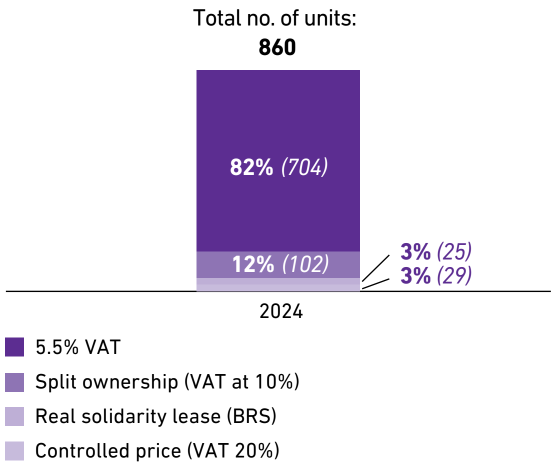
In 2024, the Group conducted an in-depth study to measure its social usefulness, its positive impact in France, with a particular focus on its actions in terms of purchasing power. Part of this study consisted in quantifying the number of people housed by Altarea: it is estimated that, since 2019, Altarea has housed more than 120,000 people, which is equivalent to the population of the city of Metz.

In addition, the Group also monitors schemes that direct housing toward various specific populations. Some key figures on this subject:

- in 2024, 1,377 homes were put up for sale to first-time buyers thanks to Altarea's new Access offer;
- similarly, it is estimated that in 2024, more than 1,800 people had access to a new Group home at a reduced cost, thanks to one of the following schemes: controlled price, real solidarity lease (BRS), split ownership and 5.5% VAT. These various government schemes promote home ownership:
  - the controlled price scheme is a solution developed by municipalities and developers to offer new housing at prices below the market rate,
  - the BRS aims to separate ownership of the land from the buildings, allowing households to buy their main residence at a discount of 20-40%,
  - split ownership divides full ownership into bare ownership and usufruct. This facilitates real estate investment,
  - VAT at 5.5% is another system set up for the purchase of a main residence in areas undergoing urban renovation known as ANRU (for Agence Nationale de Rénovation Urbaine), by discounting the VAT rate, usually charged at 20%.

The chart below shows the breakdown of units offered for sale at reduced cost by Altarea under the various schemes.

BREAKDOWN OF HOUSING SOLD AT CONTROLLED PRICES OR WITH REDUCED VAT IN 2024
(IN PERCENTAGE AND NUMBER OF UNITS)



- Regarding social and intermediate housing: it is estimated that, in 2024, more than 8,400 people had access to it, thanks to the collaboration between Altarea and social landlords. These social rental (SRH) and intermediate rental (IRH) homes are also mainly located in municipalities which fall short of their legal obligations to provide social housing. More information on the SRH and IRH packages sold in municipalities with a social housing shortage can be found in Section "ESRS S3 Affected communities", in 4.3.3.

Altarea's determination to promote housing for all is not new. The use of reduced VAT and the sale of housing to social landlords already accounted for 52% of new orders in 2023.

Assumptions, methods and uncertainties

The data above are mainly taken from this work carried out with an external consultancy, and are based on internal, external and public data (INSEE, FPI, Data.gouv, *etc.*) used in the modelling of the Group's impacts.

The impact data for the Group's Residential business line is calculated based on information on the units (type, financing, surface area, location, *etc.*) sold in 2024 and provided by Altarea's Finance Department for the Cogedim, Woodeum (including the former Woodeum x Pitch projects) and Histoire & Patrimoine brands. These figures are put into perspective with the INSEE database, which makes it possible to estimate the average number of occupants per home, *i.e.* between 1.9 (low estimate) and 2.2 people (high estimate).

The above metrics have not been verified by an external body.

Work to ensure customer satisfaction in all business lines

As indicated previously in this ESRS report, in 2024, Altarea's ambition remains to extend the measurement of customer satisfaction to all these brands using various metrics (mainly Net Promoter Score (NPS) and customer surveys). The NPS ratings of the Group's brands are retained by Altarea, which does not wish to make them public.

All of the various dialogue and customer satisfaction assessment processes are detailed in sections S4-2 and S4-3. The results of Altarea's customer satisfaction assessments, excluding NPS, are described below.

Residential

Cogedim monitors customer satisfaction using the Avis Vérifiés platform, which guarantees that the reviews submitted have been filled in by the brand's customers. With nearly 700 reviews filed in 2024, Cogedim's average rating is 4.7/5 on this platform.

Meanwhile, in November 2024, Cogedim received the Customer Service of the Year award in the "Real Estate Development" category for the seventh time and came second in all categories. This award is based on an in-depth evaluation, carried out through mystery shopper tests, including calls, emails, online information searches and interactions on social networks via chat.

The Woodeum and Histoire & Patrimoine brands use the Immodvisor platform. In 2024, the average satisfaction rating of the two brands was 4.4/5 and the average recommendation rate was 90%.

Retail

For visitors to its shopping centres, the Group closely monitors the ratings and opinions posted on Google. In 2024, the average rating of Altarea Commerce assets was 4.37/5 with nearly 9,200 reviews.

In addition, the team in charge of customer relations with retail asset visitors distributes satisfaction surveys. The average customer satisfaction score of asset visitors reached 4.4/5 in 2024.

Assumptions, methods and uncertainties

Information on customer satisfaction comes from the customer divisions of Altarea's brands. The information presented above is not exhaustive due to the large number of surveys conducted among many customers of different types. These ratings change daily. The figures above are the results available as of 16 January 2025.

Satisfaction scores for Woodeum and Histoire & Patrimoine are assigned at brand level on the Immodvisor platform. The average satisfaction ratings presented above are weighted according to the number of reviews received.

For the Retail activity, the average Google rating is based on Google reviews of 50% of the retail assets in the scope. The average visitor satisfaction score from the surveys covers 38% of the retail assets.

Not all of the above metrics have been verified by an external body.

Ensure sustainable value and quality of operations through certification

Altarea makes a strong link between the certification and labelling of its operations and the quality and value of the operations for its consumers and end users.

Certifications and labels are voluntary measures taken by the Group to guarantee the quality of its operations, through the application of specifications on various issues (thermal and acoustic insulation, energy saving, safety, *etc.*).

Labels and certifications are thus chosen depending on:

- the relevance of the applicable standards and assessment method;
- stakeholder expectations for each type of project;
- the determination to offer, for certain projects, ambitious and innovative certifications and labels on subjects that go beyond environmental performance (Ozmoz, BiodiverCity®, WiredScore, *etc.*).

Residential

The Group aims to certify:

- 100% of its Cogedim projects with NF Habitat [1];
- 100% of its Woodeum transactions with BBCA.

NF Habitat certification is a quality benchmark, which governs a certain number of design criteria - size of glazed spaces, water-saving equipment, *etc.* - and translates into tangible benefits: a healthy, safe interior, controlled expenses, respect for the environment. NF Habitat HQE certification is a further step forward in environmental issues. The Bâtiment Bas Carbone (BBCA) label attests to the exemplary carbon footprint of a new or renovated building.

The table below shows the proportion of Residential projects under construction in 2024 that are certified:

	Percentage of projects certified NF Habitat and/or BBCA	Percentage of Residential projects certified NF Habitat	of which NF Habitat HQE certified projects	of which projects applying for the BBCA label
Cogedim	89%	89%	41%	0%
Woodeum, including former Woodeum x Pitch projects	79%	72%	38%	20%
TOTAL	**87%**	**86%**	**41%**	**5%**

In 2024, a large proportion of the Group's operations will be certified.

The gap between the target of having 100% of projects certified and the above results is explained by specific cases (refurbishments, development of student or senior residences, co-development, permit buybacks, *etc.*). In addition, 100% of Woodeum projects were in the course of applying for the BBCA label. The figure presented in the table above aggregates Woodeum projects and projects created under the Pitch Immo brand, which were intended to be NF Habitat (and not BBCA) certified.

In addition, as regards environmental or energy performance, the Group goes even further on certain projects, with 41% of new housing projects (48% by surface area) concerned by energy outperformance labels such as the Label'Énergie.

Other projects target programmes adapted to their region or the expectations of their customers: around 10% of projects target specific labels (regional, biodiversity-related or biosourced buildings).

(1) Excluding co-development, refurbishments and managed residences.

Business property

The Group has ambitious certification targets in Business Property

- Double high-level HQE™ and BREEAM® certification (HQE™ "Very Good" and BREEAM® Very Good) for all Altarea Entreprise projects;
- HQE™ or BREEAM® certification (the most appropriate for the market) in the other brands.

In 2024, 94% of Business Property projects were HQE™ and/or BREEAM® certified [1], with 88% rated at least "Very Good".

Meanwhile, in the Group's Logistics activity, 98% (by surface area) of projects were certified BREEAM® "Excellent" in 2024.

In addition to these general certifications, Business Property projects aim for labels adapted to the expectations of their customers, in particular:

- 29% of projects (34% by surface area) are aiming for an energy outperformance label;
- 29% of projects (46% by surface area) are aiming for the Osmoz label on quality of life at work;
- 29% of projects (49% by surface area) are applying for the WiredScore label, which covers internet connectivity;
- 12% of projects (20% by surface area) are applying for a biodiversity label (BiodiverCity®/Effinature).

Other labels (BBCA, Ready2Services, etc.) are also applied for on a case-by-case basis.

Other Property Development business lines

As with its historical business lines, the Group is aiming for certifications in its new businesses. Thus:

- the data centers are targeting international standards ISO 14001, ISO 5001 and 27001 as well as HDS (health data hosting) certification, which guarantee good management of the environment, energy, IT systems security and data protection in the development of the programmes;
- Altarea Énergies Renouvelables facilities are Certisolis certified, the only quality certifier for photovoltaic panels in France.

Retail

Since 2012, Altarea has embarked upon a process of gradual environmental certification for its shopping centres, opting for BREEAM® In-Use certification.

These standards assess the environmental performance of a building in two parts:

- part I "Asset Performance" covers eight themes: Health & Well-being, Energy, Transport, Water, Resources, Resilience, Land Use & Biodiversity and Pollution. It focuses on the intrinsic performance of the building (construction, facilities, fittings and services installed);
- part II "Management Performance" covers seven of the topics from Part I with the exception of Transport, plus the "Management" theme. It assesses the quality of the management of the asset.

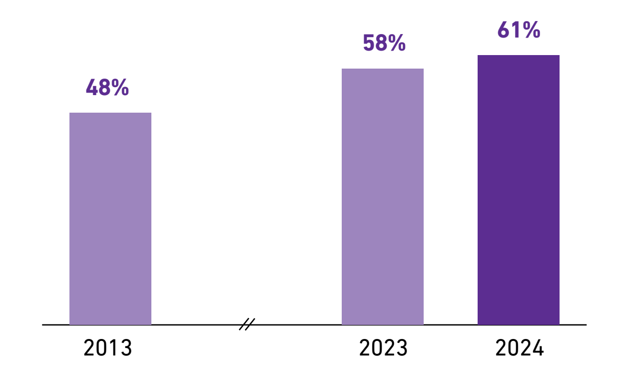
The Group's objective is to improve the BREEAM® In-Use scores obtained during certificate renewals each year. A score of "Very Good" is targeted for score reassessments.

As stations are complex assets, of which Altarea only manages a part, certification is generally not possible. A test was carried out on the Paris-Est station, which was BREEAM® In-Use certified, but the Group has chosen to no longer certify this type of asset, which is mainly managed by the station operators.

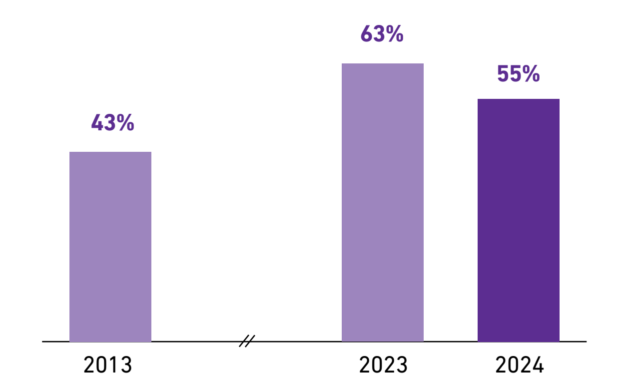
			BREEAM® In-Use certification			
			Part 1 – Asset		Part 2 – Management	
City	Centre	Construction certification	Level	Score	Level	Score
Aubergenville	Aubergenville Family Village	-	Very Good	62%	Very Good	57%
Brest Guipavas	Les Portes de Brest Guipavas	-	Very Good	65%	Very Good	63%
Geispolsheim	La Vigie	-	Very Good	64%	Very Good	56%
Gennevilliers	Espaces Chanteraines	-	Very Good	57%	Very Good	63%
Limoges	Limoges Family Village	-	Very Good	64%	Very Good	61%
Lille	Grand'Place	-	Good	53%	Good	48%
Nîmes	Costières Sud	HQE™ Very Good	Excellent	73%	Excellent	72%
Paris	Bercy Village	-	Very Good	59%	Good	52%
Paris	Paris-Montparnasse station	-	Good	48%	Pass	28%
Ruaudin	Les Hunaudières Family Village	-	Very Good	67%	Very Good	61%
Saint-Laurent-du-Var	CAP3000	BREEAM® Excellent & BiodiverCity®	Very Good	58%	Very Good	56%
Sant Cugat	Sant Cugat Shopping Centre	-	Very Good	56%	Good	47%
Thiais	Thiais Village	-	Very Good	60%	Good	53%
Toulouse	Espace Gramont	-	Very Good	57%	Good	47%
Valette-du-Var (La)	L'Avenue 83	HQE™ Very Good & BREEAM® Excellent	Excellent	73%	Very Good	61%
Villeneuve-la-Garenne	Qwartz	HQE™ Excellent & BREEAM® Very Good	Very Good	62%	Very Good	57%
Villeparisis	Parc de l'Ambrésis	-	Good	52%	Very Good	61%
Aubergenville	Marques Avenue	This asset, which is not operationally managed by the Group, is not included in the Group's certification bid..				
Milan	Milano-Porta Garibaldi station	Stations are not included in the Group's certification bid.				
Naples	Napoli Afragola					
Padoue	Padova Centrale					
Paris	Paris-Est station					
Rome	Roma Ostiense					
Turin	Torino Porta Susa					

(1) *Excluding Logistics.*

CHANGE IN AVERAGE BREEAM® IN-USE SCORE "MANAGEMENT" PART



CHANGE IN AVERAGE BREEAM® IN-USE SCORE "ASSET" PART



In 2024, 100% of Retail assets covered by the BREEAM® In-Use certification target were certified.

In addition, some Retail projects are targeting other labels such as CAP3000 (Saint-Laurent-du-Var), which obtained the BiodiverCity® label.

Assumptions, methods and uncertainties

The percentages of Property Development certifications are calculated by consolidating the individual figures reported by each brand. This reporting covers all projects under construction in 2024, based on feedback available at the date of preparation of this report.

Note too that in the Residential and Business Property results presented above, projects are considered certified as soon as a portion of the surface area of the real estate projects is certified.

Residential data covers 86% of the number of projects under way in 2024.

For Retail certifications, an annual update is carried out based on the data provided by the team in charge of shopping centre operations. Only data for centres that were the subject of a BREEAM® In-Use renewal in 2024 are updated. The calculation of the scores is generated from the averages of the updated scores. The scores reported for 2013 and 2023 were not recalculated despite changes in the scope.

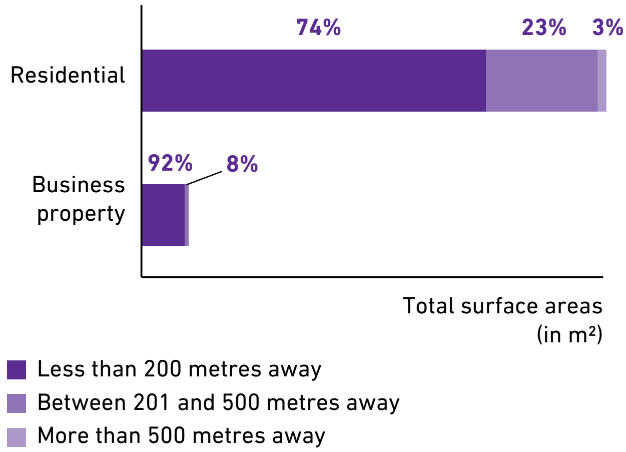
Not all the above metrics have been verified by an external body.

Choose the best locations near public transport and with sustainable mobility solutions

Property Development

The Group's development strategy leads it to select sites that are well connected to public transport networks.

Since 2014, the Group has set itself the goal of always developing its new projects less than 500 metres from a public transport network. The charts below show the proximity to transport for Residential and Business property.



These results have been stable since 2014, with more than 95% of Residential projects and 100% of Business Property projects within 500 meters of public transport.

Lastly, in its Property Development projects, Altarea offers additional sustainable mobility solutions. For instance, Cogedim undertakes to design and equip the bicycle sheds of its projects to high quality standards, with a location adapted for ease of use, secure closing systems, a tyre-pumping and repair station and a water point where these facilities are stated in the contract.

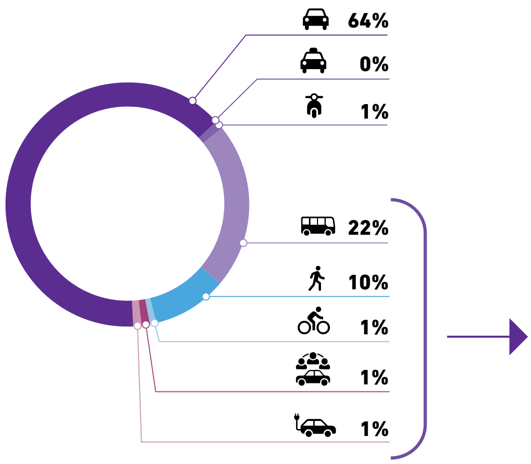
Retail

In Retail, Altarea has been calculating several metrics since 2012:

- the breakdown of how visitors come to its centres; and
- three metrics relating to public transport:
  - proximity to public transport: percentage of sites with at least one route less than 200 metres away;
  - availability of public transport: several public transport routes accessible less than 500 metres away on average per site; and
  - frequency of public transport: percentage of sites with at least one route less than 500 metres away with services running at least every 20 minutes.

CONNECTIVITY AND VISITORS MODE OF TRANSPORT TO THE SHOPPING CENTRES

VISITORS MODE OF TRANSPORT



35% of customers
travel to Group shopping centres using environmentally friendly transport

CONVENIENCE
73%
of sites have a public transport line less than 200 meters away

NUMBER
4.1
public transport routes less than 500 meters away on average per site

FREQUENCY
80%
of sites have at least one public transport route less than 500 metres away with services running at least every 20 minutes

The Group's retail assets are well connected to public transport networks. Their proximity and the frequency of nearby lines make this an attractive option. However, Altarea is aware that a large number of its customers still travel by car.

As a result, the Group encourages alternative modes of transport (carpooling, pedestrian and cycling infrastructure, charging stations for electric vehicles, *etc.*) and installs dedicated parking spaces for hybrid and electric vehicles.

With this in mind, Altarea Commerce has partnered with Electra, a European specialist in the rapid charging of electric vehicles, to deploy charging stations in the car parks of its retail assets. This joint venture inaugurated its first 8-point charging station at the Aubergenville Family Village in 2023. Since then, eight other retail assets have rolled out charging infrastructures for electric vehicles. In 2024, 64 charging points were deployed, with a total power capacity of 1,393,718 kWh (across the nine centres). These ultra-fast charging stations save more than 1,115 tCO_2e in total.

Assumptions, methods and uncertainties

The proximity of Development projects to public transport is calculated for the Residential and Business Property brands, including Altarea Entreprise and Cogedim. Altarea Logistique and data center activities are not included in the calculation scope, due to the nature of their activities, which do not aim to be close to public transport. The results are calculated by cross-referencing the surface areas of the operations and their proximity to public transport, transmitted by a partner specialising in geolocation. For the few projects for which the surface area is not available, the average surface area per project by brand is allocated by default.

In the Retail activity, 10 centres were surveyed in 2024 to determine information on the modes of arrival of visitors, which represents 73% of the total surface area of the reporting scope. The breakdown of modes of transport was based on the results of these surveys weighted by the number of visitors per centre.

In addition, calculations of proximity, number of lines and frequency are carried out at 15 retail assets, representing 87% of the total surface area of Altarea Commerce's own operations.

Finally, the above metrics have not been verified by an external body.

4.3.5 Appendix: social policy

4.3.5.1 Scope

The policy applies to the entire Altarea Group (all business lines and sites - France, Italy, Spain), according to the scope defined in the scope note applicable to the drafting of the sustainability report.

The value chain is also integrated into the analysis of impacts, risks and opportunities (IRO), particularly in terms of carbon footprint. This includes:

- the upstream value chain, in particular the production of construction materials and building sites;
- the downstream value chain: operation and occupancy of real estate assets sold or operated by the Group.

The policy covers all of the Group's impacts, risks and opportunities as identified in the double materiality analysis, related to:

- workers in the value chain;
- affected communities;
- consumers and end-users.

4.3.5.2 Impacts, risks and opportunities addressed by the social policy

This policy aims to address important sustainability issues related to social issues.

In particular, it seeks to prevent, mitigate and remedy the impacts identified and to enable the Group to manage risks and seize opportunities.

The table below presents the material IROs of "ESRS S2 Workers in the value chain", "ESRS S3 Affected communities" and "ESRS S4 Consumers and end-users" to which this policy relates.

ESRS		Challenges	Impacts	Risks and opportunities
S2	**Workers in the value chain**	**Social guarantees in the value chain**	■ Non-compliance with ILO conventions on the value chain (forced, undeclared, illegal labour, *etc.*) and degraded working conditions (job security, living wages, type of contract, *etc.*) ■ Exposure of workers in the value chain to risks that could affect their physical and mental health (in particular health and safety on building sites and in retail assets)	
S3	**Affected communities**	**Urban transformation**	■ Proposal of an offer adapted to the needs of local communities in terms of urban development	■ Premature obsolescence of buildings impacting on their asset value ■ Inappropriate location of projects
		Economic benefits	■ Contribution to the social and economic development of the region (job creation, professional integration, partnership and sponsorship)	
		Social and generational diversity	■ Proposal of a range of real estate products and services that meet society's needs for social and intergenerational diversity (social housing, student residences, senior residences, *etc.*)	
		Impact on local communities		■ Difficulty of access to land or slowdown in projects resulting from increasing demands from local communities (administrative disputes/appeals creating delays)
S4	**Consumers and end-users**	**Purchasing power of customers**	■ Proposal of a range of real estate products and services adapted to the purchasing power of consumers	■ Difficulties in selling housing production (reduced access to financing)
		Information, safety and well-being of occupants and users	■ Development of comfortable buildings connected to public transport (summer comfort, outdoor spaces, *etc.*) ■ Accessibility of premises for people with disabilities	

4.3.5.3 Principles

The city is facing regional, environmental and social transition. These raise a host of challenges, including creating social cohesion and meeting the needs of different groups of workers in the value chain, the affected communities and customers. The Group is convinced that the city is the solution: it is possible to develop high-quality urban projects with a positive impact on the communities located near operations and assets. Altarea has a responsibility for the future of the regions and is committed to the common good and social utility.

The Group's main principles for addressing its social challenges are as follows:

- be exemplary in the conduct of business lines (respect for human rights, *etc.*);
- develop desirable urban projects with a positive impact, creating value in the regions and social cohesion (social diversity, mix of housing and tertiary activities, *etc.*);
- develop a city that meets current social expectations, particularly in terms of purchasing power, inclusion and environmental transition;
- Help to conserve and renovate France's outstanding real estate heritage and traditional craftsmanship;
- strengthen the Group's support for social initiatives (associations, support for culture, *etc.*);
- listen and deliver customer satisfaction

4.3.5.4 Link with stakeholders

The policy was drawn up taking into account the expectations of the Group's main stakeholders, as identified in "ESRS 2 General disclosures". In particular, it takes into account the social challenges and the social usefulness of Altarea's activities. Investor demands (as communicated via rating agencies in particular) were taken into account in establishing this policy.

Definition of workers in the value chain

Workers in the value chain are defined as any individual performing work in the value chain of the undertaking, regardless of the existence or nature of any contractual relationship with the undertaking. These are workers who are not on the company's own workforce ("ESRS S1 Own workforce"). It therefore excludes workers with a direct employment contract with the company, as well as those working for the company through self-employment contracts and/or contracts with temporary employment agencies, who are considered as non-salaried employees of the company.

For Altarea, the main groups identified as workers in the value chain are:

- workers on building sites in the Group's development projects;
- staff working in the Group's retail assets (security, cleaning, reception, waste sorting, *etc.*).

Definition of affected communities

Affected communities are defined by the CSRD as a group living or working in the same area that has been or may be affected by a reporting company's operations or through its value chain.

For Altarea, the affected communities identified are:

- users of the urban spaces designed by Altarea (mixed-use neighbourhoods, urban regeneration, *etc.*);
- residents of neighbourhoods transformed by Altarea and benefiting from new infrastructures;
- the different generations of the population (seniors, young people, *etc.*);
- people benefiting from hosted, induced and indirect jobs resulting from Altarea's activities;
- associations and their beneficiaries supported by the Group's philanthropic initiatives;
- residents living near the Group's own operations.

Definition of consumers and end-users

According to the CSRD, a consumer is a person who acquires, consumes or uses goods and services for personal use, either for themselves or for others, and not for resale or commercial purposes.

End-users are people who ultimately use or are intended to ultimately use a particular product or service.

For Altarea, the consumers and end-users identified are:

- home buyers and individual and institutional investors;
- occupants of housing (tenants, residents);
- visitors to shopping centres;
- employees using workspaces designed by the Group;
- retail brands;
- companies using offices, logistics platforms and data centers;
- local communities.

4.3.5.5 Altarea's societal objectives

The general objectives are presented in the table below, by theme.

They are specified and broken down into targets for each ESRS.

ESRS		Issues	Group targets
S2	**Workers in the value chain**	**Social guarantees in the value chain**	Guarantee the safety and labour rights of workers in its value chain
S3	**Affected communities**	**Urban transformation**	Participate in the development of desirable and sustainable living spaces
		Economic benefits	Contribute to local economic development
		Social and generational diversity	Create places of discussion and solidarity
		Impact on local communities	Dialogue with communities to maintain the Group's license to operate
S4	**Consumers and end-users**	**Purchasing power of customers**	Offer real estate products and services adapted to consumer's purchasing power
		Information, safety and well-being of occupants and users	Measure customer satisfaction across all Group brands
			Extensively certify the Group's operations
			Develop projects less than 500 meters from public transport

4.3.5.6 Specific points of the policy (relating to ESRS)

S2 Workers in the value chain

The policy aims to avoid all human trafficking, forced or compulsory labour, or child labour in Altarea's value chain. All of these commitments are reflected in the Group's Responsible Purchasing Charter. This Charter, freely available on the Altarea website, covers social requirements, health and safety, the fight against corruption, respect for personal data and consideration of environmental issues and is gradually being applied to all of the Group's purchases (annexed to contracts with Altarea's suppliers/service providers).

The Group is committed to putting in place processes and mechanisms to monitor compliance with the United Nations Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work (contractual clauses, supplier questionnaires, on-site audits, dialogue with companies, *etc.*).

In addition, as part of the normal conduct of its business, Altarea regularly engages with the actors in its value chain, which contributes to compliance with the Group's strategic commitments in terms of human rights.

Finally, if Altarea identifies a material negative impact on human rights in its value chain, the Group undertakes to analyse it and implement a corrective action plan.

S3 Affected communities

As a developer of solutions for all urban stakeholders, Altarea places great importance on regional development and dialogue with the various communities affected by its activity and that of its value chain.

The various IROs identified during the double materiality analysis cover themes on which Altarea's activity has a strong influence. Through its Property Development and asset management activities, the Group contributes to employment in the regions in which it operates. This regional commitment is further strengthened by the partnership and sponsorship policy, which promotes social initiatives and charitable associations. As an urban developer, Altarea designs desirable urban projects with a positive impact that contribute to the urban transformation of regions. In addition, the Group's projects incorporate strong social dimensions that promote social and generational diversity. The Group pays particular attention to maintaining engagement with the various communities affected by its activity to maintain its license to operate and its access to land.

The process for engagement with affected communities has not been standardised for all brands to date. However, to maintain a lasting relationship with the various local communities and promote the smooth running of business, the Group's development and asset management teams conduct regular discussions with local residents and their trusted intermediaries (associations, town halls, *etc.*).

Finally, if Altarea identifies a negative impact, particularly on human rights in the affected communities, the Group undertakes to analyse it and, if it is responsible, to implement a corrective action plan.

Following the double materiality analysis, indigenous peoples were not identified as material for the Group's activities, largely because of the geographical scope in which it operates.

S4 Consumers and end-users

Altarea's social policy relates to its material impacts and its risk on its consumers and end-users, which are mainly related to purchasing power and the information, safety and well-being of its customers (see table of IROs above). It should be noted that the Group operates mainly in France where accessibility issues for people with reduced mobility are covered by regulations (law on equal rights and opportunities and ELAN law).

As part of the normal conduct of its business, Altarea communicates regularly with its consumers and end-users. This dialogue contributes to the respect of the Group's strategic commitments in terms of human rights, such as the right to property.

Also, Altarea is committed to changing its offers so that they continue to meet customer needs and expectations. In each of its activities, dialogue and satisfaction assessment mechanisms have been formalised: surveys and studies, live or online interactions, *etc*. This commitment serves the interests of the Group's customers but also aims to better understand the needs and expectations of customers to develop an appropriate offer, particularly in terms of housing, Altarea's only risk vis-à-vis its consumers and end-users.

Finally, if Altarea identifies a negative impact on human rights toward its consumers or end-users, the Group undertakes to analyse it and, if it is responsible, to implement a corrective action plan.

Customer satisfaction is Altarea's priority objective.

4.3.5.7 Resources implemented and actions

Roles and responsibilities

The Executive Management approves the policy. It relies on a member of the Executive Committee, the Head of Strategic Marketing, CSR and Innovation, to disseminate it and ensure its proper implementation.

The CSR Department is responsible for coordinating the deployment of the approach across the Group's various brands.

With regard to operational deployment, given the multiplicity of issues addressed by Altarea's social policy, many teams are responsible for its operational deployment within each brand, notably the various technical teams (Technical and Construction Departments in Property Development, Operating and Asset Management Departments in the REIT, Communications and Marketing Department, Customer Services Department, Department of Development, Public and Territorial Strategies).

Financial resources are thus allocated to each brand, or even each project/asset.

The Finance Department is also involved in these processes with a view to allocating financial resources for implementation of the policy.

Monitoring and follow-up of objectives

The objectives above are managed at Group level by the CSR team.

To monitor their progress, the CSR team prepares an annual report on each target resulting from the objectives.

Each year at the end of the first quarter, a summary of the results is prepared and presented to the Group's management and supervisory bodies.

Standards and initiatives related to the policy

Strategic commitments in terms of human rights are integrated into the Group's business conduct. The policy was established in line with the following initiatives and regulations:

Regulations	Voluntary initiatives
French labour law	UN Guiding Principles on Business and Human Rights United Nations Sustainable Development Goals ILO Declaration on Fundamental Principles and Rights at Work OECD Guidelines for Multinational Enterprises

Dissemination and availability of the policy

Altarea's social policy is distributed to employees by email when it is implemented and is also communicated to all new hires. It is included in the Group's presentation materials (slideshows, impact reports). In addition, the policy is available on the Group's intranet. Lastly, this policy is included in Altarea's annual publications and is therefore accessible to the various stakeholders.

Policy update

The policy is updated when there are major changes:

- CSR regulations or issues and associated impacts, risks and opportunities that change significantly;
- major acquisitions or significant change in Altarea's business model or strategy.

4.4 Governance information

4.4.1 ESRS G1 - Business conduct

4.4.1.1 - Corporate culture - Governance (high materiality)

Type	IRO	Upstream	Own operations	Downstream
Positive impact	**Sustainability combined with family governance**		**Group**: Group governance influencing its own operations	
Risk	**Instability or lack of governance skills leading to organisational instability and/or poor decisions**		**Group**: Group governance influencing its own operations	
Opportunities	**Development of a responsible and resilient business model reinforcing the Group's attractiveness**		**Group**: Group governance influencing its own operations	

Altarea has a strong entrepreneurial culture driven by its President and Founder, whose family holds nearly 46% of the capital.

The "Altarea mindset" is also characterized by high standards and respect for work. Its corporate culture is fundamentally focused on innovation, agility and calculated risk-taking but also and above all on the customer satisfaction, their needs and desires.

The Altarea collective is united by a strong social contract, built around the content of the work, the meaning given by the social usefulness of the corporate project and the sharing of the value created.

This corporate culture is reflected in the Group's governance, which is the cornerstone of its success. Altarea is organised as a partnership limited by shares (*société en commandite par actions*), a dual governance structure at two levels. Management conducts executive management under permanent oversight from the Supervisory Board. There are also two categories of partners, a General Partner, who is jointly and severally liable for the Company's debts to third parties, and Limited Partners who contribute to the company's capital and are in the same position as shareholders of a public limited company, their shares being tradeable under the same conditions and their liability limited to the amount of their contribution.

This corporate status provides an effective organisational structure that allows agile executive decision-making, maintains a consistent body of shareholders, and ensures the Group's strategic freedom while establishing a stable balance between the different categories of shareholder (family, institutional, individual and employee).

Altarea is managed by a sole manager, Altafi 2, which is also the Company's sole General Partner. Altafi 2 is managed by a Chairman, Alain Taravella, and three Chief Executive Officers, each of which has the same powers within Altafi 2. The presence of several effective managers within Altafi 2 therefore makes it possible in practice to cover any periods of absence that could generate organisational instability. Altafi 2's Articles of Association stipulate that in the event of the death, resignation or incapacity of the Chairman, the Chief Executive Officers in office shall retain their functions and powers until a new Chairman is appointed. For further information on the functioning of the partnership limited by shares and the role and powers of the Management and the General Partner see paragraph 6.2 of the corporate governance report (in Chapter 6 of the Universal Registration Document). These actions, in respect of the general partner, are now in force.

The Company refers to the principles set forth in the AFEP-MEDEF Code, which it applies where compatible with the legal form of a French partnership limited by shares (*société en commandite par actions*). In particular, in terms of actions currently implemented by the Supervisory Board:

- a formal assessment of the functioning of the Supervisory Board and its committees is carried out at least once every three years. The most recent assessment, conducted in 2024 with the help of a leading international recruitment firm as external consultant, led by the Compensation and Nomination Committee and overseen by the independent Chairman of the Supervisory Board, found that the Supervisory Board fulfils its prerogatives, in the context of a *société en commandite par actions contrôlée*, with professionalism, efficiency and compliance. Committees that meet as necessary, function well and fulfil their duties;
- also, the Supervisory Board conducts an annual review of its composition and the profile of its members in order to ensure its diversity in terms of skills and the balanced representation of men and women, in accordance with the applicable regulations. In particular, it ensures that the diversity of the profiles and expertise of its members allows for a rapid and thorough understanding of the Group's activities and challenges so as to optimise the proper discharge of its responsibilities and duties. More than 40% of it is composed of independent members, excluding the two employee representatives appointed by the Social and Economic Committee of each of the Group's Altarea and Cogedim UESs. A procedure for selecting independent members is implemented under the aegis of the Appointments Committee, which is itself composed of 50% independent members, including its Chairman. The Supervisory Board, which is responsible for continuous oversight of management, is entitled to see all the same documents the Statutory Auditors and is given more powers under the Articles of Association than required by law, for example, in the field of reviewing investments and disposals. Lastly, Altarea ensures that the members of the Supervisory Board have a good knowledge of the Group's activities, strategy and challenges, including in matters of sustainability. For further information on the composition of the Supervisory Board, see paragraph 6.2.3 of the report on corporate governance in chapter 6 of the

Universal Registration Document and, particularly as regards the requirements of ESRS G1 paragraph 5 on the powers, notably over business conduct, and procedures for information and training of members of the Supervisory Board, the paragraph "Member expertise and skills" in Section 6.2.3.1 of the report.

In addition, a network of delegations of authority is set up within the Group following an operational approach and clearly defining the responsibilities of those delegated and the limits of each delegation. This promotes a culture of accountability where employees understand the importance of their roles and are encouraged to act in the best interests of the Group. A software tool for managing delegations of authority has been introduced to secure and facilitate the monitoring and documentation of delegations, in particular to identify non-compliance. This action is being implemented.

The Group ensures that its governance bodies are composed of competent and experienced members, able to make informed decisions and navigate a complex environment. By investing in continuous training and promoting a culture of excellence, Altarea minimises the risks of poor decisions and organisational instability.

Since its creation, Altarea's business model is built on two pillars with complementary financial profiles: Invest and Develop.

- **Invest:** Altarea is a Retail REIT with SIIC status [1]. This business mobilises 71% of the Group's capital employed at end-December 2024 [2]. Altarea distinguished itself by putting in place a strategy of joint ownership of its portfolio with long-term financial partners. The volume of assets under management thus amounted to €5.3 billion at the end of 2024, of which €2.3 billion Group share. This strategy enables it to extract the full value of its operational expertise from the volumes under management and to optimise the profitability of its capital employed (Group share). In Business Property, the Group makes counter-cyclical directional investments in offices and logistics in particular. Altarea's strategy is to rely on its strong balance sheet to take an upstream position of projects where value creation is the greatest, and to apply its know-how on project setup to optimize its risk-taking. Altarea also designs and manages real estate funds, both private (AltaFund [3] and Atrec [4]) and public (SCPI Alta Convictions [5]) in which the Group often remains itself a minority investor. More fundamentally, Altarea favours investments in operational know-how, which create the most value over the long term, particularly in its real estate developer business.
- **Develop:** Altarea has comprehensive expertise in the development of real estate projects both for sale to their final users or to investors and on its own behalf. The Group is thus the number two French residential developer through its consumer brands (Cogedim, Woodeum, Histoire & Patrimoine). Altarea is also a leading player in the Business Property market as a developer or service provider. In previous cycles, Altarea was one of the main developers of new/restructured offices in the Paris Region and other regions of France. Now it is one of the leading developers of major logistics platforms in France. More recently, Altarea has extended its development activities to two new markets: photovoltaic infrastructure and data centers.

The combination of these two financial models, Investment and Development, allows the Group to diversify its exposure to the various real estate cycles with an optimised return on capital employed and a lower financial risk than a pure play developer, particularly in periods of market downturns.

This diversified and agile model enables Altarea to meet the immense needs of cities and regions, with a long-standing commitment to the environment and society. All of Altarea's know-how is focused on developing real estate products that integrate all these sustainability issues into a complex economic equation to enable cities to be actors in their own transformation, at scales ranging from individual assets to entire neighbourhoods. This model makes Altarea the leader in low-carbon urban transformation.

Faced with the challenges of climate transition, Altarea initiated an environmental approach in 2007, with a structured CSR roadmap from 2017, rolled out and adapted in all the Group's activities and products. Non-financial performance is integrated into the Group's strategy, which sets strong ambitions for the alignment of revenue with the European taxonomy, measurement and reduction of carbon emissions and a profit-sharing system that incentivises management, managers and all employees to achieve climate criteria (decarbonisation), HR criteria and customer satisfaction criteria.

(1) Société d'Investissement Immobilier Cotée (listed real estate investment company).

(2) Amounts at market value.

(3) Business property discretionary investment fund created in 2011 and sponsored and operated by Altarea.

(4) Altarea Tikehau Real Estate Credit - First fund from the real estate debt platform created in 2023 in partnership with Tikehau Capital.

(5) First retail fund launched at the end of 2023 positioned on the theme of the new real estate cycle without stock or pre-crisis financing.

Governance

The general organisation of business conduct is the responsibility of the Executive Management, supported by the Group Risk Department, whose Director reports directly to the Group Chief Executive Officer (legal representative of the Manager Altafi 2) and to which the Internal Control Department reports hierarchically. Internal Control is in charge of coordinating and supporting compliance actions within the subsidiaries and operational or cross-functional departments.

Its priority missions are:

- to ensure knowledge and compliance with the rules of procedure and its annexes and the correct functioning of the Supervisory Board's specialised committees;
- to monitor regulatory obligations relating to internal control and compliance;
- to identify and assist the various departments in mapping risks and drawing up appropriate action plans;
- to define or help departments in defining operational procedures;
- to review the rules applying to the Company's operating commitments, and compile existing procedures and standardise them if needed;
- to perform all compliance checks to ensure procedures are respected.

To fulfil its duties, the Internal Control Department also calls on specialist advisory and consultancy firms and on a network of contacts within the Group for the monitoring and control of operational risks and commitments.

In addition, every Altarea Group employee is encouraged to make proposals to keep the internal control system effective and up to date. Operational Managers ensure that the processes are in line with the objectives assigned to them.

The Risk Prevention Department informs the Management in real time of actions carried out as part of the Compliance Programme.

The Supervisory Board, through its Audit and CSR Committee, is informed, on a half-yearly basis, of actions on compliance and, more specifically, the fight against corruption and influence peddling. In this respect, the Audit and CSR Committee ensures that the corresponding policies are defined and implemented. It monitors the execution of the audit plan and the annual actions for continuous improvement of the Group's Compliance Program. It also monitors the indicator data reported to it to measure the programme's performance in various areas (whistleblower line, training, *etc.*). Each half-year, the Group Chief Risk Officer presents their activity report.

The Group Ethics Committee, composed of the Group Chief Executive Officer (legal representative of the Manager Altafi 2), the Group Human Resources Director and the Group Chief Risk Officer, validates and supervises implementation of the Compliance Programme and handles all ethical issues referred to it by the Ethics Officer. Every year, the Ethics Officer presents a comprehensive report on the implementation and monitoring of the Compliance Programme to the Supervisory Board and Management. The Supervisory Board meets whenever circumstances require.

Further information on the administrative, management and supervisory bodies can be found in paragraph ESRS 2 - Gov 1 above and in section 6.2 of the corporate governance report (chapter 6 of the URD), in particular in paragraphs 6.2.3.2 ("Diversity policy" and "Expertise and skills of members" sections) and 6.2.4.3 on the expertise and skills of the members of the Supervisory Board and the Executive Committee.

4.4.1.2 - Business conduct policies and corporate culture (G1-1)

Business conduct policies and corporate culture are essential to define the standards of behaviour and values that guide the Group. The integration of these business conduct policies and corporate culture with the double materiality approach is essential to ensure responsible and sustainable management.

As part of the double materiality analysis, the following impacts, risks and opportunities were identified:

Altarea's challenges	Classification	Description
Business conduct des affaires	**Negative impact**	Altarea's unethical practices (corruption) negatively impacting market conditions in the sector
	Positive impact	Transparency on the company's influence strategy (*e.g.* working group on regulatory changes) and financial contributions to sector associations and initiatives
	Risk	Disruption of activities, project delays, in the event of partner defaults
	Risk	Customer dissatisfaction and disputes (*e.g.* data protection, late delivery, non-compliance with contractual clauses)
	Risk	Non-compliance with regulations related to ethics and business conduct (Sapin II law, principle of free competition, anti-money laundering, tax regulations and reporting obligations, GDPR, *etc.*)
	Risk	Incidents related to insufficient security of information systems (*e.g.* IT maturity, incident management, data leaks)

The scope of the policies in terms of activities, upstream and/or downstream value chains is as follows:

Type	IRO	Upstream	Own operations	Downstream
Negative impact	**Altarea's unethical practices (corruption) negatively impacting market conditions in the sector**	All stakeholders, of the Group, suppliers and service providers.	Group: Our employees and customers.	All stakeholders, Group employees and customers.
Positive impact	**Transparency on the company's influence strategy (*e.g.* working group on regulatory changes) and financial contributions to sector associations and initiatives**	All stakeholders, of the Group, suppliers and service providers.	Group: Our employees and customers.	All stakeholders, Group employees and customers.
Risk	**Disruption of activities, project delays, in the event of partner defaults**	All stakeholders, of the Group, suppliers and service providers.	Group: Our employees and customers.	All stakeholders and customers.
Risk	**Customer dissatisfaction and disputes (*e.g.* data protection, late delivery, non-compliance with contractual clauses)**	All stakeholders, of the Group, suppliers and service providers.	Group: Our employees and customers.	All stakeholders and customers.
Risk	**Non-compliance with regulations related to ethics and business conduct (Sapin II law, principle of free competition, anti-money laundering, tax regulations and reporting obligations, GDPR, *etc.*)**	All stakeholders, of the Group, suppliers and service providers.	Group: Our employees and customers.	All stakeholders, Group employees and customers.
Risk	**Incidents related to insufficient security of information systems (*e.g.* IT maturity, incident management, data leaks)**	All stakeholders, of the Group, suppliers and service providers.	Group: Our employees and customers.	All stakeholders, Group employees and customers.

The Altarea Group Ethics Charter

The Altarea Group's Ethics Charter sets out the values and principles of professional ethics that guide the behaviour of its employees, including probity, loyalty and respect for the dignity of individual rights.

Since 2019, the Group has been committed to the United Nations Global Compact's Corporate Social Responsibility Initiative and to the principles of human rights, international labour standards, environmental protection and social responsibility, and anti-corruption.

This charter, made public by decision of the Ethics Committee (on the Group's website) and available on the Group's intranet, is systematically attached to the employment contract of new hires. It covers all aspects of the relationship between Altarea and its stakeholders, employees, customers/tenants, service providers/suppliers and partners/co-investors, as well as best internal operating practices, in particular:

- respect for confidentiality and the duty of discretion;
- rules a publicly listed company must respect concerning the use of inside information;
- conflicts of interest;
- Respect for the law and applicable regulations;
- combatting money laundering and the financing of terrorism;
- prevention of and fight against corruption;
- gifts & invitations;
- patronage and sponsorship;
- respect for the environment and Corporate Social Responsibility policy;
- respect for the principle of integrity and zero tolerance for unethical practices.

These documents were communicated to all employees already in post through their presentation to the employee representative bodies. The charter [1] is regularly reviewed by the Ethics Committee chaired by the Chief Executive Officer and which includes the Group Risk Prevention Director, who is responsible for the Group's compliance programme. This review may identify new risks in our activities, as internal audits highlight desirable improvements to the internal control system or new legal and regulatory obligations.

The purpose of this Charter is to ensure:

- respect and protection of people;
- protection of the Group's assets;
- protection of the Group's image and reputation;
- reliability and fairness of information;
- respect for confidentiality/duty of discretion;
- use of inside information/securities trading - insider trading;
- conflicts of interest/duty of loyalty;
- compliance with laws and regulations;
- combatting money laundering and the financing of terrorism
- prevention of and fight against corruption;
- compliance with the principles of integrity in the giving and receiving of gifts and invitations;
- patronage and sponsorship;
- respect for the environment and the CSR policy;
- duty of loyalty and transparency towards stakeholders.

The charter and the Group's other policies and actions are designed to prevent the Group incurring any convictions or reputational incidents related to corruption. As for the assessment of results, the Group did not detect any form of behaviour that did not comply with our ethical values and regulations in force, either for this period or the preceding period.

Conflict of Interest Management Policy

The conflict of interest management policy is designed to help each employee comply with the ethical principles set out in the Altarea Group's Ethics Charter.

Its purpose is to allow employees to identify any conflict of interest they may find themselves in.

The policy applies at all times to all of the Group's activities and to all Altarea employees (direct employees, service providers, temporary workers, agents and contractors, interns and work-study students), regardless of their activities and geographical locations.

Even if everyone thinks they are acting in the best interests of the Group and its companies, the mere appearance of a conflict can undermine trust in Altarea (and its companies) and discredit the Group.

Undeclared or poorly managed conflicts of interest may tarnish the Group's reputation and lead to a risk of corruption and/or undermine stakeholder confidence in the integrity of decision-making processes.

To ensure appropriate management of conflicts of interest, in accordance with French law and regulations (Sapin II), a system has been put in place to clarify the concept of conflict of interest, and the transparency obligations that flow from it, to provide the best possible protection of the Group's interests, image and reputation.

Any conflict is reported to the Group's Ethics Officer so that the necessary measures can be taken to ensure transparency and the employee's continued employment within the Group while safeguarding the Group's tangible and intangible interests.

Each report is analysed by the Ethics Officer supported by the Compliance team and, if necessary, the Ethics Committee approves the *ad hoc* measures proposed to resolve the conflict of interest.

The decision is notified by the Ethics Officer and the employee is required to acknowledge receipt of the decision and undertake to comply with it.

Each new employee is informed of the rules of good conduct within the Group via the Code of Ethics (annexed to the internal rules) which is provided upon signature of the employment contract.

A declaration of holding of corporate offices is completed for each new employee and updated once a year for the most exposed employees if necessary.

(1) Including all policies mentioned in this section

This approach aims to:

- combat behaviour that is contrary to the Company's values, such as corruption, harassment or conflicts of interest;
- address situations where personal interests may conflict with the interests of the Company;
- clarify behavioural expectations, create a healthy working environment and strengthen the corporate culture;
- build trust among stakeholders, whether employees, customers, suppliers, partners or investors.

Through this specific policy, the Group takes into account all risks of non-compliance related to ethics and business conduct in accordance with the IROs identified during the double materiality analysis, in strict compliance with French law and regulations.

The result of this policy is reflected in the absence of any breach disclosed to date. To ensure this, the Group provides training as necessary to prevent conflicts of interest. The number of whistleblowing alerts during this period is zero.

The Group's Code of Ethics and the conflict of interest policy, described above make it possible to increase the positive impact and control the negative impact and the risk identified:

Content	IRO	Monitoring process
Group Ethics Charter & Conflict of Interest Management Policy	■ Negative impact: Altarea's unethical practices (corruption) negatively impacting market conditions in the sector. ■ Positive impact: Transparency on the Company's influence strategy (*e.g.* working group on regulatory changes) and financial contributions to sector associations and initiatives. ■ Risk: Non-compliance with regulations related to ethics and business conduct (Sapin II law, principle of free competition, anti-money laundering, tax regulations and reporting obligations, GDPR, *etc.*)	■ Identification of risks. ■ Implementation of policies and procedures. ■ Internal controls and audits. ■ Transparency and communication. ■ Sanctions and corrective measures (in the event of a breach of policies in place). ■ Collaboration with stakeholders: Work closely with regulators, professional associations and other stakeholders to promote ethical practices and share best practices.

Professional whistleblowing line

The principle of zero tolerance for unethical practices is reflected in the establishment of a professional whistleblowing line, in accordance with French law and regulations (Sapin II). Complementary to the reporting line, the whistleblowing line allows employees and third parties to report any unlawful behaviour or any situation that appears to be contrary to the Ethics Charter (in particular incidents of corruption and bribery) *via* a dedicated email address that is secure and accessible only to the Group Ethics Officer. The whistleblowing line, which complies with the requirements of the European Whistleblowing Directive, guarantees that no individual who has reported in good faith a situation that appears to be contrary to the Ethics Charter is not subject to any retaliation (suspension, discrimination, harassment, demotion, *etc.*) or legal case.

There is no specific training on the whistleblowing line. However, the procedure was presented to employee representatives and made available on the intranet site.

The reports received are analysed objectively and rigorously by the Ethics Officer, who informs the Ethics Committee (composed of the Chief Executive Officer, the Director of Human Resources, the Ethics Officer and the Director of Risk Prevention). The Committee has the necessary internal and external resources to investigate and process the reports received. Internally, investigations are either carried out by the Ethics Officer as part of their duties, or supervised by the Group Chief Risk Officer with a specialist investigation team as part of their duties as Group Chief Risk Officer. In the event of a report of harassment or sexist behaviour, the Ethics Officer calls in the harassment officer [1] in accordance with the French Labour Code.

Reports are made *via* the email address **alerte-ethique@altarea.com**, which is separate from the professional e-mail address of the Ethics Officer, who is the only one to have access to this mailbox. This email address is specified in the Altarea Group's whistleblowing procedure and made available to stakeholders in the Altarea Group Ethics Charter at: **https://www.altarea.com/groupe/gouvernance#anchor_Documents**.

The Ethics Officer is the only one who can access the mailbox and it has the same IT protections as all other mailboxes, in a context of ISO 27001 certification. The anonymisation of reports is achieved either by telephoning the ethics officer (whose number is on the Group's intranet), or by email (stakeholders are free to write as they wish, including from an unlisted email address), or by an anonymous letter as has already occurred. With regard to harassment, the harassment officer applies the same guarantees of absolute confidentiality, in accordance with the French Labour Code.

(1) Director of Social Affairs

Altarea's Business conduct training policy:

Training is essential in business conduct to ensure that all employees understand and adhere to the Group's ethical and professional standards. Its structure is as follows:

- **target audience**: Training is accessible at all levels of the organisation, from new employees to senior managers, in particular *via* the Digital Academy, an e-learning site managed by the Group's Human Resources Department in conjunction with the cross-functional and operational departments.
- **frequency**: During initial onboarding of new hires followed by continuous training in the form of regular update sessions (annual or biannual) to remind employees of the principles and introduce new policies or regulations, plus specific training where needs arise during the year.
- **coverage and depth**: The training of the Altarea Group's workforce is a commitment for all human capital, including management and Executive Committee members. In this context, the group has set up the following training courses:
  - Training in the fight against corruption and influence peddling for programme and development teams as part of their training on dealing with local elected representatives;
  - Raising awareness of conflicts of interest at the onboarding stage;
  - Training on the declaration of interest obligations with the HATVP (Independent Transparency Authority) in person and remotely at the regional departments.

The IT Cybersecurity Policy:

The Policy applies permanently to all entities in the Group's scope of consolidation, regardless of their activities and geographical locations.

The Head of Information Systems Security (RSSI), who reports to the Group Risk Prevention Department, corresponds to the highest level of the Company's organisation for the implementation of the policy.

IT risk management is based on collaboration between Risk Management and the IT Department, incorporating a proactive cybersecurity policy:

- **Awareness**: Organisation of awareness-raising campaigns on cyber threats throughout the year. Digital training programme;
- **Audits**: Application audits/intrusion tests;
- **Upstream integration of projects**: Joint work with the IT Department to analyse the risks related to business projects;
- A mechanism **to protect identities and access**;
- Various **monitoring tools**: Applications for monitoring technical risks (antivirus, analysis platform);
- **Remediation plans**: monitoring of recommendations from publishers/partners on monitoring application risks;
- **Obsolescence management programmes** [(1)] and **cyber risk insurance** also help control cyber risks.

Content	Objective	IRO	Monitoring process
IT Cybersecurity Policy	■ Engage employees in an entrepreneurial culture focused on everyone's commitment to information security supported by management; ■ Define organisational requirements and expectations for information security; ■ Supervise the implementation of policies, standards, processes, procedures and controls appropriate to information security within Altarea; ■ Identify the roles and responsibilities of all employees for information security.	Risk: Incidents related to insufficient security of Information systems (*e.g.* IT maturity, incident management, data leaks)	■ Review of access rights according to job changes. ■ Information security incident management process that defines the procedures, roles and responsibilities that must be implemented in all Group entities.

(1) Fleet obsolescence monitoring service

The risk of business disruption, building site delays and partner defaults is hedged through contractual clauses in the deeds of sale, which are particularly protective of the interests of Altarea and its stakeholders (in particular suspension of deadline clauses and those governing payment practices [(1)]). Likewise, Altarea's interests are protected by the application of rules for monitoring building sites and a delivery process that provides continuous quality control and permanent support for the full period when building sites are active. The frequency of non-compliance with contractual commitments in construction remains very low.

The risk of business disruption, including construction delays in the event of partner defaults, is hedged by contractual clauses in the deeds of sale. These clauses are designed to protect the interests of Altarea and those of its stakeholders. The main objectives of these clauses are as follows:

- Ensure that Altarea's interests are protected in the event of partner failure.
- Ensure that the rights and expectations of stakeholders are respected and protected, thus minimising potential negative impacts.

In accordance with regulations in force, Altarea has put in place a data governance system with a Data Protection Officer (DPO) reporting to the Risk Prevention Department and responsible for ensuring personal data processing within the Group complies with regulations, This action makes it possible to cover the risk of litigation with our customers or stakeholders, particularly on data protection, through a monitoring process that consists of:

- Introduce a procedure so that data subjects can exercise their rights to access, rectification, deletion, limitation, opposition and portability in an effective manner *via* the DPO. The DPO keeps and updates registers of rights and complaints as well as a register of breaches and incidents;
- Strengthen contractual clauses with co-contractors;
- Regularly disseminate news on data protection.

The DPO, who reports to the Group Risk Prevention Department, represents the highest level of the Company's organisational structure when it comes to implementing the policy.

The personal data protection policy addresses the security of internal employees as well as partners and external service providers. It is available on the intranet for employees and on the institutional website for partners and end customers: https://www.altarea.com/editorials/politique-de-protection-des-personnelles.

4.4.1.3 Management of relationships with suppliers (G1-2)

Altarea is a major customer, a large part of whose purchases are related to construction (structural work, electricity, heating/ventilation/air conditioning, plumbing, *etc.*). The remaining purchases mainly consist of Group's general operating expenses and the operating costs of the shopping centres. These purchases have a strong social impact, due to their volume and the variety of economic sectors concerned. As a result, Altarea conducts responsible purchasing actions across all of its business lines.

Altarea's responsible purchasing approach aims to focus on the major CSR challenges facing the Group's Property Development and REIT activities. The approach, developed in conjunction with the Group's various business lines and Group subsidiaries, provides for:

- generalised actions including the deployment of a responsible purchasing charter relating in particular to minimum social requirements (no use of forced or illegal labour, non-discrimination, *etc.*) and health and safety requirements (compliance with regulatory requirements, prevention, training *etc.*);
- adapted systems, by type of purchase (CSR clauses in calls for tenders and contracts, training, audits, *etc.*); and
- work to forge a responsible, sustainable partnership with suppliers and encourage them in their own CSR approach.

Altarea has launched an assessment process for some of its suppliers (sanitary products, electrical equipment, heating, *etc.*) *via* the Ecovadis platform, according to their Score by topic (environment, social & human rights, ethics and responsible purchasing) to measure their level of progress in terms of CSR. Through this approach, the Group seeks to support its suppliers in their progress on the significant environmental and social issues affecting their business, in order to reduce the areas of risk in its supply chain. Also, Altarea strives to support the local economic fabric by prioritising purchases from local service providers, without systematically purchasing directly from suppliers (allocation of lots for building sites in particular). There is currently no procedure for assessing suppliers according to CSR criteria.

(1) See section G1-6 of this document

4.4.1.4 Prevention and detection of corruption and bribery (G1-3)

Our prevention and detection approach is embodied by the introduction and implementation of:

- an anti-corruption policy reflected in the Group's ethics charter, which defines the values and rules of conduct to be respected;
- regularly updated corruption risk mapping (with an operational roll-out of the Retail and new business lines mapping for the second half of 2025 and an update of the Group's risk mapping scheduled for the first quarter of 2026);
- dedicated ongoing training, whether face-to-face, remotely or in the form of e-learning [(1)] intended for all Group employees and cover 100% of risk functions:

Training title	Training coverage	Delivery method	Frequency	Topics covered
Anti-corruption law training (Sapin II law)	All human capital[(a)]	In-person (DDR[(b)] & RCIC[(c)]) and online (Talent Developer Academy)	Annual	■ Prevent and detect the risk of corruption; ■ Identify and understand the different forms of corruption; ■ Address the specific requirements of the Sapin II law; ■ Prevention & detection measures; ■ Integration of risks and possible sanctions; ■ Best practices, tools and systems;
Raising awareness of general fraud, fake president fraud and bank details fraud	All human capital	In-person (DDR & RCIC) and online (Talent Developer Academy)	Annual	■ Bank details fraud: this module exposes some variants or steps in the methods used by scammers. These involves extracting information by telephone, billing and sending fake emails; ■ New social engineering methods: recognise and detect new methods by fraudsters in the preparation and implementation of fraud; ■ Fake president fraud: this module presents attendees with three episodes in a situation that puts them in the position of an accountant or anyone else authorised to make a transfer, so they can analyse the situation, examine the fraud method and test their knowledge;
Combatting money laundering and the financing of terrorism	All human capital	In-person (DDR & RCIC) and online (Talent Developer Academy)	Annual	■ Challenges in combatting money laundering and the financing of terrorism; ■ Sanctions in the event of non-compliance with prevention obligations; ■ Obligations of obliged companies; ■ The main money-laundering schemes in the real estate sector;
Probity & Ethics	Property Development entities	In-person: Lille, Lyon, Aix-Marseille (2025 for other entities)	Annual	■ Local development in compliance with the Group's ethical values: • corporate social and ethical commitments; • business ethics: Taxonomy, CSRD, Sapin II law, Conflicts of interest, patronage-sponsorship, *etc.*

(a) Supervisory Board members are not included.
(b) Group Chief Risk Officer.
(c) Head of Internal Control and Compliance.

- a conflict of interest management policy;
- the process of assessing the integrity of permanent third parties, which consists of verifying the good repute of our third parties most exposed to the risk of corruption according to our corruption risk mapping;
- permanent anti-corruption accounting controls;
- anti-corruption clauses always included in all contracts in accordance with applicable law and regulations and the Altarea Group's Ethics Charter;
- a whistleblowing procedure described above;
- an annual declaration of lobbying activities to the HATVP;
- disciplinary sanctions in the event of a breach.

(1) Followed by more than 80% of the workforce.

The results of all cases detected or reported are notified to the Chairman of the Supervisory Board in a one-to-one meeting as necessary, to the Group Risk Committee in a biannual report issued by the Supervisory Board, to the Chairman on each subject of importance and continuously to the Chief Executive Officer, to whom the Ethics Officer reports on preventive measures, the verdicts of the Ethics Committee and the results of investigations of which they are systematically informed. There is no set process other than the duty to report, which is an agile approach taken by the Group and its governance structure.

With regard to training on ethics, the Group has set up annual training sessions, focusing in particular on ethical probity (training on local development in compliance with the Group's ethical values), anti-corruption and money laundering, as well as reporting obligations to the HATVP.

Added to this, the implementation of a gifts and invitations policy and training related to this policy from this year. It has already been presented to the Employee Representative Bodies and is being rolled out on the Group's intranet for employees.

If internal investigations are triggered, either at the request of the Executive Management or the Ethics Committee, the investigators are drawn from the management chain involved in the prevention and detection of corruption or bribes, if the case relates to internal resources, or a specialist firm, in the case of external resources.

All the aforementioned actions are presented to the Audit Committee twice a year.

Risky functions

Within the Altarea Group, some functions are more exposed to the risk of corruption and bribery than others by the very nature of their activities and the interactions they may have with third parties, local authorities and public companies, suppliers and providers of goods and services. These include Purchasing, Retail and land development, Public Affairs & Regional Strategy, and Program Management functions. The Public Affairs & Regional Strategy Department as well as the project teams are often required to lobby local authorities and public stakeholders on issues that affect the real estate sector and consequently our clients.

In order to ensure employee awareness and knowledge of our policies, training modules are available online on the Digital Academy and face-to-face training is organised for those most exposed to the risk of corruption.

4.4.1.5 Incidents of corruption or bribery (G1-4)

No incidents of corruption or bribery were detected or reported during the reporting period and the Group is not subject to any legal proceedings for corruption and has not paid any fines in this respect.

Potential cases of corruption involving value chain actors can be varied and complex. Here are some examples covered during training and awareness-raising sessions:

- corruption in purchasing: Suppliers may offer bribes to purchasing managers to obtain contracts or favourable terms;
- corruption in logistics: Bribes may be paid to speed up processes or to avoid inspections;
- corruption in production: Subcontractors may falsify documents to conceal illegal practices or practices that do not comply with applicable standards and regulations.

As part of an effort to improve existing practices, the Group has deployed preventive actions that Altarea continuously deploys in the conduct of the Group's business (upstream & downstream own operations). All of these actions have already been implemented by the Group and continue to be followed, the main ones being:

- presentation of the Ethics Charter to each employee at the time of their onboarding seminar;
- prevention and detection of various forms of corruption;
- as soon as a conflict of interest alert is raised by employees voluntarily reporting potential conflicts of interest, the Ethics Committee is called in by the Ethics Officer, who proposes the steps to take, *i.e.* the opening of an investigation in the event of a whistleblowing alert;
- promotion of ethics and compliance in all Group activities;
- protection of whistle-blowers;
- sharing the same corporate values among employees;
- permanent monitoring of regulatory requirements in terms of compliance including the protection of personal data (GDPR);
- monitor data protection of business partners to make sure they comply with the Group's human rights and climate commitments;
- development of a purchasing culture in line with the Group's ethical values through the deployment of a Responsible Purchasing Charter;
- implementation of a cybersecurity policy for IT systems;
- conduct of audits based on risk mapping and, if necessary, using external audit firms.

The scope of Altarea's key actions covers all the activities where they can be deployed.

4.4.1.6 Political influence and lobbying activities (G1-5)

The Altarea Group refrains from any donations/funding to political parties or associations.

Lobbying activities are supervised by the Group's Executive Management.

In accordance with the Sapin II law, the Group submits an annual declaration of lobbying actions to the HATVP.

Transparency on the influence strategy and the conflict of interest policy complement each other to maintain stakeholder confidence and ensure ethical management of a group's activities.

In 2024, the Group drafted several contributions to inform public decision-makers about the national housing policy and so contribute to developing the right solutions to escape this long-term poly-crisis, which has had a major impact on the housing sector.

These contributions were used to organise several meetings with national public decision-makers (parliamentarians, deputies and Senators) as well as with local public decision-makers (local and regional authorities, mayors and presidents of urban areas).

These contributions were developed into a more sector-wide analysis which led in turn to close discussions with the real estate and commercial federations, in particular the Fédération des Entreprises Immobilières (FEI), the Fédération des Promoteurs Immobiliers (FPI) and the Fédération des Acteurs du Commerce dans les Territoires (FACT).

As required by law, this work was reported to the HATVP within the legal deadlines and in accordance with the guide to lobbying declarations of the HATVP.

The Group's contributions dealt with the housing crisis from a corporate and social perspective, paving the way for in-depth work on operational solutions to develop affordable housing and target the middle classes and first-time buyers. For them, housing is the cornerstone of the social contract and the basis of social integration.

Actions included:

- Presentation of the structure of the Altarea Group in the Bouches du Rhône and raising awareness of the General Secretary of the prefecture on the subject of major real estate projects active in the territory of the Bouches du Rhône department for Cogedim;
- Raising the awareness of a parliamentarian on important issues in the real estate sector, particularly at the time of the 2025 budget;
- Meeting with the Regional Director of Housing and Housing, in order to better define our exchanges in the context of approvals relating to social housing;
- Raising awareness of the two successive housing ministers on the priorities of the sector as part of the ordinary legislative process and the 2025 budget.

These lobbying topics are closely linked to the material impacts, risks and opportunities identified in the Company's materiality assessment. They interact with the IROs as follows:

- The adoption of policies promoting transparency and integrity in lobbying activities, which are an integral part of the Group's influence strategy;
- Transparency reduces the risks of corruption and improves stakeholder confidence. It can also offer opportunities to strengthen the company's reputation;
- Business ethics minimises image and sanction risks, and creates opportunities to attract investors and talent and build customer confidence.

Altarea is registered in the transparency register of an EU Member State, France.

It should be noted that no member of the management or supervisory bodies has held a comparable position in a public administration.

4.4.1.7 Payment practices (G1-6)

The Group's standard payment terms are 45 days for works in accordance with the legal terms for payment.

For the vast majority of invoices, the Group's payment period is in line with these deadlines. Altarea set up a digital workflow system for validating its invoices, making it possible to monitor their processing and offered suppliers who so wished a reverse factoring solution for real estate development projects. However, some invoices may exceed the Group's average standard deadlines. These delays often relate to invoices that are incorrectly or partially drafted or to invoicing entities that do not comply with the contracts, requiring manual intervention which delays their processing. However, this concerns a very small portion of the payments made by the Group.

To date, the Group is not involved in any dispute with its suppliers in respect of payment terms. In addition, specific controls carried out by the DGCCRF over the last two years have not revealed any anomalies. Due to this absence of litigation and significant misstatements, Altarea did not implement specific procedures to determine its average supplier payment period. The Group will study the possibility of supplementing the information on payment terms in coming years to meet the requirements of the CSRD more precisely.

4.5 Report on the certification of sustainability information

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2024

This is a free translation into English of the statutory auditors' report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

To the Annual General Meeting of Altarea,

This report is issued in our capacity as statutory auditors of Altarea. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2024 and included in section IV: "Sustainability Report" of the Group management report and presented in section 4 of the Universal Registration Document (hereinafter the "Sustainability Report").

Pursuant to Article L. 233-28-4 of the French Commercial Code, Altarea is required to include the above-mentioned information in a separate section of the Group management report. This information has been prepared in the context of the first-time application of the aforementioned Articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. This information enables an understanding of the impact of the activity of the Group on sustainability matters, as well as the way in which these matters influence the development of the business of the Group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L. 821-54 paragraph II of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Altarea to determine the information reported;
- compliance of the sustainability information included in the Sustainability Report with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the "Haute Autorité de l'Audit" (H2A) guidelines on *Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852*.

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Altarea in the Sustainability Report, we have included an emphasis of matter(s) paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Altarea, in particular it does not provide an assessment of the relevance of the choices made by Altarea in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the Entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information is not covered by our engagement.

Compliance with the ESRS of the process implemented by Altarea to determine the information reported

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Altarea has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that led to the publication of sustainability information in the Sustainability Report; and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Altarea with the ESRS.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention in relation to our assessment of compliance with the ESRS of the process implemented by Altarea to determine the information reported.

- **Concerning the identification of stakeholders**

Information on the identification of stakeholders is set out in section 4.1.1.3: "Strategy" of the Sustainability Report.

We obtained an understanding of the analysis conducted by the entity regarding its activities and business relationships, the context in which they take place, and the description of the value chain, in order to identify the main affected stakeholders, in accordance with ESRS 1. We assessed the approach implemented by the entity and obtained an understanding of the related documentation concerning the identification of stakeholders who can affect or be affected by the entities included within the scope of the consolidated sustainability information, as well as the main users of this information.

- **Concerning the identification of impacts, risks and opportunities**

Information on the identification of impacts, risks and opportunities is provided in the "(IRO-1) Description of the process for identifying and assessing material impacts, risks and opportunities" paragraph of section 4.1.1.4: "Management of impacts, risks and opportunities" of the Sustainability Report.

Based on the contextual elements gathered during the previous step, we obtained an understanding of the documentation and assessed the process implemented by the entity for identifying impacts (negative or positive), risks and opportunities (actual or potential) ("IROs"), in relation to the sustainability matters mentioned in paragraph AR 16 of the "Application Requirements" of ESRS 1, as well as those specific to the entity.

In particular, we assessed the approach taken by the entity to gather the necessary information on its impacts and dependencies, including internal stakeholder dialogue, consultation of internal documentation (risk mapping, physical risk analysis, analysis of own operations and the value chain) and external documentation (industry benchmarks, sector studies, international standards), as presented in section 4.1.1.4 of the Sustainability Report.

We also assessed the justification provided for any exclusions made.

We examined the entity's mapping of the identified IROs, including the description of their distribution within the own operations and the value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with other risk analyses conducted by Group entities.

We also assessed the scope applied for identifying IROs, particularly in relation to the scope of the consolidated financial statements and the Group's value chain.

- **Concerning the assessment of impact materiality and financial materiality**

Information on the assessment of impact materiality and financial materiality is presented in the "(IRO-1) Description of the process for identifying and assessing material impacts, risks and opportunities" paragraph of section 4.1.1.4: "Management of impacts, risks and opportunities" of the Sustainability Report.

Through interviews with the CSR Management and inspection of available documentation, we obtained an understanding of the entity's assessment process regarding impact materiality and financial materiality, in light of the criteria defined by ESRS 1.

We obtained an understanding of the decision-making process implemented by the entity, as presented in section 4.1.1.4 of the Sustainability Report.

We assessed the process implemented by the entity to determine, with respect to both positive and negative impacts:

- their likelihood of occurrence, their magnitude, and their scope,
- in the case of negative impacts, their irremediable character, in the short, medium, or long term, and the thresholds used to determine the materiality of these impacts.

We obtained an understanding of the qualitative analyses conducted by the entity to determine the materiality of risks and opportunities with regard to:

- their likelihood of occurrence, and
- the potential magnitude of their financial effects in the short, medium, and long term.

We assessed the rating methodology applied to IROs in the short, medium, or long term and the thresholds used to determine the materiality of those IROs, as presented in section 4.1.1.4 of the Sustainability Report. In this respect, we assessed the sensitivity analysis conducted by the entity to define the materiality threshold for IROs.

We also assessed the way in which the entity established and applied the criteria, including thresholds, to determine the information disclosed:

- on the indicators related to a material sustainability matter, in accordance with the relevant thematic ESRS;
- as entity-specific disclosures.

Compliance of the sustainability information included in the Sustainability Report with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability Report, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Altarea for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Report, with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in section 4.1.1.1: "Preparation of Altarea's Sustainability Report", which sets out the specific contextual features linked to the first year of application of the CSRD requirements, such as the unavailability or partial availability of certain information, for example concerning payment deadlines, or concerning the main sources of uncertainty on the treatment of greenhouse gas emissions linked to the tenants of the Group's buildings or emanating from co-promotion companies.

Elements that received particular attention

We present below the matters to which we paid particular attention regarding the compliance of this information with the ESRS.

- **Information provided in application of environmental standards (ESRS E1 to E5)**

Information reported in relation to climate change (ESRS E1) is mentioned in section 4.2.2: "ESRS E1 – Climate Change" of the Sustainability Report.

Our procedures consisted primarily in:

- conducting interviews with the CSR department and the Group's performance Management to obtain an understanding of the entity's policies and strategies related to climate change mitigation and adaptation;
- obtaining an understanding of the entity's internal processes and documentation designed to ensure the compliance of the disclosed information.

More specifically, with regard to the information published on greenhouse gas (GHG) emissions, our work consisted in:

- obtaining an understanding of the GHG emissions inventory protocol used by the entity to present its GHG emissions in the Sustainability Report;
- assessing the defined boundaries for the various categories and the data collection process concerning Scope 3 emissions;
- assessing the information disclosed regarding the treatment of jointly controlled entities (co-developments) within the operational control boundary when presenting the Group's GHG emissions;
- obtaining an understanding of the methodology used for the estimations we considered material;
- for a selection of data underlying the GHG emissions assessment, reconciling the data used with supporting documents such as energy consumption records, life cycle assessments of a sample of operations, data from external databases regarding emission factors, etc.;
- performing analytical procedures;
- verifying the arithmetic accuracy of the calculations used to prepare this information.

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Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Altarea to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in the “DNSH #5: Pollution” paragraph of section 4.2.1 of the Sustainability Report, which describes how the Altarea Group addressed the second subparagraph of point (f) of Appendix C of Delegated Regulation (EU) 2023/2486 in its assessment of compliance with the DNSH Pollution criterion (“Do no significant harm”).

Elements that received particular attention

Information on the eligibility and alignment of activities, as well as the key performance indicators and accompanying disclosures, is presented in section 4.2.1: “Taxonomy-related information” of the Sustainability Report.

- **Concerning the eligibility of activities**

We assessed, through interviews and inspection of the relevant documentation, the compliance of the entity’s analysis of the eligibility of its activities with respect to the criteria defined in the annexes to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

- **Concerning the alignment of eligible activities**

As part of our procedures, we notably:

- reviewed a selection of documentary sources used, including external sources, and conducted interviews with the relevant individuals;
- analyzed, based on a selection of elements on which Management based its judgment when assessing whether eligible economic activities met the cumulative conditions, derived from the Taxonomy Framework, needed to qualify as aligned, including the principle of “do no significant harm” to any of the other environmental objectives.

Paris-La Défense, March 19, 2025

The Statutory Auditors

French original signed by

FORVIS MAZARS		ERNST & YOUNG et Autres	
Gilles Magnan	Johanna Darmon	Jean-Roch Varon	Soraya Ghannem

5

RISK MANAGEMENT

5.1 Organisation of Internal Control and Risk Management

5.1.1 Objectives set for Internal Control and Risk Management

In accordance with AMF guidelines, the Altarea Group's internal control system complies with the general principles of risk management and internal control set forth in the reference framework developed by the AMF in July 2010. Internal control aims to ensure:

- compliance with laws and regulations;
- proper observance of instructions issued by Management;
- effective functioning of the Company's internal procedures, particularly those intended to protect its assets;
- the regularity and reliability of accounting and financial information, in order to present a true and fair view of the assets, financial position and results.

The scope for the application of the Company's internal control is that of the Altarea Group, that is, the Altarea parent company and all companies that it controls as defined by Article L. 233-3-I of the French Commercial Code, except for property development joint ventures that are managed by a commercial partner. The system implemented within the Group is based on a risk management system that aims to identify the main risks to control in order to: safeguard the Company's value, assets and reputation; secure decision-making and other processes to ensure that targets are reached; encourage consistency between actions taken and corporate values; and unite employees around a shared understanding of the major risks.

We remind you that internal control and risk management systems, like any system of control, are subject to inherent limits, and cannot fully guarantee that objectives will be achieved.

Moreover, the information provided on identified risks is not necessarily exhaustive and does not cover all of the risks to which the Group could be exposed in the course of its activities. Only major risks are identified here.

5.1.2 Governance of internal control and risk management

5.1.2.1 Internal control and risk management system

The internal control and risk management system is run by the Internal Control Department, part of the Risk Prevention Department, reporting to the Group Chief Executive Officer.

Internal control system

The Altarea Group internal control system relies on:

- a structure by activity based on three main business lines and support functions, with a system of delegation of powers and responsibilities;
- a definition of the missions and responsibilities of the governance bodies (see 6.2.3 "Supervisory Board");
- procedures and modus operandi specific to the business and objectives of the Group's different business lines, with separation of functions and tasks;
- a human resources and skills-management policy, based on a strategic training plan and a shared approach revolving around annual appraisals.

Risk management system

The Group's main risks are regularly presented in detail to the Audit Committee and Management. They are identified through a risk-mapping process organised by business processes and support functions. The risk-mapping is periodically updated.

The Internal Control Department uses risk mapping to prepare its action plan. Other sources, such as summaries of internal-control review work and comments and recommendations formulated by the Statutory Auditors are analysed and taken into consideration in defining actions to be taken. The control systems put in place to manage the main risks to which the Altarea Group is exposed are described in Section 5.2 "Risk factors and risk control systems" of this document.

5.1.2.2 Control environment

Internal control is based on rules of conduct and integrity established by the Company's governing bodies and communicated to all employees. The key elements of the internal control procedures are as follows:

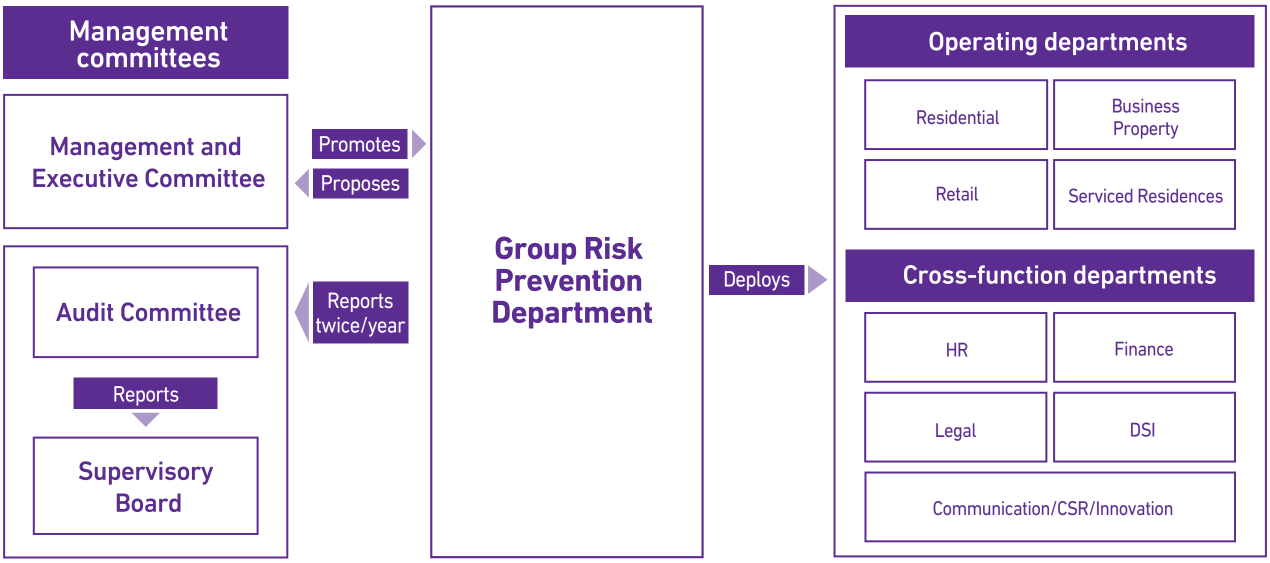
- The ethics charter sets out the Altarea Group's values and rules of conduct that all Group employees and corporate officers must respect in their working relationships. The clear and precise principles outlined in the charter should inspire and guide everyone in their daily tasks, enabling them to resolve issues of conduct, professional ethics and conflicts of interest in a clear and consistent way. This charter is available on the Group's intranet and website and is systematically given to each employee when they are hired;
- All procedures and internal rules of the Group govern its various activities: operational procedures on how to behave in conducting the normal business of the Company and rules that expand upon the principles in the ethics charter on conflicts of interest (specific policy), the fight against corruption and money laundering or insider trading.

The Group seeks to reinforce and monitor its control environment on a daily basis through the development of its compliance programme, in accordance with the various regulatory requirements.

5.1.2.3 Internal control and risk management

Internal control and risk management is everybody's business, from employees right up to the governance bodies.

Management is responsible for the overall organisation of the internal control system and, for the implementation of its strategic vision, has an Executive Committee which meets regularly. It is under its leadership that internal control procedures are established and that orientations are taken in order to control the risks associated with the Company's business. The Supervisory Board, assisted by the Audit Committee, plays an important role in terms of control as part of its permanent duty to oversee the management of the Company (see 6.2.3 "Supervisory Board" in this Universal Registration Document).



5.1.2.4 Priority tasks of the Internal Control Department

The Internal Control Department, part of the Group Risk Department, is responsible for coordinating and supporting internal control actions which are conducted in the different subsidiaries. Its priority missions are:

- to ensure knowledge and compliance with the rules of procedure and its appendices and the correct functioning of the Supervisory Board's specialised committees;
- to monitor regulatory obligations relating to internal control and compliance;
- to identify and assist the various departments in mapping risks and drawing up appropriate action plans;
- to define or help departments in defining operational procedures;
- to review the rules applying to the Company's operating commitments, and compile existing procedures and standardise them if needed;
- to perform all compliance checks to ensure procedures are respected.

To fulfilling its duties, the Internal Control Department also calls on specialist advisory and consultancy firms and on a network of contacts within the Group for the monitoring and control of operational risks and commitments.

In addition, every Altarea Group employee is encouraged to make proposals to keep the internal control system effective and up to date. Operational Managers ensure that the processes are in line with the objectives assigned to them.

5.1.3 Procedures relating to the preparation and processing of the Group's accounting and financial information

The Group is sensitive to the reliability of the budget processes, the correct consolidation of accounting data and the quality of the financial data published. The Statutory Auditors, the Audit Committee and Supervisory Board closely monitor the clarity of the financial information and compliance of the accounting methods used. The Altarea Group therefore considers the risks associated with the preparation of financial information to be moderate, given all the processes in place.

Finance Committee

In order to control the financial and accounting risks that may arise, Operational Finance Committee meetings are held every two weeks and are attended by Management, the CFO, Deputy CFO and the Managers concerned, depending on the agenda. During these committee meetings, the Group Finance Department discusses current financial issues.

Accounting and financial structure and main internal control procedures

A. Accounting and financial organisation

The accounting teams are structured as a single accounting and tax department to ensure the harmonisation of processes and controls, with sub-sections for each division (Group holding companies, Retail, Property Development, Data Centers and Renewable Energy Development) to reflect the specificities of each business line.

The Group Finance Department is responsible for:

- the keeping of individual company accounts by Group employees for each operating subsidiary;
- the preparation of the Group's consolidated financial statements with dedicated teams.

The Group Finance Department is responsible for the quality and reliability of all the published or regulatory accounting information: consolidated financial statements (IFRS), parent company financial statements (French Standards) and the Company's forward-looking information (law of 1984). This department is in charge of coordinating the relationship with the Statutory Auditors for the whole Group and at every half-yearly and annual reporting date it prepares an activity report consistent with the accounting information.

Within the operating divisions, accounting and financial monitoring is carried out by management controllers in charge of reviewing the results of each operating subsidiary.

B. Principal control procedures

The principal control procedures used for the purposes of preparing the accounting and financial information are as follows:

- formalised budget control and planning process taking place four times a year (a full BP in the fourth quarter and three updates in the following quarters), with comparison of actual data and budget data validated by the management activities and the Group. This process facilitates preparation and inspection of half-year and full-year Group financial statements. The main components are discussed with the Statutory Auditors prior to each period-end;
- a vertical procedure for data reporting from various operating departments (period-end timetables and instructions, quarterly meetings and dashboards for information sharing), with audits carried out by the operating management controllers (by business line for the Retail division, by region and/or brand for the Property Development division) before the information is sent to the Group Finance Department and cross-functional control procedures (consistency checks and reconciliation of operating management/accounting and budgeted/actual figures, intercompany reconciliations, etc);
- analysis of significant events: the principal events that may have a material effect on the financial statements (acquisitions, disposals, restructuring, etc.) are subject to simulations and explanatory notes prepared by the Group Finance Department or the divisions. The accounting treatment of complex transactions (major structural transactions, Corporate financing transactions or operations' tax impact) is systematically presented to the Statutory Auditors before the financial statements are prepared. These items are then used to document the Notes to the consolidated or individual company financial statements;
- reporting, key indicator monitoring and quarterly reporting:
  - unaudited interim financial reports (31 March and 30 September) used to prepare financial statements and analyse key indicators (revenue and net bank and bond debt),
  - periodic reports by the operating subsidiaries to Management and department heads in the Retail division (half-year Property Portfolio Report, monthly report on shopping centre operations, etc.), and in the Property Development for Third Parties division (monthly division report and monthly tracking tables of key business indicators for the subsidiaries);
- documentation of the harmonised closing process for the various activities:
  - a matrix formally documenting the overall internal control procedures applying to the period-end closing process; summary files for each company divided by function (purchases, sales, cash flow, capital, etc.) and designed to document economic, legal and financial processing of transactions; formal documentation of lawsuits and legal disputes,
  - consolidation and accounting procedures manual, formalisation of the follow-up of appeals and disputes,
  - Group accounting chart with glossary and table for transition between individual accounts (parent company financial statements) and Group accounts (consolidated financial statements); accounting templates for the most common transactions (operating leases, percentage-of-completion payments, etc.); electronic file documenting the consolidated financial statements classified by line items; Notes to the financial statements, including taxes and off-balance sheet commitments;
- audit of the accounts of the French and foreign subsidiaries via contractual audits.

Furthermore, a review of operations and the forecast financial results is carried out twice a year with the Chairman of the Audit Committee, a specialist committee of the Supervisory Board, in preparation of the half-year and annual period ends.

Information systems

Accounting and financial information is prepared based on efficient business and financial information systems. Manual and automatic controls exist in order to secure the flow and processing of data that come from these systems.

A. Rental and property management software

The Retail division uses the same rental and property management software package in France, Italy and Spain. This "business" tool is interfaced with the corporate accounting software Sage. Its unique database (chart of accounts, personal account, analysis, etc.) enables multi-company cross-cutting analyses.

B. Property transaction software

The Property Development division uses a property transaction management software that optimises the monitoring and control of projects throughout the different phases. This "business" tool is interfaced with the accounting software Sage and the data presented in the two systems are regularly reconciled.

C. Account consolidation software

Due to its structure, the consolidation software SAP BFC (Business Financial Consolidation) used within the Group, constitutes a platform enabling a strong integration of accounting systems. It therefore helps to reduce the risk of material mistakes.

Sage data is integrated into the SAP BFC consolidation software via a procedure common to the whole Group. The integration of this data leads to controls performed every quarter by reconciliation with data from the Property Development division (project budgets and cumulative sales) and/or budget data (net income), and corporate and/or budget data from the Retail division (completeness of integrated data, cut-off, gross rental income, net rental income, general operating expenses, HR, net debt, etc.).

In addition, the SAP software DM – Disclosure Management – enables secure disclosure management via SAP BFC of quantitative data and Notes to the consolidated financial statements. This software package is also used to coordinate the different contributors to the Universal Registration Document, and help prepare it, and thus allows a systematic and cross review of the different parts. This software also includes the tools required to comply with the obligations of listed companies to prepare annual financial reports and/or URDs in a single electronic format.

D. Software for financial planning and budget reporting

SAP BPC – Business Planning Consolidation – software for financial planning and budget reporting has been implemented for the entire Group. This software uses operating data from business line systems to generate consolidated budget data. This software is in the process of being replaced by CCH Tagetik. Estimated consolidated information is compared with actual figures imported from the system used to prepare the consolidated financial statements (SAP BFC). Any material differences are justified.

E. Cash flow software

The Group uses cash management software that incorporates banking communication software that is automatically interfaced with the corporate accounting software, thus enabling the automated transfer of short-term accounting forecasts to cash management or automatic recognition of certain data transmitted to accounting.

All of the Group's flows are secured with the EBICS TS protocol. This module is interfaced with all of the Group's ERPs, thus enabling the provision of account statements and other information statements to the ERPs or the secure transfer of payment and direct debit files from the ERPs to the treasury system.

To prevent risks affecting cash management, the cash management teams reconcile bank balances and analyse changes in the cash balance for all divisions on a daily basis: reconciliation of banking data with short-term forecasts, checking of balances and analysis of daily changes in banking positions.

5.1.4 Managing interest rate and counterparty risk

The Altarea Group's debt mainly consists of fixed-rate bonds, short-term commercial paper (Neu CP) and medium-term notes (Neu MTN) at fixed or floating rates and bank loans (mortgage and corporate) at fixed or floating interest rates.

The Altarea Group is thus exposed to the risk of changes in interest rates on its existing floating-rate debt and on future fixed-rate refinancing transactions. An increase in interest rates could thus lead to an increase in interest expenses.

The Altarea Group adopts a prudent interest rate risk management policy, designed to preserve the funds from operations generated by the property development activity and assets in operation, by hedging debts (whether or not they are backed by these assets). The financial instruments used are mainly derivatives such as interest rate swaps and options [(1)].

The Altarea Group is also exposed to the risk of changes in the value of financial instruments. A decrease in interest rates could thus lead to a decrease in the fair value of financial instruments hedging floating-rate debt.

Sensitivities of floating-rate debt and financial instruments to a rise in interest rates are described in Note 8.2 of Chapter 2.3 "Other information attached to the consolidated financial statements" of this document.

Moreover, the use of derivatives as part of its interest rate risk management may also expose the Group to adverse effects on its results in the event of default by a counterparty.

In order to limit counterparty risk that may arise following the setting up of financial derivatives, Altarea Group thoroughly checks the quality of the counterparties and only pursues projects with the largest financial institutions.

(1) The financial instruments used are detailed in Note 8 "Financial risk management" in Chapter 2.3 "Other information attached to the consolidated financial statements" of this Universal Registration Document.

5.1.5 Management of business ethics risks

Fight against corruption

The Group is currently tightening its anticorruption system to prevent this risk and meet the requirements of Sapin II law. This system is based on:

- corruption risks mapping, reviewed in 2022, setting out potential risks and making it possible to identify areas requiring priority action;
- an ethics charter setting out the principles and values that must guide the behaviour and actions of the Group's employees in their work. It was released in 2023, updated in 2024, includes a section on the fight against corruption and reiterates the policy of zero tolerance towards bad practices and the total rejection of corruption and influence peddling in all its forms;
- a professional ethics alert system open to Group employees and to external and occasional staff, enabling them to report any situation of non-compliance with the ethics charter;
- disciplinary measures that may be taken in the event of corruption or breach of the ethics charter, in accordance with the Group's principle of zero tolerance;
- a process for assessing the integrity of third parties adapted to the specific characteristics of the activities and subsidiaries. This process is regularly reviewed in order to assess its effectiveness and make the necessary improvements. Compliance clauses reiterating the Group's commitments on ethics and compliance are also included in contracts with third parties;
- the accounting Managers and Compliance Department conduct accounting checks on manual entries, unusual movements and transactions considered risky;
- mandatory e-learning modules for all Group employees. As of 31 December 2024, more than 80% of the Group's employees had completed the training. Periodic awareness-raising campaigns were also run for employees identified as being most exposed. For example, with the help of specialist law firms we were able to hold courses on the different types of corruption, conflicts of interest, the peddling of influence, favouritism and the potential criminal repercussions, particularly in relations with the public sector.

Transparency in public life

The Group has been registered with the French lobbying transparency body the *Haute Autorité pour la Transparence de la Vie Publique* (HATVP) since 2018 and files an annual declaration of the activities of its representatives at national and local levels. Employees likely to have interactions with public officials are regularly made aware of reporting obligations.

Combatting money laundering and the financing of terrorism

The prevention mechanism is primarily based on:

- a systematic inclusion of anti-money-laundering clauses in contracts with third parties;
- implementing a process for assessing the level of risk of customers and business partners, particularly in Residential real estate and the REIT business via a due diligence tool and a review of documentation, notably to verify the identity of third parties and the source of funds;
- reporting any doubtful transaction to the TRACFIN reporter / correspondent;
- training and awareness-raising for employees at greatest risk *via* the deployment of an e-learning and face-to-face training programmes.

Protection of Personal Data

The Altarea Group, through its various subsidiaries, processes the personal data of its customers, prospects and partners as well as its employees to provide them with the best and ever more innovative services.

Altarea is particularly careful with regard to the collection and processing of this data and a key concern is compliance with data-protection regulations, including in particular the latest version in force of Act 78-17 of 6 January 1978 relating to data processing, files and freedoms and Regulation (EU) No. 2016/679 of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, known as the General Data Protection Regulation (GDPR), which came into force on 25 May 2018.

Compliance with regulations is part of the Group's quality and trust-building systems and is characterised by:

- The creation of a data governance system with a Data Protection Officer (DPO) reporting to the Risk Prevention Department and responsible for ensuring personal data processing within the Group complies with regulations;
- The mapping of processing operations so as to update the processing register as required by the GDPR;
- Continuous awareness-raising on data security and confidentiality issues within the Group so teams can (i) provide increased protection, confidentiality and security of the data they process in the course of their business and (ii) work with the DPO upstream of each project involving the processing of personal data to respect the principle of "privacy by design". These awareness-raising sessions, carried out in tandem with the Head of Information Systems Security (RSSI), take place both at the head office and in the regions. A GDPR e-learning module is also available to all employees;

- The digitisation of the data processing register and privacy impact reports for all projects;
- The regular updating of its websites to comply with regulations, particularly on tracers/cookies;
- The introduction of a procedure so that data subjects can exercise their rights to access, rectification, deletion, limitation, opposition and portability in an effective manner via the DPO. The DPO keeps and updates registers of rights and complaints as well as a register of breaches and incidents;
- The strengthening of contractual clauses with co-contractors to include adequate guarantees on compliance with their obligations to protect and secure personal data;
- Regular updates of data protection news to the departments concerned as part of the regulatory watch process.

Combatting fraud

To limit the risk of misappropriation of funds and fraud, all cash and financial flows undergo special security procedures (banking delegations; rules for opening, modifying and closing bank accounts; daily reconciliation of banking movements with accounting entries; separation of tasks between the Accounting Department and the Treasury Department); limitation of the number of signatories of payments; review of access rights in the systems.

Every external attempted fraud observed by the teams (e.g. fake President, change of bank details, recruitment fraud) is reported to the Risk Prevention Department which sends out regular reminders about the methods used by scammers and the right things to do to avoid them. Any case of proven fraud is automatically reported to the police services. A hybrid face-to-face and e-learning course on fake President fraud and bank details fraud has been set up for staff most exposed to these risks.

5.1.6 Legal and arbitration proceedings

The Group is party to a certain number of disputes that arise in the normal course of its business.

The Company is not aware of any government, legal or arbitration procedure, pending or threatened, that over the last 12 months could have, or has had, a material impact on the Company and/ or Group's financial position or profitability other than those for which a provision has been booked (see Note 6.3 "Provisions" in Chapter 2.3 "Other information attached to the consolidated financial statements" of this document) or which the Company has contested or is preparing to contest (see Note 5.3 "Income Tax", 6.3 "Provisions" or 10.2 "Contingent liabilities" in Chapter 2.3 "Other information attached to the consolidated financial statements" of this document) and the legal dispute with the shareholders of Primonial mentioned below.

On 2 March 2022, Altarea informed the public that the acquisition of the Primonial Group could not be completed on the terms agreed. Altarea considers that the Vendors failed to comply with the provisions of the acquisition protocol signed in July 2021, which has now lapsed.

Following the non-completion of the acquisition of Primonial, the Sellers (various groups of shareholders of Primonial (investment funds and Managers) summoned the Company and its indirect subsidiary, Alta Percier, before the Commercial Court of Paris, in order to obtain compensation for the damage they allegedly suffered. The Sellers successively alleged damages of €228 million in 2022 and €707 million in 2023, an amount which was increased to €1,173 million in 2024 in their latest submissions.

Altarea considers that it is not liable, and is therefore firmly opposed to the requests made which it considers unfounded, arguing, on the contrary, that it is the Sellers who are at the origin of the failure of the transaction and that they cannot therefore claim damages which are unjustified, both in substance and amount, given the facts of the case and the law.

Altarea and Alta Percier cite damages that the Group has suffered and consequently, in their filings of June 2022 and July 2023, seek a ruling that the Sellers should pay damages in the amount of €330 million.

IIn a judgment of 4 February 2025, the Paris Economic Activities Court ruled that Altarea had not carried out any wrongful resolution of the acquisition protocol and entirely dismissed the Primonial Sellers of their claims against Altarea.

The Court ruled as follows:

"[The court] finds that Alta Percier did not improperly terminate the protocol or prevent the completion of the sale of 2 March 2022, in breach of its obligation to cooperate and its other commitments under the agreement of 23 July 2021."

"Dismisses the alternative claims of the Principal Sellers to set aside the Protocol based on the fault of Alta Percier."

"Dismisses the claims of the Principal Sellers to hold Alta Percier and Altarea jointly liable for damages due to non-reinvestment, failure to collect income, image, and direct costs and internal costs."

"Dismisses the claims of the individual Investor Sellers for a joint ruling against Alta Percier and Altarea for the loss of chance to realise capital gains, non-reinvestment of proceeds from disposal, loss of chance to reinvest in the new management packages, image and career damage, and costs incurred."

The Court also dismissed the counterclaims of Altarea and its subsidiaries.

This judgement is subject to appeal. In agreement with its Legal Counsel, no provision has been recorded by the Group. (see Chapter 2.3 "Other information attached to the consolidated financial statements - Note 4.1" of this Universal Registration Document).

5.2 Risk factors and risk control systems

The Company has identified the main categories and the most significant risks, presented in what the Group considers to be the order of decreasing importance within each category. The five categories identified are as follows:

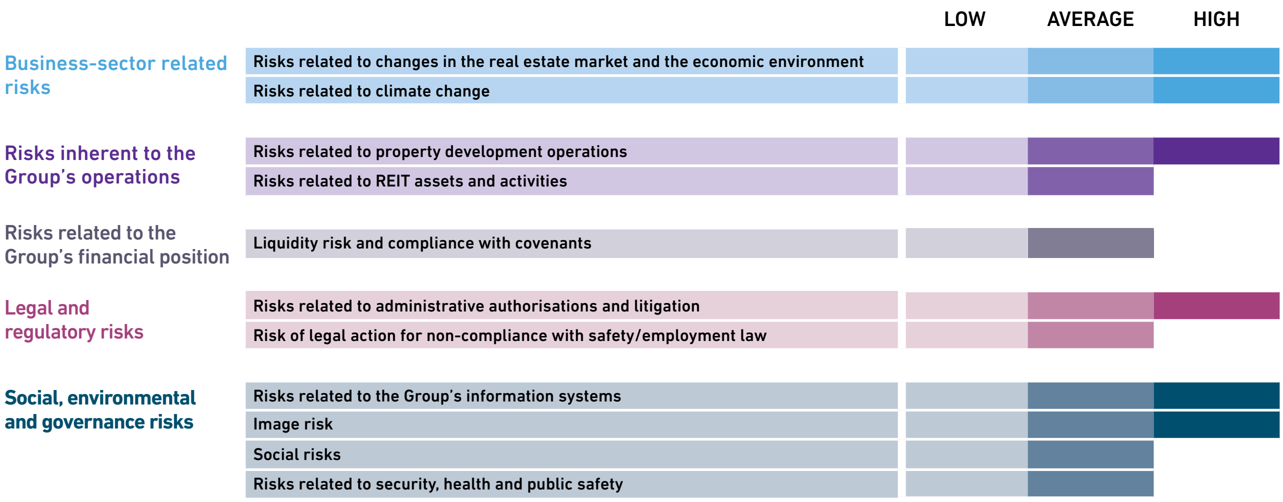
- industry risks;
- risks associated with the Group's activities;
- risks relating to the Group's financial situation;
- legal and regulatory risks;
- social, environmental and governance risks.

This presentation corresponds, after taking into account the control measures implemented by the Company, to the Group's current perception of the importance of these risk factors, based on the current perceived likelihood of the risks materialising and the estimated extent of their negative impact.

Based on this assessment, the Group carried out a risk categorisation exercise as presented in the summary table below.

Investors should nevertheless be aware that other wholly or partially unknown risks considered unlikely to occur at the date of filing this Universal Registration Document, may exist and could have an adverse impact on the Group's activity.

SUMMARY OF SIGNIFICANT NET RISKS SPECIFIC TO THE GROUP



5.2.1 Industry risks

5.2.1.1 Risks related to changes in the real estate market and the economic environment

Risk factors	Risk control systems
Disruption of the business model The Group operates in several business sectors (residential, retail, business property and serviced residences), each of which has its own cycle and its own exposure to endogenous and exogenous factors. The real estate sector is facing a deep crisis caused, among other things, by the tightening of credit conditions including rises in interest rates and the usury rate, a maximum occupancy cost ratio of 35%, inflation and squeezed consumer purchasing power, rising energy prices, supply difficulties related to the war in Ukraine. These issues have affected all our customers (private individuals in their main residence, individual investors and institutional buyers) with an unfavourable impact on the Group's activity and consequently on its results. In addition, changes in consumption habits and consequently in user and consumer requirements, and the emergence of new players arriving on the market each year, are pushing the Group to maintain a permanent dynamic of innovation. These changes which are out of the Group's control could have an adverse impact on its business and consequently on its results.	Management and the Executive Committee closely monitor trends in markets, the economy and the competitive environment; the strategy and policies that they implement are designed to anticipate and mitigate the impact of those risks. In light of the economic challenges, based on appropriate analyses and the agility of its teams, the Altarea Group is putting in place a system that will enable it to meet the demands of clients and reduce its risks by being more selective in its projects by developing partnerships with social landlords and institutional customers. The Altarea Group's is positioned in several segments of the real estate market: serviced residences (seniors, students, business tourism), urban logistics, renewable energy, asset management, energy renovation. This positioning enables it to optimise its risk/return profile by diversifying its risks in a way that would be impossible in single-sector competition. As part of its innovation agenda and to meet the demands of users and consumers, who are much more sensitive to the environmental challenges of our time, the Group is committed to making every effort to make housing a source of well-being, with a positive impact on health and the environment. In addition, in Residential real estate, Altarea has developed a comprehensive range of services for all of the Group's Residential brands in order to meet the needs of its customers: commercial support, financing brokerage, rental management, trustee and transaction services as well as an option to invest in bare title or usufruct separately.
Unstable tax regulations An adverse change in the various tax incentives (Pinel, PTZ +, Malraux, etc.) and tax regimes applicable to real estate cannot be ruled out and could have a material impact on the Property Development business and therefore on Altarea's results.	The potential impacts of changes in tax rules are taken into account by management in its strategy. The following actions were implemented: the development of block sales to institutional investors and social landlords, lobbying of public decision-makers and within the professional organisations to which the Group belongs.

5.2.1.2 Risks related to climate change

Risk factors	Risk control systems
Transition risks ■ Increased design and construction costs (new materials and new techniques, RE 2020, tertiary decree, etc.); ■ New environmental regulations; ■ Investor pressure due to increased demand for Property Development projects and Retail assets to be certified as sustainable (BREEAM®, HQE®, etc.) which could devalue non-compliant assets; ■ Market risks (increasing demands from customers or elected officials); ■ Volatility of energy prices and access for the Group and its value chain.	The way in which the transition could affect macroeconomic trends was not taken into account in the analysis of physical risks (and opportunities). The latter focused on Altarea's resilience to physical risks based on the current economic context (assumption the current economic situation would continue). With regard to the analysis of transition risks (as part of the analysis of the resilience of the Group's activities), the work is currently limited to the pre-identification of transition risks. The objective, for the coming years, is to go further on this theme by carrying out: ■ An assessment of the exposure and vulnerability to these pre-identified transition risks (and opportunities) by comparing Altarea's activity with the socio-economic constraints depicted in different transition scenarios (such as the IPCC's SSPs [1]); ■ A more precise characterisation of these risks and particularly the additional costs that could result. These transition risks have been pre-identified by the Group as part of its discussions on the subject of transition, based in particular on work done in the double materiality analysis.

(1) Shared Socio-economic Pathways (SSP) scenarios are narratives developed by the IPCC that reflect a set of socio-economic assumptions (population, GDP, evolution, etc.) in the absence of climate change or climate policies. They can be optimistic or pessimistic depending on the trends in each scenario.

Risk factors	Risk control systems
Physical risks associated with the impact of climate change ■ Change in air temperature; ■ Heat wave; ■ Wildfire; ■ Storms; ■ Changes in precipitation; ■ Water stress; ■ Heavy rain; ■ Coastal and river flooding, by rising water table or runoff; ■ Coastal erosion; ■ Landslide; ■ Shrinkage, swelling of clays.	Since 2018, Altarea has carried out several analyses of the exposure of its activities (and its value chain) to the physical risks (and opportunities) related to climate change. A range of technical and governance solutions were identified and gradually rolled out across the existing portfolio and new developments. In addition, since 2020, Cogedim has designed and rolled out an adaptation action plan, involving the technical, product, CSR and customer teams, among others. Thus, the Residential teams systematically distribute a booklet to buyers, with practical advice for better use of housing (energy saving in particular). In 2024, the scope of the REIT's own operations was subject to a physical risk audit based on the OCARA methodology [(1)] and the recommendations of the Task Force for Climate Disclosure (TCFD). This makes it possible to address issues related to physical risks that could intrinsically impact the asset portfolio. This audit, updated with recent climate scenarios, identified new risks. It will be followed by an on-site audit, accompanied by a detailed action plan to improve climate resilience. The studies carried out in 2018 and 2024 are based on the climate change projections of the IPCC RCP4.5 and RCP8.5 scenarios. These scenarios, which correspond to different degrees of radiative forcing [(2)] are the result of simultaneous work on climate modelling and the creation of socio-economic scenarios to lead to greenhouse gas emission trajectories consistent with these RCPs. Aside from the incorporation of these scenarios, the ways the transition could affect macro-economic trends was not taken into account in the analysis of physical risks (and opportunities). The latter focused on Altarea's resilience to physical risks based on the current economic context (assumption the current economic situation would continue). The work carried out to build a catalogue of actions to adapt to physical risks is based on existing solutions and technologies with the aim of being able to deploy them quickly where necessary. However, it should be noted that in order to ensure that the adaptation strategy is consistent with the other challenges inherent in the transition, each of the actions in the catalogue was assessed by several criteria such as: alignment with mitigation strategy, impact on biodiversity and resource consumption, and social acceptability. The next steps, which will make the action plan more concrete and operational, will also aim to make it consistent with the other work carried out as part of the Group's resilience strategy. In addition to the analyses carried out at Group level, individual Property Development brands now systematically conduct adaptation studies for each project (in particular concerning physical risks), using dedicated tools (Bat-ADAPT (Sustainable Real Estate Observatory), Resilience (CERQUAL), etc.). The analysis of physical risks as part of the resilience analysis conducted on the basis of two climate scenarios (RCP 4.5 and RCP 8.5) over the time horizons of 2030, 2050 and 2090 made it possible to select 10 climate hazards according to their potential impact on projects and assets, and the representativeness of the types of impact. The time horizons applied to Property Development cover a historical period up to 2005, and a future horizon centred on 2055 (period 2041-2070). The hazards that presented a high potential impact and risk score were selected.

The Group's overall progress approach is detailed in the CSRD Sustainability Report, Section [E1].

(1) Methodology developed by Carbone 4.

(2) Radiative forcing is a concept used in climate science to describe the impact of external factors (such as greenhouse gases or aerosols) on the Earth's energy balance. It is effectively the difference between the solar energy received by the Earth and the energy sent back into space.

5.2.2 Risks associated with the Group's activities

5.2.2.1 Risks related to property development operations

Risk factors	Risk control systems
There are many development risks. They include in particular: ■ an administrative risk related to obtaining permits for commercial operations, office authorisations, building permits or environmental approvals and to administrative proceedings that could delay property development projects; ■ a construction risk linked to potential delays, work going over budget, the rise in the cost of raw materials, a shortage of construction companies, companies defaulting, the ability of companies and contractors to adapt, to new environmental standards in particular, and potential disputes with the construction companies; ■ a commercial risk, linked to the inadequacy of the products developed, and overpricing compared to the market; ■ a competition risk, which may affect the acquisition of land/ shopping centres, product sale prices or the availability of subcontractors; ■ a completion risk with regard to its customers, when the Group acts as a developer by signing off-plan sales or PDCs in which it undertakes to build a building with a fixed price and deadline. The risk would be one of noncompliance of the product delivered or of a delay in delivering; ■ in the office market, a market risk when the Group acts as an investor, if it fails to sell or let the property. It may thus have to bear a risk of prolonged carry.	These risks are monitored and their impact is managed through the Investment Committee, a specialist committee of the Supervisory Board (see paragraph 6.2.3.3 of this Universal Registration Document), and also through several more operational committees: ■ in Retail property, the "Retail Projects Committee" defines and sets the operational objectives for each project, monitors work commitments and approves budgets; defines and sets the marketing objectives, pre-letting also helps limit commercial risk; the extended Executive Management Committee deals with all issues relating to the subsidiary (development, operation, marketing, valuation, legal); ■ in Residential property, the Commitments Committees examine all real estate projects at the main stages constituting a commitment for the Group: signature of an undertaking to acquire the land, marketing launch, acquisition of the land and start of works. In addition to the opportunity and interest of carrying out the operation, the latter is subject at each stage to the validation of objective data: margin rate, percentage of pre-letting at the time of the acquisition of the land and then at the time of the start of construction, validation of the cost of work, WCR, integration in the operating budgets of a line to cope with environmental and regulatory adaptations, etc.; ■ in Business property, the Committees arbitrate on projects that are binding for the Group at their various stages of progress. In addition to the opportunity that a transaction may represent, various investment indicators are analysed, such as the margin, internal rate of return and equity multiple, and market elements such as rent, construction costs and capitalisation rate. The risks related to development operations are also monitored through various reports (review of operating budgets, commitments, expenses, marketing rates, etc.). Finally, administrative authorisation applications (building permits, departmental commission for commercial development) are submitted to specialised law firms.

5.2.2.2 Risks related to REIT assets and activities

Risk factors	Risk control systems
Risks related to assets in operation and to the Retail and Office REIT business include: ■ risks related to letting and reletting of space in shopping centres and letting of offices, in particular in a challenging and rapidly changing economic climate; ■ risks related to property portfolio management and to decisions to buy and sell assets (estimated return on new acquisitions, delays in carrying out disposals, etc.); ■ risks related to the operation of shopping centres (maintenance of facilities and achieving compliance with standards, natural and technological risks, accidents, risk of administrative closure of a centre, terrorism, pandemic, etc.); ■ risks related to the appraisal of commercial real estate assets; appraisals depend on many external factors (economic conditions, commercial property market, interest rates, etc.) and internal factors (yield on cost and performance of the centres) that may vary significantly.	The risks related to REIT assets and activities are mainly covered by the following arrangements: ■ due diligence before any acquisition of assets in operation in order to limit the risks linked to the valuation and the integration of these centres into the portfolio; ■ the following committees: the Retail Executive Committee, which deals with strategic issues related to shopping centres in operation and under development; the Asset Management Committee, which defines and sets the Asset Management objectives; ■ regular reports on revenue forecasts, expenses not passed on to tenants, vacancy rates, rental rates and debt collection and arrears, which make it possible to better anticipate the risk of tenant insolvency. A Brand Support Committee reviews solutions for tenants experiencing financial difficulty; ■ an insurance programme for assets in operation (See Paragraph 5.3 "Insurance"); ■ safety management of the centres in operation: there is a schedule of audits and visits by auditing bodies and safety commissions and another for internal security audits to check compliance with the Group's security policy. The Altarea Group assets are assessed twice a year (see Section 8.4.4 of this document) by an independent appraiser. External valuation of Group assets has been entrusted to Cushman & Wakefield (in France and Spain), Jones Lang Lasalle (in France), CBRE (in France) and Kroll (in Italy). The fees paid to appraisers are lump-sum amounts determined in advance of the valuations. These amounted to €217,767 (excl. VAT[a]) in 2024, including fees related to the preparation of reliance letters required by banks. They are not proportionate to the value of appraised assets and make up less than 10% of the revenue of each appraisal firm consulted.

(a) Fees expressed at 100%, including sites accounted for under the equity method.

5.2.3 Risks related to the Group's financial position: liquidity and compliance with covenants

Risk factors	Risk control systems
Altarea finances part of its investments and growth through bank financing and through capital markets. Altarea might not always have the desired access to capital markets or the banking market. This situation could result from a financial crisis affecting the banking sector, the bond or equity markets, a serious deterioration in the property market or any change in Altarea's businesses, financial position or shareholder structure which affects investors' perception of the Group's credit quality or attractiveness as an investment. Some of the credit facilities agreed between Altarea and its banks are subject to early repayment clauses primarily linked to compliance with financial ratios or the occurrence of clearly identified events. Failure to meet these commitments or obligations could result either in default or potential default that would mainly result in early repayment of all or part of the outstanding amounts. This situation could produce an unfavourable impact on the Company's business and financial position, particularly its growth.	The operational management of liquidity and financing is carried out by the Finance and Treasury Department. The Group's available liquidity amounted to €2.5 billion, of which €0.9 billion in cash and €1.6 billion in undrawn bank credit lines, which are the first tools called on to manage liquidity risk. The budget process for cash management and projected cash flow analysis also provides way to anticipate and hedge these risks. The Altarea Group thus ensures credit lines are always available, financing sources diversified and the maturities of the main debts staggered. Furthermore, compliance with the commitments and obligations granted to financial institutions under the terms of credit agreements is closely monitored by the Group, including bank covenants [1].

(a) See Note 8 "Financial risk management" to the consolidated financial statements (Chapter 2.3 of this Universal Registration Document).

(1) See Note 8 "Financial risk management" to the consolidated financial statements (Chapter 2.3 of this Universal Registration Document).

5.2.4 Legal and regulatory risks

5.2.4.1 Risks related to administrative authorisations and litigation

Risk factors	Risk control systems
Altarea Group's activities are governed by a large number of specific French and European requirements. The Company must comply with legal and regulatory provisions in terms of urban planning, construction, operating permits, health and safety, the environment, lease law, intellectual property, consumer law, corporate law and tax matters. Changes to any of these regulations could require the Group to adjust its operations, assets, or business strategy accordingly, which may have negative consequences on its earnings, asset values and expenses and may slow or halt progress on some of the Company's property development or marketing activities. In the normal course of its business, and in view of the growing number of acquisition and development projects, the Group could find itself facing unfavourable contractual clauses or clauses which offer insufficient protection. It could also be involved in legal proceedings and be subject to tax and administrative audits (see Chapter 2.3 "Other information attached to the consolidated financial statements - Note 10" of this Universal Registration Document). Each of these risks is associated with a financial risk but also an image risk for the Group. In addition, the Group recently launched an asset management company specialising in the management of real estate funds: Altarea Investment Managers. As such, it is subject to the supervision of the French Financial Markets Authority (*Autorité des Marchés Financiers*). In addition, since Altarea and two of its subsidiaries, Altareit and NR 21, are listed on Euronext Paris, they are subject to the constraints of stock market law, in particular in terms of transparency and the processing of information, particularly in the context of financial transactions, under the supervision of the *Autorité des Marchés Financiers*. Failure to comply with stock market law or the French Monetary and Financial Code would expose these companies to sanctions and could damage their image.	**Property Legal Department** The Property Legal Departments provide support for first-stage development of projects and the acquisition of land for property projects (whether buying land directly or buying a land-owning company) and asset management. It also monitors compliance with current regulations as well as obtaining the permits necessary for the Group to conduct its business. These services mainly concern urban planning law (commercial operating permits and building permits), construction law and commercial lease law, as well as, in general, all aspects of property, intellectual property, consumer and insurance law. The Property Legal Departments act for Executive Management and the operational teams on request, where appropriate in conjunction with outside consultants, notably on complex property transactions, projects conducted through partnerships, disposals and acquisitions, and in the event of disputes. Operational Managers also, in consultation with these Departments, regularly use the services of specialised law firms. Finally, training sessions are regularly delivered to employees to raise their awareness of legal risks. **Corporate Legal Department** The Corporate Legal Department is responsible for four main assignments in the Altarea Group: (i) governance and market law, (ii) legal affairs of Group companies, (iii) documentary centralisation and optimisation, (iv) brand law. It notably provides support to the Group's operational staff to define, create and operate the corporate structures or arrangements for transactions, and to negotiate agreements with external partners in conjunction with the property legal counsel, with the help of specialised law firms if necessary. All of the Group's shareholdings and corporate offices are managed using a data management software suite for holding companies and subsidiaries. This centralised system makes it possible to automatically establish the legal and tax scopes and to monitor compliance with the related regulations. Finally, the Corporate Legal Department is in charge of setting up and monitoring delegations of authority.

Legal disputes with Primonial shareholders

Following the non-completion of the acquisition of Primonial, the Sellers (various groups of shareholders of Primonial (investment funds and Managers) summoned the Company and its indirect subsidiary, Alta Percier, before the Commercial Court of Paris, in order to obtain compensation for the damage they allegedly suffered. The Sellers successively alleged damages of €228 million in 2022 and €707 million in 2023, an amount which was increased to €1,173 million in 2024 in their latest submissions.

Altarea considers that it is not liable, and is therefore firmly opposed to the requests made which it considers unfounded, arguing, on the contrary, that it is the Sellers who are at the origin of the failure of the transaction and that they cannot therefore claim damages which are unjustified, both in substance and amount, given the facts of the case and the law.

Altarea and Alta Percier cite damages that the Group has suffered and consequently, in their filings of June 2022 and July 2023, seek a ruling that the Sellers should pay damages in the amount of €330 million.

In a judgment of 4 February 2025, the Paris Economic Activities Court ruled that Altarea had not carried out any wrongful resolution of the acquisition protocol and entirely dismissed the Primonial Sellers of their claims against Altarea.

The Court ruled as follows:

"[The court] finds that Alta Percier did not improperly terminate the protocol or prevent the completion of the sale of 2 March 2022, in breach of its obligation to cooperate and its other commitments under the agreement of 23 July 2021."

"Dismisses the alternative claims of the Principal Sellers to set aside the Protocol based on the fault of Alta Percier."

"Dismisses the claims of the Principal Sellers to hold Alta Percier and Altarea jointly liable for damages due to non-reinvestment, failure to collect income, image, and direct costs and internal costs."

"Dismisses the claims of the individual Investor Sellers for a joint ruling against Alta Percier and Altarea for the loss of chance to realise capital gains, non-reinvestment of proceeds from disposal, loss of chance to reinvest in the new management packages, image and career damage, and costs incurred."

The Court also dismissed the counterclaims of Altarea and its subsidiaries.

This judgment is subject to appeal. In agreement with its Legal Counsel, no provision has been recorded by the Group (see Chapter 2.3 "Other information attached to the consolidated financial statements - Note 4.1" of this Universal Registration Document).

5.2.4.2 Risk of legal action for non-compliance with safety/employment law

Risk factors	Risk control systems
Based on the large number of property projects underway, the Altarea Group is a major builder. In a situation where it is increasingly difficult to find approved construction companies able to handle complex projects, as the Project Manager, the Group's liability could be incurred should an accident occur. Indeed, site employees carrying out construction work are potentially exposed to this type of risk.	To prevent the risk of accidents, especially on building sites, or at the very least to limit the occurrence and severity of any accidents, action has been taken which includes the systematic use of specialist safety operators (Health and Safety Coordinator), audits and ad hoc site checks. These actions are: ■ The implementation of a general coordination plan stipulating more specifically: ■ SCALP: Securing of traffic, access points and delivery in working conditions; ■ METAH: pooling of work equipment and access at height; ■ MESA: Early commissioning of elevators; ■ Awareness-raising panels on best safety practices on all our building sites. ■ National framework contract with a national control office "Veritas" on random checks of personnel against undeclared work on all our sites. ■ Internal accident reporting. ■ "Legal certification" application with mandatory subscription by companies: this application monitors the proper execution by companies of their contractual obligations and the updating of administrative documents, as well as the files of request for approval of subcontractors. ■ National framework contract with an intrusion security company that, in addition to protection against theft, can provide us with evidence of the accident (if this is within its field of vision). In addition, the Group ensures it complies with its legal obligations as a Project Manager: monitoring the construction companies to ensure they are meeting their contractual obligations, checking the subcontractors' approval applications are complete and all administrative documents are properly updated.

5.2.5 Social, environmental and governance risks

5.2.5.1 Risks related to the Group's information systems

Risk factors	Risk control systems
■ As the Group is currently undergoing a major phase of digitisation, the performance and reliability of its information systems have become major factors in the way it conducts its business. As a result, the Altarea Group could be affected by events (accidents or service failures) outside of its control which could lead to interruptions in its data flows, loss of data or issues affecting its activities. ■ Furthermore, as the data processed on a daily basis may be confidential and sometimes strategic, the Group could also be confronted by criminal cyberattacks targeting the integrity, availability and/or confidentiality of this data. Altarea could be exposed to a risk of involving liability and damage to its image.	Management of IT risks within the Altarea Group is carried out by the Head of Information Systems Security (RSSI) reporting to the Group Head of Risk Prevention and includes: ■ monitoring compliance with the security policy meeting the needs of the Group; ■ the development of a cybersecurity culture within the Company, through various training paths in the Group system, recurrent, occasional and targeted communications, and anti-phishing campaigns; ■ the integration of IT security upstream of projects, by supporting the business lines, IT Department and Legal Department by including security and personal data protection clauses in all contracts with publishers/partners/service providers; ■ the implementation of best practice and procedures for managing users and business applications, and the periodic review of rights, in coordination with the IT Department; ■ application audits by external expert partners; ■ integration of the "cyber-crisis" theme into the existing strategic crisis management policy. ■ taking out an insurance policy to cover cyber risks. Within the IT Department, the Head of Operational Security (RSO) works in close collaboration with the RSSI. He manages implementation of the cyber policy and the deployment of new IT monitoring tools and analyses different components or events that affect IT security. Analyses of different IT security components and events are carried out jointly by the Risk Prevention Department and the IT Department, give rise to remediation plans or recommendations for security. Lastly, the Group continues to pilot a patch management service to secure its various equipment over time.

5.2.5.2 Image risks

Risk factors	Risk control systems
The Group could therefore be confronted with situations/events (construction site accidents, delivery delays, customer and employee dissatisfaction, major disputes, identity theft, regulatory non-compliance, service quality failings, etc.) whose impacts could damage its reputation and its image vis-à-vis its stakeholders. Also, the growing use of social media increases the risk of exposure to criticism or negative messages and accelerates their dissemination.	To prevent this, a guide to the good use of social media at work has been developed and distributed to the Group's employees and training is offered. In addition, the Group has monitoring, detection and reaction mechanisms, mainly involving tools distributed to employees, to anticipate and manage its image and reputation risks: ■ Social media monitoring by Community Managers and watch tools; ■ Daily monitoring of disputes and complaints, including assessment of reputational impact; ■ A crisis unit and communication plan familiar to all employees and corresponding training for Directors; ■ Conducting customer satisfaction surveys, particularly in the Residential division, at two key points in the purchasing process, and monitoring the recommendation rate (Cogedim earned a Customer Relations of the Year award for the seventh time); ■ Monthly meetings organised with tenants of serviced residences and an annual satisfaction survey to gauge the opinions of our senior resident customers; ■ Quantitative and qualitative customer surveys conducted in shopping centres to improve the customer satisfaction index; Satisfaction surveys carried out among shopping centre brands to better identify their expectations (Retailers' Pact).

5.2.5.3 Social risks

Risk factors	Risk control systems
The Group's ambitious goals are partly dependent on its Human Capital. If Altarea could no longer attract the best profiles and ensure that the competencies of Group employees are up to date with best practice and able to face new challenges, it could have a negative impact on its business and results. The context of the crisis affecting the real estate sector and the objectives of developing new markets (renewable energies, photovoltaics, urban logistics, asset management) expose the Group to challenges related to the integration and training of new employees, and the engagement of all human capital. The new recruits are from very varied backgrounds. It is therefore necessary to assist each individual to rapidly assimilate not only the specific requirements, regulations and constraints applicable to the real estate business, but also to share what makes our Company original, and its strategic priorities, objectives and corporate culture. Some key positions are held by Directors whose departure could affect the Group. It cannot be guaranteed that the Group will be able to retain these Directors, and some of them could also take advantage of their retirement rights, which would have a negative effect on business.	To address these social risks, Altarea Group is piloting, through a number of action plans, a human resources policy that is led and implemented by committed professionals combining operational proximity and expertise to support employees: ■ in terms of recruitment: the diversification of recruitment sources and techniques, the involvement and complementarity of action in the recruitment processes of both Operational Managers and HR teams, combined with the strong emphasis on internal mobility and the pool of work-study students, make it possible to satisfy the Group recruitment needs; ■ regarding integration: a formalised onboarding interview and a collective seminar combining onboarding and re-onboarding are essential steps to help employees make a success of their new positions within the Group. On this occasion, the members of the Executive Committee explain and share their vision of the business; ■ in terms of training: the Group's "learning company" vision seeks to make everyone an actor in and author of their professional career through a "Talent Developer Academy", based on a strategic skills development plan defined around the issues affecting each business line. The Group finances large-scale actions such as career paths, managerial programmes including a course on psychosocial risks, a collaborative digital academy offering numerous modules on corporate culture, business techniques and soft skills. Supporting young people through work-study contracts is also a major challenge for the Group; ■ regarding retention: the Group has a committed policy in terms of mobility and internal promotion through individual and collective actions (professional interviews, business lines forum, career site showing online vacancies, etc.). Significant attention is paid to the environment and working conditions, as illustrated by the Group's head office designed for the well-being of employees. The "Altawellness" offer also provides access to a complete range of services: Health space at the head office (care, vaccinations, preventative actions), personal services, social and family support, etc. ■ in terms of succession: an annual talent review updates the Group's talent pool and succession plan. Appraisals, coaching and certification courses are used to support strategic positions.

5.2.5.4 Risks related to security, health and public safety

Risk factors	Risk control systems
Security Malicious acts against the Group's employees, sites and assets, or even customers, constitute major risks to the Sustainability of the Company's activities. Malicious acts can come in various forms, ranging from simple incivility to an act of terrorism, and include acts of delinquency. They could also include a simple incident that creates a considerable feeling of insecurity which may be with the facts. A safety breach affecting property or people can have an impact on shopping centre footfall by undermining confidence or the Group's image, particularly with regard to urban real estate projects, the operation of serviced residences and the Group's new businesses of renewable energy, urban logistics and data centers, whether under development (building sites) or in operation. Finally, the regulated portfolio management activity presents an additional risk to compliance with physical separation controls. These events are therefore likely to harm the Group's financial capacities or to engage the Company's liability vis-à-vis its stakeholders, impair the trust of third parties and damage its image.	The Group Security Department, part of the Group Risk Management Department, defines, deploys, controls and adapts the overall security policy based on five points: ▪ a policy adapted to the Group's assets based in particular on physical measures and processes for reporting information or access management, controls of sensitive areas, video surveillance, etc.; ▪ constant interaction with national and local police services in order to monitor the existence and evolution of threats in real time, both for shopping centres and for the Group's building sites, new businesses or employees; ▪ training employees and raising security awareness, as well as upgrading centre management skills and supporting the Construction Operation Departments of Serviced residences and the Group's new businesses; ▪ crisis management: a defined policy, alert tools and procedures, and employee awareness; ▪ recurring audits on the Group's various assets to diagnose and make necessary changes to reflect changing circumstances. ▪ advice and assistance on security in the assets acquired or to be acquired by the asset management business means this issue can be factored into the taking of positions. In addition, tests and exercises are carried out in the shopping centres to upgrade systems and adapt the Group's response to potential changes in the threat.
Health and public safety As Altarea owns and manages establishments open to the public, Altarea assets are exposed to public health, safety and security issues, which could have a negative impact on its business, prospects and reputation, or create a liability towards its employees or customers. As the owner/Manager of its buildings, facilities, and land, the Group could be formally accused of failure to adequately monitor and maintain its properties against these risks.	To mitigate these risks, the Altarea Group closely follows all applicable public-health and safety regulations and takes a preventative approach involving diagnostics, and, where necessary, building work to bring buildings into compliance (asbestos, legionnaires' disease, termites). It has put in place tools to monitor the recommendations made by the Safety Committees and observations made by approved bodies across all the shopping centres it manages. For sites covered by the ICPE nomenclature, the Group arranges regular maintenance and periodic checks, which limits the impact of the assets on the environment and the nuisance to users and local residents. Diagnostics on the accessibility of common areas and work to bring them into compliance, if necessary, were carried out on 100% of assets whose building permit was issued before 1 January 2007. Shopping centres built since 2007 are compliant from the outset. To protect people and property against the risk of fire, Altarea has put in place regulatory fire safety systems, which are maintained by appropriately qualified companies and checked by recognised and officially certified bodies. With regard to air quality, Altarea complies with regulations and ensures the safety of ventilation systems by checking and maintaining them. To ensure the sanitary quality of the water provided to its tenants, the Group only distributes water from municipal supply systems, which are subject to rigorous, regular checks and analysis. Half of the shopping centres are affected by plans for the prevention of natural disasters, including the risk of flooding, subsidence and drought. No Group shopping centre is affected by mining technological risks or soil pollution. Lastly, most centres are located in areas of low or very low seismic activity.

5.3 Insurance

5.3.1 General policy for insurance coverage

The Group's insurance coverage policy aims to protect Company and employee assets and to optimise the transfer of risks related to these operations to its partner insurers. The Insurance Department, within the Group's Risk Management Department, is tasked with:

- the coordination of insurance programmes for the Group structure of consolidated operations, in collaboration with local teams and insurance brokers;
- the identification and quantification of insurable risks;
- the monitoring and implementation of insurance coverage;
- coordinating actions with the Group's insurance brokers;
- all business line claims management, bearing in mind that claims management remains decentralised within each activity.

The Group relies on the assistance of brokers specialised in risk management specific to each activity. It works only with reputable and top-rated insurance companies.

5.3.2 Summary of insurance coverage

The following guarantees have been updated and correspond to the principal insurance policies taken out by the Group for the financial year 2024. These policies were valid as of the release date of this document. However, these policies should not be considered as permanent, because of evolving risks and activities to be covered, loss history and Group decisions to adjust its coverage. The Group considers that these guarantees take into account the nature of the risks incurred by Altarea and its subsidiaries and that they are proportionate to the capacity of current offers on the insurance market for corporate structures of similar size and activities.

For the 2024 financial year, the overall budget for the Group's main insurance policies (excluding social security protection) is estimated at more than €16 million.

- **Properties in operation**: the Group is insured by CHUBB for "all risks with exceptions" property damage and by ALLIANZ France for general third-party liability. The damages portion covers the reinstatement value of buildings and operating losses over a period of three years. With regards to the CAP3000 shopping centre, market-value complementary insurance and cover for operating losses over five years have been taken out. The damages portion includes non-occupant owners' insurance. These insurance policies, which were renewed on 1 January 2025, are for the most part invoiced to tenants under contracts and regulatory provisions in force.
- **Projects under construction**: Altarea has "Construction Damages" (*dommage ouvrage*) and "All Worksite Risks" (*tous risques chantier*) insurance policies with AXA, MMA and SMA. The Group has framework agreements for "Construction Damages" and "All Worksite Risks" for all building sites that do not exceed a certain size.
- **Professional liability insurance**: Altarea and its subsidiaries hold professional liability insurance policies (including for activities coming under the Hoguet Act) with various insurance firms, including QBE and MMA.
- **Liability insurance for executives and corporate officers**: taken out with AXA to cover all Group entities.
- **Cyber Insurance**: taken out with AXA XL covering the various activities produced by the Group.
- **Miscellaneous insurance policies**: other insurance covers various rented offices, automobile fleets, computer equipment and ten-year builder liability. There is also: an "executive and corporate officer liability" insurance policy taken out with AXA, a cyber policy taken out with CHUBB, specific insurance policies covering the Group's New businesses (renewable energies, asset management, urban logistics, Data centre).

6 CORPORATE GOVERNANCE

6.1 Framework of the report and reference code

This report on Corporate Governance has been prepared by the Supervisory Board, in accordance with Articles L. 226-10-1 and L. 22-10-78 of the French Commercial Code, with the assistance of the Group Finance Department who contributed to writing it. This report was examined by the Compensation Committee and Nomination Committee and approved by the Supervisory Board at its meeting on 25 February 2025.

The Company has adopted the Corporate Governance Code of Listed Companies (the "AFEP-MEDEF Code") published by the *Association Française des Entreprises Privées* (AFEP) and the *Mouvement des Entreprises de France* (MEDEF). This Code, which was last revised in December 2022, is published and can be consulted on the AFEP website (www.afep.com) or the MEDEF website (www.medef.com). The Company refers to the principles set forth in this Code, which it applies where compatible with the legal form of an SCA (*société en commandite par actions*, a French partnership limited by shares).

Because the Company is a partnership limited by shares, it is overseen by Management and not by a collegiate body, Management Board or Board of Directors. Therefore, changes relating to the collegiate nature of the Board of Directors, and the separation of functions of the Chairman of the Board of Directors and the Chief Executive Officer, the Lead Director, cannot be applied to partnerships limited by shares.

The Supervisory Board is responsible for overseeing the Company's management on a continual basis, but is not involved in its management. Article 17.1 of the Company's Articles of Association states that the Supervisory Board has the right to be provided with the same documents by the Managers as those made available to the Statutory Auditors. The Articles of Association also give the Supervisory Board significantly greater powers than required by law, for example in reviewing investments.

The Company complies with the recommendations of the AFEP-MEDEF Code, with the exception of the recommendations made in the summary table below, which have not been applied due to the Company's legal form as a partnership limited by shares. Explanations and, where appropriate, any corrective measures are presented in accordance with the principle of "comply or explain".

Recommendation	Code heading	Explanations or remedial measures
The Board of Directors and strategy	1	In a société en *commandite par actions* (a French partnership limited by shares), Management has exclusive competence to review and decide on operations of strategic importance. However, the Supervisory Board of the Company is consulted on significant commitments and investments/divestments.
The separation of duties of the Chairman of the Board of Directors and the Chief Executive Officer	3	Because the Company is a partnership limited by shares (*société en commandite par actions*), it is run by Management with oversight exercised by a Supervisory Board. The Company therefore has a dual management structure by its nature and has no decision to make regarding the separation of executive functions.
Dialogue with shareholders	4	Shareholder relations, particularly on governance-related matters, falls within the remit of Management assisted by the operational teams, primarily the Financial Communications Department. The Supervisory Board considers the current procedure to be satisfactory in view of the mode of operation of the partnership limited by shares.
The Board of Directors and Corporate Social Responsibility (CSR)	5	In a *société en commandite par actions* (French partnership limited by shares), management has exclusive competence to set strategic guidelines, including on CSR. However, the Management presents to the Supervisory Board its CSR strategy, the methods for implementing its strategy, the related action plan and the time horizons within which these corresponding actions will be taken. Management informs the Board of the results obtained on an annual basis. The Audit and CSR Committee also examines CSR issues.
Staggering of Directors' terms of office	15	The General Shareholders' Meeting to be held in 2025 to approve the financial statements for the 2024 financial year will be asked to renew the expiring terms of office of the members of the Supervisory Board for different periods in order to promote the smooth and staggered renewal of the terms of office of Supervisory Board members.
Composition of the Audit and CSR Committee	17	The Audit and CSR Committee is chaired by an independent member and has three independent members out of its five at 31 December 2024, one member who ceased to be independent having resigned from the Committee. The number of independent members remains significantly higher than that provided for by the French Commercial Code, which requires the presence of a single independent member on the Audit Committee. The proportion of independent members is sixty per cent, only marginally below the two-thirds recommended in the AFEP-MEDEF Code. Although it considered that the composition of the committee, comprising only members with financial or accounting expertise, under the chairmanship of an independent member, remained fully satisfactory for the effective functioning of the Committee and the completion of in-depth work on the subjects discussed, the Supervisory Board has since then complied with this recommendation of the AFEP-MEDEF Code by not replacing Léonore Reviron on the Audit and CSR Committee following her resignation as a Supervisory Board member at the meeting on 20 February 2025. The Committee is now composed of four members, three of whom are qualified as independent.
Succession plan for executive corporate officers	18	In a *société en commandite par actions* (a French partnership limited by shares), the management succession plan is drafted by the General Partner and not the Supervisory Board or one of its committees. Altafi 2, which is now the Company's sole General Partner, is managed by a Chairman and three Chief Executive Officers, each of which has the same powers within Altafi 2. Having multiple executive officers at Altafi 2 makes it possible in practice to manage any period where one is absent. The Articles of Association of Altafi 2 notably state that in the event of the death, resignation or incapacity of the Chairman, the Chief Executive Officers in office retain their functions and powers until the appointment of the new Chairman.
Shares held by executive corporate officers	24	Altafi 2, the Company's sole executive corporate officer, is a member of the concert formed around the Group's founder, Alain Taravella, representing more than 45% of the Company's share capital and voting rights (see 7.1.6 below). Altafi 2 is also the Company's sole General Partner. The concert's shares are held in registered form and the General Partner shares held by Altafi 2 are non-negotiable. Given this situation and the Company's legal form as a partnership limited by shares, it would not seem appropriate to set a rule for the Manager to retain a minimum quantity of shares.

6.2 Composition and practices of the management and supervisory bodies

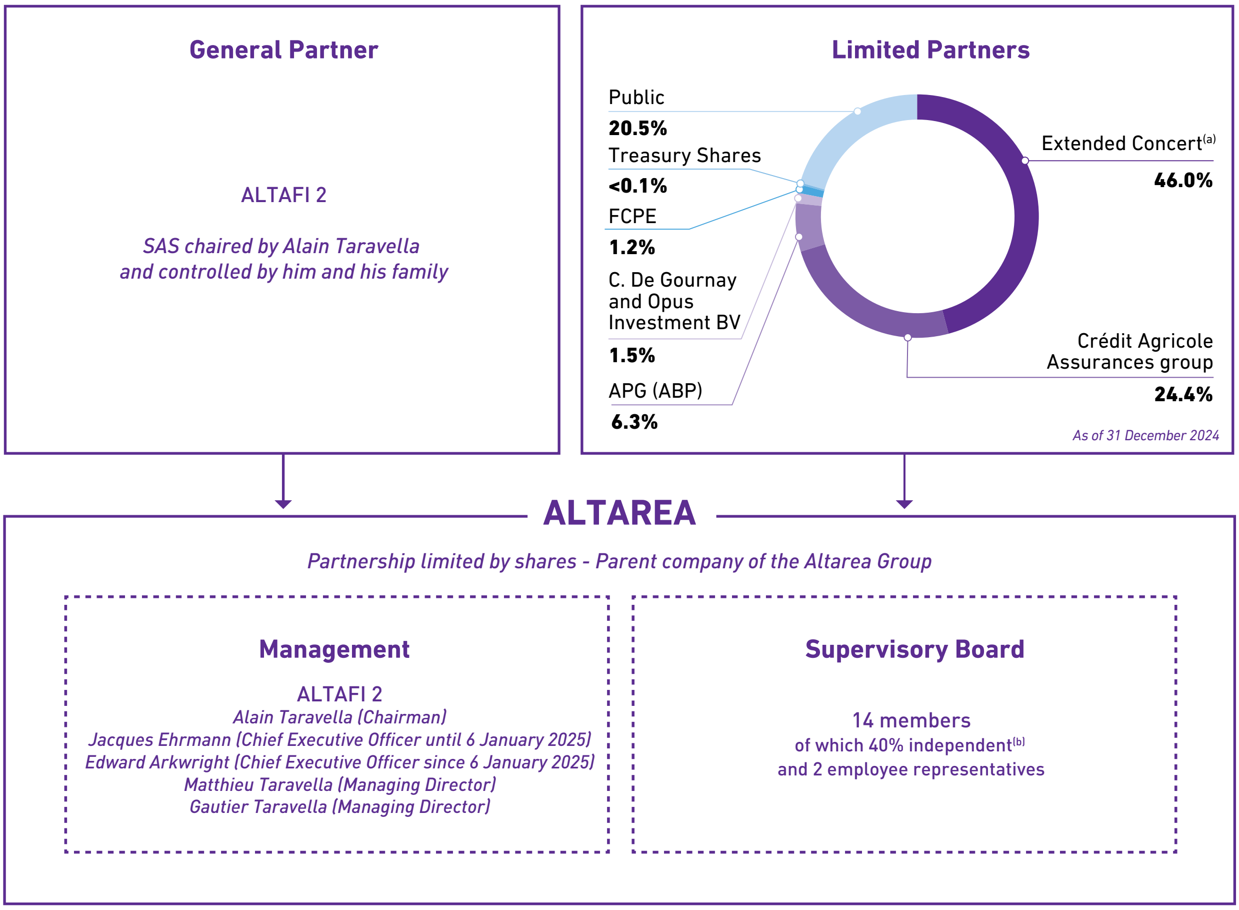
As Altarea is a partnership limited by shares (SCA), it is managed by its Management and its ongoing management control is carried out by the Supervisory Board, over one third of whose membership, including the chair, is independent. Altarea thus has a dual governance structure.

It comprises two categories of partners:

- a General Partner, with unlimited joint and several liabilities for the Company's debts to third parties;
- Limited Partners who are in the same position as shareholders of a public limited company: their shares may be traded under the same conditions and their liability is limited to the amount of their contribution.

This corporate form, adopted since 2007 by Altarea shareholders after the launch of a public buyout offer in accordance with the regulations in force, provides the flexibility to run an efficient organisation and make agile executive decisions while ensuring the Company's sustainability in the interest of all shareholders.

Summary presentation of Altarea's organisational structure at 31 December 2024:



(a) There is a concert between the founders, Alain Taravella and Jacques Nicolet, as well as the members of their respective families and the companies they control, and, until 6 January 2025, Jacques Ehrmann as shareholder and Chief Executive Officer of Altafi 2 (see paragraphs 7.1.6 and 7.3 below)
(b) Excluding members representing employees in line with the AFEP-MEDEF Code recommendations.

6.2.1 Management

Composition

The Company is managed by a sole manager, Altafi 2, also the Company's sole General Partner. Altafi 2 is chaired by Alain Taravella, Chairman and Founder of the Group.

Altafi 2

Manager

Altafi 2 is a simplified joint-stock company whose registered office is 87 rue de Richelieu, Paris (75002), registered with the Paris Trade and Companies Registry under number 501 290 506, whose share capital is wholly owned by AltaGroupe, itself controlled by Alain Taravella and family.

Altafi 2 was appointed Manager of the Company in 2012 and was reappointed for a further period of ten years from 2 January 2022.

Alain Taravella is the Chairman of Altafi 2. Edward Arkwright was appointed Chief Executive Officer of Altafi 2 as of 6 January 2025, replacing Jacques Ehrmann, who had held this position since 1 July 2019. Alain Taravella's sons, Matthieu and Gautier Taravella are also Chief Executive Officers of Altafi 2 since 21 February 2019.

Alain Taravella

Chairman of Altafi 2
Founder of Altarea Group

A French citizen, Alain Taravella was born in Falaise (14) in 1948.
He is a graduate of HEC (*École des Hautes Études Commerciales*). From 1975 to 1994, Alain Taravella held various positions within the Pierre & Vacances Group, of where he was appointed Chief Executive Officer in 1985. In 1994, he founded the Altarea Group, which he has been managing since. He is also Chairman of AltaGroupe.
Alain Taravella is a *Chevalier de la Légion d'Honneur*.

Jacques Ehrmann

Chief Executive Officer of Altafi 2
as of 6 January 2025

Jacques Ehrmann, a French citizen, was born in 1960 in Paris (75).
A graduate of HEC (*École des Hautes Études Commerciales*), he began his career at Hôtels Méridien of which he was General Secretary from 1989 to 1995. He then joined the Executive Management of Euro Disney (1995-1997) and Club Méditerranée (1997-2002). In 2003 he joined the Casino Group as Chief Executive Officer for property and development, where he led the creation of Mercialys and Green Yellow, where he held the position of Chairman and Chief Executive Officer for seven years. In 2013, Jacques Ehrmann joined Carrefour Group's executive management, where he was notably Executive Director for Assets under Management, Development and Innovation. He added to this position that of Chairman and Chief Executive Officer of Carmila, a retail REIT (SIIC) specialising in shopping centres, in April 2014, and took over as head of the Carrefour Group's mergers and acquisitions Department in 2015. In July 2019, Jacques Ehrmann joined the Altarea Group as Chief Executive Officer, and more specifically, as Manager of Altarea Management, a wholly owned subsidiary. He will step down as Chief Executive Officer of Altafi 2 on 6 January 2025. He was also Chairman of the *Fédération des Acteurs du Commerce dans les Territoires* from 2019 to 2023.

Edward Arkwright

Chief Executive Officer of Altafi 2
from 6 January 2025

A French national, Edward Arkwright was born in 1974 in Paris (75).

He is a graduate of Sciences Po, Essec and has a DEA in contemporary history. He began his career as an administrator of the Senate. He then became an advisor to the cabinet of the Ministers of the Economy, Finance and Industry as well as the Ministers of the Budget and State Reform from 2002 to 2004 and from 2005 to 2007. Working with Jean-François Copé, he oversees the reform of the French State's real estate policy. In May 2007, he joined *Caisse des Dépôts* as Chief of Staff to the Chief Executive Officer, Augustin de Romanet, then from 2009, as Director of Strategy and sustainable development. In December 2012, he was appointed to the Executive Committee of Aéroports de Paris, where he became Deputy Chief Executive Officer of Finance and Strategy in 2013, then in June 2016 Chief Executive Officer. He also chairs the Board of Directors of TAV Airports, HubOne, ADP International and ADP Invest. At the same time, he is a director of Choose Paris Région and Paris and Co. Within Groupe ADP, Edward Arkwright was more specifically in charge of the group's strategy and its business lines, in particular real estate, its transformation, international development, mobility and innovation projects. On 6 January 2025, he joined the Group as Chief Executive Officer of Altafi 2, Manager of Altarea.

Matthieu Taravella

Chief Executive Officer of Altafi 2

A French citizen, Matthieu Taravella was born in 1978 in Paris (75).

A graduate of Babson College, he began his career in real estate by working for Constructa US, then for Altarea France. Subsequently, he founded the Sakura gallery, which he sold in 2017. The same year, he created the Locus Group, specialising in the development and operation of para-hotel residences under the Beauquartier brand, of which he is Chairman. He has been Chief Executive Officer of AltaGroupe since 2010.

Gautier Taravella

Chief Executive Officer of Altafi 2

Of French nationality, Gautier Taravella was born in 1980 in Maison Lafitte (78).

An aeronautical engineer graduate of ISAE, he began his career by working for nearly 15 years (2003-2017) in the design offices of Thales and Airbus. In 2017, he created his own design and software development company for smart building solutions, Via Aurelia Solutions, of which he is Chairman. He has been Chief Executive Officer of AltaGroupe since 2010.

List of corporate offices held at 31 December 2024

Managers	Other corporate offices held at 31 December 2024		Corporate offices expired over the last five years
	Within the Group	Outside the Group	
Altafi 2 Manager	■ *Managing General Partner of SCA:* Altarea◆■(a); NR21◆■ ■ *Manager of SCA:* Altareit◆■(b)	-	-
Alain Taravella Chairman of Altafi 2	■ *Representative of Altafi 2, Manager:* Altarea ◆■(a); NR21◆■; Altareit◆■(b)	■ *Chairman*: Altafi 2; Altafi 3; Altafi 5; Altafi 7; Altafi 8; Altafi 9; Altager; AltaGroupe (Chair of Alta Patrimoine) ■ *Permanent Representative of Altarea, Director*: Semmaris ■ *Representative of Alta Patrimoine, Manager*: SCI Matignon Toulon Grand Ciel	■ *Chairman*: Foncière Altarea SAS◆; Altafi 6 ; Atlas ■ *Co-Manager*: Altarea◆■ ■ *Director*: Pitch Promotion SAS◆ ■ *Representative of Altarea, Chairman*: Alta Développement Italie; Alta Mir◆ ■ *Representative of Altarea, Co-Manager of foreign companies*: Alta Spain Archibald BV◆●, Alta Spain Castellana BV◆●, Altalux Spain◆●; Altalux Italy◆●, ■ *Representative of Atlas, Co-Manager*: Altarea◆■ ■ *Representative of Alta Patrimoine, Manager*: SNC ATI; SNC Altarea Commerce ■ *Representative of Altafi 3, Manager*: SIAP Rome◆; SIAP Paris; SIAP Helsinki
Jacques Ehrmann Chief Executive Officer of Altafi 2 until 6 January 2025	■ *Manager*: Altarea Management SNC◆; Cogedim Gestion (SNC)◆ ■ *Chief Executive Officer:* Alta Mir◆ ■ *Representative of Altafi 2, Manager*: Altarea ◆■(a); NR21◆■; Altareit◆■(b)	■ *Chief Executive Officer*: Altafi 2 ■ *Member of the Management Board*: Frojal ■ *Chairman*: Tamlet ■ *Supervisory Board member*: Edmond de Rothschild (France) ■ *Co-Manager*: Jakerevo (SCI) and Testa (SC) ■ *Permanent representative of Frojal, Supervisory Board member*: Lefebvre Sarrut	■ *Chairman*: Cogedim SAS◆ ■ *Manager*: Cogedim Développement◆; Cogedim Entreprise◆; Cogedim Citalis◆ ■ *Supervisory Board member*: Financière SPL◆; Woodeum SAS◆ ■ *Director*: Edmond de Rothschild SA ; Pitch Promotion SAS◆ ■ *Chairman*: Fédération des Acteurs du Commerce dans les Territoires (formerly CNCC)
Matthieu Taravella Chief Executive Officer of Altafi 2	■ *Representative of Altafi 2, Manager*: Altarea◆■(a); NR21◆■ ; Altareit◆■(b)	■ *Chairman*: Locus Investissement; Alleverat ■ *Chief Executive Officer*: Altafi 2 AltaGroupe (Chairman of Alta Patrimoine) ■ *Manager*: Locus Beauquartier, Suit up	■ *Manager*: Galerie Sakura
Gautier Taravella Chief Executive Officer of Altafi 2	■ *Representative of Altafi 2, Manager*: Altarea◆■(a); NR21◆■ ; Altareit◆■(b)	■ *Chairman*: Via Aurelia Solutions, Golf Alpha Loc ■ *Chief Executive Officer*: Altafi 2 AltaGroupe (Chairman of Alta Patrimoine)	-

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

(a) Altarea is notably Chair of Alta Blue◆ (Chair of Aldeta◆) and Foncière Altarea◆, Manager of Foncière Altarea Montparnasse◆, and SNC Altarea EnR Holding◆ (Chairman of SAS EnR Richelieu◆), Director of Semmaris, Supervisory Board member of Altarea Investment Managers◆ and Supervisory Board member of SCPI Alta Convictions.

(b) Altareit is notably Chair of Cogedim◆ (Manager of CSI◆ and Chairman of Alta Richelieu◆ and of Cogedim Office Partners◆), Alta Faubourg◆ (Chair of W-Pi Promotion◆), Alta Penthièvre◆ (Chair of Altacom◆), Alta Percier◆ and Alta Percier Holding◆. It is also a member of the Supervisory Board of Altarea Investment Managers◆.

The Company share capital and voting rights by Alain Taravella and Jacques Ehrmann held as of 31 December 2024 are listed in Section 7.1.6 below.

Appointment and termination of office

(Article 13 of the Articles of Association)

The Company is managed and administered by one or more Managers, who may or may not be General Partners (*associé-commandité*).

The Manager can be a natural person or legal entity.

The age limit for Managers who are natural persons is 75. If one of the Managers is a legal entity, the number of its corporate officers that are natural persons aged above 75 may not exceed a third of all Directors.

The term of office of Managers is ten years, and may be renewed.

Any Manager wishing to resign must advise the other Managers, the General Partners and the Supervisory Board by registered letter with proof of receipt, at least three months before the date on which the resignation is to take effect, unless otherwise agreed by the General Partners.

Upon expiry of a Manager's term of office, the other Manager or Managers shall remain in office without prejudice to the General Partners' right to appoint a replacement Manager or to renew the term of office of the outgoing Manager.

Upon expiry of the sole Manager's term of office, one or more new Managers shall be appointed or the term of office of the outgoing sole Manager shall be renewed under the conditions set out in Section 13.2 of the Articles of Association. Pending such appointment or appointments, the Company shall be managed by the General Partners who may then delegate any powers necessary for the management of the Company's affairs until the new Manager or Managers are appointed.

Managers may be removed from office without reason by unanimous decision of the General Partners. If the Manager is also a General Partner, such a decision may be taken by unanimous decision of the other General Partners. Insofar as the Company now has a sole General Partner who also serves as Manager, this removal is currently not an option.

Managers may also be removed from office under the conditions provided for by law, following a legal action, and pursuant to a final judicial decision not open to appeal that establishes a legitimate reason for removal.

If the Manager is also a General Partner, the loss of General Partner status will automatically result in removal from office as Manager, as of right.

Managers who lose their status as Managers shall be entitled, in full and final settlement of any claims, to payment by the Company of the fixed compensation set out in Article 14 of the Articles of Association, on a pro rata basis until the date of loss of such status, together with reimbursement of expenses of any kind to which they are entitled.

During the lifetime of the Company, any new Manager shall be appointed unanimously by the General Partners, without requiring the approval or recommendation of the Supervisory Board or of the collective body of shareholders.

Powers

(Article 13 of the Articles of Association)

Each Manager has the broadest powers to act in any circumstances on behalf of the Company, within the limits of the corporate purpose and subject to any powers expressly conferred on the collective body of shareholders or on the Supervisory Board, whether by law or by the Articles of Association.

In accordance with the law, each Manager may authorise and grant any guarantees and other sureties that they consider reasonable, on behalf of the Company.

Each Manager may delegate some of their powers to one or more persons whether or not employed by the Company and whether or not they have a contractual relationship with the Company. Such delegated powers shall not in any way affect the Managers' duties and responsibilities as regards the exercise of such powers.

The Manager(s) shall have a duty of care in running the Company's affairs.

6.2.2 General Partner

Identity

The only general partner is Altafi 2 (full details in Section 6.2.1 above), which is also Manager. Altafi 2 holds the 10 existing General Partner shares, with a nominal value of €100 each.

Appointment and termination of office
(Articles 21 and 24 of the Articles of Association)

General Partners are appointed by Extraordinary General Shareholders' Meetings upon the unanimous proposal of the General Partner or Partners.

In the event of the death or incapacity of a General Partner who is a natural person, or in the event of loss of General Partner status for any other reason, the Company shall not be dissolved but shall continue with the remaining General Partners. This shall also be the case in the event of the liquidation of a corporate General Partner.

Any merger transaction resulting in the absorption of the Manager or General Partner by a company controlled by Alain Taravella within the meaning of Article L. 233-3 I of the French Commercial Code will give rise to the transfer to the absorbing company of the rights of the General Partner or Manager, as the case may be, provided that the absorbing company remains controlled by Alain Taravella.

The General Partner loses their status in one of the cases provided for by law or if the Company is transformed in one of the cases set out below.

In addition, in one of the following cases:

- opening of a bankruptcy, receivership or court-ordered liquidation procedure against the General Partner (in this case, Altafi 2, as of the date of this document);
- Alain Taravella loses direct or indirect control, within the meaning of Article L. 233-3 I, of the general partner, or ceases to be its legal representative, or suffers from a proven physical or legal incapacity;
- the transformation of the Company into a public limited company (*société anonyme*) proposed to the General Shareholders' Meeting by a shareholder holding alone or in concert 5% or more of the share capital and voting rights of the Company,

the shareholders may decide, within three months of the occurrence of one of the aforementioned events, by the majority required for the Extraordinary General Shareholders' Meeting, to terminate the status of the *société en commandite par actions*. The general partner may not oppose such a transformation.

If the General Partner who lost their status was the sole General Partner, the Extraordinary General Shareholders' Meeting shall be convened by the Management, or failing this, by the Chairman of the Supervisory Board, within sixty days of the General Partner losing their status, to appoint one or more General Partners.

If one or more General Partners are not appointed within this period, the Extraordinary General Shareholders' Meeting must proceed to transform the Company into a public limited company.

Subject to the provisions of Articles L. 221-15 and L. 221-16 of the French Commercial Code, the General Partner shares of the General Partner who loses their status (or, where applicable, of their heirs or beneficiaries) shall be converted into one hundred and twenty thousand new shares in the Company at a nominal value of €15.28 (the number of shares to be adjusted if the nominal value of the shares changes). The partner who has lost the status of General Partner shall not be entitled to any compensation other than the conversion of their shares into Company shares.

Powers

The General Partner(s) have unlimited joint and several liability for the Company's debts. In return, they have a certain number of structuring powers under the law and the Articles of Association, making them an important stakeholder in the Company's operations and organisation.

In particular, they:

- appoint or dismiss the Managers;
- establish the Management compensation policy to be submitted for approval to the General Shareholders' Meeting, after consulting the Supervisory Board, which itself acts on the recommendation of the Compensation Committee (see 6.3 below);
- approve the annual financial statements and, where applicable, the consolidated financial statements to be submitted for the approval of the shareholders, unless the General Partner(s) are also all Managers, as is the case at the date of this document;
- authorise the prior adoption of any resolution by the General Shareholders' Meeting, with the exception of those relating to (i) the appointment or dismissal of Supervisory Board members, in which the General Partners do not participate if they are shareholders, (ii) the appointment of the Statutory Auditors and (iii) the transformation of the Company into a public limited company in the cases provided for in Article 24.2 of the Articles of Association.

Shareholders who are General Partners may not vote on resolutions relating to the appointment or dismissal of Supervisory Board members by the Ordinary General Shareholders' Meeting.

Pursuant to Article 29 paragraph 6 of the Company's Articles of Association, the general partner, by virtue of this position, is entitled to a preferred statutory dividend equivalent to 1.5% of the annual dividend (see 7.4 below on the Company's dividend policy).

6.2.3 Supervisory Board

6.2.3.1 Summary presentation of the Supervisory Board at 31 December 2024

Supervisory Board

14 members
including **2 employee representatives**

42% independent[1]
including the Chairman

42% women

8 years average seniority[2]
and 60 years average age

4 specialist committees
of the Supervisory Board

Christian de Gournay
Chairman of the Supervisory Board
Independent member
72 - End of term of office: AGM 2025

Najat Aasqui
Permanent representative of Predica
Member related to CAA Group
42 - End of term of office: AGM 2025

Marie-Catherine Chazeaux
Member representing employees
55 - End of term of office: 20/09/2027

Alain Dassas
Permanent representative of APG
Independent member
78 - End of term of office: AGM 2025

Matthieu Lance
Member related to CAA Group
56 - End of term of office: AGM 2025

Eliane Frémeaux
Independent member
83 - End of term of office: AGM 2025

Catherine Leroy
Permanent representative of Alta Patrimoine
Member linked to the Concert des Fondateurs
43 - End of term of office: AGM 2028

Philippe Jossé
Permanent representative of ATI
Member linked to the Concert des Fondateurs
69 - End of term of office: AGM 2027

Nicolas Deuzé
Member representing employees
39 - End of term of office: 21/07/2025

Philippe Mauro
Supervisory Board member
68 - End of term of office: AGM 2025

Jacques Nicolet
Member linked to the Concert des Fondateurs
68 - End of term of office: AGM 2025

Léonore Reviron
Member linked to the Concert des Fondateurs
39 - End of term of office: 20/02/2025

Michaela Robert
Independent member
55 - End of term of office: AGM 2028

Dominique Rongier
Supervisory Board member
79 - End of term of office: 13/02/2025 (†)

P = Committee Chairman

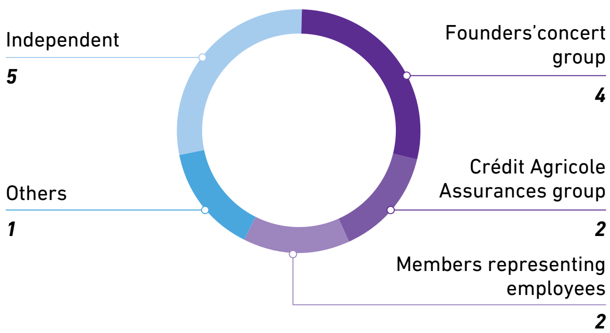
Audit and CSR Committee
5 Members
60% independent
including the Chairwoman

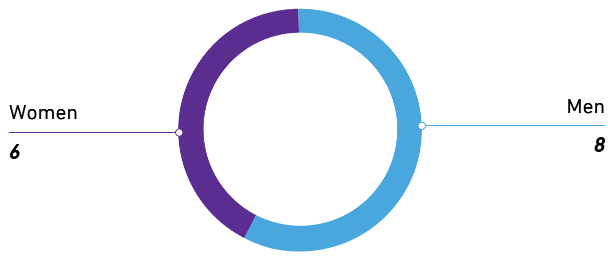
Compensation Committee
5 Members
75% independent[1]
including the Chairman

Nomination Committee
4 Members
50% independent
including the Chairman

Investment Committee
5 Members
40% independent
including the Chairman

A balanced composition





(a) *Excluding members representing employees in line with the AFEP-MEDEF Code recommendations.*
(b) *Based on the seniority of the permanent representative if the Supervisory Board member is a legal entity.*

6.2.3.2 Composition

Summary of the composition of the Board at 31 December 2024

Name	Permanent Representative	Nationality	Age	Gender	Independence	Offices held in listed companies(a)	First appointed	Latest reappointment	Term of office expires(b)	Seniority on the Board(c)	Board committees: Audit and CSR	Board committees: Compensation	Board committees: Nomination	Board committees: Investments	Attendance(d)
Christian de Gournay *Chairman of the Board* *Independent member*		🇫🇷	72	♂	✓		05/03/2014	23/05/2019	AGM 2025	11			P	P	100%
APG (ABP)(e) *Independent member*	Alain Dassas	🇫🇷	78	♂	✓		20/11/2015 PR: 20/11/2015	23/05/2019	AGM 2025	9	◆	P		◆	100%
Alta Patrimoine *Member*	Catherine Leroy	🇫🇷	43	♀			02/03/2020 PR: 02/22/2022	24/05/2022	AGM 2028	3		◆			100%
ATI *Member*	Philippe Jossé	🇫🇷	69	♂			20/05/2009 PR: 25/02/2021	29/06/2021	AGM 2027	4				◆	100%
Marie-Catherine Chazeaux *Member representing employees*		🇫🇷	55	♀			20/09/2018	26/09/2024	20/09/2027	6		◆			100%
Nicolas Deuzé *Member representing employees*		🇫🇷	39	♂			21/07/2022	-	21/07/2025	2					100%
Éliane Frémeaux *Independent member*		🇫🇷	83	♀	✓		27/06/2013	23/05/2019	AGM 2025	12	◆				100%
Matthieu Lance *Member*		🇫🇷	56	♂		4	07/03/2022	-	AGM 2025	3			◆		86%
Philippe Mauro *Independent member*		🇫🇷	68	♂	✓		26/02/2019	05/06/2024	AGM 2025	6		◆			100%
Jacques Nicolet *Member*		🇫🇷	68	♂			26/06/2007	23/05/2019	AGM 2025	18			◆	◆	100%
Predica *Member*	Najat Aasqui	🇫🇷	42	♀		2	26/06/2007 PR: 11/03/2019	23/05/2019	AGM 2025	6	◆			◆	75%
Léonore Reviron(f) *Member*		🇫🇷	39	♀			26/02/2019	24/05/2022	20/02/2025	6	◆				100%
Michaela Robert *Independent member*		🇫🇷	55	♀	✓	1	15/04/2016	24/05/2022	AGM 2028	9	P	◆	◆		100%
Dominique Rongier(g) *Member*		🇫🇷	79	♂			20/05/2009	29/06/2021	13/02/2025 (†)	16					50%

● = Member of the Committee - C = Chair of the Committee - PR = Permanent Representative.

(a) *Number of offices held in listed companies (excluding Altarea and listed companies in its Group), including foreign companies - Where the Board member is a legal entity, the offices listed here are those held, directly or indirectly, by its permanent representative.*
(b) *Year of the Ordinary General Shareholder' Meeting.*
(c) *Based on the seniority of the permanent representative where the member of the Supervisory Board is a legal entity.*
(d) *Attendance rate at the meetings of the Supervisory Board and its committees in the 2024 financial year.*
(e) *Stichting Depositary APG Strategic Real Estate Pool (APG), a foundation under Dutch law acting on behalf of the investment fund APG Strategic Real Estate Pool, held by Stichting Pensioenfonds ABP (ABP), a pension fund for employees in the public sector (particularly national education) in the Netherlands.*
(f) *Resignation on 20 February 2025.*
(g) *Deceased on 13 February 2025.*

Changes since 1 January 2024

Body	Appointment	Renewal	Departure
Supervisory Board	**Altager** *co-opted by the Supervisory Board on 27/02/2024 to replace ATI*	**Philippe Jossé** *previously permanent representative of ATI, appointed by its successor Altager as permanent representative on the Supervisory Board* **Philippe Mauro** *by the General Shareholders' Meeting of 05/06/2024 for a period of one year* **Marie-Catherine Chazeaux** *by the Altarea CSE on 26/09/2024 for a period of three years*	**ATI** *resignation with effect from 27/02/2024* **Dominique Rongier** *End of term of office on 13/02/2025 (†)* **Léonore Reviron** *resigned 20/02/2025*
Audit and CSR Committee	**Predica** (represented by N. Aasqui) *appointed by the Supervisory Board on 07/11/2024 to replace Matthieu Lance*	-	**Matthieu Lance** *replaced by Predica by the Supervisory Board on 07/11/2024* **Léonore Reviron** *resigned 20/02/2025*
Compensation Committee[a]	**Alta Patrimoine** (represented by Catherine Leroy) *appointed by the Supervisory Board on 07/11/2024*	-	-
Nomination Committee[a]	**Christian de Gournay, Matthieu Lance, Jacques Nicolet** and **Michaela Robert** *appointed by the Supervisory Board on 07/11/2024*	-	-
Investment Committee	-	-	-

(a) On 7 November 2025, the Supervisory Board decided to create an Nomination Committee separate from the Compensation Committee.

Procedures for appointing Board members

In accordance with Article 15 of the Articles of Association, the Supervisory Board must be composed of a minimum of three members, chosen exclusively from among shareholders who are neither the General Partner, the legal representative of the General Partner, or the Manager.

The members of the Supervisory Board are appointed or removed by Ordinary General Shareholders' Meetings; the General Partner (Altafi 2 on the date of this document assuming that this company is a shareholder) may not take part in the vote on the relevant resolutions.

No more than one-third of the Supervisory Board's serving members may be aged over 75. If this proportion is exceeded, the oldest member will be automatically deemed to have resigned.

In the event of a vacancy due to death, resignation or any other reason, the Board may, with the prior approval of the Management, co-opt a new member on a provisional basis and, subject to ratification by the next Ordinary General Shareholders' Meeting, for the remaining term of office of their predecessor.

Selection procedure for new independent members

The procedure for selecting independent members of the Supervisory Board is described below.

Framing	Applications	Interviews/Selection	Appointment
• Definition of the profile sought by the Appointments Committee and/or its Chairman with regard to the Board's diversity policy and identified needs for skills, expertise and/or experience to ensure a complementary set of members.	• Preselection by the Appointments Committee of the candidates to be contacted on the basis of a shortlist prepared by the Chairman, with the help of a specialist recruitment firm and the support of the Company's internal resources. The Appointments Committee checks the profiles proposed match the needs identified (independence, in particular) and, if necessary, establishes an order of preference.	• Interview with the candidates shortlisted by the Chairman of the Appointments Committee. • Validation of the candidate by the Supervisory Board on the recommendation of the Committee.	• Proposal to appoint the chosen candidate submitted to shareholders at the General Shareholders' Meeting, or • Co-option of the candidate by the Supervisory Board, subject to ratification by the next General Shareholders' Meeting.

Term of office of Board members

The Articles of Association set a (renewable) term of office for Board members of four years [1]. To promote a smooth and staggered renewal of the Supervisory Board, the General Shareholders' Meeting may also make appointments or renewals for a period of one, two or three years.

The term of office of members representing employees is set at three years. It is renewable without limitation.

Ownership of shares by Board members

The Company's Articles of Association require each member of the Supervisory Board to hold at least one Company share.

In accordance with the provisions of the AFEP-MEDEF Code, the Supervisory Board's internal rules, updated on 27 February 2024, supplement this obligation by stipulating that the members of the Supervisory Board must hold a minimum number of 50 Company shares.

In accordance with the law, members representing employees are not required to hold a minimum number of Company shares.

Also, this additional obligation in the Supervisory Board's rules of procedure does not apply to:

- the permanent representatives of legal entity members;
- members who are natural persons who are formally related to a legal entity shareholder and who receive no compensation in a personal capacity by virtue of their office.

Number of shares held at 31 December 2024	
Christian de Gournay[a]	329,278
APG Alain Dassas *(Permanent representative of APG)*	1,378,816 -
Alta Patrimoine Catherine Leroy *(Permanent representative of Alta Patrimoine)*	3,043,996 5,520
Altager Philippe Jossé *(Permanent rep. of Altager)*	1,341,864 26,273
Éliane Frémeaux	550
Matthieu Lance[b]	1
Philippe Mauro	9,762
Jacques Nicolet©	10,499
Predica[d] Najat Aasqui *(Permanent representative of Predica)*	4,684,298 -
Léonore Reviron	3,108
Michaela Robert	495
Dominique Rongier	108

(a) Directly and indirectly through Opus Investment BV.
(b) Full ownership of Crédit Agricole Assurances Group, of which Predica is a member. Predica does not receive compensation for attendance at meetings of the Board and its committees.
(c) Directly and indirectly, via Everspeed.
(d) Directly and indirectly held by the Crédit Agricole Assurances Group, of which Predica is a part.

(1) The General Shareholders' Meeting of 5 June 2024 amended the Articles of Association to reduce the terms of office of Supervisory Board members from six to four years, it being specified that the terms of office of the members of the Supervisory Board in office will continue until at the end of the term initially stipulated at the time of their appointment

Proposals to the 2025 General Shareholders' Meeting

The terms of office of the following seven members of the Supervisory Board expire at the end of the General Shareholders' Meeting called in 2025 to approve the financial statements for the 2024 fiscal year: Christian de Gournay, Eliane Frémeaux, Matthieu Lance, Jacques Nicolet, Philippe Mauro, and Stichting Depositary APG Strategic Real Estate Pool and Predica - Prevoyance Dialogue du Crédit Agricole.

As Philippe Mauro and Eliane Frémeaux have already announced their intention not to seek reappointment, the 2025 General Shareholders' Meeting will be asked, in line with the diversity policy within the Supervisory Board and recommendation of the Nomination Committee approved by the Supervisory Board, the reappointment of the following members:

- Christian de Gournay (reappointment proposed for two years): member for 11 years, he brings to the Board his solid experience and in-depth knowledge of the real estate sector, which he knows particularly well having been, from 1994 to 2002, Deputy Chief Executive Officer of AGF in charge of the management of the financial and real estate assets of the group and banking and financial activities, and Chairman of the Management Board of Cogedim for more than 10 years. Previously, this alumnus of HEC and ENA, worked at the Council of State and then joined Banque Indosuez where he held the position of Director of Treasury and Bond Markets. An independent member, he chairs the Supervisory Board and sits on the Nomination Committee and the Investment Committee, which he also chairs.
- Jacques Nicolet (reappointment proposed for two years): member for 17 years, he knows the Group particularly well, having co-founded Altarea with Alain Taravella, alongside whom he has participated in the shareholder concert since the stock market listing in 2004. He brings to the Board a wide range of skills, as well as his rich entrepreneurial experience, being the founder and manager of the Everspeed group, present in the mobility sector in France and abroad. He has a perfect knowledge of real estate issues, having successively been Programme Director, Development Director and Deputy CEO of the Pierre & Vacances Group, then Deputy CEO and Chairman of the Supervisory Board of Altarea. He is a member of the Nomination Committee and the Investment Committee.
- Predica - Prevoyance Dialogue du Crédit Agricole (reappointment proposed for four years): insurance company, subsidiary of Crédit Agricole Assurances, holding company of Crédit Agricole Group's insurance subsidiaries, the Company's second-largest shareholder group with an overall holding of 24.43% of the share capital and theoretical voting rights as of 31 December 2024. Predica is a long-term shareholder, having acquired a stake in 2005. Its permanent representative on the Board since 2019 is Najat Aasqui, Head of Listed Equity & Real Estate Investment Portfolios at Crédit Agricole Assurances. She holds a DESS in Banking Finance Insurance and a Master's degree in Economics, and has held several positions in corporate banking. She is familiar with the challenges of listed real estate companies. Najat Aasqui is a member of the Audit and CSR Committee and the Investment Committee.
- Matthieu Lance (reappointment proposed for three years): member appointed by Crédit Agricole Assurances where he has been Deputy Director of Investments, responsible for real assets and equity investments since 2022. He has been a member of the Supervisory Board since 2022. He is a graduate of the École Centrale de Paris and has spent more than thirty years in the banking sector. His extensive expertise in finance and M&A strengthens this area of expertise within the Supervisory Board as does his knowledge of many business sectors. He is a member of the Nomination Committee.
- Stichting Depositary APG Strategic Real Estate Pool (APG) (reappointment proposed for two years): this company is part of the Dutch APG Group, which manages the pension funds of civil servants and employees in the education sector in the Netherlands. APG is the Company's third largest shareholder block and a long-term shareholder having acquired a stake in 2008, with an overall holding of 6.30% of the share capital and theoretical voting rights as of 31 December 2024. Its permanent representative on the Board since 2015 is Alain Dassas, a graduate of ESCP Europe and holds Master's degrees in Econometrics and Management Science from Stanford University, a recognised professional in finance and industry having worked internationally. Alain Dassas sits on the Compensation Committee, which he chairs, and is a member of the Audit and CSR Committee and the Investment Committee. APG qualifies as an independent member of the Supervisory Board under the criteria of the AFEP-MEDEF Code, the Nomination Committee having considered that it does not have any significant business relationship with the Group.

Full information concerning these members and their attendance at meetings is presented below in the paragraphs "Presentation of Board members", "Expertise and skills of members" and "Participation in Board and Specialist Committee meetings in 2024".

The diversity of profiles and the recognised expertise and experience of each of these members up for reappointment will be assets for the Supervisory Board, in particular to enable a rapid and in-depth understanding of the Group's activities and challenges.

To transition to a smooth staggering of the Board members' terms of office, the members of the Board would be reappointed for different periods as indicated above for each of them.

Accordingly, following the recommendations of the Nomination Committee, the Supervisory Board also:

- paid tribute to Dominique Rongier, who passed away on 13 February 2025, saluting his commitment and his expertise which have marked the governance of the Company for more than sixteen years, in particular as Chairman of the Audit Committee from 2014 to 2022;
- duly noted the resignation of Léonore Reviron as a member of the Board and of the Audit and CSR Committee on 20 February 2025;
- decided to propose, as part of the Group's headcount reduction, to reduce the number of Board members from 12 to 10 (excluding employee representatives), with the following breakdown:
  - 3 members linked to the Concert des Fondateurs
  - 2 members linked to Crédit Agricole Assurances Group,
  - 5 independent Members (including the permanent representative of APG);
- as a result, it was decided not to replace Léonore Reviron and Dominique Rongier,

- approved the finalisation of the selection process of two new independent members to replace Eliane Frémeaux and Philippe Mauro, and proposed the appointments by the 2025 General Shareholders' Meeting (for four-year terms) of:
  - Isabelle Rossignol, 63, graduate of HEC. She has more than 40 years of experience in real estate. After starting her career in 1983 at UAP where she held the positions of Head of outsourced property management and Deputy Director of internal property management, she joined the Axa group in 1998 as General Secretary of Axa Assurances, subsequently becoming Head of Distribution in charge of individuals and professionals for the Paris Region. In 2006, she joined AGF Immobilier (which became Allianz Real Estate France in 2009) as Director of Sales and then Director of Asset Management. In 2011, she became Deputy Chief Executive Officer of Immovalor Gestion, a portfolio management company of SCPI and OPCI, a subsidiary of the Allianz group. She joined the AEW Group from 2012 to 2021, notably in charge of the Retail segment, being appointed Chairwoman of the Management Board of Ciloger in 2012 and Deputy Chief Executive Officer of AEW Ciloger in 2017. A member of the Royal Institution of Chartered Surveyors (RICS), Isabelle Rossignol was also Chairwoman of the Real Estate Funds Commission of the French Financial Management Association (AFG) and Vice-Chairwoman of the French Association of Real Estate Investment Companies (ASPIM). She also served as Chairwoman of the Cercle des Femmes de l'Immobilier from 2017 to 2020. She is an active member of the Observatory of the Gender Equality Charter, which she chaired.
  - Pâris Mouratoglou, 84, graduate of the École Polytechnique. He began his career as an economist at IBM before joining the Grands Ports de France property development group as a partner and manager. In 1979, he founded the Énergies group in France, in association with William Kriegel and Lazard Frères, then with Compagnie Générale des Eaux. He then built and operated around fifty hydroelectric plants in Europe. In 1983, he co-founded Sithe Energies in the United States with William Kriegel and Vivendi, a company listed on the NYSE that became one of the largest private electricity producers in the world. In 1988, he created SIIF, specialising in the construction and operation of cogeneration plants connected to electricity grids. Since 1994, SIIF has been developing in hydroelectric, wind and photovoltaic power, particularly in the French Overseas Departments and Polynesia. In 2000, EDF acquired a stake in SIIF, which became EDF Energies Nouvelles (EEN) in 2004. EEN then established itself in Europe and North America, before being floated on the stock market in 2006. In 2011, it operated more than 4,000 MW of wind and solar capacity, becoming a world leader in renewable energy. Following the takeover bid launched by EDF in 2011, EREN, the holding company of the Mouratoglou group, sold its stake in EEN. He then founded, with David Corchia (former Chief Executive Officer of EEN), several subsidiaries, including EREN Renouvelables and the Mouratoglou Tennis Academy, managed by his son Patrick. In 2015, EREN Renouvelables sold capital stakes to Bpifrance, FFP, Tikehau and Nextworld, then to TotalEnergies in 2017. It develops, builds and operates wind and solar power plants in Europe, Central and East Asia, Australia, Africa and Latin America. In July 2023, TotalEnergies, exercising its purchase option, acquired 100% of the shares of Total Eren, which then had 3,500 MW of power plants in operation and several thousand MW under development. Since then, EREN has continued its expansion in multiple countries and renewable energy technologies: energy efficiency, storage, supply of low-carbon heat and air conditioning for residential, tertiary and industrial buildings, as well as the treatment of water and agricultural waste. Meanwhile, Groupe Sport Mouratoglou is expanding through the Tennis Academy, and through tennis, trampoline, padel and five-a-side clubs in Europe and the United States.

These changes aim to ensure an optimal balance within the Supervisory Board, in line with best governance practices.

Diversity policy

The Supervisory Board regularly conducts a review of its composition and the profile of its members in order to ensure its diversity in terms of skills and the balanced representation of men and women, in accordance with the applicable regulations. In particular, it ensures that the diversity of the profiles and expertise of its members allows for a rapid and thorough understanding of the Group's activities and challenges so as to optimise the proper discharge of its responsibilities and duties.

The Supervisory Board considers that its current composition is balanced and believes that it is satisfactory insofar as it comprises at 31 December 2024:

- five women and seven men;
- two members representing employees, one woman and one man;
- 5 independent members, i.e. 42% of members [1] including the Chairman of the Board;
- members representing the concert of the founders and the major Limited Partners;
- members with a perfect knowledge of the Group, its activities and its environment;
- members, active and diligent, who together possess a rich diversity of skills, experience and expertise related to the Group's activities and business lines;
- members aged between 39 and 83, with an average age of 60, the number of members over 75 being below the statutory limit of one third.

(1) Excluding members representing employees in line with the AFEP-MEDEF Code recommendations.

Summary table of the diversity policy

Criteria	Policy and objectives	Implementation methods and outcomes
Representation of women and men	Seeking a balanced representation of women and men on the Supervisory Board and committees. Compliance with the Copé-Zimmerman Act of 27 January 2011, which stipulate a minimum of 40% of members of the same gender on boards. Parity among members representing employees.	The Board considers that the current composition corresponds to a balanced representation of men and women: ▪ 42% women on the Supervisory Board; ▪ 80% women on the Audit and CSR Committee; ▪ 60% women on the Compensation Committee including the employee representative; ▪ 25% women on the Nomination Committee; ▪ 25% women on the Investment Committee. The Audit and CSR Committee is chaired by a woman.
Independence	Have at least one-third independent members on the Supervisory Board, in accordance with the recommendations of the AFEP-MEDEF Code applicable to controlled companies.	The Board considers that the proportion of independent members on the Supervisory Board, i.e. 42% of the members[1], is sufficient in view of the Company's shareholding structure.
Expertise and professional experience	Seeking complementary skills, expertise and experience of Board members, in line with the Group's strategy and business sectors, particularly regarding sustainability issues.	The Supervisory Board, with the help of the Nomination Committee, ensures that the skills, expertise and experience of its members are varied, complementary and balanced, thus enabling a rapid and in-depth understanding of the Group's activities and development challenges and well-informed decision-making. The Compensation and Nomination Committee has identified a relevant set of skills and expertise, approved by the Supervisory Board (see below). With regard to sustainability issues, 10 members have expertise in CSR and 6 in business conduct. The members of the Audit and CSR Committee all have expertise in finance and/or audit and risks, with 80% and 40% and also having expertise in CSR and business conduct, respectively.
Representation of employees	Have at least two members representing the Group's employees in accordance with the applicable legal provisions.	Since 2018, two members representing employees have been appointed to sit on the Board, one by the Social and Economic Committee (CSE) of UES Altarea and the other by that of UES Cogedim, respecting gender parity. An employee representative is a member of the Compensation Committee in accordance with the recommendations of the AFEP-MEDEF Code.
Age and seniority	Seeking a generational balance, as the number of members over the age of 75 must always be below the statutory limit of one third. As well as considering members' age, seeking a balanced distribution of seniority on the Board.	The members of the Board are between 39 and 83 years old, with an average age of 60. The Board believes that its composition is balanced, combining members with long-standing in-depth knowledge of the Company and Group and more recently appointed members who can bring in new expertise to serve the interests of the Group.
Nationalities	Reflect the geographical weighting of the Group's business areas.	As the Group does most of its business in France, where it earns more than 99% of consolidated revenue, the current composition of the Board with members all of French nationality accurately reflects the geographical weighting of the Group's business areas.

Representation of employees

Two employee representative members have been appointed to sit on the Board, one by the Altarea ESU CSE (Social and Economic Committee) and the other by the Cogedim ESU CSE, in accordance with the terms set out in Article 15.6 of the Articles of Association.

The CSEs must consult each other to make these appointments in order to ensure gender parity.

To be appointed, each member representing employees must have held an employment contract for at least two years with the Company or with one of its direct or indirect subsidiaries having its registered office in France or abroad.

The members of the Supervisory Board representing employees have the same status, responsibilities and obligations as the other members of the Supervisory Board and are subject to the same rules on disbarment. Exceptionally, they are not required to own at least one share in the Company.

Their term of office is set at three years. It is renewable without limitation.

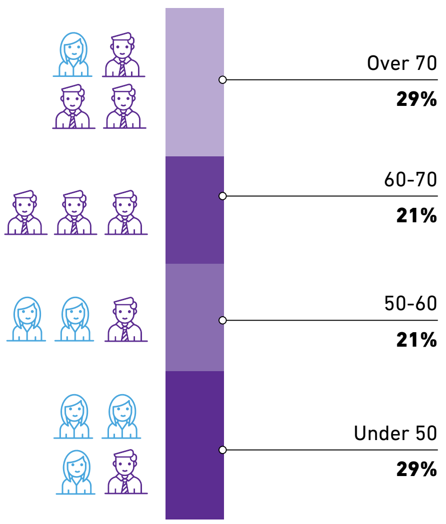
Representation of women and men

The Supervisory Board was composed of 42% women and 58% men as of 31 December 2024, which is higher than the minimum 40% required in the French Commercial Code. In accordance with the AFEP-MEDEF Code, the two employee representative members, one man and one woman, are not taken into account in this percentage.

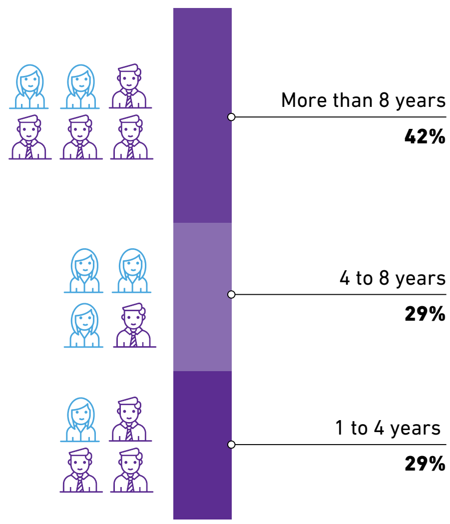
Average age of members and seniority

At 31 December 2024, the average age of the Supervisory Board members was 60. The average seniority of Board members is eight years, including the permanent representatives of legal entity members.

Distribution by age



Distribution by seniority



Independent members

The Supervisory Board has opted for the definition of independence proposed by the AFEP-MEDEF Code. Under the terms of Article 10.5 of the Code, the criteria that guide the Board to classify a member as independent are as follows:

Criterion 1	Not to be and not have been in the previous five years: ■ an employee or executive corporate officer of the Company; ■ an employee, executive corporate officer or Director of a Company consolidated by the Company, of the Company's parent company or of any company consolidated by this parent company.
Criterion 2	Not to be an executive corporate officer of a company in which the Company holds, directly or indirectly, a directorship or in which a designated employee or an executive corporate officer of the Company (currently serving or having served in the previous five years) holds a directorship.
Criterion 3	Not to be a customer, supplier, a significant corporate banker or investment banker: ■ of the Company or Group; ■ for which the Company or the Group represents a significant portion of business.
Criterion 4	Not to have a close family link with a corporate officer.
Criterion 5	Not to have been a Statutory Auditor of the Company in the previous five years.
Criterion 6	Not to have been a Company Director during the previous 12 years.
Criterion 7	Not to receive variable compensation in cash or securities or any compensation linked to the performance of the Company or Group.
Criterion 8	Not to be involved in control of the Company or to hold a significant percentage (above 10%) of the capital or voting rights.

On the basis of the work carried out by the Nomination Committee, the Supervisory Board annually reviews the situation of each of its members with regard to the independence criteria used. The latest review was carried out by the Supervisory Board at its meeting of 25 February 2025.

Based on the aforementioned independence criteria, the Board has concluded that five of its members – Christian de Gournay, Éliane Frémeaux, Philippe Mauro and Michaela Robert and the company Stichting Depositary APG Strategic Real Estate Pool (APG) and its representative Alain Dassas – can be considered to be independent. This equates to more than one third of the Board members (excluding employee representatives) which is in line with the AFEP-MEDEF Code recommendations.

In accordance with AMF recommendation no. 2012-02, the table below sets out the position of the Board members vis-à-vis the AFEP-MEDEF Code independence criteria (excluding members representing employees and Board members who belong to, or represent, the Concert of Founders or the Crédit Agricole Assurances Group).

Criteria	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**Independent**
Christian de Gournay	- (a)	✓	✓	✓	✓	✓	✓	✓	✓(a)
Alain Dassas – APG (ABP)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Éliane Frémeaux	- (b)	✓	✓	✓	✓	✓	✓	✓	✓(b)
Philippe Mauro	✓	✓	✓	✓	✓	✓	✓	✓	✓
Michaela Robert	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dominique Rongier	-	✓	✓	✓	✓	-	✓	✓	-

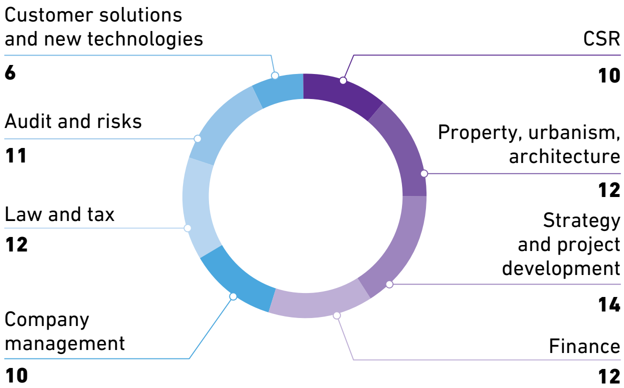
(a) Christian de Gournay is also Chairman of the Supervisory Boards of subsidiaries Altareit, 99.63%-owned by the Company, and of NR21, 96.52%-owned. The Board believes that exercising these mandates within a supervisory body of the Company's subsidiaries is unlikely to give rise to conflicts of interest or impair his independence.

(b) Éliane Frémeaux is also a member of the Supervisory Boards of subsidiaries Altareit, 99.63%-owned by the Company, and of NR21, 96.52%-owned. The Supervisory Board believes that exercising these mandates within a supervisory body of Company subsidiaries is unlikely to give rise to conflicts of interest or impair the independence of this member. She does not represent a shareholder and nor has she ever had a significant business relationship with the Company or held an executive office or salaried position in the Group.

With regard to criterion 3 on business relationships, the Nomination Committee holds annual reviews to discuss, case by case, which members of the Board may be classified as independent. On this occasion, the Nomination Committee carries out a quantitative and qualitative analysis of the business relationship by adopting a broad and multi-criteria approach (duration and continuity, significance of the business relationship for the Company or its Group and the member concerned or their permanent representative, and the structure of the relationship), notably by reviewing financial flows during the past financial year between the Company and the companies of its Group, on the one hand, and the member of the Board and the companies in which they hold office or work, on the other. The Committee found that none of the members of the Supervisory Board classed as independent had any business ties with Altarea or its Group within the meaning of paragraph 10.5.3 of the AFEP-MEDEF Code except for one, the fund APG, whose business ties with Altarea and its Group were not considered sufficiently significant to call into question its independence. The business relationship with this fund, one of the largest in the world with more than €500 billion in assets under management, creates no economic dependency and mainly comprises (i) a non-controlling stake in Altarea's capital (less than 10%), (ii) a non-controlling stake in an Altarea Group subsidiary (less than 5%), and (iii) a loan via the Company's Subordinated Perpetual Notes (TSDIs) amounting to less than 3% of the Group's balance sheet. Its permanent representative is not an executive officer in the group in question.

Expertise and skills of members

The members of the Supervisory Board complement each other due to their different professional backgrounds. Their individual skills and expertise cover areas identified by the Nomination Committee and validated by the Supervisory Board as providing the basis for a rapid and in-depth understanding of the Group's activities, challenges and strategies.



CSR Expertise or experience in the management of environmental, social and governance (ESG) issues, as well as in the management of human resources or labour relations	**Company management** Experience as an executive officer, member of an Executive Management Committee or senior executive within a large or national-scale entity
Real estate, urbanism, architecture Experience in the real estate sector or knowledge of the Group's activities and competitive environment	**Law and tax** In-depth legal and tax expertise or experience
Strategy and project development Experience in defining strategy, mergers & acquisitions, integrating companies, change management or implementation of large-scale projects	**Audit and risks, and business conduct** In-depth expertise or experience in risk management and audit, compliance and internal control, or business conduct.
Finance In-depth experience in corporate finance, financial reporting processes, accounting and treasury management, and financial markets	**Customer solutions and new technologies** Expertise or experience in defining and implementing technological, digital or customer experience innovation strategies

The expertise and skills of the members of the Supervisory Board as of 31 December 2024, as reviewed by the Nomination Committee, are detailed below.

	CSR	Real estate, urbanism, architecture	Strategy and project development	Finance	Company management	Law and tax	Audit and risks, and business conduct	Customer solutions and new technologies
Christian de Gournay	✓	✓	✓	✓	✓	✓	✓*	
Najat Aasqui	✓	✓	✓	✓	✓	✓	✓*	
Marie-Catherine Chazeaux	✓	✓	✓					✓
Alain Dassas			✓	✓	✓	✓	✓*	✓
Nicolas Deuzé	✓	✓	✓	✓		✓		✓
Éliane Frémeaux	✓	✓	✓		✓	✓	✓	
Philippe Jossé	✓	✓	✓	✓	✓			✓
Matthieu Lance	✓	✓	✓	✓	✓	✓	✓*	
Catherine Leroy		✓	✓	✓		✓	✓*	
Jacques Nicolet		✓	✓	✓	✓	✓	✓*	✓
Philippe Mauro	✓	✓	✓	✓	✓	✓	✓*	
Léonore Reviron	✓		✓	✓		✓	✓	
Michaela Robert		✓	✓	✓	✓	✓	✓	
Dominique Rongier		✓	✓	✓	✓	✓	✓	✓

** in particular in terms of business conduct policy (compliance, ethics, anticorruption)*

Altarea ensures that members have a good knowledge of the Group's activities, its strategy and its challenges, including in terms of sustainability.

In 2022, a meeting of the Supervisory Board was devoted to the presentation and analysis of the regulations and issues related to the European taxonomy and the Group's decarbonisation, and a meeting of the Supervisory Board in 2024 was devoted to the new European regulation on sustainability reporting, the CSRD, contributing to its members' training in CSR.

Also, the members of the Board were invited by the Management to the inauguration of the new Issy Cœur de Ville district, the Group's flagship project in 2022 and particularly exemplary in terms of environmental performance. They also held a meeting in 2024 in the office building above the Montparnasse station (former headquarters of CNP Assurances), which is being restructured by the Group. They took a guided tour of a show apartment from the Access offer, a new range of affordable housing developed by the Group.

Board members receive press releases and information to be sent to shareholders (such as the Universal Registration Document, brochure for the General Shareholders' Meeting) and a monthly newsletter.

Detailed meetings on specific subjects can also be held at the request of the Supervisory Board, with internal or external experts attending.

Each member of the Supervisory Board may, if they wish, receive additional training on the Company, its business lines and its business sectors.

The members representing employees have each taken training courses, notably on the governance of listed companies, from the Institut Français des Administrateurs in 2023.

Presentation of Board members

(the expertise and skills of each member are illustrated by the icons defined above)

Christian de Gournay

Independent Chairman of the Supervisory Board, the Nomination Committee and the Investment Committee

A graduate of the French *École des Hautes Études Commerciales* (HEC) and of the *École Nationale d'Administration (ENA)*, Christian de Gournay began his career at the French Council of State in 1978, and later worked for Indosuez Bank as Director of Treasury and Bond Markets. In 1994, he became Senior Executive Vice-President of AGF, where he was in charge of managing Group financial and property assets, as well as banking and financial activities. He joined Cogedim in 2002 as Vice-Chairman of the Management Board. Christian de Gournay served as Chairman of the Management Board of Cogedim from 2003 to 2014, until his appointment as Chairman of the Supervisory Board became effective.

Main position held:

Chairman of the Supervisory Board of Altarea

Other offices held at 31/12/2024:

Within the Group:

- *Chairman of the Supervisory Board of SCA:* Altareit◆■; NR21 ◆■

Outside the Group:

- *Manager: SCI Schaeffer-Erard*
- *Director: Opus Investment BV*●

Corporate offices expired over the last five years:

None

Nationality
French

Age
72 (1952)

Business address
c/o Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
329,278(1)

Date of first appointment
5 March 2014

Current term expires
AGM 2025

(1) Directly and indirectly through Opus Investment BV.

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Alta Patrimoine

Member of the Supervisory Board and the Compensation Committee

Alta Patrimoine is a simplified public limited company (*société par actions simplifiée* or SAS) whose registered office is at 87 Rue de Richelieu, 75002 Paris, and which is registered with the Paris Trade and Companies Registry under the number 501 029 706. It is chaired and wholly owned by AltaGroupe, itself controlled by Alain Taravella and his family.

Alta Patrimoine was a Supervisory Board member of the partnerships limited by shares SIAP Helsinki, SIAP Rome◆ and SIAP Paris until 2023.

Nationality
Company incorporated under French law

Shares held at 31/12/2024
2,842,118

Date of first appointment
2 March 2020

Current term expires
AGM 2028

Catherine Leroy

Permanent representative of Alta Patrimoine

Catherine Leroy is a graduate of ESSEC. She began her career in 2005 as a financial auditor at Ernst & Young, then worked as a financial consultant at DTZ Consulting for five years. In 2011, she joined the Altarea Group, where she successively held the positions of Head of Corporate Development, Deputy Chief Financial Officer and now Head of the Office of the Chairman and Deputy CEO of AltaGroupe.

Main position held:

Deputy CEO of AltaGroupe

Other offices held at 31/12/2024:

Chairwoman of the Supervisory Board of the SCPI: Alta Convictions

Corporate offices expired over the last five years:

None

Nationality
French

Age
43 (1981)

Business address
Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
5,520

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◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Altager

Supervisory Board member

Altager is a simplified public limited company (*société par actions simplifiée*) with registered office at 87 Rue de Richelieu, 75002 Paris, and Paris Trade and Companies Registry number 518 982 574. It is chaired by Alain Taravella and its share capital is indirectly wholly owned by AltaGroupe, itself controlled by Alain Taravella and his family.
Altager held no other corporate office at 31 December 2024 and had no corporate office expired over the last five years.

Nationality
Company incorporated under French law

Shares held at 31/12/2024
1,252,872

Date of first appointment
27 February 2024

Current term expires
AGM 2028

Philippe Jossé

Permanent representative of Altager

Philippe Jossé is a graduate of the *Institut Politique (IEP) de Paris* and the *Institut des Hautes Etudes de Droit Rural et d'Economie Agricole de Paris*. He began his career in 1979 in the Bouygues Group, notably heading the Residential France sector at *Bouygues Immobilier* from 2007 to 2012, having previously been Regional Director South West, then Director Europe and managed several European subsidiaries of the Group. In 2013, he joined Sogeprom as Deputy Head of the Retail division, where he notably managed the subsidiaries Urbanisme et Commerce and Urbi & Orbi. With more than 35 years' experience in property development, he joined the Altarea Group in 2015 where he was successively Chief Executive Officer and Chairman of Cogedim, before becoming Chairman of the Altarea Promotion division, which he created and ran until 2020.

Main position held:

Permanent Representative of Altager on the Supervisory Board of Altarea

Other offices held at 31/12/2024:

- Manager: GFA *Domaine des Chalonges*

Corporate offices expired over the last five years:

Corporate offices within the Group:

- *Chairman of the Board and Management Board*: Cogedim SAS◆
- *Manager*: Cogedim Gestion SNC◆; Cogedim Développement SNC◆; Cogedim Citalis SNC◆; Cogedim Entreprise SNC◆; Altarea Cogedim Régions SNC◆ ; Altarea Cogedim Grands Projets SNC◆; Altarea Partenaires SNC◆; Cogedim Régions SNC◆; Cogedim Grand Paris SNC◆
- *Supervisory Board member*: Financière SPL SAS◆; Histoire & Patrimoine SAS◆; Woodeum SAS◆
- *Member of the Board of Directors*: Pitch Promotion SAS◆

Corporate offices outside the Group:

- *Co-Manager*: SCEA *Domaine de l'Aurée*

Nationality
French

Age
69 (1955)

Business address
c/o Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
26,273

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Marie-Catherine Chazeaux

Member representing employees
Member of the Compensation Committee

Marie-Catherine Chazeaux graduated as a DPLG architect in 1994 from the *École d'Architecture de Paris* Belleville. In 1996 she obtained DESS (*Université Paris Jussieu)* and CEAA (EAPB) qualifications in architectural and urban acoustics. After having worked for various architecture firms during her studies (A*telier 2M*, the Kalopissis agency among others), she worked as an architect at *WKZ Architecture et Acoustique* from 1996 to 2002, before joining the Altarea Group, where after having been Director of the National Product Architecture and Decoration division, she now holds the position of Director of Customer Experience and Architecture at Altarea Promotion for all of the Group's new home brands. As part of her duties, Marie-Catherine Chazeaux has developed strong expertise in environmental regulations applicable to the construction of new buildings, such as the RE2020, and actively contributes to directing real estate projects towards design and construction techniques that are eco-efficient, elegant, more sustainable and more respectful of the environment and the health and well-being of its occupants in all seasons. It also incorporates practices aimed at promoting biodiversity and preserving the landscape, while promoting soft mobility for residents. She also has a good knowledge of the Company and its challenges, having held several offices in employee representative bodies, in particular on the Social and Economic Committee of the Cogedim UES.

Main position held:

Director of Customer Experience and Architecture at Altarea Promotion

Other offices held at 31/12/2024:

- Treasurer of the CSE of UES Cogedim

Corporate offices expired over the last five years:

None

Nationality
French

Age
55 (1969)

Business address
Altarea 87 Rue de Richelieu - 75002 Paris

Date of first appointment
20 September 2018

Current term expires
20 September 2027

Nicolas Deuzé

Member representing employees

A graduate of the Audencia Nantes Management School and holder of a master's degree in business law from the University of Lille, Nicolas Deuzé began his career in 2010 at DTZ Valuation France, an appraisal subsidiary of DTZ-Cushman & Wakefield, where he served as Deputy Director. He then joined the Altarea Group in September 2016, as Operations Manager, then Operations Director, where he worked on the Gare du Nord, Montparnasse and Austerlitz projects among others. Director of Diversification since January 2023, he supports the development of new activities, Data Centre, Urban Logistics, Renewable Energies, in which he has strong expertise, particularly in the photovoltaic sector, having contributed to the creation of partnerships and large-scale mergers or acquisitions in France and Italy.

Main position held:

Diversification Director within the Altarea Group

Other offices held at 31/12/2024:

None

Corporate offices expired over the last five years:

- Member of the CSE of UES Altarea

Nationality
French

Age
39 (1985)

Business address
Altarea 87 Rue de Richelieu - 75002 Paris

Date of first appointment
21 July 2022

Current term expires
21 July 2025

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Éliane Frémeaux

Independent member of the Supervisory Board and the Audit and CSR Committee

Éliane Frémeaux was a partner in the Notary firm of SCP Thibierge & *Associés* until 18 October 2012. Knight of the Order of the Legion of Honor, Éliane Frémeaux was a member of the Legal Studies Institute of the *Conseil Supérieur du Notariat* and a member of the Joint Ownership Commission representing the *Conseil Supérieur du Notariat* at the Chancellery and of the Commission on Polluted Sites and Soils within the *Conseil Supérieur des Installations Classées*; She is a member of honour of the Circle of Women Real Estate Professionals (*Cercle des Femmes de l'Immobilier*) and a Member of the association René Capitant des *Amis de la Culture Juridique Française* (René Capitant Association of Friends of French Legal Culture). Éliane Frémeaux has contributed to numerous conferences and seminars in France and abroad, mainly on topics related to company law, financing and business transfers, co-ownership, urban planning and the environment.

Main position held:

Member of the Supervisory Board of Altarea

Other offices held at 31/12/2024:

Within the Group:

- *Member of the Supervisory Board of SCA*: Altareit◆■; NR21 ◆■

Outside the Group:

- *Co-Manager*: SCI Palatin

Corporate offices expired over the last five years:

None

Nationality
French

Age
83 (1941)

Business address
c/o Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
550

Date of first appointment
27 June 2013

Current term expires
AGM 2025

Matthieu Lance

Members of the Supervisory Board and the Nomination Committee

Matthieu Lance is a graduate of the *École Centrale de Paris*. He began his career at CCF in 1994 in financial engineering for structured finance. In 1998, he joined Banque Lazard where he advised large industrial clients and investment funds on Mergers & Acquisitions. In 2007, he joined BNP Paribas as Managing Director Mergers & Acquisitions, successively in charge of the Chemicals, Aerospace, Defense and Automotive sectors (2007-2012) and then within the Mergers & Acquisitions France team (2012-2016). In 2016, he joined Crédit Agricole CIB as Deputy Global Head of Mergers & Acquisitions, of which he has been Global Co-Head since the end of 2019. In March 2022, he joined the Crédit Agricole Assurances as Deputy Director of Investments, responsible for real assets and equity investments.

Main position held:

Deputy Director of Investments, responsible for real assets and equity investments at Crédit Agricole Assurances Group

Other offices held at 31/12/2024:

- *Director, Vice-Chairman of the Board and member of the Compensation, Nomination and Governance (CNG) Committee:* Ramsay Générale de Santé■;
- *Director and member of the RNG Committee:* Clariane■;
- *Director and member of the Audit Committee:* Cassini;
- *Director:* Innergex France;
- *Permanent Representative of Predica, Director:* Aéroport de Paris■;
- *Permanent representative of Predica, Director, member of the Audit and Risk Committee and Strategic and Investment Committee:* Gecina■;
- *Permanent representative of CAA, Director and member of the CNG Committee:* Semmaris;

Corporate offices expired over the last five years:

None

Nationality
French

Age
56 (1968)

Business address
Crédit Agricole Assurances 16, blvd de Vaugirard - 75015 Paris

Shares held at 31/12/2024
1

Date of first appointment
7 March 2022

Current term expires
AGM 2025

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Philippe Mauro

Independent Member of the Supervisory Board and the Compensation Committee

Philippe Mauro is a Law graduate of the University of Paris II Assas and the University of Saarland (Saarbrücken, Germany). He was Legal Manager of Anil (National Association for Housing Information), then Legal Director of Unibail and then of ARC 108 and Espace Expansion (a subsidiary of Unibail operating in offices and retail). He was then Legal Director of SCIC Gestion (CDC Group) before joining the Altarea Group in 1998, where he served as General Secretary until 2018 in charge of human resources, real estate legal department, M&A and governance.

Main position held:

Member of the Supervisory Board of Altarea

Other offices held at 31/12/2024:

None

Corporate offices expired over the last five years:

None

Nationality
French

Age
67 (1956)

Business address
c/o Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
9,762

Date of first appointment
26 February 2019

Current term expires
AGM 2025

Jacques Nicolet

Member of the Supervisory Board, the Nomination Committee and the Investment Committee

From 1984 to 1994, Jacques Nicolet served successively as Programme Director, Development Director and Senior Executive Vice-President of the Pierre & Vacances Group. In 1994, he co-founded with Alain Taravella the Altarea Group, of which he has successively been Senior Executive Vice-President and, since its transformation into a partnership limited by shares, Chairman of the Supervisory Board until 2014. He created and manages the Everspeed group, which is active in the mobility sector in France and internationally via Ligier Automotive, HP Composites and Ecodime.

Main position held:

Chairman of Everspeed

Other offices held at 31/12/2024:

Within the Group:

- *Member of the Supervisory Board of SCA:* Altareit◆■; NR21◆■

Outside the Group:

- *Chairman of SAS:* Everspeed(2); Ligier Automotive (Manager of SCI Innovatech); Ecodime
- *Manager:* SCI Damejane; SNC JN Participations; Damejane Investissements
- *Chairman of the Board of Directors and/or Director of foreign companies:* Everspeed Connection●; HP Composites Spa●

Corporate offices expired over the last five years

- *Chairman of the Board of Directors and/or Director of foreign companies:* Carbon Mind Srl●

Nationality
French

Age
68 (1956)

Business address
Everspeed - 3 Rue Bellanger 92300 Levallois Perret

Shares held at 31/12/2024
10,499(1)

Date of first appointment
26 June 2007

Current term expires
AGM 2025

(1) Directly and indirectly through the company Everspeed which he controls.
(2) Everspeed is Chair of SAS (Circuit du Maine; Everspeed Asset; Onroak Automotive Classic; Everspeed Composites), Chief Executive Officer of Les 2 Arbres SAS, and Chair of the Board of Directors of Ecodime Italia Srl◆

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Predica

Member of the Supervisory Board and the Audit and CSR Committee and the Investment Committee

Predica (*Prevoyance Dialogue du Crédit Agricole)* is an insurance company, a subsidiary of Crédit Agricole Assurances and the holding company for Crédit Agricole Group's insurance subsidiaries.

Nationality
Company incorporated under French law

Shares held at 31/12/2024
4,684,298

Date of first appointment
26 June 2007

Current term expires
AGM 2025

Najat Aasqui

Permanent representative of Predica

Najat Aasqui, has a post-graduate degree (DESS) in Banking, Finance and Insurance (Paris X Nanterre) and a Master's in Economy (Lille 1). She joined the Crédit Agricole Assurances (CAA) Group in 2017 as investments officer (Private Equity and listed equity) for several sectors including listed real estate. Since March 2019 Najat Aasqui has been Head of the Listed Equity and Real Estate Investment Portfolios at Crédit Agricole Assurances. She had previously held various corporate banking positions, most significantly in acquisition funding at the Crédit Agricole Group.

Main position held:

Head of Listed Equity & Real Estate Portfolios at Crédit Agricole Assurances

Other offices held at 31/12/2024:

Within the Group:

None

Outside the Group:

- *Supervisory Board member:* Covivio Hotels■; Aéroport de Lyon; ADL Participations
- *Permanent Representative of Predica, Member of the Supervisory Board, Audit and CSR Committee and Compensation and Nomination Committee:* Argan■

Corporate offices expired over the last five years:

- *Director*: Société Foncière Lyonnaise■; Edison SPA●

Nationality
French

Age
42 (1982)

Business address
Crédit Agricole Assurances 16, blvd de Vaugirard - 75015 Paris

Shares held at 31/12/2024
-

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Léonore Reviron

Member of the Supervisory Board and the Audit and CSR Committee

Léonore Reviron is a graduate of EDHEC Business School and a chartered accountant. From 2008 to 2011, she was a financial audit Manager at Ernst & Young. In 2011, Léonore Reviron joined a listed REIT Group, where she served as a corporate financial analyst until becoming a financial risk Manager. In 2017, she joined the consulting, accounting and audit firm Pluriel Consultants as Head of mission. In 2024, she created *Les Étincelles*, a company with a mission committed to aging well.

Main position held:

Chairwoman of Les Étincelles SAS

Other offices held at 31/12/2024:

Within the Group:

- *Member of the Supervisory Board of SCA:* Altareit◆■; NR21◆■

Outside the Group:

- *Chairwoman of SAS:* Les Étincelles

Corporate offices expired over the last five years:

- *Permanent representative of Alta Patrimoine, Member of the Supervisory Board of* Altareit◆■
- *Permanent representative of ATI, Supervisory Board member of* Altarea◆■

Nationality
French

Age
39 (1985)

Business address
Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
3,108

Date of first appointment
26 February 2019

Current term expires
20/02/2025 (resignation)

Michaela Robert

Independent Member of the Supervisory Board, the Compensation Committee and the Nomination Committee

Michaela Robert is a graduate of the University of Paris IX Dauphine and Paris X Nanterre. She worked for ten years as a property and structured finance lawyer at international firms. In 2005, she joined Morgan Stanley as Chief Financial Officer for property investment funds under its management. Her roles as finance officer for all the investments made by different funds in France, Spain and Benelux have enabled her to build a solid banking network and acquire diverse expertise in legal issues and legal constraints. In 2010, she founded Finale Advisors, a property financing firm specialised in particular in origination, structuring and debt raising, of which she is Deputy Director. From 2020 to 2023, she was also Managing Director of Eastdil Secured SAS, the French subsidiary of the international property investment bank, where she was in charge of the financing advisory department of the Paris office and member of the International ESG Steering Committee. In this context, she participated in the training of teams on green financing.

Main position held:

Chief Executive Officer of Finae Advisors

Other offices held at 31/12/2024:

Within the Group:

None

Outside the Group:

- *Chief Executive Officer:* Finae Advisors SAS
- *Director:* Paref■

Corporate offices expired over the last five years:

- *Managing Director* : Eastdil Secured SAS

Nationality
French

Age
55 (1969)

Business address
c/o Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024
495

Date of first appointment
15 April 2016

Current term expires
AGM 2028

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Dominique Rongier

Member of the Supervisory Board

Dominique Rongier graduated from HEC in 1967 and was successively: auditor at Arthur Andersen (1969-1976); Chief Financial Officer of the Brémond - Pierre & Vacances Group (1976-1983); Group Chief Financial Officer of Brossette SA (1983-1987); In 1987, he designed and set up a holding company for the Carrefour group; General Secretary of Bélier, member of the Havas-Eurocom network (1988-1990); Chief Financial Officer of the holding company Oros Communication, which controls majority stakes in the communication sector (1991-1993). Since September 1993, Dominique Rongier has been an independent consultant with DBLP & *associés* SARL, of which he is Manager and majority shareholder. His main activity is strategic and financial management consultancy. In the interim, he was acting Chief Executive Officer of the DMB & B France Group (French subsidiaries of the U.S. advertising group D'Arcy) for more than two years. Until 31 March 2009, Dominique Rongier was Chairman of a software publishing company specialising in sports and health.

Main position held:

Member of the Supervisory Board of Altarea

Other offices held at 31/12/2024:

None

Corporate offices expired over the last five years:

- *Member of the Supervisory Board of SCA:* Altareit◆■; NR21 ◆■

Nationality

French

Age

79 (1945)

Deceased 13/02/2025

Business address

c/o Altarea 87 Rue de Richelieu - 75002 Paris

Shares held at 31/12/2024

108

Date of first appointment

20 May 2009

Current term expires

13/02/2025 (†)

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

Stichting Depositary APG Strategic Real Estate Pool (Fonds ABP)

Independent Member of the Supervisory Board, the Audit and CSR Committee and the Investment Committee
Chairman of the Compensation Committee

Algemene Pensioen Groep NV (APG) was appointed as a member of the Supervisory Board on 28 May 2010. It was replaced by the Dutch company Stichting Depositary APG Strategic Real Estate Pool by co-option on 20 November 2015. It is part of the APG Group, which manages the pension funds of civil servants and employees in the education sector in the Netherlands.

Nationality
Company incorporated under Dutch law

Shares held at 31/12/2024
1,378,816

Date of first appointment
20 September 2018

Current term expires
AGM 2025

Alain Dassas

Permanent representative of APG

Alain Dassas is a graduate of ESCP Europe and holds a master's degree in econometrics and a master's degree in Management Science from Stanford University. He began his career in 1973 at Chase Manhattan Bank. In 1983, he joined the Renault group and successively held the positions of Director of the New York Financial Office, Director of Banking Relations and Financial Markets, CFO at *Renault Crédit International* and Director of Financial Operations and Financial Services. In 2003, Alain Dassas was a member of the Renault Group Management Committee and then President of Renault F1 Team. In 2007, Alain Dassas became Chief Financial Officer and a member of the Executive Committee of Nissan Motor Company in Tokyo. In 2010, he joined Segula Technologies as Group Chief Financial Officer until 2012. Since then, Alain Dassas has been Chairman of Dassas Consulting, a strategic and financial consulting firm, and Executive Coach and Consultant at Aesara Partners, a Franco-British consulting firm.

Main position held:

Executive Coach and Consultant, Aesara Partners

Other offices held at 31/12/2024:

- *Chairman:* Dassas Consulting SAS
- *Director:* RCI Finance Maroc

Corporate offices expired over the last five years

None

Nationality
French

Age
78 (1946)

Business address
25 Rue Benjamin Franklin 75116 Paris

Shares held at 31/12/2024
-

6

◆ *Altarea Group company* ■ *Listed company* ● *Foreign company*

6.2.3.3 Board procedures, preparation and organisation of work

Tasks and responsibilities

The Supervisory Board is responsible for overseeing the Company's management on a continual basis.

As part of its duties it notably:

- reviews the annual and half-year financial statements prepared by the Management;
- sets out the appropriation of earnings, dividend distributions and dividend payment procedure to be proposed to the General Shareholders' Meeting;
- prepares the legally required report for the Annual Ordinary General Meeting called to approve the Company's financial statements: the report is made available to the shareholders at the same time as the management report and the financial statements for the year in review;
- draws up the corporate governance report attached to the management report;
- submits a list of nominees to the General Meeting for the appointment of new Statutory Auditors;
- draws up a report describing any proposed capital increase or reduction and submits it to the shareholders;
- appoints an Acting Manager if none of the existing Managers and General Partners are able to serve;
- appoints the Company's property appraiser and decides whether to renew his/her term of office; it may terminate their appointment and arrange a replacement.

The Supervisory Board also ensures:

- the implementation of a system to prevent and detect corruption and influence peddling;
- the implementation of a non-discrimination and diversity policy, particularly in terms of gender balance on management bodies;
- that social and environmental issues are taken into account in the Company's activity. On this point, the Management presents to the Supervisory Board its strategic orientations in terms of Corporate Social Responsibility, the methods for implementing its strategy, the related action plan and the time horizons within which these corresponding actions will be carried out. Management informs the Board of the results obtained on an annual basis.

The Supervisory Board can call an Ordinary or Extraordinary General Shareholders' Meeting according to the procedures set forth by French law, if the Board deems necessary and after informing the Managers in writing.

The Supervisory Board also plays an important role in terms of the Company's investments and commitments, above and beyond the usual role played by this body in SCAs. The Board is consulted:

- prior to any significant investment or divestment by Altarea likely to change the structure of the Company's balance sheet, and any transaction involving more than €50 million in the SIIC sector; and
- on Altarea's financing policy, in particular the total amount of bank or bond debt.

The Supervisory Board has significant powers with regard to the compensation of corporate officers (see Section 6.3. below). The latter:

- expresses an opinion on the compensation policy for management set by the general partner;
- sets the compensation policy for the Supervisory Board members; and
- sets the components of compensation for these corporate officers.

Notice of Meeting

The Company's Articles of Association provide that Board members are invited to meetings via simple letter or by any means of electronic communication. The Supervisory Board can meet by any means as soon as all members are present or represented. Supervisory Board meetings can be called by the Board Chairman, at least half of the Board members, or any Manager or General Partner. The Board members must be notified at least one week before the Meeting date, except under emergency circumstances.

Information

In accordance with French law, the Supervisory Board has the right to be provided with the same documents by the Managers as those made available to the Statutory Auditors.

Meetings

Meetings normally take place at the registered office, 87 Rue de Richelieu in Paris (75002). In 2024, a meeting was held outside the head office in the office building located above the Montparnasse station (former CNP Assurances headquarters).

In accordance with Article 16.3 of the Articles of Association, members may be invited to take part in meetings by videoconference or by any other means of telecommunication enabling the members to be identified, guaranteeing their effective participation in the Board meeting and allowing live streaming of the discussions and deliberations.

The attendance of at least half of the Supervisory Board's members is required for it to be quorate. Decisions are made by a majority of the members present or represented and able to take part in the vote. A member present may only represent one absent member and may do so only upon presenting a valid proxy. In the event of a tie, the Chairman has the deciding vote.

Attendance of management – Executive sessions

Management is invited to Board meetings to answer questions from the Supervisory Board, so that the Board can exercise continuous oversight of the Company's management. In particular, Management presents the Company's financial statements, reviews business progress, discusses operational issues and matters relating to the Group's business, and presents any proposed investments or disposals. Management answers any questions that the members deem appropriate to ask. These questions may or may not be included on the agenda. Management does not participate in deliberations and cannot vote on decisions taken by the Board or on opinions it issues.

At least once a year, the Supervisory Board meets without the presence of Management ("executive session"), at the end of a Board meeting whenever possible, in accordance with the recommendations of the AFEP-MEDEF Code. An executive session was held at the end of the meeting of 23 May 2024, notably allowing the members of the Board to discuss various topics related to its operations and governance.

Informal discussions and contacts between Board members, in which management does not participate, may also take place from time to time.

Minutes of the meetings

The minutes of Board meetings are recorded in a special register and signed by the Meeting Chairman and Secretary, or by a majority of Board members present.

Rules of Procedure

The Supervisory Board adopted Rules of Procedure at its meeting of 26 February 2019. They complement in particular Articles 16 and 17 of the Company's Articles of Association as regards the operating rules of the Board and the conduct of its meetings, in accordance with the provisions of the AFEP-MEDEF Code.

They also reiterate the ethical rules imposed on Board members, particularly in respect of share trading, in accordance with European regulation no. 596/2014 on market abuse.

In particular, it reminds members of their legal obligations with regard to declarations of transactions carried out on the Company's securities by themselves or by persons close to them.

In accordance with the rules of procedure, transactions in the Company's securities are not authorised during:

- the 30 calendar days preceding the publication of Altarea's annual and half-year results and up to and including the trading day of the publication;
- the 15 calendar days preceding the public release of financial information on the first and third quarters of each financial year and up to and including the trading day of the publication; and
- in any circumstances, where inside information is held until the publication of this information.

Each blackout period is notified a few days beforehand by e-mail to the persons concerned.

Compliance with the rules of confidentiality and conflict of interest (see 6.2.5.1 below) is one of the essential rules of procedure.

The rules of procedure are given to each member of the Board when they take office and after each change.

The Articles of Association and the Board's Rules of Procedure are all available on the Company's website.

There are also detailed rules of procedure for each of the Board's specialist committees.

The Supervisory Board has sole authority to modify its Rules of Procedure and those of its committees. The Supervisory Board's internal rules were most recently updated at the meeting of 7 July 2024.

Supervisory Board meetings and work in 2024

In 2024, the Board met four times. The attendance rate was 95%.

The following key topics were discussed at these meetings:

Purpose	Main points discussed
Activity and finance	■ Update on the Group's business performance and activity ■ Review of the draft annual Company and consolidated financial statements and business review for financial year 2023 ■ Review of the draft half-yearly financial statements at 30 June 2024 and the half-year financial report ■ Presentation of quarterly financial information ■ Review of forecast management documents ■ Update on operations and financial position ■ Financial resources and opinion on the financing policy ■ Group outlook and strategies - Roadmap and adaptation to the new real estate cycle
General Shareholders' Meeting	■ Proposed appropriation of earnings at the Ordinary General Shareholders' Meeting ■ Dividend payment conditions ■ Authorisations granted to Management to effect capital increases or decreases to be submitted to the General Shareholders' Meeting ■ Preparation of the Supervisory Board's report to the Annual General Shareholders' Meeting and the Report on Corporate Governance ■ Review of the agenda and draft resolutions for the General Shareholders' Meeting ■ Review of the amendments to the Articles of Association proposed to the Extraordinary General Shareholders' Meeting
CSR	■ Examination of the Declaration on Extra-Financial Performance (DPEF) ■ Environmental performance update ■ European taxonomy and decarbonisation - Strategy, action plan and outlook - Say on climate resolution ■ Group climate report ■ Proposal to the General Shareholders' Meeting for the appointment of sustainability certifiers
Governance	■ Preparation of the Supervisory Board report on corporate governance ■ Annual deliberation on the Company's policy on gender equality and pay ■ Review of the independence criteria for members of the Supervisory Board and specialist committees ■ Proposal to reduce the terms of office of Supervisory Board members ■ Increase in the number of shares to be held by members ■ Creation of an Nomination Committee separate from the Compensation Committee ■ Update of the internal rules of the Supervisory Board and the specialist committees ■ Executive session: Annual review of the operation and preparation of the work of the Supervisory Board ■ Restoration of the formal three-year assessment of the functioning of the Board with the help of an independent external consultant
Compensation	■ Opinion on the Management compensation policy established by the General Partner ■ Establishment of the compensation policy applicable to the members of the Supervisory Board ■ Setting of the compensation components for the Management and members of the Supervisory Board for 2024 subject to the approval of the compensation policies by the General Shareholders' Meeting ■ Approval of the distribution of compensation to the members of the Supervisory Board for their attendance at meetings of the Board and its committees during the past financial year
Opinions and miscellaneous tasks	■ Detailed presentation of the Cogedim Access offer and the first project, Rive Nature in Villeneuve-la-Garenne, the Travel Retail and the PRD Montparnasse project. ■ Renewable energy strategy, in particular the proposed acquisition of Prejeance Industrial, and Data Centre Strategy - Reviewed and approved by the Board ■ Review of related-party agreements previously authorised by the Board and review of the criteria for determining unrestricted agreements provided for in the internal charter on related-party agreements and commitments

Specialist committees

Article 18 of the Articles of Association allows the Supervisory Board to delegate tasks to specialist committees, apart from any powers that French law explicitly assigns to the Supervisory Boards of SCAs (*sociétés en commandite par actions)*.

The Supervisory Board has set up three specialist committees to contribute to its effectiveness and ensure better governance of the Company:

- Audit and CSR Committee;
- a Compensation and Nomination Committee, which was split on 7 November 2024, with the missions relating to appointments now falling under a newly created separate committee, the Nomination Committee, and the Compensation and Nomination Committee having been renamed the Compensation Committee, and retaining only the former Committee's prerogatives on compensation; and
- An Investment Committee.

The specialist committees present their work at Supervisory Board meetings. The work is presented by committee chairs, all of whom are members of the Board.

Audit and CSR Committee

Members

Audit and CSR Committee members are appointed by the Supervisory Board. They are chosen for their experience in the industry and their knowledge of the Company. The Audit and CSR Committee members together with their skills and experience relevant to the Committee's responsibilities are as follows:

- Michaela Robert, Chairwoman of the Committee, independent member, is a graduate of the University of Paris IX Dauphine and Paris X Nanterre. She worked for ten years as a property and structured finance lawyer at international firms. In 2005, she joined Morgan Stanley as Chief Financial Officer for property investment funds under its management. In 2010 she founded a property financial advising firm, of which she is Deputy Director. From 2020 to 2023, she was also Managing Director of Eastdil Secured SAS, the French subsidiary of the international property investment bank, where she was in charge of the financing advisory department of the Paris office and member of the International ESG Steering Committee. In this context, she participated in the training of teams on green financing;
- Alain Dassas, independent member, representing the ABP (APG) fund, is a graduate of ESCP Europe and holds a Master's degree in econometrics and a Master's in Management Science from Stanford University. In particular, he was Director of Banking Relations and Financial Markets at Renault, Chief Financial Officer of Renault Crédit International, Director of Financial Operations and Director of Financial Services at Renault, as well as Chief Financial Officer and member of the Executive Committee of Nissan Motor Company in Tokyo;
- Éliane Frémeaux, independent member, was a partner in the Notary firm of SCP Thibierge & *Associés* until 18 October 2012. Until 2024, she was a member of the Legal Studies Institute of the *Conseil Supérieur du Notariat*. She was also a member of the Joint Ownership Commission representing the *Conseil Supérieur du Notariat* at the Chancellery and of the Commission on Polluted Sites and Soils within the *Conseil Supérieur des Installations Classées*;
- Matthieu Lance is a graduate of the École Centrale de Paris. He was Managing Director Corporate Finance at BNP Paribas (2007-2016), Deputy Global Head and then Global Co-Head of Mergers & Acquisitions at Crédit Agricole CIB (2017-2022). Since March 2022, he has been Deputy Director of Investments, responsible for real assets and investments at Crédit Agricole Assurances Group;

  He was replaced on the committee by Najat Aasqui, with effect from 7 November 2024, who holds a DESS in Banking Finance Insurance (Paris X Nanterre) and a Master's degree in Economics (Lille 1). She joined the Crédit Agricole Assurances (CAA) Group in 2017 as investments officer (Private Equity and listed equity) for several sectors including listed real estate. Since March 2019 Najat Aasqui has been Head of the Listed Equity and Real Estate Investment Portfolios at Crédit Agricole Assurances. She had previously held various corporate banking positions, most significantly in acquisition funding at the Crédit Agricole Group.
- Léonore Reviron is a graduate of EDHEC Business School and a chartered accountant. From 2008 to 2011, she was a financial audit Manager at Ernst & Young. In 2011, she joined a listed REIT group, where she served as a corporate financial analyst until becoming a financial risk Manager. In 2017, she joined the consulting, accounting and auditing firm Pluriel Consultants. In 2024, she created Les Étincelles, a company with a mission committed to aging well.

Independence

Three of the Audit and CSR Committee's five members are independent at 31 December 2024. As a result, the Company complies with legal requirements, which require the Audit Committee to include at least one independent member. The proportion of independent members is sixty per cent, only marginally below the two-thirds recommended in the AFEP-MEDEF Code. Since then, the Supervisory Board has complied with this recommendation of the AFEP-MEDEF Code, by not replacing Léonore Reviron on the Audit and CSR Committee following her resignation as member of the Supervisory Board on 20 February 2025, said Committee now composed of four members, three of whom are qualified as independent. The Committee does not include any executive corporate officers, complying with recommendation 18.1 of the Code.

Tasks and responsibilities

The Audit and CSR Committee helps the Supervisory Board in its role of oversight and control of the Company. Pursuant to Article L. 821-67 of the French Commercial Code, it as the following responsibilities:

- monitoring the process of preparing financial information and sustainability information, including in the digital ESEF format required by Article 29d of Directive 2013/34/EU, and the process for selecting information for publication under sustainability reporting standards adopted pursuant to Article 29b of this Directive (ESRS); and, where appropriate, formulating recommendations to ensure the integrity of these processes. In the event of failures in the process, the Committee makes sure corrective measures have been applied. The Committee reviews significant risks and off-balance sheet commitments, assesses the seriousness of malfunctions or deficiencies of which it is made aware, and informs the Supervisory Board, if necessary. The Audit Committee also reviews the scope of consolidation and, where applicable, the reasons for which companies are not included;

- monitoring the effectiveness of systems of internal control and risk management in the Company, as well as any internal audits, in respect of procedures for producing and processing accounting and financial information and sustainability information, including in the above-mentioned digital format. In the event shortcomings are identified, the Committee ensures that appropriate action plans have been put in place and the situation has been addressed. To this end, it is informed of the main findings of the Statutory Auditors and internal audit. It meets with the Heads of internal audit and risk control and advises on the organisation of their departments. It is informed of the internal audit programme and receives internal audit reports and/or periodic summaries;
- issuance of a recommendation to the Supervisory Board on the Statutory Auditors proposed for appointment by the General Shareholders' Meeting. The audit of the financial statements is prepared in accordance with Article 16 of Regulation (EU) 537/2014 of 16 April 2014.
- monitoring of the Statutory Auditors' performance of their statutory audit and sustainability report. The Committee reviews the main risks and uncertainties identified by the Statutory Auditors in the parent company and consolidated financial statements, including the half-year financial statements. The Committee also reviews their audit approach and any difficulties they encountered in their work;
- examination and monitoring of compliance by the Statutory Auditors with the criteria for independence. It ensures compliance with the rules for the rotation of Statutory Auditors and their signing partners. The Committee monitors the budget for the Statutory Auditors' fees to ensure that it is appropriate to their work. The Committee makes sure that the Co-Statutory Auditor is effective;
- approval of the provision by the Statutory Auditors or their respective network of services other than the certification of the financial statements to the Company or its subsidiaries. At its meeting of 20 February 2017, the Audit and CSR Committee decided unanimously to authorise the Statutory Auditors to provide certain services other than audit of the financial statements corresponding to (i) the missions required by law or regulations and (ii) the usual missions provided by Statutory Auditors which posed no risk to their independence given their purpose and the terms and conditions under which they would be carried out. The Statutory Auditors must provide the Audit and CSR Committee with a half-year report on these services. All other services must be authorised in advance by the Audit and CSR Committee;
- verification of the arrangements made by the Company in order to guarantee business continuity, with particular reference to documentation, files, systems and the protection of the Company against fraud and malicious acts;
- ensuring that the Company's operations comply with all applicable laws and regulations.

The Audit and CSR Committee must be consulted about:

- the appointment of the Statutory Auditors. It recommends Statutory Auditors which the Supervisory Board then proposes to the General Shareholders' Meeting for appointment on the basis of a call for tenders;
- any significant changes in accounting methods and principles that may seem likely or necessary;
- half-yearly and annual financial statements, and sustainability information.

Also, since 2023, issues of Corporate Social Responsibility (CSR) are now the subject of in-depth preparatory work carried out by the Audit and CSR Committee before being presented to the Supervisory Board.

The Audit and CSR Committee reports on its work regularly to the Supervisory Board. It also reports on its work to certify the financial statements and sustainability information, how this mission contributed to the integrity of the financial information and sustainability report, and on the role it played in this process. It immediately reports any problem encountered.

The Audit and CSR Committee maintains working relationships with the Company's Management, internal controllers, internal auditors and Statutory Auditors. It may ask the Statutory Auditors to attend Committee meetings to answer questions about subjects within their competence. The Audit and CSR Committee may also ask a Company employee to attend a meeting, in order to clarify a specific issue. The Audit and CSR Committee recommends to the Supervisory Board all measures it deems useful. If it deems necessary, the Committee may call on external experts, ensuring their competence and independence.

Proceedings – Minutes

The Committee is quorate when at least half of the members are present. Recommendations are adopted by a majority of members present. The Chairman has a double vote in the event of a tie. If it deems it necessary to do so, the Audit and CSR Committee prepares minutes of its meetings; these minutes are drafted by the Chairman. The Chairman presents its report on the half-year and full-year financial statements to the Supervisory Board.

Frequency of meetings – Work of the Committee

The Audit and CSR Committee meets when convened by the Chairman, on dates set according to the Company's schedule for approving the half-year and full-year financial statements. A meeting can be called at any time if necessary. Notices of meeting may be sent by any means (post, fax, email, etc.). The Group's Finance Department sends any necessary documentation prior to the Meeting.

During the 2024 fiscal year, the Committee met three times. The following main points were addressed:

- review of the draft annual and half-year financial statements;
- presentation of the main risks to which the Group is exposed, including social and environmental risks; review of the mapping of the Group's major risks; presentation of the main internal control and risk management actions; review of ethical policies and issues handled by the *Deontologue*;
- assessment of the 2023 internal audit plan; presentation and monitoring of the 2024 internal audit plan, particularly in terms of cybersecurity;
- presentation of the real estate appraisals of the portfolio;
- restitution of the Statutory Auditors' work;
- review of the draft taxonomy report and Declaration on Non-Financial Performance (DPEF); the Group's CSR approach; carbon performance, climate strategy and Say on Climate resolution;

- recommendation on the appointment of sustainability information certifiers;
- update on the forthcoming application of the CSRD and the work carried out for the publication of the first sustainability report in 2025; presentation of the dual materiality matrix and the audit approach; update of the Committee's rules of procedure.

In addition to the Statutory Auditors, these meetings were attended by the Group Chief Financial Officer, the Group Deputy Chief Financial Officer, the Group Director of Audit and Internal Control, the Director of Strategic Marketing, CSR and Innovation the Director of Corporate Legal Affairs, the Director of Consolidation and the Chief Accountant.

The Committee also approved the provision by the Statutory Auditors or their network of non-audit services to the Company or its subsidiaries.

Compensation and Nomination Committee

History and tasks and responsibilities

The Compensation Committee was formed by the Supervisory Board on 26 July 2012, in accordance with Article 18 of the Articles of Association. On the recommendation of its Chairman, the Supervisory Board voted to grant the Committee powers wider than those provided for by the Articles of Association. The Committee makes proposals concerning the compensation not only of Management but also of the members of the Supervisory Board and, where applicable, the Group's senior executives.

In November 2022, the Supervisory Board decided that the Compensation Committee would now also act as the Nomination Committee, taking on the additional task of proposing candidates in the event of a change in the composition of the Supervisory Board. As a result of its new duties, the Compensation Committee was renamed the "Compensation and Nomination Committee".

In order to promote optimized functioning of the Board's work, the Supervisory Board decided on 7 November 2024 to:

- create a new committee called the "Nomination Committee";
- and therefore to change the name of the existing Compensation and Nomination Committee to "Compensation Committee" and withdraw its powers related to governance;
- adopt rules of procedure for each of these Committees.

The new Nomination Committee has the following tasks (taken over from the Compensation and Nomination Committee):

- organise a procedure for selecting future independent members of the Supervisory Board;
- assess the independence of the members of the Supervisory Board;
- make proposals to the Supervisory Board, in particular in light of the composition of and changes to the Company's shareholding structure, in order to achieve a balanced composition of the Board, where applicable.

The Compensation Committee is responsible for preparing the work of the Supervisory Board on the compensation of the Company's corporate officers within its remit. In this respect, it makes recommendations and proposals to the Supervisory Board on:

- the Management compensation policy set by the General Partner(s);
- the compensation policy of the Supervisory Board members;
- the components of compensation to be set in application of these policies.

In this context, it reviews the section of the draft Supervisory Board report on corporate governance devoted to the compensation of corporate officers, as well as the draft resolutions relating to Say on Pay to be submitted to the General Shareholders' Meeting.

If they deem necessary, the Nomination Committee and Compensation Committee may call on external experts, ensuring their competence and independence. It used this option on several occasions, most recently in 2019 by commissioning a report from consultants Towers Watson.

Composition

Until 7 November 2024, the Compensation and Nomination Committee was composed of the following members:

- Alain Dassas, independent Chairman of the Committee;
- Philippe Mauro, independent member and Secretary of the Committee;
- Michaela Robert, independent member;
- Marie-Catherine Chazeaux, member representing employees.

As of 7 November 2024, as the "Compensation Committee", its composition changed to include AltaGroupe, represented by Catherine Leroy.

The Nomination Committee, newly created on 7 November 2024, is composed of the following members:

- Christian de Gournay, independant Chairman of the Committee;
- Matthieu Lance, member;
- Jacques Nicolet, member;
- Michaela Robert, independent member.

The Compensation Committee and the Nomination Committee have three and two independent members respectively, including their Chairman. As a result, the Company complies with the recommendations of the AFEP-MEDEF Code. In addition, these committees do not include any executive corporate officers, and a member of the Board representing employees is also a member of the Compensation Committee.

The Committee benefits from the cross-functional roles of Michaela Robert and Alain Dassas, who are also respectively Chairwoman and member of the Audit and CSR Committee, particularly when reviewing management performance in extra-financial matters and assessing the appropriateness of the CSR performance criteria to put to the Supervisory Board for setting the components of its compensation.

Work

In 2024, the Compensation and Nomination Committee met once to and notably considered the following points:

- opinion on the balance of the composition of the Supervisory Board, debate on the independence of its members and review of business relationships;
- implementation of the three-year formal assessment of the functioning of the Board and its Committees with the help of an external consultant;
- review of the compensation components of Management, in particular with regard to the achievement of the financial and non-financial performance conditions related to the annual variable compensation, and of the Supervisory Board for the 2023 fiscal year;
- review of the General Partner's proposal relating to the management compensation policy for fiscal year 2024, which it approved;
- proposed policy for the Supervisory Board members' compensation for financial year 2024;
- proposed compensation components for the Management and Supervisory Board for 2024 subject to the approval of the compensation policies by the General Shareholders' Meeting.

Investment Committee

Members

Investment Committee members are appointed by the Supervisory Board. The Investment Committee currently consists of the following members:

- Christian de Gournay, Chairman of the Investment Committee;
- Alain Dassas, Permanent representative of APG;
- Najat Aasqui, Permanent representative of Predica;
- Jacques Nicolet;
- Philippe Jossé, representative of Altager.

Operational Managers involved in the investment project(s) also participate in the Meeting.

Proceedings – Minutes

Investment Committee recommendations are adopted by a majority of members present. The Chairman has a double vote in the event of a tie. Minutes are drawn up and signed during the Meeting indicating the decision made. The Company's annual report contains a summary of the resolutions issued by the Investment Committee.

Frequency of meetings

The Investment Committee meets when convened by its Chairman. It can be called at any time in the event of an emergency. Notices of meeting may be sent by any means (post, fax, email, etc.).

Tasks

Pursuant to Article 17.8 of the Articles of Association, the Supervisory Board must be consulted by the Management prior to any significant investment or divestment by the Company likely to change the structure of the Company's balance sheet, and any investment or divestment over €50 million in the retail REIT sector.

In this context, the Supervisory Board has entrusted the Investment Committee and its Chairman with the following tasks:

- prior instruction by the Chairman of the investment or divestment Committee regarding the consultative opinion required by Article 17.8;
- issuance by the Investment Committee of a consultative opinion, under powers delegated by the Supervisory Board, on investments or divestments involving less than €150 million, provided that the Supervisory Board retains the possibility of issuing these opinions directly without going through the Investment Committee.

Work of the Committee

The Investment Committee did not meet in 2024 because all investment and divestment opportunities were reviewed by the full Supervisory Board.

Participation in Board and Specialist Committee meetings in 2024

	Supervisory Board		Audit and CSR Committee		Compensation and Nomination Committee	
	Attendance/No. of meetings	**Attendance rate**	**Attendance/No. of meetings**	**Attendance rate**	**Attendance/No. of meetings**	**Attendance rate**
Christian de Gournay *(Chairman of the Board)*	4/4	100%				
Alain Dassas *(Permanent representative of APG)*	4/4	100%	3/3	100%	1/1	100%
Catherine Leroy *(Permanent representative of Alta Patrimoine)*	4/4	100%				
Philippe Jossé *(Permanent rep. of Altager)*	4/4	100%				
Marie-Catherine Chazeaux	4/4	100%			1/1	100%
Nicolas Deuzé	4/4	100%				
Matthieu Lance	4/4	100%	2/3 *	67% *		
Éliane Frémeaux	4/4	100%	3/3	100%		
Philippe Mauro	4/4	100%			1/1	100%
Jacques Nicolet	4/4	100%				
Najat Aasqui *(Permanent representative of Predica)*	3/4 *	75% *				
Léonore Reviron	4/4	100%	3/3	100%		
Michaela Robert	4/4	100%	3/3	100%	1/1	100%
Dominique Rongier	2/4	50%				
Average attendance rate		**95%**		**93%**		**100%**

(a) Najat Aasqui, permanent representative of Predica, was represented at a meeting of the Supervisory Board by Matthieu Lance, and the latter was represented at a meeting of the Audit and CSR Committee by Najat Aasqui.

Assessment of the work of the Board and specialist committees

In accordance with its Rules of Procedure, the Supervisory Board regularly assesses its operations and the performance of its duties. To this end, once a year, the Board devotes an item on its agenda to a debate on its operation. In addition, it conducts a formal assessment at least every three years, with the help of an external consultant, in accordance with the recommendations of the AFEP-MEDEF Code.

In 2021, the Supervisory Board carried out the first external assessment of its operation, conducted by an independent consulting firm, which took the form of questionnaires and individual interviews with each of the members of the Supervisory Board.

The summary of the results of this external assessment was presented to the Board at its meeting of 30 July 2021 by the Chairman of the Board, an independent member.

The results show that Board members are generally satisfied with the functioning of the Board. The Board is unanimously perceived as serious, transparent, constructive and effective. Its members share a common view of its role, which they accept. The Board's culture is considered professional, rigorous, organised and polite, the atmosphere being direct and constructive, and the agenda being reasonably constructive and effective sometimes at the expense of the depth of the discussions.

Taking into account the wishes expressed by the members of the Supervisory Board, the main areas for improvement identified were as follows:

- "*reinvest in informal communication, cohesion between members and dialogue outside the Board*", in particular by spending time together socially at the end or outside of the meetings, such moments having become rare due to successive COVID-19 lockdowns. This measure was implemented immediately, when possible in view of health constraints. The members of the Board were invited by the Management to the inauguration of the new Issy Cœur de Ville district, the Group's flagship project in 2022 and particularly exemplary in terms of environmental performance;
- improve "*the time it takes for members to receive information in advance of Board and committee meetings, so they can be better prepared*". To this end, best efforts will be made to make sure documentation is communicated one week in advance, as was usually the case at subsequent meetings;
- invite Board members "to express themselves more: sharing their own professional experiences, observations of the market and practices of competitors". With this in mind, it was proposed to hold four meetings per year, one per quarter, instead of the previous frequency of two or three meetings per year. Five Supervisory Board meetings were held in each of 2021 and 2022 and four in 2023 and 2024.

A further formal review was carried out in 2024 with the support of an independent external firm, a leading international recruitment consultancy, led by the Compensation and Nomination Committee and overseen by the Chairman of the Supervisory Board.

In this context, the firm met individually with the 14 members of the Supervisory Board between March and May 2024, in the form of confidential conversations lasting from one to one-and-a-half hours, with the support of a discussion guide. Its report was submitted to the members of the Supervisory Board in July and feedback from its work was presented to the Supervisory Board as a whole at the Board meeting in November 2024.

The assessment carried out by the firm confirms that all the members of the Board consider that the Supervisory Board fully exercises its prerogatives with professionalism, efficiency and compliance, within the framework of a *société en commandite par actions* controlled.

The Committees, which meet on a regular basis, operate satisfactorily and fulfil their duties. The main positive points identified include:

- a strong sense of belonging among members,
- an appropriate frequency of meetings,
- a diversity and richness in the topics covered,
- high-quality, in-depth and constructive discussions,
- regular, transparent and comprehensive information on the Group's activity.

In addition, the documents required for the deliberations are sent in a timely manner to enable efficient preparation of the meetings

The report also notes that the contributions of each member are appreciated and recognised.

With a view to continuous improvement, several areas of development have been identified to strengthen the effectiveness and strategic contribution of the Supervisory Board. First of all, the diversification of skills appears to be a key lever for better understanding emerging issues, particularly in the fields of renewable energy, data centers and sustainability. The integration of additional expertise would broaden the outlook and optimise support for the Group in its development strategy. Aware of these challenges, the Nomination Committee has incorporated this dimension into its search for new independent members. Similarly, the Supervisory Board has taken these priorities into account in the proposals made for new appointments, to guarantee governance in line with the Group's strategic challenges.

In addition, increased mobilisation of Board members is encouraged to strengthen their involvement in strategic thinking. The Supervisory Board implemented these areas of change in 2024, notably by holding a meeting in the office building above Gare Montparnasse (former CNP Assurances headquarters), which is currently being restructured by the Group. The meeting was followed by a convivial moment with a lunch in the presence of some members of the Altarea Executive Committee, which encouraged informal exchanges and sharing of expertise.

Finally, at the end of its meeting of 23 May 2024, the Supervisory Board carried out its annual self-assessment of its operations and the preparation of its work. This exercise took place without the presence of the Company's executive corporate officers (executive session), thus guaranteeing an independent reflection.

6.2.4 Executive management

6.2.4.1 General management

As a SCA (*société en commandite par actions*, a French partnership limited by shares), the Company is run by the Management. One of the latter's key roles is to decide the Group's strategic direction.

The Company is managed by Altafi 2, which is controlled by Alain Taravella and his family. Its Chairman is Alain Taravella. Edward Arkwright was appointed Chief Executive Officer of Altafi 2 as of 6 January 2025, replacing Jacques Ehrmann, who had held this position since 1 July 2019. Alain Taravella's sons, Matthieu and Gautier Taravella are also Chief Executive Officers of Altafi 2 (see Section 6.2.1 above).

6.2.4.2 Operating departments

The business of Real Estate Retail is managed by:

- Ludovic Castillo, Chairman of Altarea Commerce, also in charge of new activities related to renewable energy, Data Centers and urban logistics. In this capacity, he holds the positions of Chief Executive Officer of Foncière Altarea and Aldeta, Manager of Altarea France and Chairman of the Board of Directors of the foreign companies, Altarea España and Altarea Italia. He is also Manager of Altarea Logistique Urbaine Management and Chairman of Alta EnR Management and Nation Data Center.
- Rodrigo Clare, Chief Executive Officer of Altarea Commerce, in charge of asset management, finance and retail property management in France, Italy and Spain. He is notably manager of the Group companies that own the shopping centres.

In the Residential Property Development division, the main managers are:

- Vincent Ego, Chief Executive Officer of the Altarea Property Development division, bringing together brands and joint services dedicated to the development of new homes. He is also Chief Executive Officer of Cogedim,
- Rodolphe Albert, at the head of the Histoire & Patrimoine brand. He chairs the company of the same name, specialising in the rehabilitation and restoration of old residential properties throughout France for nearly 20 years;
- Julien Pemezec, Head of the Woodeum x Pitch Immo brand, the national leader in low-carbon real estate development, and as such is Chief Executive Officer of W-Pi Promotion and Manager of Immobilière Lutèce.

Adrien Blanc is responsible for Business Property (offices of all formats, logistics platforms, business and industrial premises, hotels, schools and campuses), serving in particular as Manager of Altarea Entreprise Holding.

Baptiste Borezée, Deputy Chief Executive Officer of Altarea, is notably in charge of Strategy, M&A and Group Services. He is notably Chairman of the portfolio management company Altarea Investment Managers, which manages the SRI-certified SCPI Alta Conviction.

6.2.4.3 Operating committees

As the main subsidiaries of Altarea [1] have operating committees, several committees hold regular meetings to examine going concerns and assist Management in decision-making.

These are mainly the Group Executive Management Committee and the Management Committees at the business lines (Altarea Development Management Committee, Altarea Entreprise Management Committee and Altarea Commerce Management Committee) and the Brand Management Committees (notably the Cogedim Management Committee, W-PI Executive Committee and Histoire & Patrimoine Executive Committee).

GROUP EXECUTIVE COMMITTEE

The Group's Executive Committee includes ten members around Alain Taravella and Jacques Ehrmann (until 6 January 2025)/Edward Arkwright (from 6 January 2025):

- Éric Dumas, Group Chief Financial Officer
- Rodolphe Albert, Chairman of Histoire & Patrimoine
- Nathalie Bardin, Director of Strategic Marketing, CSR and Innovation
- Adrien Blanc, Chairman of Altarea Entreprise
- Baptiste Borezée, Deputy Chief Executive Officer in charge of Strategy, M&A and Group Services
- Ludovic Castillo, Chairman of Altarea Commerce
- Rodrigo Clare, Deputy Chief Executive Officer of Altarea Commerce
- Vincent Ego, General Manager Residential and Business Property at Cogedim
- Karine Marchand, Group Director of Human Resources
- Julien Pemezec, Chief Executive Officer of Woodeum x Pitch Immo

The Executive Committee generally meets once or twice a month. It supports Management in its general duties by disseminating and implementing the strategies it has defined.

(1) See Section 6.2.3.2 above, for a presentation of the Supervisory Board's specialist committees.

In addition, a Managers Committee (*Comité des Managers*), the Group's information and discussion body, comprising, at the end of 2024, 321 members occupying the most important positions within the Group, meets once or twice a year.

The expertise and skills of the members of the Executive Committee are detailed in the matrix below:

	Real Estate, Urbanism and architecture	CSR	Business conduct	Strategy and project development	Finance	Audit and risks	Management companies	Law and tax	Customer solutions and new technologies
Éric Dumas	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rodolphe Albert	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nathalie Bardin	✓	✓	✓	✓	✓	✓		✓	✓
Adrien Blanc	✓	✓	✓	✓	✓	✓	✓	✓	✓
Baptiste Borezee	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ludovic Castillo	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rodrigo Clare	✓	✓	✓	✓	✓	✓	✓	✓	✓
Vincent Ego	✓	✓	✓	✓	✓	✓	✓	✓	✓
Karine Marchand		✓	✓	✓				✓	✓
Julien Pemezec	✓	✓	✓	✓	✓	✓	✓	✓	✓

Real estate, urbanism, architecture

Experience in the real estate sector or knowledge of the Group's activities and competitive environment

CSR

Expertise or experience in the management of environmental (climate, pollution, biodiversity, circular economy, etc.), social and governance (ESG) issues, as well as in the management of human resources or labour relations

Business conduct

Expertise, experience or training in business conduct (compliance, ethics, anticorruption and supplier relations, in particular)

Strategy and project development

Experience in defining strategy, mergers & acquisitions, integrating companies, change management or implementation of large-scale projects

Finance

In-depth experience in corporate finance, financial reporting processes, accounting and treasury management.

Audit and risks

In-depth expertise or experience in risk management and audit, compliance and internal control

Company management

Experience as an executive officer, member of an Executive Management Committee or senior executive within a large or national-scale entity

Law and tax

In-depth legal and tax expertise or experience

Customer solutions and new technologies

Expertise or experience in defining and implementing technological, digital or customer experience innovation strategies

6.2.4.4 Gender diversity policy in governing bodies

For several years now, the Altarea Group has pursued a proactive policy to promote gender balance and professional equality, as the real estate sector has historically been male dominated.

In terms of gender diversity in management bodies, and more broadly in positions of greater responsibility, the objective set by management in 2022 is to have at least 30% of women in management positions by 2027 and 40% by 2030, including operational and strategic positions, within the Group, as well as in the Management Committees of the subsidiaries and corporate functions.

To achieve these objectives, while continuing to base the appointment policy mainly on internal promotion, the Group is taking the following actions:

- establish a pool of female talent by increasing the proportion of women in the Managers Committee (*Comité des Managers*) each year. At 31 December 2024, this Committee was composed of 321members holding the most important positions within the Group, of which 29,8% were women. This will provide a better pool of candidates to fill future vacancies on the management committees of the Group's various units. To facilitate implementation, a target of having women fill around 65% of vacancies arising on the Management Committee (by external recruitment or by internal mobility and promotion) was introduced as an extra-financial performance criterion:
  - in March 2021, as one of the criteria for the Long-Term Bonus for Group executives, which was continued for the 2022 bonus; and
  - in May 2021, by way of an additional clause to the profit-sharing agreement within the Company for the years 2021 and 2022.

  This target of 65% having proved, as it had the previous year, particularly difficult to achieve.

In order to further encourage the promotion of women and strengthen the pool of female talent, the Altarea Group has set up an indicator for women's representation involving more than three employees on open-ended contracts, with the objective of increasing the proportion of female employees year-on-year written into the 2023-2024 profit-sharing agreement. In 2024, 35.3% of employees in managerial positions at all levels were women, compared with 34.9% in 2023 and 34.2% in 2022;

- in December 2021, Altarea signed the Charter of Commitment to gender parity and gender equality in companies and organisations in the real estate sector. The achievement of the targets for women's representation in 2027 (30%) and 2030 (40%) is also included as an aim of this charter.

  This commitment to balanced gender representation resulted, at the end of the 2024 financial year, in the following proportions of women:
  - 31% in the Group's management bodies (Group Executive Management Committee and Management Committees of subsidiaries and corporate functions) (vs. 31.7% at end-2023, 37% at end-2022 and 27% at end-2021),
  - 29.8% in the Managers Committee (*Comité des Managers*) (vs. 30.7% at end-2023, 29.9% at end-2022 and 29.6% at end-2021),
  - 49% among executives (*cadres*) (vs. 48.9% at end-2023, 49.8% at end-2022 and 48.8% at end-2021).
- note that (i) the slight fall in the share of women between 2023 and 2024 mainly reflects changes in the overall workforce, and (ii) the fall in the proportion of women between 2022 and 2023 in the management bodies is mainly due to the integration of 100% of the Woodeum workforce [1] and its Executive Management Committee, which is mainly male.

Altarea has launched a process to support all women in the Group in their careers. The "*café des Altareennes*", a multi-year event, is a concrete way to address the opportunities and issues faced by women in their professional life, encourage some to mentor others, and expand the in-house network of women, to lead workshops (for example: the role of executive, female self-censorship, speaking in public). More broadly, it is about improving women's visibility through communication. The *Alignée* tool, which walks women through a reflection on their career path (100% digital and confidential), has also been set up.

In accordance with the recommendations of the AFEP-MEDEF Code, these targets and the measures to achieve them have been presented to the Supervisory Board, which is informed of the results achieved on an annual basis.

For more information on the measures taken within the Group to promote gender equality in the workplace, please refer to Section 4.3.1 ESRS S1 - Own workforce (see paragraphs "Fair pay" and "Commitment to gender equality") in Chapter 4 of this document, which includes the scores of the Group's UES on the gender equality index.

6.2.4.5 No undisclosed firm commitments made by management

As of the date of this document, the management bodies have made no firm commitment on significant investments about which the Company has not provided information.

6.2.5 Additional Information

6.2.5.1 No conflicts of interest

No conflicts of interest have been detected at the level of the Company's administrative, management and supervisory bodies, or at the level of its Management, between the duties of those bodies and any other potential duties they might have.

In accordance with the Supervisory Board's Rules of Procedure, each person participating in the work of the Board, whether a member of the Board or a permanent representative of a legal entity that is a member of the Board, must act in all circumstances in the Company's interest. and may not use his or her title or duties as a member of the Supervisory Board to secure, or provide to a third party, any pecuniary or non-pecuniary advantage. All such persons or entities have an obligation to exercise their best efforts to determine in good faith the existence or not of a conflict of any actual or potential conflict of interest, and inform the Chairman of the Board as soon as they become aware of such a conflict, between themselves or the company of which they are permanent representative (or any other company of which they are an employee or corporate officer or belonging to the same group) and the Company or any company belonging to its group.

These provisions apply in particular when, in respect of any transaction under consideration or undertaken by the Company or any company in its group, a member of the Board or a company of which a member of the Supervisory Board is an employee or corporate officer (or of any company in the same group) may have competing or opposing interests to those of the Company or companies belonging to its group.

In such circumstances, the member concerned (or their permanent representative) must take the necessary measures to remedy the conflict (if necessary by abstaining from any deliberations and votes of the Supervisory Board or any committee relating to the conflicted transaction), and generally to comply with a strict duty of confidentiality.

In particular, if a conflict of interest arises during the review of an investment case, the member concerned must, as soon as they become aware of it, notify the Chairman of the Board and abstain from participating in the discussions and votes of the Supervisory Board on all agenda items related to the proposed investment.

(1) Following the takeover of 100% of Woodeum in early 2023.

Each year, the Supervisory Board reviews, on a case-by-case basis, the independence of its independent members based on the criteria in the AFEP-MEDEF Code.

To the Company's knowledge, there are no restrictions for the members of the Supervisory Board and Management of the Company on the sale of their shareholding in the Company, other than:

- the obligations set out by the Group in the Supervisory Board rules of procedure and its appendix concerning stock market ethics, and, in general, law and regulations requiring members to abstain from trading in the Company's shares in certain circumstances to prevent insider trading;
- the stipulated restrictions on the free disposal of shares, as applicable, relating to the pledge of financial securities accounts where holders had deposited the Company's shares (see 7.1.5 below).

6.2.5.2 Convictions, bankruptcies, prosecutions

To the Company's knowledge and in view of the information at its disposal, none of the Company's Supervisory Board members or Managers has, in the past five years:

- been convicted of fraud;
- been associated with a bankruptcy, receivership, liquidation or placing of companies under administration;
- been the subject of any prosecution or of any official public sanction imposed by statutory or regulatory authorities (including designated professional bodies);
- been disqualified by a court from serving on the administrative, management or supervisory bodies of an issuer of financial instruments or from participating in the management or conduct of such an issuer's business.

6.2.5.3 Agreements entered into between an executive officer or a significant shareholder and subsidiaries

Except for agreements relating to current transactions and conducted on arm's length terms, no agreement has been concluded between an executive officer or a major shareholder and Company subsidiaries.

6.2.5.4 Procedure for assessing current agreements

At its meeting of 2 March 2020, the Supervisory Board adopted an internal charter on related-party agreements and commitments. This charter is part of:

- the procedure for the regular assessment of current agreements entered into on arm's length terms introduced by Act no. 2019-486 of 22 May 2019 on the growth and transformation of companies (Pacte Act) and codified in Article L. 22-10-12 of the French Commercial Code, applicable to partnerships limited by shares (SCAs) whose shares are admitted to trading on a regulated market pursuant to Article L. 226-10 of the Code; and
- AMF recommendation no. 2012-05 of 2 July 2012, amended on 29 April 2021, and specifically its proposition no. 4.1.

The purpose of the charter is twofold:

- to provide a reminder of the regulatory framework applicable to related-party agreements and commitments and to provide details of the valuation methodology and procedure applied internally by the Company to classify the various agreements;
- to implement a procedure to regularly assess agreements relating to current transactions entered into on arm's length terms, ensuring that persons directly or indirectly affected by such agreements take no part in the assessment.

It takes into account the study by the *Compagnie Nationale des Commissaires aux Comptes* (CNCC) on related-party and current agreements published in February 2014.

- The Charter applies to Altarea and all its French subsidiaries whose shares are traded on a regulated market and are subject to the regulations on related-party agreements.

6.2.5.5 Internal control and risk management systems as part of the financial reporting process

The main characteristics of the internal control and risk management systems put in place by the Company as part of the process of preparing financial information are detailed in chapter 5 of this document, in particular in paragraphs 5.1.2 and 5.1.3.

6.3 Compensation of management and supervisory bodies

6.3.1 Principles and rules

6.3.1.1 Management

In accordance with the regulations applicable to partnerships limited by shares listed on a regulated market, management compensation is determined according to a compensation policy which sets out all its fixed and variable components and explains the decision-making process followed in its determination, revision and implementation.

This compensation policy must be established each year by the general partner after consulting the Supervisory Board acting on the recommendation of the Compensation Committee (until 7 November 2024 the "Compensation and Nomination Committee").

A draft resolution is then submitted for the approval of the General Shareholders' Meeting each year and each time the ordinary compensation policy is changed significantly (*ex-ante* vote). If the resolution is not approved, the most recently approved compensation policy continues to apply and a revised compensation policy is submitted at the next Ordinary General Shareholders' Meeting.

The compensation components themselves will then be determined, allocated or decided by the Supervisory Board in application of the compensation policy approved by the General Shareholders' Meeting. In exceptional circumstances, it is possible to waive the application of the compensation policy if this exemption is temporary, in line with the Company's interests and necessary to guarantee the Company's sustainability or viability.

The shareholders will be consulted at a General Shareholders' Meeting on the compensation components actually paid or allocated to the Managers (ex post vote).

6.3.1.2 Supervisory Board

In accordance with the regulations applicable to partnerships limited by shares listed on a regulated market, the Supervisory Board now sets a compensation policy for its members each year which is submitted for approval to the General Shareholders' Meeting (*ex ante* vote).

The individual components of the compensation for the members of the Supervisory Board are then determined, allocated or decided by the Supervisory Board in application of the compensation policy approved by the General Shareholders' Meeting.

The shareholders will be consulted at a General Shareholders' Meeting (*ex post* vote) on the compensation components actually paid or allocated.

6.3.2 Information on compensation for the financial year 2024

6.3.2.1 Compensation components due or paid for financial year 2024

Pursuant to the provisions of Article L. 22-10-77 of the French Commercial Code, the 2025 General Shareholders' Meeting will be called upon to approve the components of compensation paid or allocated in respect of the 2024 financial year through:

- a general resolution on all compensation paid to corporate officers; and
- separate resolutions for the Management and the Chairman of the Supervisory Board.

Alain Taravella, Chairman of Altafi 2, Manager, receives no compensation paid or allocated by the Company or its subsidiaries. The compensation paid or allocated to Jacques Ehrmann, Chief Executive Officer of Altafi 2 (until 6 January 2025), as Manager of Altarea Management, a wholly-owned subsidiary of the Company, is also set out below even if it does not strictly speaking fall within the scope of the Management compensation policy.

Components of the compensation paid or allocated to Management

WAIVER BY MANAGEMENT OF PART OF THEIR COMPENSATION

Given the difficulties experienced by the real estate sector and the impacts of the crisis on the Group's activities, the Management (and General Partner) informed the Chairman of the Supervisory Board at the start of 2024 that they had decided to **waive one third of their fixed annual compensation** for the 2024 financial year and to **waive in advance any variable compensation that may be awarded in respect of that financial year.** The Supervisory Board has set the components of management compensation taking these principles into account.

Pursuant to the Management compensation policy adopted by the General Shareholders' Meeting of 5 June 2024, Management compensation, in the form of fees, for the 2024 financial year, was unanimously set by the Supervisory Board on the recommendation of the Compensation and Nomination Committee, taking into account the waiver in advance by the Management of part of his compensation (see box above).

This is composed solely of a fixed annual fee of €600,000 excluding taxes, payable quarterly (compared to €900,000 excluding taxes for the previous financial year).

Exceptionally and in accordance with its wishes, Management did not receive variable compensation for 2024.

Management does not receive variable multi-year compensation, long-term profit sharing, benefits in kind, severance or non-competition payments or a pension plan.

It should be noted that the Manager, Altafi 2, also manages Altareit, which is a listed subsidiary 99%-owned by the Company, which forms the parent company for the Group's development and diversification division. In this respect, pursuant to the decisions taken by the Supervisory Board of Altareit, in accordance with the waiver by Management of part of their compensation for 2024 (see box above) and the compensation policy approved by Altareit's 2024 General Shareholders' Meeting, Altafi 2 in 2024 received only a fixed fee of an annual amount reduced to €600,000 excluding taxes (compared to €900,000 excluding taxes in 2023).

Details of the compensation due to management in 2024 are presented in the table below:

Compensation components *(€ thousands excl. tax)*	**2023**	**2024**	**Comments**
Fixed compensation (fees)	900	600	Fees paid in full to Altafi 2 (in quarters - quarterly) Reduction of €300 thousand compared to the previous financial year, taking into account the waiver by Management of one-third of its annual fixed compensation for 2024 (**see box above**). This amount also takes into account the existence of compensation paid to Altafi 2 by Altareit (a subsidiary of Altarea, holding company of the Group's Property Development division), in respect of the duties and responsibilities exercised in this company by Altafi 2 (see below).
Variable annual compensation (fees)	175	0	No annual variable fee in accordance with the wish of the Management to waive in advance in 2024 any variable compensation that may be due in respect of said financial year (**see box above)**. Variable fees due in respect of 2023 (out of a maximum amount of €350 thousand excl. tax) corresponding to the achievement of extra-financial climate-related targets, of which ■ 50%, subject to the environmental sustainability of the Group's activities (a progressive amount depending on the achievement of thresholds relating to the share of the Group's 2023 consolidated revenue aligned with the European taxonomy) → *target 50% met: €87.5 thousand due (out of a maximum of €175 thousand)* ■ 50%, subject to the Group's carbon performance (progressive amount depending on the achievement of thresholds relating to the Group's greenhouse gas emissions in 2023 with regard to its activities measured in metric tonnes of CO_2 equivalent/Consolidated revenue). → *target 50% met: €87.5 thousand due (out of a maximum of €175 thousand)* No variable compensation due under the quantitative financial criterion, as the trigger threshold of €13 FFO per share was not reached. These fees due in respect of the 2023 financial year were paid to Altafi 2 in 2024 after the 2024 General Shareholders' Meeting approved the Management compensation components (*ex post* vote).
Variable multi-year compensation	0	0	Management receives no variable multi-year compensation
Exceptional compensation	0	0	Management receives no exceptional compensation
Stock option allocation	0	0	There are no stock option plans (share subscription or purchase) in place for Management
Performance share allocation	0	0	There are no free share allocation plans in place for Management
Compensation in respect of attendance at Supervisory Board meetings	0	0	Management is not member of the Supervisory Board. It does not receive any compensation in this respect.
Benefits in kind	0	0	Management receives no benefits in kind
Severance payments	0	0	Management does not receive severance payments
Non-competition payments	0	0	Management does not receive non-competition payments
Supplemental pension plans	0	0	There is no retirement scheme in place for Management
Other compensation	1,250	600	Fees paid to Altafi 2 as Manager of Altareit, an Altarea subsidiary: ■ in 2024: only a fixed annual fee of €600 thousand, i.e. a reduction of €300 thousand compared to the previous financial year (see below), no variable fee being paid due to the waiver in advance of the Management (**see box above**) ■ in 2023: • €900 thousand in fixed annual fees; • €350 thousand of variable fees based on qualitative extra-financial criteria (out of a maximum of €350 thousand), based on the proportion to which the following criteria were achieved: → *climate (50%): deployment of the decarbonisation strategy in property development activities* → *target 100% met: €175 thousand due, paid in 2024* → *human resources management (25%): quality of team management* → *target 100% met: €87.5 thousand due, paid in 2024* → *human resources management (25%): quality of social dialogue* → *target 100% met: €87.5 thousand due, paid in 2024* No variable compensation due under the quantitative financial criterion, as the trigger threshold of €60 million consolidated net income was not reached.

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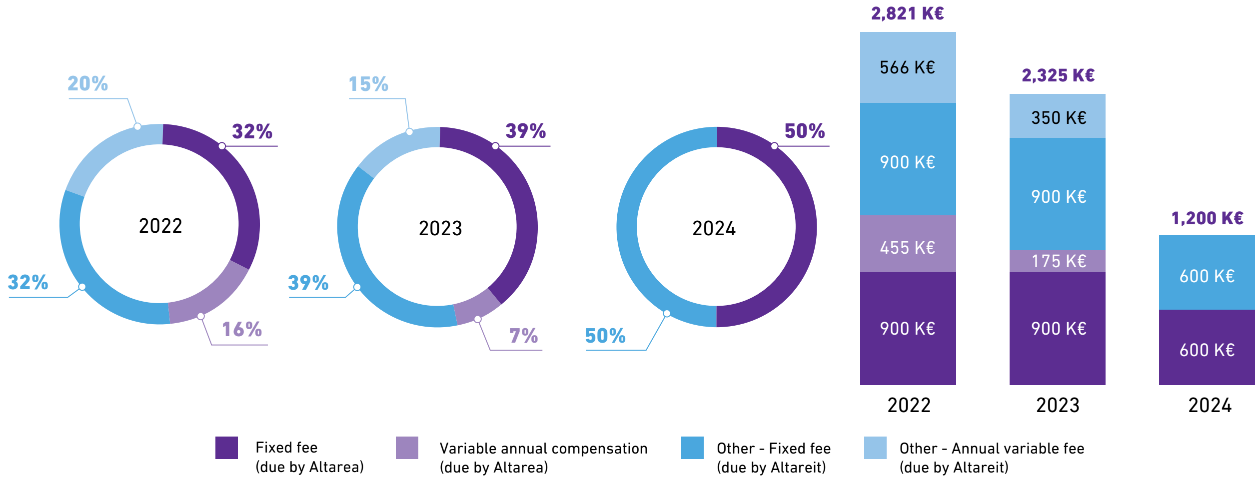
The amounts presented above correspond to fees (excluding tax) paid exclusively to the legal entity Altafi 2, in its capacity as Manager of the Company and its subsidiary Altareit. These fees are the consideration for services provided to Altarea and Altareit, which do not incur any additional charges or social security contributions for the Management's compensation.

Altafi 2 does not pay any compensation to its executives. Moreover, these fees do not constitute the personal compensation of Alain Taravella, Chairman of Altafi 2.

The capital of Altafi 2 is wholly owned by AltaGroupe, the holding company of Alain Taravella's family group. Altafi 2 is party to a services provision agreement (convention d'animation) and benefits from a contract for administrative, legal, accounting and financial services provided to it and invoiced by AltaGroupe, which bears its own costs as well as its operating and personnel expenses.

The breakdown of each of these compensation components was as follows for the last three financial years:



The increasing share of fees owed by Altareit in the total amount of management compensation is due to the introduction by Altareit, in 2021, of a variable fee based on financial performance criteria and, in 2022, a variable portion conditional on the achievement of extra-financial performance targets. To take these new items into account, in accordance with the principles of comprehensiveness and moderation advocated by the AFEP-MEDEF Code, and following the proposal made by the General Partner:

i. the amount of fixed annual management fees was reduced by €100,000, from €1,000,000 to €900,000 at Altarea and Altareit;

ii. the rules relating to variable fees have been tightened, with higher thresholds to benefit from the variable portion related to the FFO per share target and a lower variable portion based on the extra-financial targets;

iii. the implementation of an overall cap on the fixed and variable fees that may be received by Altafi 2 in respect of its duties as Manager of the Company and its subsidiary Altareit, initially set at a total cumulative amount of €4,000,000 excluding tax in 2022 and reduced to €3,500,000 excluding tax in 2023. Overall, the annual variable portion was henceforth limited to 94% of the fixed fees.

In 2023, the fall in variable compensation is due to the failure to meet the financial performance conditions at Altarea and Altareit, given the difficulties experienced by the real estate sector and the impacts of the crisis on the Group's activities, which had worsened in 2022.

Also, given the scale of this crisis, the General Partner decided exceptionally to waive one-third of his annual fixed compensation for the 2024 fiscal year, reduced from €900,000 excl. tax to €600,000 excl. tax for each of Altarea and Altareit, and to waive in advance any variable compensation that might be due in respect of that financial year. The Supervisory Board has therefore set the components of management compensation taking this into account (see box below).

Components of compensation paid or allocated to Jacques Ehrmann, Manager of Altarea Management (until 6 January 2025)

The compensation paid or allocated to Jacques Ehrmann, Chief Executive Officer of Altafi 2, solely for his duties as Manager of Altarea Management, a wholly-owned subsidiary of the Company, is set out below as necessary, even if does not strictly speaking fall within the scope of the management compensation policy. He has no employment contract with the Group.

Compensation components *(€ thousands)*	**2023**	**2024**	**Comments**
Fixed compensation	0	0	Jacques Ehrmann does not receive fixed compensation from Altarea
Variable annual compensation	0	0	Jacques Ehrmann receives no variable compensation from Altarea
Variable multi-year compensation	0	0	Jacques Ehrmann receives no variable compensation from Altarea
Exceptional compensation	0	0	Jacques Ehrmann does not receive exceptional compensation from Altarea
Stock option allocation	0	0	Jacques Ehrmann receives no stock options
Performance share allocation	1,073*	0	Jacques Ehrmann has not benefited from any free share allocation plans in 2024
Compensation in respect of attendance at Supervisory Board meetings	0	0	Jacques Ehrmann is not a member of the Supervisory Board. So he receives no compensation on this account
Benefits in kind	-	-	Company car – Mandatory supplementary mutual/sickness and retirement policy
Severance payments	0	0	Jacques Ehrmann does not receive any severance payments
Non-competition payments	0	0	Jacques Ehrmann does not receive any non-competition payments
Supplemental pension plans	0	0	Jacques Ehrmann has no supplemental pension plans
Other compensation	750	510	Compensation owed by Altarea Management to Jacques Ehrmann in respect of his office as Manager of this company, the amount of which corresponds to his annual fixed compensation

* *Jacques Ehrmann benefited from three free share allocation plans in 2023 in respect of his duties as Manager of Altarea Management. The definitive vesting of 25% of these shares is subject to stringent financial and extra-financial performance conditions over several years, in line with the Group's objectives and strategy:*

Plan number	Award date	Vesting date	Date of availability	Vesting conditions	Number of shares	Value[a]
Plan 106	31/03/2023	01/04/2024	01/04/2025	Presence	6,167	659k€
Plan 107	31/03/2023	01/04/2025	01/04/2025	Presence	2,084	210k€
Plan 108	31/03/2023	01/04/2025	01/04/2025	Performance[b] and presence	2,025	204k€

(a) *Per the valuation method used for the consolidated financial statements.*
(b) *The acquisition of 50% of the shares is subject to the achievement of financial and extra-financial performance targets over two financial years: 25% based on shares granted to reward the performance of FFO/Group share, and up to 25% on a combination of climate targets (9% maximum, 4.5% linked to the taxonomy and 4.5% to carbon intensity), human resources (8% maximum), notably the number of women in senior roles and internal mobility/promotion, and customer satisfaction (8% maximum).*

Compensation components paid or allocated to Christian de Gournay, Chairman of the Supervisory Board

Compensation components *(€ thousands)*	2023	2024	Comments
Fixed compensation	250	167	Annual compensation reduced exceptionally by one third in 2024 compared to the previous financial year (€250 thousand, amount hitherto unchanged since July 1, 2019) at the initiative of the Supervisory Board and its Chairman, demonstrating their solidarity in the extension of the Management's decision to waive part of his compensation in advance for 2024, given the difficulties experienced by the real estate sector and the impacts of the crisis on the Group's activities (see box above) . Total amount exclusive of any other compensation - Deducted from the Supervisory Board's compensation allocated by the Shareholders' Meeting
Variable annual compensation	0	0	The Chairman of the Supervisory Board receives no variable compensation
Variable multi-year compensation	0	0	The Chairman of the Supervisory Board receives no variable compensation
Exceptional compensation	0	0	The Chairman of the Supervisory Board receives no exceptional compensation
Stock option allocation	0	0	There are no stock option plans (share subscription or purchase) in place for the Chairman of the Supervisory Board
Performance share allocation	0	0	There are no free share allocation plans in place for the Chairman of the Supervisory Board
Compensation in respect of attendance at Supervisory Board meetings	0	0	The Chairman of the Supervisory Board receives no compensation other than the above fixed compensation taken from the total compensation allocated to the Supervisory Board by vote of the General Shareholders' Meeting
Benefits in kind	-	-	Company car
Severance payments	0	0	The Chairman of the Supervisory Board receives no severance payments
Non-competition payments	0	0	The Chairman of the Supervisory Board receives no non-competition payments
Supplemental pension plans	0	0	There is no retirement scheme in place for the Chairman of the Supervisory Board
Other compensation	0	0	None

Compensation of the Supervisory Board members

The compensation of the Supervisory Board members, non-executive corporate officers, is set out in table 3 of Section 6.3.2.2 below.

Other information

Pursuant to the provisions of Article L. 22-10-9, 6 and 7, of the French Commercial Code, the table below shows the following figures for the five most recent financial years:

- the ratios between (i) the respective level of Management fees and the compensation of the Chairman of the Supervisory Board and (ii) the average and median compensation, including all social security expenses, of employees of the Altarea Group, other than corporate officers, on a full-time equivalent basis;
- the annual change in Management fees and the compensation of the Chairman of the Supervisory Board in view of the Group's performance.

In accordance with AFEP's recommendations, resulting from the "Compensation multiples guidelines" updated in February 2021, it is specified that for the calculations of these ratios:

- the scope taken into account includes Altarea and all of its direct and indirect subsidiaries included in its scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code [(1)];
- the compensation of corporate officers, included in the numerator, comprises all compensation paid or allocated for the financial year in question, in the form of fixed and variable fees for the Management;
- the compensation of employees, included in the denominator, includes all compensation paid or awarded during the financial year in question: fixed and variable and exceptional compensation, employee savings plans including matching contributions, profit-sharing or incentive payments, free shares and benefits in kind, as well as the related social security and employer contributions (excluding termination benefits).

	2020	2021	2022	2023	2024
Management (fees)					
Annual change in fees paid *(including the variable portion due in respect of financial year N-1 and paid in N)*		-25.4%	14.3%	-13.5%	-30.2%
Ratio to median employee salary	35.0	23.3	27.6	25.5	21.3
Ratio to average employee salary	28.9	19.2	22.8	21.1	17.9
Change in ratio compared to the previous financial year		*-33.40%*	*18.45%*	*-7.57%*	*-14.95%*
Chairman of the Supervisory Board					
Annual change in compensation paid		-	-	-	-33.2%
Ratio to median employee salary	2.6	2.3	2.4	2.6	2.1
Ratio to average employee salary	2.2	1.9	2.0	2.1	1.7
Change in ratio compared to the previous financial year		*-10.78%*	*3.61%*	*6.91%*	*-18.61%*
Group performance					
FFO Group share *(€ millions)*	230	264	275	101	128
Change compared to the previous financial year		*15.0%*	*4.16%*	*-63.8%*	*26.2%*
Consolidated revenue *(€ millions)*	3,056	3,030	3,013	2,712	2,769
Change compared to the previous financial year		*-0.8%*	*-0.6%*	*-10%*	*2,1%*
Employees					
Change in the average compensation of Group employees *compared to the previous financial year*		12.1%	-3.5%	-6.5%	-17.9%
Change in the number of Group employees (FTE) *compared to the previous financial year*		-2.2%	13.4%	0.7%	-5.6%

In respect of the Management, it should be noted that a comparison is made between (i) the annual fees paid by Altarea and its subsidiary Altareit to Altafi 2, a legal entity [(2)] and (ii) the salaries of natural persons. These ratios therefore do not accurately reflect the differences in compensation between natural persons (see above). Information on the Group's salary policy is provided in paragraph 4.3.1.2 (ESRS S1-1) of Chapter 4 above.

(1) *No separate ratio is published for Altarea, as it has few employees and is not representative of the Altarea Group's overall workforce.*

(2) *Correspond to fees (excluding tax) paid exclusively to the legal entity Altafi 2, in its capacity as Manager of the Company and its subsidiary Altareit. These fees are the consideration for services provided to Altarea and Altareit, which do not incur any additional charges or social security contributions for the Management's compensation. Altafi 2 does not pay any compensation to its executives. Moreover, these fees do not constitute the personal compensation of Alain Taravella, Chairman of Altafi 2. The capital of Altafi 2 is wholly owned by AltaGroupe, the holding company of Alain Taravella's family group. Altafi 2 is party to a services provision agreement (convention d'animation) and benefits from a contract for administrative, legal, accounting and financial services provided to it and invoiced by AltaGroupe, which bears its own costs as well as its operating and personnel expenses.*

6.3.2.2 Standardised presentation of the compensation of corporate officers

The information provided below complies with the AMF recommendation on disclosure of compensation of corporate officers, in paragraph 13.3 of the AMF Guide to the Preparation of Registration Documents (AMF Position – Recommendation no. 2021- 02).

As a reminder, the Company's executive corporate officer is Altafi 2, which is chaired by Alain Taravella and controlled by him and his family within the meaning of Article L. 233-3 of the French Commercial Code. Jacques Ehrmann is Chief Executive Officer of Altafi 2 and Manager of Altarea Management, a wholly-owned subsidiary of Altarea. He receives no compensation from Altarea or Altafi 2. All compensation components paid or allocated to him are in return for his duties as Manager of Altarea Management.

The non-executive corporate officers are the Supervisory Board members.

Table 1 – Summary table of compensation and options and shares granted to Altafi 2, executive corporate officer of the Company, as well as to Alain Taravella, Chairman of Altafi 2, and Jacques Ehrmann, Chief Executive Officer of Altafi 2 and Manager of Altarea Management, a wholly-owned subsidiary of Altarea

Name and function *(€ thousands)*	**FY 2023**	**FY 2024**
Altafi 2 – Manager (compensation in fees)		
Compensation due in respect of the financial year (itemised in Table 2)	2,325[(a)]	1,200[(b)]
Value of options allocated during the financial year	0	0
Value of performance shares allocated during the financial year	0	0
Total Altafi 2	**2,325**	**1,200**
Alain Taravella - Chairman of Altafi 2		
Compensation due in respect of the financial year (itemised in Table 2)	0	0
Value of options allocated during the financial year	0	0
Value of performance shares allocated during the financial year	0	0
Total Alain Taravella	**0**	**0**
Jacques Ehrmann – Manager of Altarea Management – Chief Executive Officer of Altafi 2 (until 6 January 2025)		
Compensation due in respect of the financial year[(c)] (itemised in Table 2)	750	510
Value of options allocated during the financial year	0	0
Value of performance shares allocated during the financial year	1,073[(d)]	0
Total Jacques Ehrmann	**1,823**	**510**

(a) *Final amount corresponding to €1,075 thousand for the management of Altarea and €1,250 thousand for the management of Altareit, a subsidiary of Altarea.*

(b) *Final amount corresponding to €600 thousand for the management of Altarea and €600 thousand for the management of Altareit, a subsidiary of Altarea, it being recalled that* ***given the difficulties experienced by the real estate sector and the impacts of the crisis affecting the Group's activities, the Management (also General Partner) decided, at the beginning of the 2024 financial year, to waive one-third of his annual fixed compensation for this financial year and, in advance, any variable compensation that might be due in respect of the financial year.***

(c) *Jacques Ehrmann did not receive any compensation from Altarea or Altafi 2. He did not receive any compensation as executive corporate officer of the Company. This amount is in recognition of his operational responsibilities as Manager of Altarea Management, a wholly-owned subsidiary of the Company.*

(d) *Jacques Ehrmann has benefited from free share allocation plans in respect of his duties as Manager of Altarea Management. The definitive vesting of a portion of these shares is notably subject to stringent financial and extra-financial performance conditions over several years, in line with the Group's objectives and strategy (see 6.3.2.1 above).*

Regarding application of Articles L. 22-10-9 and L. 233-16 of the French Commercial Code, note that outside of Altarea, its subsidiaries and Altafi 2, no other company paying compensation to a corporate officer falls within the scope of these provisions.

The amounts provided in the compensation table above, and the following tables include all compensation due or paid by Altarea and the companies it controls. The figures below include amounts invoiced to Altarea and amounts invoiced directly to its subsidiaries. The variable compensation of the Management is calculated by applying the rules set by the Supervisory Board in application of the compensation policy adopted by the Ordinary General Shareholders' Meeting for the compensation of the Management, which are set out above.

Table 2 – Summary table of compensation due and paid to Altafi 2, executive corporate officer of the Company, as well as to Alain Taravella, Chairman of Altafi 2, and Jacques Ehrmann, Chief Executive Officer of Altafi 2 and Manager of Altarea Management, a wholly-owned subsidiary of Altarea

	FY 2023		FY 2024	
Name and function *(€ thousands)*	**Amount due**	**Amount paid**	**Amount due**	**Amount paid**
Altafi 2 – Manager (compensation in fees)				
Fixed compensation (fees)	900	900	600	600
Variable annual compensation (fees)	175[(a)]	105[(b)]	0[(c)]	175[(a)]
Variable multi-year compensation	0	0	0	0
Exceptional compensation	0	0	0	
Other compensation [(d)]	1,250	1,466	600	950
Compensation in respect of attendance at Supervisory Board meetings	0	0	0	0
Benefits in kind	0	0	0	0
Total Altafi 2	**2,325**	**2,471***	**1,200**	**1,725***
Alain Taravella - Chairman of Altafi 2				
Fixed compensation	0	0	0	0
Variable annual compensation	0	0	0	0
Variable multi-year compensation	0	0	0	0
Exceptional compensation	0	0	0	0
Other compensation	0	0	0	0
Compensation in respect of attendance at Supervisory Board meetings	0	0	0	0
Benefits in kind	0	0	0	0
Total Alain Taravella	**0**	**0**	**0**	**0**
Jacques Ehrmann – Manager of Altarea Management – Chief Executive Officer of Altafi 2 (until 6 January 2025)				
Fixed compensation	0	0	0	0
Variable annual compensation	0	0	0	0
Variable multi-year compensation	0	0	0	0
Exceptional compensation	0	0	0	0
Other compensation[(e)]	750	750	510	510
Compensation in respect of attendance at Supervisory Board meetings	0	0	0	0
Benefits in kind[(f)]	–[(g)]	–[(g)]	–[(g)]	–[(g)]
Total Jacques Ehrmann	**750**	**750**	**510**	**510**

(*) The amounts paid include the variable portion of the compensation for the previous financial year.

(a) *Total amount due in respect of the variable portion of the compensation for financial year 2023 linked to the extra-financial performance criterion (see 6.3.2.1 above), which was paid in 2024 after approval by the General Shareholders' Meeting (ex post vote).*

(b) *Total amount paid corresponding to the variable compensation linked to the economic performance criterion of FFO/share for 2022 due in respect of financial year 2022, which was paid in 2023 after approval by the General Shareholders' Meeting (ex post vote).*

(c) ***In view of the difficulties experienced by the real estate sector and the impacts of the crisis on the Group's activities, the Management (also General Partner) has, since the beginning of the 2024 financial year, decided to waive in advance all variable compensation that might be due in respect of the financial year.***

(d) *Fixed and variable compensation due and paid by Altareit, a subsidiary of Altarea, in the form of fees, to Altafi 2, Manager of this company (see 6.3.2.1 above).*

(e) *Compensation paid solely for duties as corporate executive of Altarea subsidiaries (see above). Jacques Ehrmann did not receive any compensation from Altarea or Altafi 2. He did not receive any compensation as executive corporate officer of the Company. This amount is in recognition of his operational responsibilities as Manager of Altarea Management, a wholly-owned subsidiary of the Company. Any variable portion of this compensation due in respect of one financial year is paid during the following financial year.*

(f) *Jacques Ehrmann benefits of the following: company car - mutual/provident insurance and mandatory supplementary pension.*

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Table 3 – Compensation received by the non-executive corporate officers and, where applicable, by their permanent representatives

WAIVER BY THE SUPERVISORY BOARD OF PART OF THE COMPENSATION OF ITS MEMBERS FOR 2024

It will be recalled that in line with the Management's decision to waive part of its compensation in advance for 2024, given the difficulties experienced by the real estate sector and the impacts of the crisis on the Group's activities, the Supervisory Board decided to show its solidarity by voting, exceptionally, to reduce by one-third the compensation of the members of the Board and its Chairman for 2024, including for special missions.

The Company paid a total of €106 000 in variables compensations to the members of the Supervisory Board for the 2024 financial year. This amount is lower than in the previous financial year (i.e. 168,000) given the waiver by the Board of one-third of his compensation, reducing from €3,000 to €2,000 the amount due for each attendance at Board meetings and committees [(1)]. This total amount does not take into account the overall compensation of the Chairman of the Supervisory Board, which amounts to €167,000 annually (vs. €250,000 the prior year), or any consideration for assignments entrusted by the Board, amounting the €80,000 for the year (compared to €120,000 the prior year).

In total, €353,000 was paid by Altarea to the members of the Supervisory Board in respect of financial year 2024 (compared to €538,000 for the previous year) in accordance with the compensation policy adopted by the General Shareholders' Meeting of 5 June 2024, which set a global ceiling of €620,000.

The amounts shown in the table below include not only compensation paid by Altarea, but also that due by other subsidiaries in respect of the year in question.

Non-executive corporate officers *(€ thousands)*	FY 2023 Compensation in respect of attendance	FY 2023 Other compensation	FY 2024 Compensation in respect of attendance	FY 2024 Other compensation
Christian de Gournay, Chairman of the Supervisory Board	0	250[(a)]	0	167[(a)]
APG, Supervisory Board member	0	0	0	0
Alain Dassas, Permanent representative of APG	24	0	16	0
Altager, Supervisory Board member	-	-	0	0
Philippe Jossé, Permanent representative of ATI	0	120[(b)]	0	80[(b)]
Léonore Reviron, Supervisory Board member	21	3[(c)]	14	2[(c)]
Alta Patrimoine, Supervisory Board member	0	0	0	0
Catherine Leroy Permanent representative of Alta Patrimoine	0	-[(d)]	0	-[(d)]
Matthieu Lance, Supervisory Board member	0[(e)]	0	0[(e)]	0
Éliane Frémeaux, Supervisory Board member	21	4.5[(c)]	14	3[(c)]
Jacques Nicolet, Supervisory Board member	12	4.5[(c)]	8	3[(c)]
Predica, Supervisory Board member	12	0	6	0
Najat Aasqui, Permanent representative of Predica	0	0	0	0
Michaela Robert, Supervisory Board member	24	0	16	0
Dominique Rongier, Supervisory Board member	12	0	4	0
Philippe Mauro, Supervisory Board member	15	0	10	0
Marie-Catherine Chazeaux, member representing employees	15	-[(f)]	10	-[(f)]
Nicolas Deuzé, member representing employees	12	-[(f)]	8	-[(f)]

(a) Compensation paid by Altarea for the office of Chairman of the Supervisory Board.
(b) Compensation paid for an assignment given by the Supervisory Board charged against the total ceiling for compensation allotted by the General Shareholders' Meeting.
(c) Compensation paid in respect of attendance at meetings of Altareit's Supervisory Board.
(d) Catherine Leroy, permanent representative of Alta Patrimoine on the Supervisory Board since 22 February 2022, has, since she joined the Group in 2011, had an employment contract with Altarea Management, a wholly owned subsidiary of the Company, and currently works as Chief of Staff. As a Group employee, she receives compensation and, like the other eligible employees of the Group, has also benefited from employee shareholding plans (subscription for shares in the Altarea FCPE, plus the grant of free shares, subject to performance and continued employment conditions, under plans set up by the Company), which are not disclosed. Half of this remuneration is re-invoiced to Alta Groupe. She receives no compensation for her duties as permanent representative, as the eligibility rules for compensation for attendance at meetings of the Board and its committees exclude those who already receive compensation from the Company or one of its subsidiaries (with the exception of members representing employees).
(e) Waiver, as a representative of the Crédit Agricole Assurances Group, of compensation due in respect of her duties as member of the Board.
(f) The two members representing employees have employment contracts with the Group for which they receive compensation which is not related to the exercise of their office. Consequently, this compensation is not subject to publication.

(1) Amount for each meeting of the Board and of specialist committees attended to natural person members and permanent representatives of legal entity members, with the exception of the Chairman of the Board, whose fixed compensation is global, and persons, other than employee representatives, receiving compensation paid under an employment contract or corporate office within the Altarea Group or receiving compensation paid in respect of a special assignment commissioned by the Supervisory Board.

Table 4 – Stock options granted during the financial year to each executive corporate officer by the Company and by any Group company

No stock options were allocated during the financial year to the executive corporate officers, namely Altafi 2, the Manager, by the Company or by any other Group company.

Table 5 – Stock options exercised during the year by the executive corporate officers

No stock options were exercised during the financial year by the executive corporate officers, Altafi 2, Manager.

Table 6 – Free shares allocated to the executive corporate officers and members of the Supervisory Board in 2024

No free shares were granted during the past financial year to the executive corporate officers of the Company, Altafi 2, Manager, or to members of the Supervisory Board either by the Company itself or by another Group company.

However, it should be noted that Jacques Ehrmann, Chief Executive Officer of Altafi 2, benefited in 2024 from free share allocation plans in respect of his office as Manager of Altarea Management, a wholly-owned subsidiary of the Company (see 6.3.2.1 above), as did the Board members representing employees and Catherine Leroy, permanent representative of Alta Patrimoine on the Supervisory Board (see note 4 under Table 3 above), by virtue of their employment contracts with the Group, under plans reserved to the Group's Managers and under the general free share allocation plan "*Tous en actions!*", in the same way as all Group employees with open-ended employment contracts (see 4.4.3 above).

The free shares granted during the past financial year are presented in Section 4.3.3.4 and Note 6.1 to the consolidated financial statements in Section 3.6 of this document.

Table 7 - Free shares that became available in 2024 for each corporate officer

Free shares vesting in 7 for each corporate officer No free shares allocated to the Company's corporate officers, namely the Manager, Altafi 2, and the members of the Supervisory Board, by the Company itself or another Group company vested during the past financial [1]

Table 8 – History of stock option grants and share purchases

There is currently no stock option plan for which the corporate officers, namely the Manager, Altafi 2, or members of the Supervisory Board are eligible, including other financial instruments convertible to capital (share subscription warrants, redeemable share subscription warrants, founders' warrants, etc.).

Table 9 – Stock options granted to and exercised by the top ten employees excluding corporate officers and options exercised by them

There is currently no stock option plan for which the top ten employees excluding corporate officers are eligible, including other financial instruments convertible to capital (share subscription warrants, redeemable share subscription warrants, founders' warrants, etc.).

Table 10 – History of free share allocations

No free shares are currently allocated to the Company's corporate officers, the Manager, Altafi 2, or members of the Supervisory Board are currently vesting or locked [2]

Table 11 – Employment contracts, supplemental pension plans, severance or other termination payments or benefits and non-competition compensation payable to the executive corporate officers

None. The Company made no commitment to its corporate officers, namely Altafi 2, the Manager, for any compensation, payments or benefits due or liable to be due upon assumption, termination or any change in their office or subsequent thereto.

(1) In previous years, Jacques Ehrmann, Chief Executive Officer of Altafi 2, has benefited from free share allocation plans as manager of Altarea Management, a wholly-owned subsidiary of the Company (see 6.3.2.1 above), as well as members of the Board representing employees and Catherine Leroy, permanent representative of Alta Patrimoine on the Supervisory Board, under their employment contracts with the Group. Some of these free shares vested during the 2024 financial year (see details in Table 6 above).

(2) See previous note.

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6.3.3 Compensation policy for the financial year 2025

The 2025 Ordinary General Shareholders' Meeting will be asked to approve the compensation policy for Management and Supervisory Board members for the 2025 financial year [(1)] .

On 25 February 2025 the components of this policy, described below, were drawn up by the Supervisory Board, for compensation of its members, and by the General Partner, after consulting the Supervisory Board, for compensation of Management, the Supervisory Board having acted after consultation of the Compensation Committee.

The compensation policy for corporate officers must be in the Company's interests, competitive and in line with Company strategy, helping to ensure its long-term viability and support its financial and extra-financial performance.

6.3.3.1 Management compensation policy

WAIVER BY MANAGEMENT OF PART OF THEIR COMPENSATION

As an extension of the waiver of part of its fixed compensation (one-third) and all of the variable compensation that it exceptionally made for the 2024 fiscal year (see box under 6.3.2.1 above), the Management (also General Partner) informed the Chairman of the Supervisory Board of its decision to waive again, exceptionally, for the 2025 fiscal year **one-sixth of its fixed compensation**, both for its duties within the Company and for those exercised within its subsidiary Altareit (i.e. a total waiver of **€300 thousand excl. Tax**). Correspondingly, the overall ceiling of all fees that may be due (fixed and variable) to Altafi 2 is lowered by the same amount to €3,200 thousand excl. tax. The Supervisory Board has set the components of Management compensation taking these principles into account.

The Management compensation policy for the 2025 financial year described below was set by the General Partner and approved unanimously by the Supervisory Board on 25 February 2025, after review of the proposals of the Compensation Committee:

- the Supervisory Board is responsible for determining the components of management compensation paid as fees. It bases its decision on the proposals of the Compensation and Nomination Committee, taking into account the principles set out in the AFEP MEDEF Code: comprehensiveness, balance between the components of compensation, benchmarking, consistency, understandability of the rules and measurement;
- the Supervisory Board and Compensation and Nomination Committee must take into consideration all market practice studies (benchmarks) and exceptional events in the financial year;
- management compensation, paid as fees, comprises a fixed annual component and a variable annual component determined according to the recommendations of the AFEP-MEDEF Code;
- the fixed annual compensation must enable management to provide a continuous, high quality service to the Company and its Group. In principle, it should only be reviewed at relatively long intervals. It must take into account other components of compensation, in particular fixed compensation, paid by other Group companies in respect of the duties and responsibilities exercised in these companies. It may be set in a range between €900,000 and €2,000,000, taking into account the above considerations.

The Management has once again, in view of the crisis in the sector, expressed a wish that their compensation for 2025 be exceptionally reduced by one sixth (see insert above). Its amount for 2025is accordingly set at €750,000 excluding tax.

- It is intended that the variable component should link a significant portion of management compensation to Group performance. It is decided annually and can also have a long-term component intended to best align management's interests with those of the shareholders to create long-term value.

  The Supervisory Board must precisely define the quantifiable and qualitative criteria used to determine the conditions for awarding variable management compensation, incorporating multiple criteria related to Corporate Social Responsibility, including at least one criterion linked to the Company's climate objectives. These precisely defined criteria must reflect the most important social and environmental issues facing the Company with quantifiable criteria given priority.

  The quantifiable criteria must be simple, relevant and in line with corporate strategy. They must be preponderant. They must in particular be linked to the main financial indicators generally used to assess the Group's financial performance, notably those usually communicated to the market such as the FFO (funds from operations).

  Qualitative criteria must be precisely defined and must in particular be based on objectives for Sustainable development and Corporate Social Responsibility, to which the Group attaches great importance. When qualitative criteria are used, the qualitative component of the variable annual compensation must be capped. The variable compensation tied to the qualitative criteria must be between 35% and 100% of the annual fixed compensation.

  The variable or exceptional components allocated for the financial year cannot be definitively paid to management before they have received the approval of the General Shareholders' Meeting (*ex-post* vote) and the consent of the General Partner:
- if there is more than one Manager, they decide how to distribute the compensation amongst themselves. The principle of awarding a global management compensation is set out in Article 14 of the Company's Articles of Association;

(1) In accordance with the provisions applicable to partnerships limited by shares whose shares are admitted to trading on a regulated market, codified in Articles L. 22-10-76 et seq. Of the French Commercial Code.

- if applicable, any natural persons, legal representatives of the legal persons in the Company's management, who are called upon to perform duties not related to management of the Company, can be paid under the terms of a corporate mandate by the subsidiary in question. The fixed components, and any variable components (including free shares), of this compensation must be decided on the basis of the duties and responsibilities involved;
- the components of management compensation must be sufficiently competitive to attract and retain the best people and talent and best align the interests of the beneficiaries with those of the shareholders to further long-term value creation. Where applicable, the experience of the beneficiaries and the market practices of comparable companies are also taken into account;
- they are examined each year to check that they are still in line with the Company's strategy and current situation and the Compensation Committee will take care to ensure the performance conditions are appraised on the same basis over several years and the quantitative criteria of the variable composition take precedence over the qualitative criteria.

6.3.3.2 Compensation policy of the Supervisory Board members

Following the recommendation of the Compensation Committee, the Supervisory Board has decided to renew, for the financial year 2025, the compensation policy for its members for the financial year 2024 voted by the General Shareholders' Meeting of 5 June 2024 as follows:

- Supervisory Board members receive compensation for attending meetings of the Board and its specialist committees, the maximum amount of which is approved by vote of the General Shareholders' Meeting and its distribution decided by the Supervisory Board itself. In line with the AFEP-MEDEF Code recommendations, the variable component of this compensation is therefore the most important. It must encourage members to take an active part in the Supervisory Committee's work;
- global fixed compensation may be granted to the Chairman of the Supervisory Board, the amount of which must be exclusive of all other compensation. In accordance with the AFEP-MEDEF Code, the Chairman of the Supervisory Board receives no variable annual compensation, variable multi-year compensation or long-term profit-sharing incentives such as stock options or performance shares. At the 2026 General Shareholders' Meeting, shareholders will again be asked to vote on the compensation components payable or allocated to the Chairman of the Supervisory Board for financial year 2025, it being specified that payment of the Chairman's fixed compensation for that financial year is not subject to the approval of the said General Shareholders' Meeting. For the record, the Supervisory Board, on the recommendation of the Compensation Committee, reduced its Chairman's compensation from the figure of €300,000 gross per annum, set in 2013, to €250,000 gross per annum from 1 July 2019;
- in addition to the compensation they receive for attending meetings, other members of the Supervisory Board may be granted compensation for ad hoc assignments they are asked by the Supervisory Board to undertake in accordance with current regulations;
- the annual overall budget set at the General Shareholders' Meeting for compensation of the members of the Supervisory Board, including the Chairman of the Board, is unchanged at €620,000 and constitutes an overall ceiling;
- Supervisory Board members may also be reimbursed for all reasonable costs and expenses incurred while undertaking their duties if they provide all the necessary supporting documents.

6.3.4 Compensation conditions for the financial year 2025

Pursuant to the provisions of Article L. 22-10-76 of the French Commercial Code, the Supervisory Board meeting of 25 February 2025, on the proposal of the Compensation Committee, determined the components of compensation of corporate officers for the 2025 financial year as follows, subject to and in accordance with the compensation policies put to the 2025 General Shareholders' Meeting (*ex ante* vote), and having been informed of the Management's wish to once again waive part of their compensation given the difficulties of the real estate sector and the impacts of the crisis on the Group's activities.

The Ordinary General Shareholders' Meeting called to approve the 2025 financial statements will be asked to vote ex post (i) on a draft resolution containing the information about the compensation components allocated or paid for this financial year and (ii) on separate draft resolutions relating to the compensation components allocated or paid to the Chairman of the Supervisory Board and Management for the said financial year.

Components of Management compensation for financial year 2025

WAIVER BY MANAGEMENT OF PART OF THEIR COMPENSATION

As an extension of the waiver of part of its fixed compensation (one-third) and all of its variable compensation that it exceptionally made for the 2024 fiscal year (see box under 6.3.2.1 above), the Management informed the Chairman of the Supervisory Board of its decision to waive again, exceptionally, for the 2025 fiscal year, **one-sixth of its fixed compensation**, both for its duties within the Company and for those exercised within its subsidiary Altareit (i.e. a total waiver of **€300 thousand excl. Tax**). Correspondingly, the overall ceiling of all fees that may be due (fixed and variable) to Altafi 2 is lowered by the same amount to €3,200 thousand excl. tax. The Supervisory Board has set the components of Management compensation taking these principles into account.

Compensation components	Rules and criteria	Targets/Comments
Fixed fee	Annual amount: €750 thousand excl. tax Payable quarterly	Fixed annual compensation reduced exceptionally, at the initiative of the Management, by one-sixth (a decrease of €150 thousand excl. tax) compared to that of the 2023 fiscal year (reference fiscal year given the exceptional waiver of the management of one-third of its fixed compensation in 2024); see box above. The compensation paid to Altafi 2 by Altareit (a subsidiary of Altarea, holding company of the Group's Property Development division), in respect of the functions and responsibilities exercised in this company by Altafi 2 is also reduced by €150 thousand excluding tax at the initiative of Management (see below).
Annual variable fee	Two components: ■ A portion linked to a quantitative financial criterion: FFO Group share; Amount excluding tax equal to a progressive percentage of a portion of the FFO Group share: • 1.0% on the portion of FFO ranging from €130 million to €200 million; • 1.5% on the portion of FFO exceeding €200 million; No fees if FFO is less than €130 million. ■ A portion linked to quantitative non-financial criteria: Total amount excluding tax capped at €350 thousand and weighted according to the achievement of objectives related to Climate and Human Resources: • 25%, i.e. a maximum of €87.5 thousand, subject to the environmental sustainability of the Group's activities (a progressive amount depending on the achievement of thresholds in the portion of the Group's 2025 consolidated revenue aligned with the European taxonomy), • 25%, i.e. a maximum of €87.5 thousand, subject to the Group's carbon performance (progressive amount depending on the achievement of thresholds in the Group's greenhouse gas emissions in 2025 with regard to its activities measured in grammes of CO2 / euro of Consolidated revenue), • 25%, i.e. a maximum of €87.5 thousand excluding tax, depending on the number of women in management, • 25%, i.e. €87.5 thousand excluding tax, depending on internal mobility/promotion (vacant or newly created positions in 2025 filled during this fiscal year through internal mobility or internal promotion).	It should be noted that for the 2024 financial year, the Management has exceptionally waived any form of variable compensation Exceptionally, no variable compensation for 2024 (see box under 6.3.2.1 above). 2023 is therefore the reference year for the comparison of the variable compensation methods. Significant portion of management fees subject to the Group's financial and non-financial performance: i.e. a maximum of 113% of the total fixed compensation for the duties of manager of Altarea and Altareit. Part of the variable compensation relates to one of the main financial indicators usually used by the Group in its financial communications, with objectives that are still demanding: this financial performance criterion, used since 2013, has been retained because it reflects the quality of the management of the Company; it now relates to FFO Group share, which is more readable than the criterion previously used (i.e. FFO/share multiplied by the average number of diluted shares for the fiscal year). The rules for 2025 have been tightened compared to 2023, the percentages having been reduced from 1.5%/3% to 1%/1.5%. A capped portion of the variable compensation relates to non-financial performance related to sustainable development and social and environmental responsibility. New non-financial criteria, related to human resources, have been added compared to 2023. Criteria that are consistent and in line with the Company's strategy, with specific, pre-established objectives aligned with the interests of employees (non-financial criteria are also included in profit-sharing agreements) and shareholders. Non-financial qualitative criteria related to sustainable development and social and environmental responsibility have also been defined within the annual variable compensation that may be owed by Altareit (see below).
Compensation cap	Total cumulative amount of fixed and variable fees in respect of duties as manager of Altarea and Altareit (see below) in 2025, exceptionally capped at €3,200 thousand excl. tax (compared with €3,500 thousand excl. tax in 2023, the reference year). Correspondingly, limitation of the total variable portion to 113% of the total fixed compensation.	Strict application of the principles of measurement and comprehensiveness advocated by the AFEP-MEDEF Code, taking into account all compensation paid by Altarea Group companies. Amount of the overall compensation cap lowered by 10% compared to 2023, the reference year, in correlation to the waiver by management (see box above).

Management does not receive variable multi-year compensation, long-term profit sharing, benefits in kind, severance or non-competition payments or a pension plan.

It should be noted that Altafi 2, the Manager, also manages Altareit, which is a 99.85% owned subsidiary of the Company. In this respect, in application of the decisions taken by the Supervisory Board of Altareit subject to the adoption of the compensation policy that will be put to the ex ante vote of the 2025 General Shareholders' Meeting, Altafi 2 will in 2025 receive a fixed fee of an annual amount reduced exceptionally, at the initiative of the Management, to €750 thousand excluding tax, and could also receive a variable fee, of which:

- a portion will be linked to a quantitative criterion relating to financial performance and set at 1.5% of consolidated Net income, Altareit Group share, exceeding €60 million for the current fiscal year,
- a portion, up to a maximum of €350 thousand excluding tax, will be linked to qualitative criteria relating to non-financial performance following the achievement of objectives related to climate and human resources, 50% being subject to the deployment of the decarbonisation strategy in Property Development activities, 25% depending on the quality of team management and 25% on the quality of social dialogue.

In accordance with the principles of measurement and comprehensiveness set out in the AFEP-MEDEF Code, taking into account all compensation paid by companies in Altareit's group, the total amount of fixed and variable fees owed to Altafi 2 in respect of its duties as Manager of Altarea and Altareit in 2025 will be capped at €3,200 thousand excl. tax. Overall, the annual variable portion is therefore limited to 113% of fixed compensation. Accordingly, if the overall cap is reached, the maximum fixed and variable portions shall be, respectively, 47% (€1,500 thousand excl. tax) and 53% (€1,700 thousand excl. tax) of the maximum total annual compensation.

The amounts presented above correspond to the fees (excluding tax) due, or likely to be due, exclusively to the legal entity Altafi 2, in its capacity as Manager of the Company and its subsidiary Altareit. These fees are the consideration for services provided to Altarea and Altareit, which do not incur any additional charges or social security contributions for the Management's compensation.

Altafi 2 does not pay any compensation to its executives. Moreover, these fees do not constitute the personal compensation of Alain Taravella, Chairman of Altafi 2.

The capital of Altafi 2 is wholly owned by AltaGroupe, the holding company of Alain Taravella's family group. Altafi 2 is party to a services provision agreement (convention d'animation) and benefits from a contract for administrative, legal, accounting and financial services provided to it and invoiced by AltaGroupe, which bears its own costs as well as its operating and personnel expenses.

Components of the Supervisory Board members' compensation for financial year 2025

	Compensation components Rules and criteria	Targets/Comments
Chairman of the Board	Fixed annual compensation Annual amount: €250,000 excl. tax Payable monthly	Total compensation, excluding any other compensation within the Altarea Group, taken from the total compensation package for Supervisory Board members allocated by the General Shareholders' Meeting. Consistency and stability compared to the fixed compensation of previous fiscal years, this being reduced to the same amount as in 2023, the Chairman of the Supervisory Board having exceptionally waived one-third of this compensation for 2024 (see box under 6.3.2.2 Table 3 above).
Supervisory Board members	Amount: €3,000 for each meeting of the Board and its specialist committees attended Beneficiaries: natural person members and permanent representatives of legal person members, with the exception of the Chairman of the Board who receives a fixed lump sum compensation and persons, other than employee representatives, who receive compensation under the terms of an employment contract or a corporate office within the Altarea Group or are paid for an exceptional assignment entrusted to them by the Supervisory Board.	Main variable portion. Amount per meeting compared to that of previous years, it being noted that the Supervisory Board exceptionally waived one-third of this amount in 2024 (see box under 6.3.2.2 Table 3 above). Incentive for attendance at meetings. In accordance with the recommendations of the AFEP-MEDEF Code.
Exceptional assignment entrusted to a Board member	-	As needed.

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6.4 Delegations granted by the General Shareholders' Meeting for capital increases

6.4.1 Delegations given by the General Shareholders’ Meeting of 5 June 2024 valid during the past financial year

Delegations and authorisations	Expiry date	Maximum nominal amount	Use in 2024
Share buyback programme			
Authorisation to proceed with share buybacks at a maximum price per share of €300 and for a maximum total amount of €150 million	18 months 05/12/2025	Up to a maximum of 10% of the share capital	See 7.1.2 below
Authorisation to reduce the share capital by cancelling shares purchased under the buyback programme	26 months 05/08/2026	Up to a maximum of 10% of the share capital per 24-month period	None
Authorisations with preservation of preferential subscription rights			
Issue of ordinary shares and/or equity securities giving access to other securities and/or marketable securities giving access to equity securities to be issued by the Company or a related company[(a)(b)]	26 months 05/08/2026	€95 million for capital increases €750 million for debt securities	None
Authorisation to increase the share capital by capitalising reserves, premiums or profits	26 months 05/08/2026	€95 million	None
Authorisations without preferential subscription rights			
Issue of ordinary shares and/or equity securities giving access to other securities and/or securities giving access to equity securities to be issued by the Company or a related company, as part of an offer to the public other than that referred to in Article L. 411-2 1 of the French Monetary and Financial Code[(a)(b)(c)]	26 months 05/08/2026	€95 million for capital increases €750 million for debt securities	None
Issue of ordinary shares and/or equity securities giving access to other securities and/or securities giving access to equity securities to be issued by the Company or a related company, as part of a public offering referred to in Article L. 411-2 1 of the French Monetary and Financial Code[(a)(b)(c)]	26 months 05/08/2026	€95 million and 20% of the share capital annually for capital increases €750 million for debt securities	None
Issue of ordinary shares and/or equity securities giving access to other securities and/or marketable securities giving access to equity securities to be issued by the Company or a related company, for the benefit of particular categories of persons[(a)(d)]	18 months 05/12/2025	€50 million for capital increases €350 million for debt securities	None
Issue of ordinary shares that may be combined with securities giving access to the Company's share capital as remuneration for contributions in the form of securities[(a)]	26 months 05/08/2026	10% of the share capital for capital increases €750 million for debt securities	None
Issue of ordinary shares and/or equity securities giving access to other securities to be used to remunerate the securities contributed as part of a public exchange offer initiated by the Company[(a)]	26 months 05/08/2026	€95 million for capital increases €750 million for debt securities	None
Global Ceiling and other authorisations			
Setting the aggregate nominal ceiling of the authorisations to the management	-	€95 million for capital increases €750 million for debt securities	-
Option to increase the amount issued by 15% in the event of oversubscription[(a)]	26 months 05/08/2026	-	None
Authorisations for the benefit of employees and senior management			
Increase in the capital reserved for members of an employee savings scheme[(a)]	26 months 05/08/2026	€10 million	See note[(g)]
Free share plans[(a)(e)]	38 months 05/08/2027	750,000 shares	See 2.3.6.1 above
Stock option plans (share subscription or purchase)[(a)(f)]	38 months 05/08/2027	350,000 shares	None
Share subscription warrants (BSA, BSAANE and BSAAR)[(a)]	18 months 05/12/2025	€10 million	None

(a) *Authorisation subject to a nominal global ceiling of €95 million for a capital increase by the issue of new shares and €750 million for the issue of debt securities.*
(b) *Authorisation subject to an authorisation to increase the issue amount by an additional 15% in case of over-subscription.*
(c) *(iii) Delegation subject to an authorisation granted to Management to set issue price up to a maximum of 10% of the share capital per year.*
(d) *The categories of persons are non-controlling shareholders or partners of subsidiaries or sub-subsidiaries of the Company subscribing by reinvesting all or part of the proceeds from sale of their stake in an Altarea Group company; or individuals or legal entities re-investing all or part of the proceeds from sale of a portfolio of real estate assets or the securities of a company operating as, or directly or indirectly holding an interest in one or more companies that are active in (i) a real estate investment or property development, (ii) real estate asset management or distribution, (iii) renewable energies, or (iv) data centres; or holders of securities issued by a subsidiary or sub-subsidiary of the Company pursuant to Article L. 228-93 of the French Commercial Code.*
(e) *Authorisation subject to a global ceiling of 750,000 shares, around 3.43% of share capital at 31 December 2024, of which a maximum of 250,000 shares for the executive corporate officers.*
(f) *Authorisation subject to a global ceiling of 350,000 shares, around 1.60% of share capital at 31 December 2024, of which a maximum of 100,000 shares for the executive corporate officers.*
(g) *It terminated the similar delegation granted by the General Shareholders' Meeting of 8 June 2023 and which was used in 2024 as part of the capital increase reserved for Altarea Group employees through the Relais Altarea 2024 mutual fund (see 7.1.4 above).*

The authorisations in the above table supersedes those of the same type granted by the General Shareholders’ Meeting of 8 June 2023.

6.4.2 Delegations requested from the next General Shareholders' Meeting 2025

Delegations	Maximum nominal amount	Duration
Share buyback programme		
Authorisation to proceed with share buybacks at a maximum price per share of €300 and for a maximum total amount of €150 million[a]	Up to a maximum of 10% of the share capital	18 months
Authorisation to reduce the share capital by cancelling shares purchased under the buyback programme	Up to a maximum of 10% of the share capital per 24-month period	26 months
Authorisations with preservation of preferential subscription rights		
Issue of ordinary shares and/or equity securities giving access to other securities and/or marketable securities giving access to equity securities to be issued by the Company or a related company[b][c]	€165 million for capital increases €750 million for debt securities	26 months
Authorisation to increase the share capital by capitalising reserves, premiums or profits	€165 million	26 months
Authorisations without preferential subscription rights		
Issue of ordinary shares and/or equity securities giving access to other securities and/or securities giving access to equity securities to be issued by the Company or a related company, as part of a public offering other than that referred to in Article L. 411-2 1 of the French Monetary and Financial Code[b][c]	€33 million for capital increases €750 million for debt securities	26 months
Issue of ordinary shares and/or equity securities giving access to other securities and/or securities giving access to equity securities to be issued by the Company or a related company, as part of a public offering referred to in Article L. 411-2 1 of the French Monetary and Financial Code[b][c]	€33 million for capital increases €750 million for debt securities	26 months
Issue of ordinary shares and/or equity securities giving access to other securities and/or marketable securities giving access to equity securities to be issued by the Company or a related company, for the benefit of particular categories of persons[b][d]	€33 million for capital increases €350 million for debt securities	18 months
Issue of ordinary shares that may be combined with securities giving access to the Company's share capital as remuneration for contributions in the form of securities[b]	10% of the share capital for capital increases €750 million for debt securities	26 months
Issue of ordinary shares and/or equity securities giving access to other securities to be used to remunerate the securities contributed as part of a public exchange offer initiated by the Company[b]	€33 million for capital increases €750 million for debt securities	26 months
Global Ceiling and other authorisations		
Setting the aggregate nominal ceiling of authorisations to the management at €95 million for share issues and at €750 million for marketable securities representing debt in the Company	€165 million for capital increases €33 for capital increases without shareholders' rights €750 million for debt securities	26 months
Option to increase the amount issued by 15% in the event of oversubscription[b]	-	26 months
Authorisations for the benefit of employees and senior management		
Increase in the capital reserved for members of an employee savings scheme[b]	€10 million for capital increases €75 million for bonds	26 months
Free share plans[b][e]	750,000 shares	38 months
Stock option plans (share subscription or purchase)[b][f]	350,000 shares	38 months
Share subscription warrants (BSA, BSAANE and BSAAR)[b]	€10 million	18 months

(a) See 7.1.2 below.
(b) Authorisation subject to an aggregate nominal ceiling of €165 million for capital increases through the issue of new shares (including €33 million for capital increases without preferential subscription rights) and €750 million through the issue of debt securities.
(c) Delegation covered by the requested authorisation to increase the issue amount by an additional 15% in the event of oversubscription.
(d) The categories of persons are non-controlling shareholders or partners of subsidiaries or sub-subsidiaries of the Company subscribing by reinvesting all or part of the proceeds from sale of their stake in an Altarea Group company; or individuals or legal entities re-investing all or part of the proceeds from sale of a portfolio of real estate assets or the securities of a company operating as, or directly or indirectly holding an interest in one or more companies that are active in (i) a real estate investment or property development, (ii) real estate asset management or distribution, (iii) renewable energies, or (iv) data centres; or holders of securities issued by a subsidiary or sub-subsidiary of the Company pursuant to Article L. 228-93 of the French Commercial Code.
(e) Authorisation subject to a global ceiling of 750,000 shares, around 3.43% of share capital at 31 December 2024, of which a maximum of 250,000 shares for the executive corporate officers.
(f) Authorisation subject to a global ceiling of 350,000 shares, around 1.60% of share capital at 31 December 2024, of which a maximum of 100,000 shares for the executive corporate officers.

It should be noted that the delegations presented in the above table would rescind, if adopted by the General Shareholders' Meeting 2025, the delegations of the same description previously granted by the General Shareholders' Meeting and presented in Section 6.4.1 above.

6.5 Conditions of participation in the General Shareholders' Meeting

Except for the requirements set by applicable laws and regulations, there are no particular procedures relating to shareholder participation in General Shareholders' Meetings. Article 25 of the Company's Articles of Association states the following points:

Calling of meetings

General Shareholders' Meetings are called and take place in accordance with the provisions of the law.

Notice of meetings may be given electronically, provided that the shareholders have given their prior written consent.

Meetings take place at the registered office or any other place indicated in the notice of meeting.

Proxies

Any shareholder may participate in person or by proxy in the General Shareholders' Meeting, whatever the number of shares they hold, upon proof of identity and the ownership of their shares in the form of an accounting entry at least two working days before the date of the General Shareholders' Meeting. However, Management may shorten or even do away with this period if it is to the benefit of all shareholders.

Legal entities may take part in General Shareholders' Meetings through their legal representatives or any other person duly appointed for this purpose by their legal representatives.

Double voting rights

The Company's shares do not carry double voting rights. Indeed, applying the option provided for in Article L. 225-123 of the French Commercial Code, the Combined General Shareholders' Meeting of 5 June 2015 voted to exclude double voting rights for shareholders registered for more than two years. Each share thus entitles its holder to a single vote.

Ceiling on voting rights

The number of voting rights that may be exercised by each Limited Partner in General Shareholders' Meetings is equal to the number of voting rights attached to the shares they own up to a maximum of 60% of the voting rights attached to all shares comprising the share capital.

Shares encumbered with usufruct

If shares are encumbered with usufruct, the voting right attached to these shares belongs to the bare owner, except for decisions concerning the allocation of profits where it is reserved for the usufructuary. Their registration in an account must attest the existence of the usufruct.

Voting by mail and videoconferencing

Voting by mail takes place in accordance with the provisions of the law and regulations.

Shareholders may attend and vote at all meetings by videoconferencing or any other electronic means that permits their dentification in accordance with the law and regulations.

Chairman – Office

The meetings are chaired by the Manager or one of the Managers if there is more than one. If the Meeting is called by the Supervisory Board, it is chaired by the Chairman of the Supervisory Board or one of its members designated to that effect. Failing that, the Meeting elects its own Chairman.

Minutes of General Meetings are drawn up and copies certified and issued in accordance with the law.

6.6 Items that may have an impact in case of a take-over bid or public exchange offer

The information referred to in Article L. 22-10-11 of the French Commercial Code relating to items likely to have an impact in the event of a takeover or exchange offer is provided in chapters 6, 7 and 8 of this document, in particular in sections 6.2 to 6.5, 7.1 and 8.1.2, and can be summarised as follows, it being recalled that the Company is a partnership limited by shares (*commandite par actions*) and is therefore subject to the rules affecting such corporate structures.

Capital structure

Information relating to the Company's share capital and shareholder structure referred to in Article L. 22-10-11 1 and 3 of the French Commercial Code is set out in Section 7.1 "General information about the share capital", in 7.1.1, 7.1.5 and 7.1.6 below.

Statutory restrictions on the exercise of voting rights and share transfers

The statutory restrictions on the exercise of voting rights and the transfer of Company shares are:

- the number of voting rights that may be exercised by each shareholder in General Shareholders' Meetings is equal to the number of voting rights attached to the shares they own up to a maximum of 60% of the voting rights attached to all shares comprising the share capital;
- if shares are encumbered with usufruct, the voting right attached to these shares belongs to the bare owner, except for decisions concerning the allocation of profits where it is reserved for the usufructuary;
- the Company's shares do not carry double voting rights;
- there is an obligation to disclose the crossing of thresholds of a fraction of 1% of the share capital, voting rights or securities giving future access to the Company's share capital, or any multiple of this fraction. Failure to disclose such a threshold crossing as required by the Articles of Association, which may result in the deprivation of voting rights attached to shares exceeding the fraction that should have been disclosed for any Shareholders' Meetings held for a period of two years after the date on which the requisite disclosure is finally made (see 7.1.5 "Threshold crossings" below);
- with the exception of decisions relating to (i) the election, resignation or dismissal of members of the Supervisory Board, (ii) the appointment of the Statutory Auditors and (iii) the transformation of the Company into a public limited company in the cases provided for in Article 24.2 of the Articles of Association, no resolution may be adopted at an Ordinary General Shareholders' Meeting without the prior unanimous agreement of the General Partner(s).

No clause of the kind referred to in Article L. 233-11 of the French Commercial Code has been brought to the Company's attention.

Holders of any securities with special rights of control (preferred shares)

None.

Control mechanisms in an employee shareholding system

The Company has not set up a specific employee shareholding system in which control rights are not exercised by employees with the exception of the FCPE Actions Altarea, invested in Altarea shares, set up as part of the Group's employee savings plan (see 4.4.3 of this document), which is represented at the Company's General Shareholders' Meetings by an employee representative appointed by the fund's Supervisory Board.

Agreements between shareholders that may result in restrictions on the transfer of shares and the exercise of voting rights (shareholders' agreements)

To the Company's knowledge, there are no agreements between shareholders that could result in restrictions on the transfer of shares and the exercise of the Company's voting rights.

Rules applicable to the appointment and replacement of Managers

The rules applicable to the appointment and replacement of Managers are detailed in Article 13 of the Company's Articles of Association (see 6.2.1 above), which states that the appointment and dismissal of Managers comes under the exclusive competence of the General Partners.

Rules applicable to the amendment of the Articles of Association

Amendments to the Company's Articles of Association may only be adopted with the prior unanimous agreement of the General Partner(s), with the exception of the transformation of the Company in one of the cases stipulated in Article 24.2 of the Articles of Association.

Powers of the Management to issue or buy back shares

The General Shareholders' Meeting has granted Management delegated powers and authorisations to decide, with the agreement of the General Partners, on capital increases or share buybacks as described in 6.4 above.

Agreements entered into by the Company that are amended or terminated in the event of a change of control of the Company

With the exception of certain bank or bond financing agreements that include customary change of control clauses, there are no agreements entered into by the Company that would be amended or terminated in the event of a change in control of the Company as referred to in Article L. 22-10-11 9 of the French Commercial Code.

Agreements providing for compensation as a result of a takeover or exchange offer

No agreement provides for compensation for Management or employees if they resign or are dismissed without real and serious cause or if their employment ends due to a takeover or exchange offer.

7 CAPITAL AND OWNERSHIP STRUCTURE

7.1 General information about the share capital

7.1.1 Share capital – Form and negotiability of shares

Amount of the share capital
(Article 6 of the Articles of Association)

As of the date of this document, the share capital was €334,590,817.10. It was divided into 21,896,835 shares, all fully paid up and of the same class. The rounded accounting par value of the shares is €15.28, as the Company's Articles of Association do not set a nominal value.

It should be specified that the 10 General Partner shares with a par value of €100 are held by Altafi 2 (see 6.2.2 above).

Changes to the share capital and the respective rights of the various categories of shares

The share capital may be modified as provided for by the law. The provisions of the Articles of Association regarding alterations to the share capital are no more restrictive than the provisions of the law, and they do not provide for any special classes of shares.

Form of shares
(Article 10 of the Articles of Association)

Fully paid-up shares may be either registered or bearer form, at the shareholder's option.

However, any shareholder other than a natural person who comes to own, directly or through its controlled entities within the meaning of Article L. 233-3 of the French Commercial Code, a percentage of the Company's dividend rights at least equal to the percentage referred to in Article 208-C II ter of the French General Tax Code (i.e., 10% of the share capital at the date of this document) must hold all its shares in registered form and ensure that its controlled entities within the meaning of Article L. 233-3 of the French Commercial Code do likewise [1].

Shares may be converted from registered to bearer form and vice-versa in accordance with the provisions of the law. Notwithstanding the foregoing, shares must be in registered form where required by law.

Partially paid shares may not be converted to bearer form until they have been fully paid-up.

Ownership of the shares is evidenced by their registration, as prescribed by law, either in a share account, either with the issuer or their designated agent, in the case of registered shares, or in an account held with an authorised financial intermediary in the case of bearer shares. If requested by a shareholder, the Company or authorised financial intermediary shall issue a certificate of registration.

Shareholders or their intermediaries who fail to provide the information referred to below may, in accordance with the provisions of the law, have their voting rights and dividend rights suspended or removed.

The Company has the right to request, at any time, under the terms and conditions provided for by laws and regulations, that information concerning the owners of its shares and securities conferring immediate or future voting rights in its Shareholders' Meetings are sent to it.

The shares are indivisible for the purposes of the Company. Joint-owners of shares shall appoint either one of their number or a single attorney as their representative. In the event of disagreement, the representative will be appointed by order of the presiding judge of the commercial court in summary proceedings at the request of the most diligent joint-owner.

Negotiability of the shares
(Article 11 of the Articles of Association)

The shares may be traded without restriction save for any provisions to the contrary set out in law, regulations or the Articles of Association.

Authorisations involving the share capital

The information concerning delegations valid during the 2024 financial year, granted by General Shareholders' Meetings, and their use during the course of the past financial year is provided in the Supervisory Board report on Corporate Governance included under Chapter 6 of this document.

Free share allocations

The information concerning free share allocations is presented in Sections 2.3 (Note 6.1 to the consolidated financial statements), and 3.2.3.4 of this document.

It is indicated, in accordance with the provisions of Article L.225-197-4 of the French Commercial Code, that:

ii. no free shares were allocated in 2024 to an executive corporate officer of the Company, i.e. to the Company's Manager, Altafi 2, in respect of these functions. It is noted that (i) Jacques Ehrmann, Chief Executive Officer of Altafi 2 until 6 January 2025, benefits from free share allocation plans in respect of his offices at the subsidiaries of the Company (see 6.3.3.1 above), as do (ii) the members of the Supervisory Board representing employees and permanent representatives of legal entity members of the Supervisory Board in respect of their employment contract within the Group (see 6.3.3.2 above);

(1) Should a relevant shareholder fail to comply with this requirement no later than the second business day before the date of a General Shareholders' Meeting of the Company, its voting rights held directly or indirectly through its controlled entities within the meaning of Article L. 233-3 of the Commercial Code, will be restricted at the General Shareholders' Meeting to one tenth of the shares held in this way. The relevant shareholder will recover all the voting rights attached to the shares it owns directly or through its controlled entities within the meaning of Article L. 233-3 of the French Commercial Code at the next General Shareholders' Meeting, provided that the position has been remedied by the conversion of all shares owned directly or through its controlled entities within the meaning of Article L. 233-3 of the French Commercial Code, to registered form no later than the second business day before the date of the General Shareholders' Meeting.

iii. the ten employees and corporate officers of the Group (who are not corporate officers of the Company) awarded the highest number of shares in 2024 received 113,600 free shares between them during the year, with a total value of €8,993 thousand (according to the method used for the consolidated financial statements). The vesting of a large portion of these shares is subject to demanding financial and extra-financial performance conditions over several years in line with the Group's objectives and strategy.

Stock options

There were no stock options to subscribe for or purchase shares of the Company outstanding at either 31 December 2024 or at 31 December 2023.

Potential impact on capital

Based on the number of shares comprising the share capital as of 31 December 2024, the issue of all free shares awarded at that date, net of treasury shares held for subsequent allocation (see 7.1.2 below), would generate a theoretical potential dilution of 2.12%.

As of 31 December 2024	
Number of free shares awarded but not yet vested	475,159
Number of treasury shares held for allocation	0
Number of free shares net of treasury shares	475,159
Number of shares outstanding	21,896,835
Total theoretical number of shares after issue of all shares awarded	22,371,994

Treasury shares (autocontrôle)

There were no treasury shares held by subsidiaries (i.e. *autocontrôle*) at the date of registration of this document.

7.1.2 Share buyback programme

At the Combined General Shareholders' Meetings of 8 June 2023 and 5 June 2024 the shareholders authorised the Company to purchase its own shares up to a maximum of 10% of the shares comprising the share capital and up to a total of €150 million, at a maximum price per share set at €300.

Pursuant to these authorisations, Management decided to implement a share buyback programme on 8 June 2023 and on 5 June 2024 for the following purposes, in order of precedence:

1. acting as a market maker on the security's secondary market and/or ensuring the share's liquidity by means of an investment services provider acting independently under a liquidity contract in line with a Code of Ethics recognised by the AMF;
2. allocating shares to employees and corporate officers in accordance with conditions set forth by law, particularly under a stock option plan, a free share plan or a company savings plan or employee shareholding plan;
3. delivery of shares upon the exercise of rights attached to debt securities or equity securities entitling their holders to be allocated shares of the Company;
4. cancellation of all or part of the shares acquired;
5. retention and subsequent delivery as payment, exchange or other consideration in the context of transactions in accordance with Article L. 22-10-62 6 of the French Commercial Code and in particular external growth transactions initiated by the Company, it being specified that the number of shares acquired by the Company in this context may not exceed 5% of its share capital;
6. allocation in whole or in part of the shares thus acquired upon the performance of any transaction in line with the regulations in force.

A description of these share buyback programmes was published in accordance with Articles 241-1 et seq. of the AMF's General Regulation.

Pursuant to these authorisations, the Company bought and sold the following shares in 2024:

Month	No. of shares purchased	of which liquidity contract[(a)]	No. of shares sold[(a)]	No. of shares transferred[(b)]	Balance of treasury shares	Price at end of month
January	6,503	6,503	5,745		138,487	€81.00
February	9,084	7,031	4,416		143,155	€67.50
March	14,302	1,753	3,047	36,161	118,249	€78.40
April	2,453	2,453	2,395	109,638	8,669	€81.10
May	2,338	2,338	5,250		5,757	€107.00
June	5,351	5,351	2,352		8,756	€82.70
July	4,836	4,836	6,834		6,758	€99.90
August	4,404	4,404	2,867		8,295	€99.60
September	2,723	2,723	2,600		8,418	€107.60
October	3,752	3,752	3,175		8,995	€101.00
November	3,237	3,237	2,001		10,231	€96.40
December	14,039	14,039	17,170		7,100	€96.40

(a) Under the liquidity contract agreed, until 28 November 2024, with Kepler Cheuvreux [(1)], and from 2 December 2024 with Rothschild Martin Maurel [(2)].
(b) Delivery of free shares granted to employees and corporate officers on vesting of the relevant plan.

For the full year 2024:

- 73,022 shares were purchased for a total price of €6,295,320, including:
  - 58,420 shares under the liquidity contract for a total price of €5,275,637, and
  - 14,602 shares to be allocated for a total price of €1,019,682;
- 57,852 shares were sold under the liquidity contract for a total price of €5,290,533; and
- 145,799 shares were transferred under free share allocation plans.

At 31 December 2024, Altarea held 7,100 treasury shares, all under the liquidity contract, for the purpose described in (1) above.

For more information on the recognition and cost price of treasury shares, see Note 4.4 to the 2024 consolidated financial statements (see Chapter 2.3 of this document).

It will be proposed to the annual Ordinary General Shareholders' Meeting called in 2025 to approve the 2024 financial statements that it renews the authorisation granted by the Meeting of 5 June 2024 to purchase own shares up to a maximum of 10% of the shares comprising the share capital and up to total of €150 million, at a maximum price per share of €300, for the same purposes and buyback objectives, in accordance with (EU) Regulation no. 596/2014 of 16 April 2014 and (EU) Delegated Regulation 2016/1052 of 8 March 2016.

As in previous years, the shareholders will be asked to authorise that the purchase, sale or transfer transactions described above may be carried out by any means compatible with the laws and regulations in force, including the use of derivative financial instruments and the purchase or sale of blocks of shares. It will be expressly requested to authorise buybacks of shares from corporate officers in compliance with Article 3 of the Delegated Regulation (EU) 2016/1052 of 8 March 2016.

7.1.3 Shares giving access to share capital

At the registration date of this document, there were no securities giving access to the share capital in issue by the Company.

(1) Effective date of the termination of the liquidity contract with Kepler Cheuvreux, the resources attached to the liquidity account at that date including 10,231 Altarea shares and €122,188.53 in cash.

(2) Effective date of the new liquidity contract, the resources made available to Rothschild Martin Maurel include 10,231 Altarea shares and €1,016,800.90 in cash.

7.1.4 Changes in share capital

Table of changes to share capital over the past three financial years

Date	Transaction	Number of shares issued	Nominal amount of the transaction	Share premium	Total cumulative number of shares	Par value per share	Cumulative amount of the share capital
19/07/2022	Capital increase reserved for the FCPE (employee investment mutual fund)	82,533	€1,261,104.24	€7,998,273.03	20,375,804	Par value	€311,349,463.42
04/07/2023	Capital increase reserved for the FCPE (employee investment mutual fund)	25,684	€392,451.52	€1,721,084.84	20,401,488	Par value	€311,741,914.94
04/07/2023	Capital increase resulting from the payment of the scrip dividend	335,334	€5,123,903.52	€27,004,447.02	20,736,822	Par value	€316,865,818.46
02/04/2024	Capital increase resulting from the delivery of free shares	64,670	€988,157.60	-	20,801,492	Par value	€317,853,976.06
30/04/2024	Capital increase resulting from the delivery of free shares	2,525	€38,582	-	20,804,017	Par value	€317,892,558.06
05/07/2024	Capital increase reserved for the FCPE (employee investment mutual fund)	8,930	€136,450.40	€597,506.30	20,812,947	Par value	€318,029,008.46
05/07/2024	Capital increase resulting from the payment of the scrip dividend	1,080,657	€16,512,438.96	€74,770,657.83	21,893,604	Par value	€334,541,447.42
25/07/2024	Capital increase resulting from the delivery of free shares	150	€2,292.00	-	21,893,754	Par value	€334,543,739.42
02/09/2024	Capital increase resulting from the delivery of free shares	851	€13,003.28	-	21,894,605	Par value	€334,556,742.70
21/10/2024	Capital increase resulting from the delivery of free shares	2,230	€34,074.40	-	21,896,835	Par value	€334,590,817.10

Changes in 2024

Capital increase for the employee FCPE

The Company carried out a capital increase reserved for the FCPE (employee investment mutual fund) of the Group's employees, fully invested in Altarea shares. The total subscription value of the capital increase was €733,956.70, with a subscription price set at €82.19, after the discount, in accordance with the provisions of the law. The capital increase resulted in the creation of 8,930 new shares which were admitted for trading on Euronext Paris on 5 July 2024, the full quantity allocated to the FCPE, i.e. a nominal value increase of €136,450.40.

Payment of 2023 scrip dividend

The Company carried out a capital increase on the occasion of the payment of the 2023 dividend in accordance with the terms of the fourth resolution approved by the Combined General Shareholders' Meeting of 5 June 2024, with shareholders having the option to receive 75% of their dividend in shares. The issue price of the new shares subscribed for by shareholders wishing to receive their dividend in shares was €84.47, corresponding to 90% of the average listed opening price during the twenty trading days preceding the day of the Shareholders' Meeting, less the amount of the dividend per share of €8.00 stipulated in the third resolution and rounded up to the nearest euro cent. At the end of the option exercise period, set from 13 to 25 June 2024 inclusive, a total of 1,080,657 shares had been subscribed [(1)]. Given the rounded par value of €15.28 per share, the nominal amount of the capital increase resulting from the subscription of the new shares was €16,512,438.96.

The 1,080,657 new shares were created, delivered and admitted to trading on 5 July 2024. The cash dividend was paid to shareholders on the same day.

Deliveries of free shares

During the 2024 financial year, the Company carried out capital increases resulting from the delivery of free shares at the end of their respective vesting period. The total number of new shares thus created and delivered in 2024 to the beneficiaries of the free share plans that have become definitive amounts to 70,426, corresponding overall to a capital increase of a nominal amount of €1,076,109.28.

(1) AltaGroupe (family A. Taravella) and its affiliates and Crédit Agricole Assurances and its affiliates, together representing nearly 69% of the Company's share capital, have opted to take the whole of the proposed dividend payment in shares as they had previously committed.

7.1.5 Share capital breakdown

Ownership at 31 December 2024

	Shares and theoretical voting rights		Actual voting rights at General Shareholders' Meetings	
Shareholder	**Number**	**%**	**Number**	**%**
Founders' Concert[(a)]	10,054,508	45.92	10,054,508	45.93
Extended Concert[(b)]	10,080,220	46.04	10,080,220	46.05
Crédit Agricole Assurances group	5,350,333	24.43	5,350,333	24.44
APG (ABP)[(c)]	1,378,816	6.30	1,378,816	6.30
Christian de Gournay and Opus Investment BV	329,278	1.50	329,278	1.50
FCPE	259,120	1.18	259,120	1.18
Treasury Shares	7,100	0.03	-	-
Public	4,491,968	20.51	4,491,968	20.52
TOTAL	**21,896,835**	**100.00**	**21,889,735**	**100.00**

(a) Concert between (i) Alain Taravella (holding, with the members of his family, directly and indirectly, via the companies they control, 10,044,009 shares, i.e. 45.87% of the share capital and the theoretical voting rights of the Company) and (ii) Jacques Nicolet (directly and indirectly holding, via the company Everspeed which he controls, 10,499 shares, i.e. 0.05% of the share capital and theoretical voting rights of the Company), since the acquisition of control of Altarea in 2004 (see paragraphs 7.1.6 and 7.3 below).

(b) Concert existing until 6 January 2025 between the aforementioned founders, of the one part, and Jacques Ehrmann (holding 25,712 shares, i.e. 0.12% of the Company's share capital and theoretical voting rights), of the other part, (see paragraphs 7.1.6 and 7.3 below).

(c) Stichting Depositary APG Strategic Real Estate Pool (APG), a foundation under Dutch law acting on behalf of the investment fund APG Strategic Real Estate Pool, held by Stichting Pensioenfonds ABP (ABP), a pension fund for employees in the public sector (particularly national education) in the Netherlands.

To the best of the Company's knowledge, no significant change has occurred in the distribution of the share capital since 31 December 2024, except for the exit on 6 January 2025 by Jacques Ehrmann of the concert he formed with the founders (see paragraphs 7.1.6). No other shareholder holds, directly or indirectly, alone or in concert, more than 5% of the share capital and voting rights at that date. It should be noted that the Company is not kept constantly informed of the number and ownership of its shareholders, as some of them hold bearer shares.

It should be recalled that the ten General Partners shares with a par value of €100 are held by Altafi 2 (see 6.2.2 above).

Employee shareholders

In accordance with Article L. 225-102 of the French Commercial Code, it is specified that as of 31 December 2024 the shares held by the employees of the Company and of affiliates within the meaning of Article L. 225-180 of the French Commercial Code represent 3.8% of the Company's share capital.

It must be emphasised that this percentage does not express the proactive nature of the employee shareholder policy implemented by Company Management since the Group's listing on the stock exchange in 2004, because it is calculated based solely on the number of shares held by the employee investment mutual funds (FCPE) and shares definitively acquired under free share plans authorised by the General Shareholders' Meeting since the Act of 6 August 2015, known as the Macron Act. It does not, therefore, take into account (i) the free shares allocated under a plan authorised before 6 August 2015, (ii) the free shares definitively granted to employees since they have left the Group, and (iii) the setting up of new plans for free share, which are currently vesting, intended to make each employee a full-blown shareholder in the Group and so enable them to benefit from the dividend paid to the shareholders and, if applicable, the gains accrued by an increase in the Altarea share price.

Pledges of Company shares

At 31 December 2024, to the Company's knowledge 1,292,000 shares were pledged [(1)], representing 5.90% of the number of shares comprising the share capital.

(1) In particular, 1,124,990 shares, representing 5.14% of the Company's share capital, pledged by AltaGroupe to Natixis.

Change in ownership structure over the past three financial years

	31/12/2024		31/12/2023		31/12/2022	
Shareholder	Number of shares	% share capital and voting rights	Number of shares	% share capital and voting rights	Number of shares	% share capital and voting rights
Founders' Concert[(a)]	10,054,508	45.92	9,418,526	45.42	9,151,917	44.92
Extended Concert[(b)]	10,080,220	46.04	9,437,504	45.51	9,168,805	45.00
Crédit Agricole Assurances group	5,350,333	24.43	4,998,903	24.11	5,003,920	24.56
APG (ABP)[(c)]	1,378,816	6.30	1,378,816	6.65	1,438,606	7.06
Christian de Gournay and Opus Investment BV	329,278	1.50	329,278	1.59	329,278	1.62
FCPE	259,120	1.18	249,210	1.20	221,430	1.09
Treasury Shares	7,100	0.03	137,729	0.66	214,091	1.05
Public	4,491,968	20.51	4,205,382	20.28	3,999,675	19.63
TOTAL	**21,896,835**	**100.00**	**20,736,822**	**100.00**	**20,375,804**	**100.00**

(a) Concert between (i) Alain Taravella (with the members of his family, and the companies they control), and (ii) Jacques Nicolet (with the company Everspeed which he controls), since the takeover of Altarea in 2004 (see paragraphs 7.1.6 and 7.3 below).
(b) Concert existing until 6 January 2025 between the aforementioned founders, of the one part, and Jacques Ehrmann of the other part, (see paragraphs 7.1.6 and 7.3 below).
(c) Stichting Depositary APG Strategic Real Estate Pool (APG), a foundation under Dutch law acting on behalf of the investment fund APG Strategic Real Estate Pool, held by Stichting Pensioenfonds ABP (ABP), a pension fund for employees in the public sector (particularly national education) in the Netherlands.

Threshold crossings

Legal threshold crossings since 1 January 2024

From 1 January 2024 to the date of this document, the following threshold crossing declarations were made to the AMF:

Crossing date	Shareholder	Share capital thresholds and DDV crossed	Number of shares after crossing	% of share capital and votes after crossing	AMF declaration no.
05/07/2024[(a)]	AltaGroupe	25% upwards individually[(a)]	5,530,351	25.26%	224C1166
06/01/2025[(b)]	Jacques Ehrmann	1/3, 30%, 25%, 15%, 10% and 5%, downwards	25,712	0.12%	225C0071

(a) Crossing resulting from the exercise of the option to take the 2023 dividend in shares, as the shareholder already held, directly and indirectly, more than 25% of the share capital and voting rights of the Company.
(b) Crossing resulting from the shareholder's exit from the concert formed with Alain Taravella and Jacques Nicolet (see paragraph 7.1.6 below).

Disclosure of statutory threshold crossings (Article 12 of the Articles of Association)

In addition to the legal obligation to disclose threshold crossings and intentions, the Articles of Association also require any natural person or legal entity, acting alone or in concert, who acquires or ceases to hold, directly or indirectly, a fraction of the share capital, voting rights or securities giving future access to the Company's share capital greater than or equal to one per cent (1%) or a multiple of this fraction, to notify the Company, by recorded delivery and within four trading days of the crossing of each of these thresholds, either upward or downward, of the total number of shares, voting rights or securities giving future access to the share capital that they hold either alone or in concert, directly or indirectly.

In determining whether a threshold has been crossed, shares considered equivalent to shares owned must be taken into account, as defined by legislative and regulatory provisions, in particular under Articles L. 233-7 et seq. of the French Commercial Code.

Any shares or securities in excess of the fraction that should have been disclosed in accordance with these requirements will be disqualified for voting purposes at all Shareholders' Meetings held for a period of two years after the date on which the requisite disclosure is finally made, if the failure to disclose has been duly noted and if requested by one or more shareholders separately or together holding at least one percent (1%) of the Company's share capital in accordance with the terms of the law. Similarly, the voting rights attached to any shares that have not been disclosed in accordance with these requirements may not be exercised by the holder either in person or by proxy.

7.1.6 Control of the Company and shareholders' agreements

Control of the Company

Nature of control of the Company

There has been a disclosed concert between the Founders of Altarea, Alain Taravella and Jacques Nicolet since the takeover of the Company in 2004:

- Alain Taravella, and the companies AltaGroupe, Alta Patrimoine, Altager and Altafi 2 (General Partner) which he controls alongside members of his family, jointly holding 45.87% of the Company's share capital and theoretical voting rights at 31 December 2024 (see 7.3 below);
- Jacques Nicolet and the company Everspeed, which he controls, jointly holding 0.05% of the Company's share capital and theoretical voting rights at 31 December 2024.

This group of shareholders in concert, referred to in this document as the "Founders' concert", together held 45,92% of the Company's theoretical voting rights and share capital at 31 December 2024.

It will be recalled that in a letter received by the AMF on 2 August 2019, Jacques Ehrmann declared that he was acting in concert with the founders (AMF Decision & Information No. 219C1329 of 2 August 2019) following the acquisition of Altarea shares from Alta Patrimoine at the time of his joining the Group and appointment as Chief Executive Officer of Altafi 2, Manager of Altarea. On 31 December 2024, the concert between the founders and Jacques Ehrmann, referred to in this document as the "extended concert", together held 46.04% of the Company's theoretical voting rights and share capital. Following the end of his duties as Chief Executive Officer of Altafi 2 on 6 January 2025, Jacques Ehrmann declared to the AMF that he had withdrawn from the aforementioned extended concert on that date (AMF Decision & Information No. 225C0071 of 9 January 2025).

Absence of improper control

The Supervisory Board's report on corporate governance (Chapter 6) states that in terms of governance, the Supervisory Board is involved in examining Altarea's investments and divestments of a significant amount that is likely to alter the Company's balance sheet structure, and in all events an amount of over €50 million in the retail REIT sector; the specialist committees of the Supervisory Board, namely the Audit and CSR Committee, the Investment Committee, the Compensation Committee and the Appointments Committee, include independent members. At least one third of the members of the Supervisory Board are independent members.

The Company believes that there is no risk of control being improperly exercised.

Shareholders' Agreement

As of the date of this document, the Company was not aware of any shareholders' agreements in force.

7.1.7 Company officers and related-party transactions in Company shares

The executives or persons with whom they are closely related referred to in Article L. 621-18-2 of the French Monetary and Financial Code have declared to the AMF the following transactions carried out in 2024 on the Company's shares:

Name	Title on transaction date	Type of transaction	Financial instrument	Aggregate volume	Total gross amount
AltaGroupe	Legal entity related to Altafi 2, Manager	PSD	Shares	366,775	€30,981,484
		Acquisition	Shares	5,450	€371,624
		Sales	Shares	27,810	€2,849,216
Alta Patrimoine	Supervisory Board member	PSD	Shares	201,878	€17,052,635
Altager	Supervisory Board member	PSD	Shares	88,992	€7,517,154
Jacques Ehrmann	Chief Executive Officer of Altafi 2, Co-Manager	Acquisition of free shares	Shares	11,660	-
		Sales	Shares	4,926	€500,657
Everspeed	Legal person related to Jacques Nicolet, Supervisory Board member	PSD	Shares	697	€58,876
Predica	Supervisory Board member	Sales	Shares	351,430	€29,685,292
Catherine Leroy	Permanent representative of Alta Patrimoine, Supervisory Board member	Acquisition of free shares	Shares	667	-
Marie-Catherine Chazeaux	Supervisory Board member representing employees	Acquisition of free shares	Shares	647	-
Nicolas Deuzé	Supervisory Board member representing employees	Acquisition of free shares	Shares	869	-

PSD = Payment of the 2023 scrip dividend (see 7.1.1 above).

7.1.8 Bonds not giving access to the share capital

Issue date	Issue amount	Nominal amount outstanding	Date of maturity	Interest	Market	ISIN
14/12/2016	€50,000,000	€50,000,000	14/12/2026	2.450%	Euronext Paris	FR0013222247
17/10/2019	€500,000,000	€450,000,000	17/01/2028	1.875%	Euronext Paris	FR0013453974
16/12/2020	€300,000,000	€300,000,000	16/01/2030	1,750%	Euronext Paris	FR00140010J1
02/10/2024	€300,000,000	€300,000,000	02/10/2031	5.500%	Euronext Paris	FR001400SVW1

The bond issue contracts shown in the table above contain a change of control clause.

It should also be noted that the Company, at the end of a subscription agreement dated 11 December 2012, issued Subordinated Perpetual Notes (TSDI), fully subscribed by APG Strategic Real Estate Pool, for an initial nominal amount of €109 million, increased to €195.1 million (i.e., €130 per TSDI) by an additional clause dated 29 December 2014 and then to €223.5 million (i.e., €148.94 per TSDI) by an additional clause dated 27 May 2021 (see 3.2.3.2.1 of the notes to the annual financial statements in Chapter 3 of this document).

7.2 Stock market information

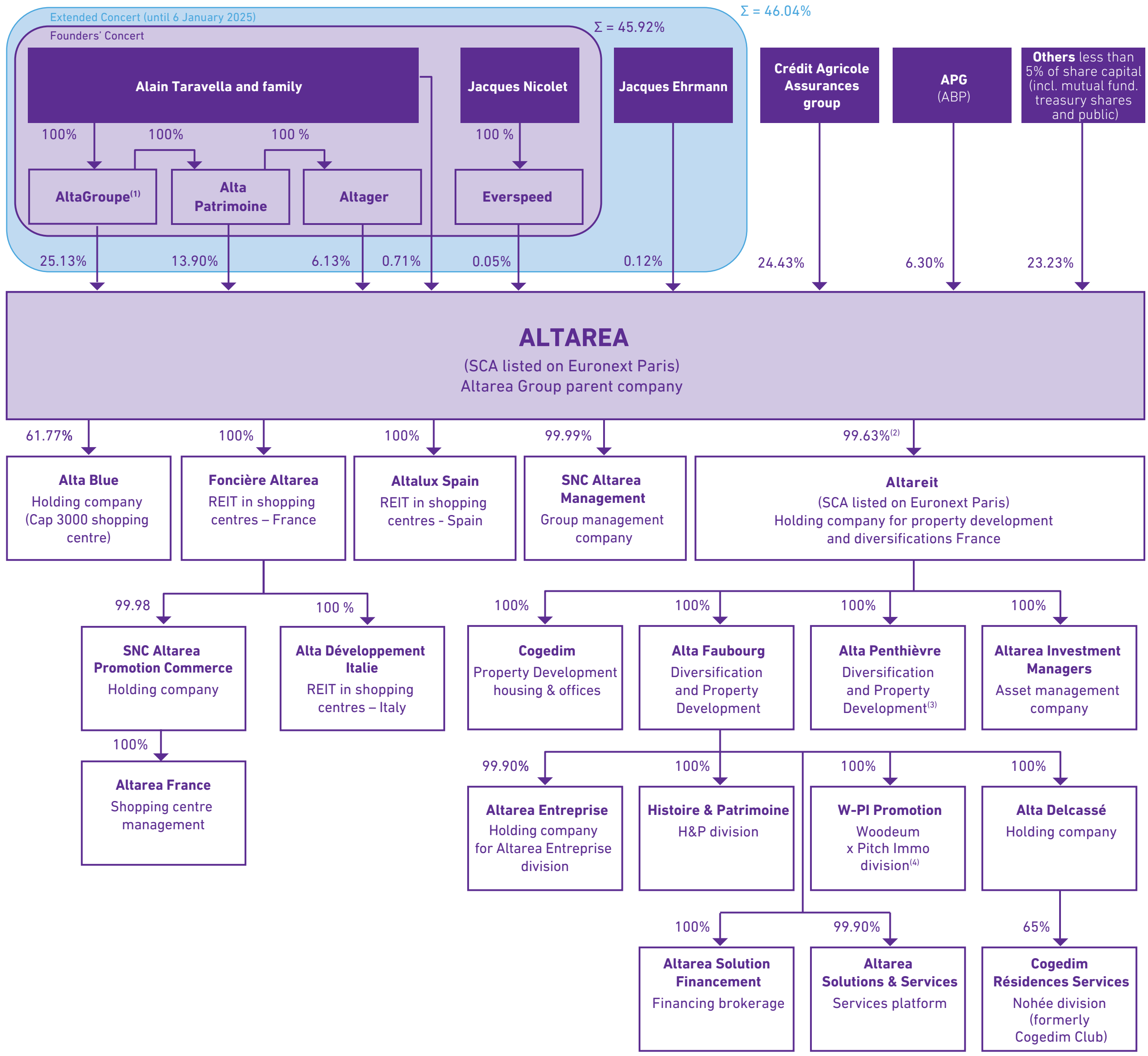
Altarea	
Listing market	Euronext Paris – Compartment A (Large Cap)
Codes	Ticker symbol: ALTA - ISIN: FR0000033219 Bloomberg: ALTAFP - Reuters: IMAF.PA
Legal Entity Identification code (LEI)	969500ICGCY1PD6OT783
Included in the indexes	CAC All-Tradable - CAC Mid & Small – CAC Real Estate - IEIF REIT Europe
Deferred Settlement Service (French SRD)	Eligible
PEA/PEA PME	Non-eligible
ICB Sector classification	Retail REITs, 35102045

	2020	2021	2022	2023	2024
Market capitalisation (at 31/12)	€2,477,355,313	€3,401,152,220	€2,571,426,464	€1,658,945,760	€2,110,854,894
Number of shares traded	1,844,456	1,747,595	1,301,771	1,218,297	1,350,214
Capital traded	€244,421,181	€294,659,497	€183,155,445	€116,053,927	€122,178,481
Highest	€210.00	€203.35	€171.40	€132.00	€111.80
Lowest	€103.20	€130.89	€119.00	€67.00	€66.80
Latest	€143.40	€167.60	€126.20	€80.00	€96.40

2024	Highest price	Lowest price	Latest	Number of shares traded	Amount of Capital traded
January	€84.70	€79.10	€81.00	91,346	€7,499,753
February	€81.40	€67.50	€67.50	107,474	€ 8,007,604
March	€79.10	€66.80	€ 78.40	134,048	€9,521,634
April	€81.90	€73.20	€81.10	86,552	€6,679,091
May	€111.20	€81.50	€107.00	177,694	€17,709,299
June	€111.80	€82.00	€82.70	227,050	€20,885,758
July	€100.20	€83.50	€99.90	114,928	€10,479,747
August	€104.40	€93.00	€99.60	87,392	€8,742,223
September	€110.80	€98.70	€107.60	104,817	€11,231,347
October	€107.40	€96.00	€101.00	65,109	€6,555,317
November	€104.60	€95.80	€96.40	69,686	€6,967,181
December	€96.70	€91.00	€96.40	84,118	€7,899,527

(Source: Euronext)

7.3 Simplified organisation chart as of 31 December 2024



(1) AltaGroupe holds 100% of the share capital and voting rights of Altafi 2 (Managing General Partner of Altarea and Manager of Altareit) and Altafi 3 (General Partner of Altareit).
(2) Altarea holds a direct stake in Altareit. Including indirect shareholdings, Altarea holds 99.85% of the share capital of Altareit, via the subsidiaries Altarea France (holding 0.11% of the share capital of Altareit) and Alta Faubourg (holding 0.11% of the share capital of Altareit) - treasury shares whose voting rights cannot be exercised at a General Meeting in accordance with the provisions of Article L. 233-31 of the French Commercial Code).
(3) Nation Data Center (NDC), Sopregi & Sopregim, Prejeance Industrial and the XF division are wholly owned by Alta Penthièvre.
(4) W-Pi Promotion (formerly Pitch Promotion) merged Woodeum, Financière SPL and Severini Pierres et Loisirs as of 31 December 2023.

Altarea centralises the Group's cash surpluses. Note 8 to the consolidated financial statements shown in Chapter 2 of this document on financial instruments and market risks provides information on the main banking covenants. The main assets and borrowings are carried by the subsidiaries that conduct the corresponding business operations.

The list of the main companies included in Altarea's consolidation scope is presented in Note 4 to the consolidated financial statements. That of Altarea's subsidiaries and direct equity interests is given in Section 3.2.3.5 of the Notes to the annual financial statements (Chapter 3 of this document).

During the 2024 financial year, the Company made the following equity investments coming under Article L. 233-6 of the French Commercial Code in companies having its registered office in France:

- SNC Altarea EnR Holding (RCS 938 207 420) for 99% of the share capital upon incorporation; and
- Alta Babylone (RCS 934 359 209), for 99% of the share capital at its incorporation.

7.4 Dividend policy

7.4.1 Dividends paid over the past financial years

Dividends paid to the Limited Partners in respect of the last three years are as follows:

Financial year[(a)]	Payment date	Number of shares eligible for dividend	Total amount distributed	Dividends per share	Amount eligible for tax relief[(b)]	Option for payment in scrip dividend	Portion of dividend payable in shares	Option rate for PSD[(c)]
2021	31/05/2022	20,194,052	€m196.9	€9.75	€1.98	-	-	-
2022	04/07/2023	20,297,300	€m203.0	€10.00	€4.29	✓	50%	32%
2023	05/07/2024	20,798,638	€m166.4	€ 8.00	- [(d)]	✓	75%	73%

(a) Paid in the subsequent year.
(b) 40% tax allowance provided for in Article 158-3-2 of the French General Tax Code and applicable to natural persons whose tax residence is in France.
(c) Percentage of shares eligible for dividend payment presented by shareholders for payment in shares.
(d) Portion of the dividend corresponding to a distribution of income being deducted from Altarea's exempt earnings.

Pursuant to Article 29 paragraph 6 of the Company's Articles of Association, the General Partner, who has unlimited joint and several liability for the Company's debts to third parties, receives in this capacity a preferred statutory dividend equivalent to 1.5% of the annual dividend. This amounted to €2.95 million in respect of financial year 2021, €3.04 million in respect of financial year 2022 and €2.50 million in respect of financial year 2023.

The treasury shares held by the Company do not bear dividends.

In accordance with the Law, dividends not claimed after a period of five years from the payment date are cancelled and paid to the state.

7.4.2 Dividend distribution policy

Under the terms of the Company's Articles of Association, it is the Supervisory Board that decides each year on the appropriation of earnings, distribution of the reserves and the dividend payment procedure to be proposed to the General Shareholders' Meeting (see 8.1.2.9 below).

The Company's dividend policy is based on an analysis that takes into consideration regulatory constraints, related in particular to the retail REIT (SIIC) regime, dividends paid historically and the Group's financial position, results and growth outlook.

The Supervisory Board of the Company has decided to propose to the next General Shareholders' Meeting to be held in 2025 to approve the financial statements for the year ended 31 December 2024, the distribution of a dividend of €8 per share in respect of that financial year.

A partial conversion option of the dividend into shares will also be offered to shareholders as follows:

- either a 100% payment in cash; or
- 25% payment in cash and 75% in shares [(1)]. AltaGroupe (family A. Taravella) and its affiliates and Crédit Agricole Assurances and its affiliates have undertaken to take the whole of proposed dividend in shares. Together, these shareholders represent nearly 69% of the Company's share capital.

Pursuant to Article 29 paragraph 6 of the Articles of Association mentioned in 7.4.1, this would also result in the payment to Altafi 2, as General Partner with unlimited joint and several liability for the Company's debts, of a preferred dividend equivalent to 1.5% of the annual dividend.

7.4.3 Expenditures and fees under Article 39-4 of the French General Tax Code

No expense or fee that is non-deductible for tax purposes within the meaning of Article 39-4 of the French General Tax Code was incurred in 2024.

(1) The new shares created by the exercise of this option will be issued at a price of 90% of the average opening price in the twenty trading days immediately preceding the day of the 2025 General Shareholders' Meeting, less the amount of the dividend per share and rounded to the nearest euro cent.

8

ADDITIONAL INFORMATION

8.1 Company information

8.1.1 History and developments

1994

Altarea founded by Alain Taravella and Jacques Nicolet.

1995

Control of **Gerec**, a company specialising in shopping centre development and created in 1973.

1996

Control of ***Espace Aménagement***, the retail property management arm of *Foncière* Rallye.

2000

Delivery of **Bercy Village**, a redevelopment project started in 1997.

2001

Start of operations in Italy with the creation of **Altarea Italia**.

2002

Launch of **Retail Park** business.

2004

Stock exchange listing of Altarea on Euronext Paris. Start of operations in Spain with the creation of **Altarea España**.

2005

Adoption of retail **REIT** (**SIIC**) status.

Predica (*Crédit Agricole* Group) stake in the capital of Altarea.

2006

Acquisition of property assets of *Bail Investissement Foncière*.

2007

Acquisition of **Cogedim**.

Transformation of Altarea into a **partnership limited by shares**.

2008

Capital increase of €375 million as the **APG** pension fund took a stake in Altarea.

Companies in the Property Development division (Residential and Business property) become subsidiaries under **Altareit**, which is separately listed on Euronext Paris.

2009

Acceleration of the **Sustainable development** process [1].

2010

Acquisition by the consortium Altarea-APG-Predica, of Aldeta, a company that owned the regional **CAP3000** shopping centre in Nice.

2011

Creation in partnership with APG and Predica of **AltaFund**, an office property investment fund.

2013

Long-term partnership with Allianz Real Estate concerning a portfolio of shopping centres.

Delivery of the first **Cogedim Club®** [2] The Group also develops halls of residence for students, business tourism, etc.

2014

Delivery of the regional shopping centre **Qwartz** in Villeneuve-la-Garenne, which receives a MAPIC Award for its digital innovations.

Acquisition of ***Histoire & Patrimoine*** [3].

Partnership with *Crédit Agricole Assurances* in the Cogedim Club® operating company.

2016

Acquisition of **Pitch Promotion**.

Group beats its target of **10,000 units sold** per year.

2017

Delivery of the **Large urban project** in Place du Grand Ouest in Massy.

2018

Sale of the **Kosmo** building in Neuilly-sur-Seine (global headquarters of Parfums Christian Dior) and **87 Richelieu** in Paris (Altarea Group head office).

First **S&P Global** credit rating: BBB (stable).

2019

Acquisitions of **Severini** (developer in Nouvelle-Aquitaine) and 50% of **Woodeum** (French leader in wood and low-carbon residential development).

Signature of two **Retail partnerships with *Crédit Agricole Assurances*** (in Retail and International).

2020

Launch of **Altarea Solutions & Services** [4].

Delivery of **87 Richelieu**, the Altarea Group's new head office, which won the Grand Prix Simi 2020 [5], and **Convergence** in Rueil-Malmaison, Danone's new global headquarters.

2021

Delivery of office buildings **Bridge** in Issy-les-Moulineaux (Orange's new head office, WiredScore labelled "Platinum") and **Eria** in La Défense (future Cybersecurity division).

Announcement of a **partnership with Carrefour** for the transformation of three commercial sites into mixed-use urban projects.

Delivery of shops in **Paris-Montparnasse station**.

New **partnerships with *Crédit Agricole Assurances*** for €1 billion in Retail (Alta Infrastructures for travel retail in railway stations and Alta Retail Parks).

(1) The Group receives one of the three first French HQE® Retail (high environmental quality) certifications for Okabe (Kremlin Bicêtre) and generalized NF Habitat certification in residential.

(2) The Group's Serviced Residences line for active seniors, now named Nohée.

(3) Specialist in the rehabilitation of assets and tax exemption products (Malraux, historical monuments, land deficit, etc.).

(4) In-house value-added service platform to support customers and partners throughout their residential real estate project.

(5) In the category "Renovated office building or particularly innovative redevelopment".

2022

Acquisition of **Nation Data Center (NDC)**, developing a network of sovereign, local and eco-responsible data centers in France.

Delivery of **Issy-Cœur de Ville eco-district**, one of the largest mixed-use projects in the metropolis of Greater Paris, exemplary in environmental terms.

Delivery of **CNP Assurances' new head office** in Issy les Moulineaux.

CAP3000 wins the "**Best shopping centre**" in the world at the Mipim awards 2022, following completion of its extension-renovation with the premium mall "**Corso**".

Altarea created **Altarea Logistique** (1) and completed its first **urban logistics** project with the Manufacture de Reuilly, in Paris's 12th arrondissement.

Pitch Immo wins the ***Cité Internationale de la Gastronomie*** project in Paris-Rungis.

Renewal of the long-standing partnership with ***Habitat & Humanisme*** to participate in the fight against poor housing.

Altarea confirms its "**Green Star - 5 stars**" status **at GRESB** for the 7th consecutive year (2).

2023

Merger of Pitch Immo and Woodeum (in which the remaining 50% of the share capital was acquired by Altarea), to create the French leader in low-carbon real estate development, thanks to the complementary strengths of these two brands.

Development of **Altarea *Energies Renouvelables*** (3).

The Group strengthens its ambitions in the **serviced senior residences** market (4), Cogedim Club® becomes **Nohée**®.

Delivery of the new **emlyon business school campus** in Lyon, multifunctional, hybrid and adaptable, responding to new uses in higher education and research.

Signature of an agreement with SNCF Gares & Connexions for the renewal and development of the commercial offering of the **Paris-Est station**.

Creation of a **European real estate debt platform** with Tikehau Capital.

Creation of the portfolio management company **Altarea Investment Managers**, licensed by the AMF to manage assets on behalf of third parties, and launch of its first **SCPI** (real estate investment fund): **Alta Convictions**, which has been awarded the SRI label.

Launch by *Histoire & Patrimoine* de ***Jouvence*** to meet the urgent needs for energy renovation of housing and preservation of existing buildings.

Cogedim, a brand of the Group, **takes first place in the HCG France – *Les Echos* customer relations rankings** for the second consecutive year.

Arrangement of a €200 million corporate bank loan for a period of five years which for the first time includes a clause to align revenue with the **European taxonomy**.

2024

Cogedim commits strongly to making home ownership easier and launches **Access**, a profitable new generation range of affordable, low-carbon homes for first-time buyers.

Start of work on the shops of the **Paris-Austerlitz station**, the largest commercial project in Paris.

Renovation of the **Sant Cugat** shopping centre, near Barcelona, to the highest standards of sustainability and innovation.

Delivery of the **Le Bellini** building (Puteaux-La Défense), the new head office of Swiss Life France.

Major disposals in **Logistics**, involving the Bollène (Vaucluse), Oseraye (Loire-Atlantique) and Ecoparc Cotière (Ain) sites.

Delivery of the new **Belvédère** mixed-use neighbourhood **in Bordeaux**, a major national urban project.

Start of **renovation work on the former CNP headquarters** located above the Paris-Montparnasse station (5).

Acceleration in photovoltaic infrastructures with the acquisition of **Prejeance Industrial** (6).

EXTRA-FINANCIAL ACHIEVEMENTS IN 2024:

- The Group's Cogedim brand is voted best "**Customer Service of the Year**" for the seventh year.
- The Group is recognised as a "**Top Employer France**" (7) for the fourth consecutive year.
- Altarea's membership of the **French Association of Diversity Managers (AFMD)**, affirming its commitment against discrimination and for the development of diversified management.
- W-Pi Promotion (Woodeum x Pitch Immo) obtained the first two "**Low Carbon Labels**" awarded by the French Ministry for the Ecological Transition for new biosourced buildings in France.
- As a leader in low-carbon urban transformation and a key player in sustainable cities, the Group publishes its third **Climate Report** confirming its commitment to climate issues related to cities and low-carbon real estate.

(1) The Group's new brand to support its growth strategy in the huge market for logistics platforms.

(2) With a score of 90/100, Altarea consolidates its place among the European leaders in sustainable development by ranking third GRESB 2022 position at European level.

(3) To help address the new challenges of climate change, the Group has turned to photovoltaic solar power and is playing its part in the energy transition through a local and secure energy supply, to distribute low-carbon electricity.

(4) With (i) the creation of ARIAS (Altarea Résidences Intergénérationnels avec Services), a multi-brand and multi-offer division that delivers a range of housing solutions with services, (ii) the acquisition of Sopregi/Sopregim, the main operator of Les Hespérides senior residences and (iii) the repositioning of the Cogedim Club brand, now renamed Nohée.

(5) A 55,000 m^2 project called Upper, acquired in 2019 and developed in a 50/50 partnership with Caisse des Dépôts, the final building permit having been obtained and purged.

(6) Specialised in developing photovoltaic projects on small and medium-sized rooftops (ranging from 100 to 500 kWc), primarily on agricultural warehouses.

(7) Certification awarded by the Top Employers Institute.

8.1.2 General information

8.1.2.1 Company name
(Article 3 of the Articles of Association)

The Company's name is Altarea.

8.1.2.2 Legal form – applicable legislation
(Article 1 of the Articles of Association)

Altarea was originally incorporated as a société anonyme (a French public limited company).

It was transformed into a *société en commandite par actions* (a French partnership limited by shares) by resolution of the shareholders at the Combined General Shareholders' Meeting held on 26 June 2007.

Note that article 24.2 of the Articles of Association states that any Limited Partner (i.e. any shareholder) holding individually or in concert 5% or more of the share capital and voting rights of the Company may propose to the General Shareholders' Meeting to transform the Company into a *société anonyme*. Thereafter, Limited Partners may decide, by the majority required for the Extraordinary General Shareholders' Meeting, to terminate the status of the *société en commandite par actions*. The General Partner may not oppose such a transformation. Nevertheless, as long as the family group of Alain Taravella directly or indirectly holds more than a third of actual voting rights, such a decision would be contingent upon it voting in the affirmative.

Altarea is a company incorporated under the laws of France and governed principally by the provisions of Book II of the French Commercial Code.

Altarea is therefore subject to French law.

8.1.2.3 Specific legislation applicable

Following the decision made in March 2005 by the Company and its eligible subsidiaries to opt for the tax regime available to *Sociétés d'Investissements Cotées* (SIIC, French retail REIT) in accordance with Article 208-C of the French General Tax Code – decree no. 2003-645 of 11 July 2003, Altarea is subject to the specific provisions of this regime (see 8.1.2.9 below and the "Taxes" section of 3.2.2.2 above).

8.1.2.4 Registered office
(Article 4 of the Articles of Association)

The registered office of Altarea is located at 87 rue de Richelieu – 75002 Paris.

Its telephone number is: +33 (0)1 56 26 24 00.

Altarea is hosted by its sub-subsidiary Cogedim Gestion, which itself holds a commercial lease on the premises of its registered office.

8.1.2.5 Date of constitution and lifespan of the Company
(Article 5 of the Articles of Association)

The Company was incorporated on 29 September 1954 and, in accordance with Article 5 of its Articles of Association, has a term of 99 years as of that date, unless it is extended or wound up early.

8.1.2.6 Corporate purpose
(Article 2 of the Articles of Association)

The Company's corporate purpose, both in France and abroad, on its own behalf and in participation with third parties, is as follows:

- principal purpose, either directly or indirectly through the companies it controls and manages, in the meaning of Article 8 and Paragraphs 1, 2 and 3 of Article 206 of the French General Tax Code:
  - the acquisition of land, property rights and building rights, as well as any assets and rights that may be subsidiary or ancillary to said property assets,
  - the construction of offices and all transactions directly or indirectly related with building these offices,

  all for the purpose of: operating and creating value through letting these properties, leasing any type of property assets and investing in any companies with the same purpose;
- as a subsidiary purpose, directly or indirectly:
  - the management of buildings, property appraisals, property development and the acquisition for resale, renovation, maintenance and cleaning of property assets,
  - the development, management and operation of shopping centres,
  - all activities related to the development, construction, ownership, production and operation-maintenance of renewable energy production plants and/or energy storage assets, as well as the sale transport, distribution, marketing and storage of the electricity produced energy,
  - the development, construction, management, operation and/or maintenance of data centers,
  - the centralisation of cash management,
  - making available to subsidiaries its intellectual and industrial property rights,
  - the provision of services for the benefit of the subsidiaries or third parties,
  - investments or shareholdings, directly or indirectly, in any company, fund, group or enterprise running a business of whatever nature in the field of real estate,
  - the exchange or disposal by sale, contribution or otherwise of the property assets acquired or built for leasing in accordance with the principal purpose of the Company;

and, in general, any civil, financial, commercial, industrial, real estate and other transactions deemed useful for the furtherance of one of the Company's above-mentioned purposes.

8.1.2.7 Identification in

The Company is registered at the Paris Trade and Companies Registry under registration number 335 480 877.

The Company's SIRET number is 335 480 877 00430 and its business code is 6820B (Administration of other property assets).

The Company's legal entity identification code (LEI) is 969500ICGCY1PD6OT783.

The Company's intra-European VAT number is FR 34 335 480 877.

It is listed in Compartment A of Euronext Paris (ISIN code: FR0000033219 – Mnemonic: ALTA).

8.1.2.8 Financial year (Article 28 of the Articles of Association)

The financial year begins on 1 January and ends on 31 December.

8.1.2.9 Statutory distribution of profits (Article 29 of the Articles of Association)

The distributable profit as defined by law is at the disposal of the Ordinary General Shareholders' Meeting. It may, in whole or in part, allocate it to any general or special reserve fund, carry it forward or distribute it to the shareholders.

For as long as the Company is subject to the regime set out in Article 208-C of the French General Tax Code, the amount of any distributions shall be determined in accordance with the provisions of the second, third and fourth paragraphs of Article 208-C II of the same code such that the Company may benefit from the provisions set out in the first paragraph thereof.

The Ordinary General Shareholders' Meeting, ruling on the accounts for the financial year, may grant each shareholder, for all or part of the dividend distributed or of an interim dividend, an option between the payment of the dividend, either in cash, or in ordinary shares, these securities being issued by the Company, in accordance with the legal and regulatory provisions in force.

Said Meeting may also decide to distribute all or part of the dividend in kind through the allocation of listed financial securities of the subsidiaries (including all listed rights and warrants that may confer entitlement to shares in the Company's subsidiaries) on the terms and conditions set out by current regulations and providing that equal treatment of all shareholders is respected.

Interim dividends may also be distributed in cash, in Company shares or in kind through the allocation of listed financial securities of the subsidiaries (including all listed rights and warrants that may confer entitlement to shares in the Company's subsidiaries) on the terms and conditions set out by current regulations and providing that equal treatment of all shareholders is respected.

The Ordinary General Shareholders' Meeting may decide at any time, on the terms and conditions set out by current regulations, to distribute sums taken from the reserves and/or premiums at its disposal, including by allocating listed financial securities of the subsidiaries (including all listed rights and warrants that may confer entitlement to shares in the Company's subsidiaries) providing that equal treatment of all shareholders is respected.

The General Partner is entitled to a priority dividend equal to 1.5% of the annual dividend paid.

Save in the event of a capital reduction, no distribution may be made to the shareholders if the Company's net equity is or would as a result of the distribution become lower than the amount of share capital plus any reserves which are not distributable by law.

All of the foregoing is without prejudice to any future issuance of non-voting preferred shares.

Any Relevant Shareholder (as defined in Article 10 of the Articles of Association - see 7.1.1 above) whose own position or position of its shareholders causes the Company to become liable for the withholding (the "Withholding") referred to in Article 208-C II ter of the French General Tax Code (a "Liable Shareholder") shall compensate the Company for the Withholding arising upon any distribution of dividends, reserves, share premiums or "income deemed to be distributed" within the meaning of the French General Tax Code.

All Relevant Shareholders are deemed to be Liable Shareholders. A shareholder claiming not to be a Liable Shareholder must provide evidence thereof to the Company no later than five (5) business days before the distribution payment date in the form of a satisfactory unqualified legal opinion from a law firm of international repute and with recognised expertise in French tax law, certifying that the shareholder is not a Liable Shareholder and that the distributions made to it will not cause the Company to become liable for the Withholding.

Should the Company directly or indirectly hold a percentage of the dividend rights at least equal to that referred to in Article 208-C II ter of the French General Tax Code, or in one or more of the *sociétés d'investissements immobiliers cotées* referred to in Article 208-C of said Code (a "SIIC Subsidiary") and should a SIIC Subsidiary, due to the position of the Liable Shareholder, have paid the Withholding, the Liable Shareholder shall, as the case may be, compensate the Company either for the sum paid by the Company to the SIIC Subsidiary to compensate the SIIC Subsidiary's payment of the Withholding or, if the Company has not paid any compensation to the SIIC Subsidiary, for a sum equal to the Withholding paid by the SIIC Subsidiary multiplied by the percentage of dividend rights held by the Company in the SIIC Subsidiary, such that the Company's other shareholders do not bear any portion of the Withholding paid by any of the SIICs in the holding chain in respect of the Liable Shareholder (the "Additional Compensation"). The amount of Additional Compensation shall be borne by each of the Liable Shareholders in proportion to their respective dividend rights divided by the aggregate dividend rights held by all Liable Shareholders.

The Company shall be entitled to offset its claim against any Shareholder subject to Withholding, on the one hand, and the sums to be paid by the Company in its favour, on the other hand. Thus, the sums deducted from the profits of the Company exempt from corporate income tax pursuant to Article 208 C II of the French General Tax Code must, for each share held by said shareholder subject to Withholding, be paid to it pursuant to the aforementioned distribution decision or a share buyback, will be reduced by the amount of the levy due by the Company for the distribution of these sums and/or the Additional Compensation.

In the case of a scrip dividend, each Liable Shareholder will receive a portion of the sums due to be distributed to them in shares, with the proviso that no fractional shares shall be created, and the balance in cash paid into an individual current account so that the set-off mechanism described above can be applied to that portion of the distribution.

The amount of any compensation due by a Liable Shareholder will be calculated in such a way that the Company shall be in the exact same position after payment of the compensation and taking account of any related tax effects, as it would have been had the Withholding not been payable.

Should it transpire that (i) after a distribution of dividends, reserves or share premiums, or "income deemed to be distributed" within the meaning of the French General Tax Code made from the tax-exempt earnings of the Company or a SIIC Subsidiary under Article 208-C II of the French General Tax Code, a shareholder was in fact a Liable Shareholder on the distribution date, and that (ii) the Company or SIIC Subsidiary should have paid the Withholding in respect of the sums paid to the Liable Shareholder and said sums were paid without application of the reduction mechanism described above, the Liable Shareholder will be required to pay the Company compensation for its loss in a sum equal to the Withholding that the Company would then have to pay in respect of each share held by that Liable Shareholder on the distribution date, plus, where applicable, the amount of the Additional Compensation (together the "Indemnity").

The Company has the right to set off the Indemnity due against all sums that might subsequently be paid to the Liable Shareholder without prejudice, where applicable, to the prior application to said sums of the reduction described above. Should, after such set-off, the Liable Shareholder still owe the Company any sums in respect of the Indemnity, the Company may once again set off the outstanding balance against any sums that might subsequently be paid to the Liable Shareholder until the debt has been fully extinguished.

8.2 Other information

8.2.1 Competitive situation

Information on the Altarea Group's businesses and services, current trends, competitive environment and earnings is given in the integrated strategic report and the business review (first and second parts of the Universal Registration Document). The business review also discusses the macroeconomic factors and business cycles affecting the shopping centre and residential property markets.

The Company's main competitors are as follows:

- in the shopping centres sector, the others with more than €1 billion in market capitalisation besides the Altarea Group, are [1] Unibail-Rodamco-Westfield, Gecina, Klépierre, Covivio, Covivio Hotels, Carmila, Icade and Argan;
- in the property development sector, the ten leading property operators, which include the Altarea Group [2]:
  - in Residential [3]: Nexity, Bouygues Immobilier, Vinci Immobilier, Icade Promotion, Kaufman & Broad, Procivis, BNP Paribas Real Estate, Eiffage Immobilier and Crédit Agricole Immobilier,
  - in Business Property: Icade Promotion, Kaufman & Broad, Eiffage Immobilier, Vinci Immobilier, GA Smart Building, Crédit Agricole Immobilier, 6th Sens Immobilier, BNP Paribas Real Estate and Sogeprom,

8.2.2 Absence of material changes in the financial or business position

With the exception of what is shown, where applicable, in Note 11 to the consolidated financial statements (see 2.3 of this document), the Company has not experienced any material changes in its financial position or business situation since the start of the current year.

8.2.3 Information that can affect Altarea's businesses or profitability

Overall, the Company is not dependent on its customers.

In the Retail division, the ten largest tenants of shopping centres of the Altarea Group together accounted for 15% of total rental income (excl. VAT) at 31 December 2024. Out of these, none accounted for more than 10% of rental income.

In addition, in the Property Development division (Residential and Business property), a single client alone accounted for more than 10% of the division's revenue at 31 December 2024, with €251 million (see Note. 3.4 to the consolidated financial statements in Chapter 2.3 of this document). The ten largest customers accounted for 36% of total revenue.

The attention of the reader is drawn to the significant risks to which the Company is exposed and which are detailed in Chapter 5.2 of this document, in particular as regards the risks related to the evolution of the real estate market and the economic environment (see Section 5.2.1.1), as well as the dispute mentioned in paragraph 5.1.6 above relating to legal and arbitration proceedings.

(1) Source: Institut de l'Épargne Immobilière & Foncière: Euronext IEIF SIIC France, index nomenclature as of 31 December 2024 (www.ieif-indices.com).

(2) In global business volume in millions of euros - 2023 ranking - 2024 Developers Ranking (36th ed.) - Innovapresse - pages 18 and 22. Altarea being ranked second by business volume in Residential and tenth by business volume in the Business Property (offices, retail, hotels and business/logistics premises).

(3) Including the Serviced Residences business.

8.3 Persons responsible for the Universal Registration Document and the audit of the financial statements

8.3.1 Person responsible for the Universal Registration Document

Altafi 2, Manager, represented by its Chairman, Mr Alain Taravella.

8.3.2 Statement by the person responsible for the Universal Registration Document

"I certify that the information contained in this Universal Registration Document is, to the best of my knowledge, true and fair and free from material omission.

I declare that, to the best of my knowledge, the annual and consolidated financial statements were prepared in accordance with the body of generally accepted accounting principles and give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and all entities included within the Company's scope of consolidation. I also declare that, to the best of my knowledge, the management report, included in this document, the cross-reference table of which appears on page 444, gives a true and fair view of the Company's earnings, financial position and all entities included in the Company's scope of consolidation and a description of the main risks and uncertainties they face and which were prepared in accordance with applicable sustainability reporting standards."

Altafi 2

Manager

Represented by its Chairman

Mr Alain Taravella

8.3.3 Persons responsible for the audit of the financial statements

Statutory Auditors[a]	Date of first appointment	Start date and duration of current term	Expiration of term
FORVIS MAZARS[b] Tour Exaltis - 61 rue Henri Regnault - 92400 Courbevoie Represented by Gilles Magnan and Johanna Darmon	24 May 2022	24 May 2022 6 financial years	GSM on the accounts for the financial year 2027
ERNST & YOUNG ET AUTRES Tour First - 1, place des Saisons - 92400 Courbevoie Represented by Jean-Roch Varon and Soraya Ghannem	28 May 2010	24 May 2022 6 financial years	GSM on the accounts for the financial year 2027

(a) The Statutory Auditors of the Company are members of the Compagnie Nationale des Commissaires aux Comptes – The General Shareholders' Meeting of 24 May 2022 decided not to appoint alternate Statutory Auditors pursuant to the provisions of Article L. 823-1 of the French Commercial Code.

(b) Appointed to replace Grant Thornton, whose term of office expired at the end of the General Shareholders' Meeting of 24 May 2022.

Pursuant to the provisions of the new Article L. 821-40 of the French Commercial Code and Presidential Order 2023-1142 of 6 December 2023 notably as regards the publication and audit of sustainability information that the Company will have to publish, starting this year for the financial year ending on 31 December 2024, the General Shareholders' Meeting to be held on 5 June 2024 has appointed the firms Forvis Mazars and Ernst & Young et Autres, co-Auditors of the Company, to audit the sustainability information as part of their audit duties for their remaining term of office, i.e. until the end of the Ordinary General Shareholders' Meeting called in 2028 to approve the financial statements for the financial year ending 31 December 2027.

8.4 Documents and information

8.4.1 Documents incorporated by reference

In compliance with Article 19 of Regulation (EU) 2017/1129 of 14 June 2017, the following information is incorporated into this Universal Registration Document by reference:

- the consolidated financial statements and corresponding audit report provided on pages 115 and 170, the annual financial statements and corresponding audit report provided on pages 177 and 198, as well as the management report provided on page 371 of the 2022 Universal Registration Document filed with the *Autorité des Marchés Financiers* on 24 March 2023 under number D. 23-0151;
- the consolidated financial statements and corresponding audit report provided on pages 53 and 108, the annual financial statements and corresponding audit report provided on pages 115 and 136, as well as the management report provided on page 313 of the 2023 Universal Registration Document filed with the *Autorité des Marchés Financiers* on 22 March 2024 under number D. 24-0154;

The parts of the 2022 Universal Registration Document and the 2023 Universal Registration Document not mentioned above are either not applicable for the investor or are covered elsewhere in this Universal Registration Document.

8.4.2 Documents available

For the full period of validity of this Universal Registration Document, the following documents are available to the public in electronic or printed form and can be obtained from the Company's registered office at 87 rue de Richelieu – 75002 Paris, on working days and during office hours:

- the Company's most recent Articles of Association;
- all reports, letters and other documents, past financial data and expert opinions or statements requested by the Company that are included or mentioned in this Universal Registration Document.

All regulated company information circulated by the Company in accordance with Articles 221-1 et seq. of the AMF General Regulation, such as Universal Registration Documents (including the annual financial statements) containing essentially the Company's historic financial information, filed with the AMF for the past ten financial years, and any updates thereof, are available on the Company's internet site (www.altarea.com, "Financial information/Regulatory information"). The information which appears on the Company's website is not part of this Universal Registration Document unless it has been incorporated by reference.

8.4.3 Third party information

Some information in this Universal Registration Document has come from third-party sources. The Company hereby confirms that this information has been faithfully reproduced and, as far as the Company is aware and can confirm in the light of the information published, no fact has been omitted that would render the information produced inaccurate or misleading.

8.4.4 Real estate appraisers report

Overview of valuation reports prepared by Altarea's independent external appraisers

General context of the valuation

Background and instructions

In accordance with the instructions of Altarea ("the Company") as detailed in the signed valuation agreements between Altarea and the appraisers, we have valued the assets held by the Company taking account of the nature of their ownership (freehold, ground lease, etc.). This summary report, which outlines the terms of our engagement, has been prepared for inclusion in the Company's Universal Registration Document.

The valuations were undertaken by our valuation teams in each of the various countries and were reviewed by the pan-European valuation teams. In order to determine a market value for each asset, we took into consideration property transactions across Europe and not only domestic transactions. We confirm that our opinion on the market value has been reviewed in the light of the other appraisals carried out in Europe, in order to have a consistent approach and to take into consideration all the transactions and information available on the market.

The valuations were performed using the discounted cash flow and capitalisation methods, which are regularly used for these types of assets.

We can confirm that we did not receive fees from the Company representing more than 10% of our respective revenues.

Our valuations were performed as of 31 December 2024.

Standards and general principles applied

We confirm that our valuations were performed in accordance with the relevant sections of the January 2022 edition of the Code of Conduct (effective 31 January 2022) of the RICS Valuation - Global Standards 2022 (the "Red Book"). This is an internationally-accepted valuation basis. Our valuations are compliant with IFRS and IVSC guidance. The valuations were prepared on the basis of the recommendation of the *Autorité des Marchés Financiers* (AMF) on valuation data pertaining to the real estate assets of listed companies, as published on 8 February 2010. They also take into account the recommendations of the Barthès de Ruyter report on the valuation of real estate of listed companies, as published in February 2000.

We confirm that we have prepared our valuations as external and independent valuers, as defined by the RICS Red Book. We also confirm that the valuations were performed in accordance with the principles of IFRS 13, i.e., on the basis of the "highest and best use" of each asset.

The market value set out hereafter generally approximates fair value within the meaning of IFRS, and particularly IFRS 13.

Basis of valuation

Our valuations correspond to Fair Values and are reported to the Company on both a net basis (after deduction of transfer duties and costs) and gross basis (before deduction of transfer duties and costs).

Conditions of the appraisal

Information

The Company's management was asked to confirm that the information provided relating to the assets and tenants was complete and accurate in all material respects. Consequently, we have assumed that all relevant information known by Company employees that could have an impact on values was made available to us and that this information was up to date in all material respects. This includes running costs, work undertaken, financial information (including bad debts), turnover rents, lettings signed or in the process of being signed and lease incentives, in addition to the list of leases in force and vacant units.

Floor areas

We have not measured the assets and have therefore based our valuations on the floor areas that were provided to us.

Environmental analysis and ground conditions

We have not been asked to undertake a study of ground conditions or an environmental analysis, and therefore have not investigated past events in order to determine if the ground or buildings are or have been contaminated.

Unless provided with information to the contrary, we have worked on the assumption that the assets are free from historic ground contamination or potential contamination, and that the condition of the land will not affect its current or future usage.

Corporate Social Responsibility (CSR)

Assets that do not meet the sustainability characteristics expected in the market may represent a higher investment risk. The changes under way and driven by legislation and market perception are beginning to affect the outlook for rent and capital growth, as well as the vulnerability of assets to obsolescence. This view is supported by RICS in its recently published guidance note "Sustainability and ESG in commercial property valuation and strategy" (3rd Edition).

We currently collect information, data and CSR performance indicators on assets appraised in Europe and we analyse real estate transactions in order to interpret the importance given to each CSR element and how they are taken into account by buyers on recent and ongoing transactions. At this stage, little information is available to gauge the precise impact of CSR on market values, as many investors' CSR strategies are very recent and several investors are only just starting to collect KPIs. Some local and European regulations are also recent, which does not provide sufficient experience to fully grasp the potential implications and possible solutions to comply with these regulations.

We considered recent shopping centre transactions and their CSR performance. We believed these transactions provide indications as to achievable investment criteria for shopping centres with similar CSR performance.

Although there is currently a lack of (comparable) evidence that the market makes CSR price adjustments, we are seeing the increasing importance of ESG analysis in acquisitions. We continue to monitor market movements and sentiment and also work with Altarea to compile and compare CSR data.

We received information on energy consumption, BREEAM-in-use certifications, the exposure of assets to climate risks, the presence of sources for the production of renewable energy on the various sites and have taken these factors into account in our valuations.

Urban planning

We have not reviewed the relevant planning permissions and have assumed that the assets have been built, and are occupied and used, in conformity with all necessary authorisations and that the land is free of legal restrictions. We have assumed that the layout of the assets conforms to legal requirements and planning regulations, including as regards structures, fire protection, health and safety, and security. We have also assumed that any extensions in progress are being undertaken in line with planning regulations and that all necessary authorisations have been obtained.

Title deeds and tenancy schedules

Our work was based on the tenancy schedules, summaries of additional revenues, non-recoverable charges, capital projects and business plans provided to us. We have assumed, beyond that which is set out in our individual asset reports, that the assets are not subject to any constraints that could impede a sale, and that they are free from any restrictions or charges. We have not reviewed the title deeds and have taken as correct the rental, occupational and all other pertinent information provided to us by the Company.

Condition of the assets

We observed the general condition of each asset during our inspection. While our engagement does not include a building or structural survey, we have indicated in our report any disrepair that was visible during our inspection. The assets were valued based on the information provided by the Company, which state that no deleterious or harmful materials were used in their construction.

Taxation

Our valuations are prepared on the basis of Fair Value and were performed without taking into account any fees or taxes that may be applicable in the event of a transfer. Rental and market values are stated net of value-added taxes.

Overall fair value as of 31 December 2024

Appraiser	Appraised assets	Legal regime	Number of appraisals carried out	Number of assets visited during the December 2024 season	Fair value excluding transfer taxes at 31/12/2024 at 100% *(€ millions)*	% value vs. portfolio
Cushman & Wakefield Valuation France	Shopping centres and malls Retail parks Travel retail	Full ownership/ Co-ownership/AFUL	11	5	1,023	26.0%
		Temporary Occupation Authorisation Construction lease Occupancy agreement	3	2	344	8.8%
Jones Lang LaSalle Expertises	Shopping centres and malls Retail parks Travel retail	Full ownership/ Co-ownership/AFUL	10	10	1,114	28.4%
		Temporary Occupation Authorisation Construction lease Occupancy agreement	2	2	107	2.7%
CBRE Valuation	Shopping centres and malls Retail parks	Full ownership/ Co-ownership/AFUL	5	5	1,340	34.1%
		Temporary Occupation Authorisation Construction lease Occupancy agreement				0.0%
					3,928	**100%**

Confidentiality and disclosure

Finally, in accordance with our standard practice, we confirm that our valuation reports are confidential and are addressed solely to the Company. Accordingly, we accept no liability to third parties. This report, or an extract thereof, may not be published or reproduced in any document, declaration, memorandum or communication with any third party without our prior written consent as regards the form and context in which this information may appear. In signing this summary report, the individual valuation firms accept no liability for the valuations carried out by the other firms.

Gwenola Donet
Chairman
JLL Expertises

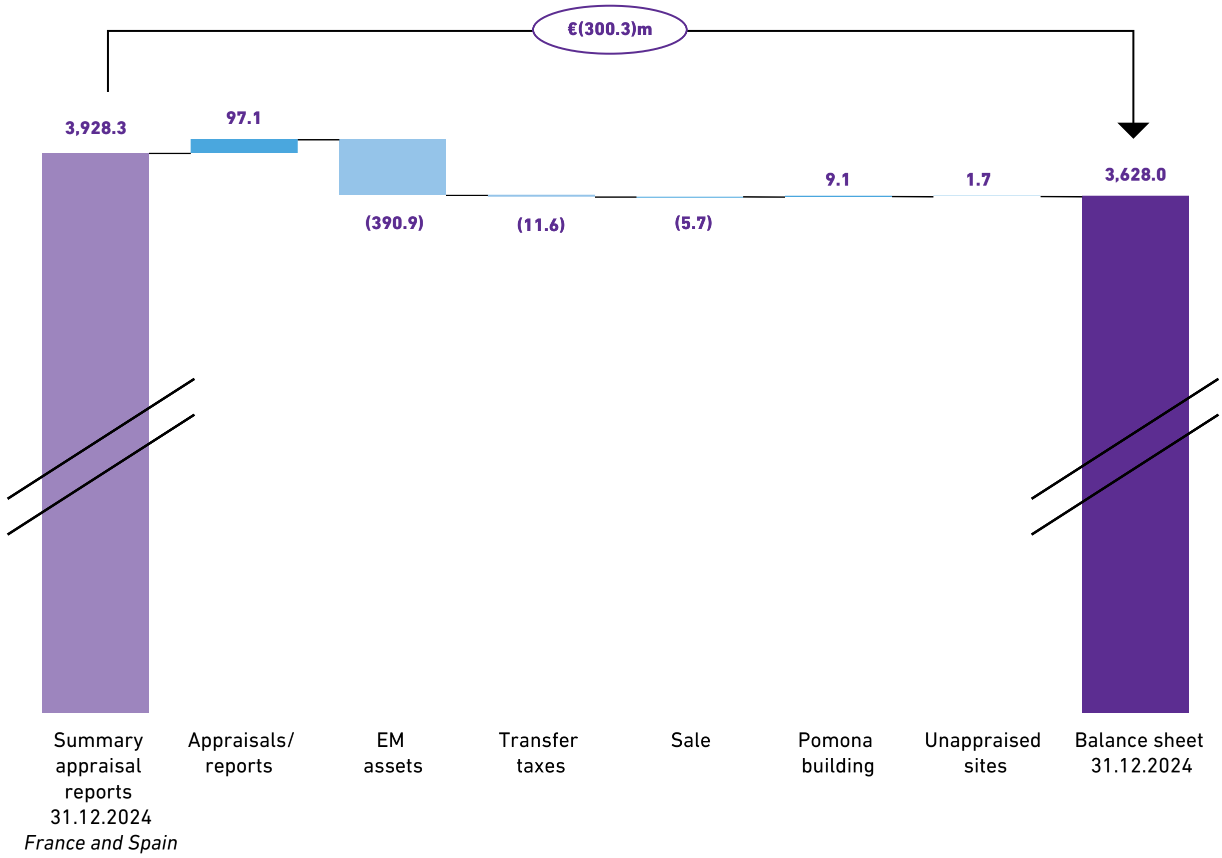
Christian Robinet
Director
CBRE Valuation

Marc Guillaume
International Partner
Cushman & Wakefield Valuation France

Reconciliation of value of assets under management with carrying amount

In accordance with ESMA recommendations, the €300.3 million difference between the carrying amount of the buildings in the consolidated balance sheet (€3,628.0 million) and the appraisal value of the assets in the summary real estate appraisal report prepared by the independent appraisers and reproduced above (€3,928.3 million) is reconciled as follows:

- +€97.1 million corresponding to the appraisal values of the Italian railway stations (€87.5 million and Atelier d'Issy (€9.6 million) not included in the summary report (separate report);
- -€390.9 million related to equity-method affiliates;
- -€11.6 million related to the application of standard rates instead of the reduced rate used in appraisals on restructured or built assets;
- -€5.7 million related to the disposal of Essarts at end-December 2024;
- +9.1 million corresponding to the value of the Pomona building, not included in the summary report (different scope);
- +€1.7 million due to sites not appraised at 31 December 2024.



Cross-reference table

Universal Registration Document cross-reference table

The cross-reference table below can be used to identify the information required by Annexes 1 and 2 of the Delegated Regulation (EC) 2019/980 of 14 March 2019.

Headings of Annexes 1 and 2 of the Delegated Regulation of 14 March 2019		Section	Page
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Glossary

Acronyms and abbreviations

CHGE: Change

EXCL. TAX: Excluding tax/INCL. TAX: Including tax

EXCL. TR. TAX: Excluding transfer taxes/INCL. TR. TAX: Including transfer taxes

GLA: Gross Leasing Area

GS: Group share

LFL: Like-for-like scope

SA: Surface area or total surface area of the rooms (internal measurements)

SHON: *Surface de plancher hors œuvre nette* (surface area net of utility space)

SDP: Floor space

A

APRAISAL VALUE - RETAIL: Value of portfolio assets including transfer duties (at 100% or Group share).

AVERAGE COST OF DEBT: The average cost of debt is the ratio of the total financial costs of short- and long-term financial instruments including related fees (commitment fees, non-use fees, etc.) to the average debt for the period.

B

BAD DEBTS: Amount net of allowances and reversals of provisions for bad debts as well as definitive losses over the period in question, divided by rents and charges, at 100%.

BEFA: A BEFA (Lease in the Future State of Completion), also called a "turnkey rental", consists for a developer to rent a building before its construction.

BLOCK SALES: Property transaction involving several homes, a complete building or an entire real estate programme, sold to a single institutional investor.

BREEAM®: Building Research Establishment (BRE) Environmental Assessment Method. Method of assessing the environmental performance of buildings developed by the BRE, a private British building research establishment. It is now applicable throughout the world through the BREEAM® In-Use international pilot standard.

BUSINESS PROPERTY BACKLOG: Revenue (excl. tax) from notarised sales not yet recognised according to percentage of completion, new orders pending notarised deeds (signed PDCs) and fees pending receipt from third parties under signed agreements.

C

COMMERCIAL LAUNCH (RESIDENTIAL): A commercial launch is the release for sale of a residential property programme. This is when the price list is drawn up (a selling price is set for each unit) and the promotional material (sales plans and sales leaflets) is made available. It equates to revenue incl. tax when expressed in value.

COST PRICE: Total development budget including interest expenses for the transaction and capitalised internal costs (including land price) in the case of off-plan sale or lease investment and development projects.

CSR: Corporate Social Responsibility (CSR) is a "concept whereby companies voluntarily incorporate social, environmental and economic concerns into their business activities and their interaction with their stakeholders". By adopting operating practices which are more ethical and more sustainable, they should be able to play their part in creating a better society and protecting the environment. Stated more clearly, it is "the contribution of companies to the challenges of Sustainable development". (Source: French Ministry for the Ecological and Inclusive Transition).

D

DELEGATED PROJECT MANAGEMENT (DPM): In a delegated project management arrangement, the Project Manager has appointed a representative to handle all or some of the project management duties on his behalf. It is essential to differentiate between project management and prime contractor in the project process to separate the responsibilities of the two entities involved. The Project Manager is solely responsible for setting the objectives. The prime contractor is in charge of building the structure according to deadlines, quality standards and costs set by the Project Manager, and on a more general level, the terms of a contract.

E

ELAN (ACT): The ELAN Act (*Évolution du logement, de l'aménagement et du numérique*) aims to facilitate the construction of new housing and protect the most vulnerable. It was enacted on 23 November 2018.

F

FINANCIAL VACANCY: Estimated rental value of vacant units as a share of total rental portfolio.

FFO GROUP SHARE: FFO (funds from operations) Group share represents operating income after net borrowing costs, tax paid and non-controlling interests, for all Group activities.

FOOTFALL: Change in the number of visitors, measured by Quantaflow at shopping centres equipped with this technology, or by counting cars at retail parks (excluding travel retail).

FUTURE OFFERING - RESIDENTAIL: Projects under management (through a preliminary sale agreement, almost exclusively in unilateral form) which have not yet been launched (in euros incl. tax when expressed as a value and units when expressed in volume).

G

GOING CONCERN NET ASSET VALUE: The going concern NAV is the equity market value assuming a continuation in business, taking into account the potential dilution related to the SCA status.

GRESB: Global Real Estate Sustainability Benchmark. Not-for-profit organisation whose primary task is to assess the social and environmental performance of property companies. Created in 2009, it brings together around 15 of the largest pension fund Managers and major property sector organisations. Each year, the GRESB compiles an international classification to assess the CSR performance of property companies around the world.

I

ICR: ICR (Interest Coverage Ratio) is operating income/net borrowing costs (funds from operations column on the Consolidated income statement by segment).

L

LAND PORTFOLIO – RESIDENTIAL: Land portfolio comprising units (via preliminary sale agreement, almost exclusively unilateral), not yet launched (in euros incl. tax when stated by value).

LARGE URBAN PROJECTS: Complex real estate programmes, offering a mix of Residential, Retail and Office and also including public and leisure facilities (hotel resorts, cultural and sports venues, etc.).

LTV: The Loan-to-Value ratio (LTV) is the ratio of net debt to the restated value of assets including duties.

M

MARKET CAPITALISATION: Share price on the specified date multiplied by the number of shares at this date.

N

NET DEBT TO EBITDA: Net bond and bank borrowings over FFO operating income.

NET RENTAL INCOME ON A LIKE-FOR-LIKE BASIS: Net rental income (including contributions to the marketing fund, re-billing of works and landlord investments, which are not included in the definition of EPRA net rental income) excluding, for the periods analysed, acquisitions, disposals and assets under redevelopment giving rise to changes in surface areas.

NEW ORDERS – BUSINESS PROPERTY: New orders at 100%, with the exception of jointly-controlled operations (equity-accounted) which for which new orders are shown in Group share (in euros incl. tax when expressed as a value).

NEW ORDERS – RESIDENTIAL: New orders net of withdrawals at 100%, with the exception of jointly-controlled operations (Group share) (in euros incl. tax when expressed as a value).

O

OCCUPANCY COST RATION: Ratio of rents and charges billed to tenants (including reductions) to sale revenue incl. Tax.

Exit rate (or "Capitalisation rate"): Ratio of the portfolio's potential rents (net rental income on let units + rental value of vacant units + income from pop-up trading) and its appraisal value excl. transfer duties. It reflects the fundamental quality of the asset over the medium and long term.

OFF-PLAN SALE: Where a developer sells a building before its construction.

OPERATION INCOME: Funds (cash-flow) from operations (FFO column of the Consolidated income statement by segment).

P

PINEL (SCHEME): The "Pinel" scheme offers a tax reduction on the purchase price of a let home, subject to certain conditions. The scheme ended in December 2024.

PIPELINE (SURFACE AREA): Total surface area expressed in square metres of all projects under development for all Group activities.

PIPELINE (POTENTIAL VALUE): Market value at delivery date. Retail: potential market value including transfer duties of projects on delivery (net rental income capitalized at a market rate) at 100% of revenue excluding tax for development projects. Residential: Offer for sale + assets under management incl. VAT. Business property: potential market value excl. transfer duties on the date of disposal for investment projects (at 100%), contract values excl. tax for off-plan sales/PDCs and estimated value for other development projects (at 100%, or Group share for jointly owned projects) plus capitalised DPM fees.

PROPERTY DEVELOPMENT CONTRACT (PDC): "Common interest mandate" whereby a project owner entrusts the development of its property project to a developer. The developer takes charge of the entire project, administrative procedures and contracts, and is responsible for the successful completion of the project at the agreed price. The PDC is frequently used in turnkey office projects carried out for investors or users.

R

RENTAL INCOME: Rental income includes gross rental income, including the effects of spreading stepped rents over the non-cancellable lease term, rent holidays and other benefits granted by contract to the lessee by the lessor, and notably reductions granted during the lease term.

RESIDENTIAL BACKLOG: Revenue (excl. tax) from notarised sales to be recognised on a percentage-of-completion basis and individual and block new orders to be notarised.

RESIDENTIAL REVENUE BY PERCENTAGE OF COMPLETION: Revenue in euros excl. tax recognised on a percentage-of-completion basis in accordance with IFRS 15 (Revenue from contracts with customers), based on both percentage of sales realised (notarised sales) and the technical completion of the programmes (progress of building sites).

RESIDENTIAL SUPPLY: Preliminary sales agreements for land, signed and valued as residential new orders (incl. Tax).

S

SCA: The SCA (*société en commandite par actions*, a French partnership limited by shares) is a unique form of company in that it has two categories of partner: General Partners and Limited Partners. The Limited Partners can only be held liable up to the value of their shareholding. As such they are like shareholders. The General Partners, on the other hand, are jointly and severally responsible for all of the Company's debt. The SCA is managed by one or more General Partners. Management is overseen by a Supervisory Board.

SIIC: The SIIC (retail REIT) tax regime was introduced by the Finance Act 2002-1575 of 30 December 2002 and came into force on 1 January 2003. This tax regime covers REITs investing in property assets with a view to leasing them. In return for distributing a significant portion of their income (95% of recurrent income based on parent company net income and 60% of capital gains from the sale of assets), SIICs do not pay corporate income tax. Altarea Cogedim opted for SIIC status in 2005.

U

UNIVERSAL REGISTRATION DOCUMENT: or URD.

URD: Universal Registration Document (DEU in French).

Z

ZERO NET ARTIFICIALISATION (ZNA): Instituted in 2018 by the Biodiversity Plan and reaffirmed in 2020 through the Citizen's Climate Convention, this approach seeks to reduce urban sprawl as much as possible by limiting construction on natural or agricultural areas and by offsetting urbanisation by giving greater importance to nature in the city. ZNA is a target set for 2050. It asks territories, municipalities, departments and regions to halve the rate of artificialisation and consumption of natural, agricultural and forest areas by 2030 compared to that measured between 2011 and 2020.

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