PRESS RELEASE
Paris, July 30, 2026, 6 p.m.

Icade announces the acquisition of a controlling interest in Comet, a leader in the corporate events industry

Photo credits: Jared Chulski

Icade has acquired an 81.5%[1] controlling interest in Comet, a leader in the corporate events industry, bridging the gap between office real estate and hospitality.

Founded in 2016, Comet has developed an integrated platform built around three interconnected business lines: Comet Meetings, focused on corporate events; Comet Hospitality, dedicated to hospitality services in office buildings; and Comet Workplaces, specialising in flexible workspaces. **The Comet Group operates 12 locations in Paris and the Paris region**, as well as two locations elsewhere in Europe, serving nearly **7,000 corporate clients**, the majority of which are large companies.

In 2025, the company generated €43.9m in revenue and achieved a positive operating margin. **The total cost for Icade amounts to approximately €40m and could rise to around €55m, including additional consideration**, contingent upon meeting the 2026 performance objectives.

This acquisition comes at a time of profound changes in the office property market. These developments are reshaping expectations and require the workplace to continuously reinvent the quality of its functionality and user experience. Today, three out of four employees would like to return to the office every day to reconnect with their teams[2], build a shared culture and foster collaboration—things that remote work cannot fully replace. **As such, the office can no longer be viewed simply as a physical workspace—it must provide meaningful services and amenities, as well as opportunities for human connection and experiences**.

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[1] *Including 2.58% of the shares currently non-transferable, which will be acquired in 2027*

[2] *Source: An IPSOS survey conducted for Icade in 2025*

In this rapidly evolving market, this transaction reflects a **strong conviction at Icade**, namely that **our tenants are no longer just users of office space, they are clients whose new needs and expectations must be met**. This shift in perspective has transformed the way we think about and manage office properties. **Through the acquisition of Comet, Icade has entered a new phase in response to this changing landscape. The Group aims to go beyond a purely asset-focused approach and establish itself as a leading partner for its clients**, with its solutions centred on service quality, accessible buildings, user experience, as well as the environmental and social performance of its portfolio.

Nicolas Joly, CEO of Icade: "*The acquisition of Comet is fully in line with Icade's transformation strategy. With a decade of experience supporting businesses, Comet has developed unique expertise in creating spaces that inspire people to return to the office, encouraging interaction and fostering a sense of community. By integrating this expertise in workplace experience and hospitality, Icade has strengthened its value proposition and unlocked new growth opportunities for its portfolio. This transaction furthers our goal to provide clients with far more than office buildings. We aim to deliver attractive, high-performance workplaces that bring people together and generate lasting value.*"

Victor Carreau, Nicholas Findling and Maxime Albertus, co-founders of Comet: *"By joining forces with Icade, Comet has gained a long-term partner to ramp up its growth. We share a common vision of the office of the future, namely one that is more flexible, more welcoming and more focused on user needs. This transaction opens up new opportunities to scale our expertise."*

FINANCIAL CALENDAR

9M 2026 Trading Update: Tuesday, October 20, 2026 after the market closes

ABOUT ICADE

Icade is a real estate player that strives to make cities more pleasant places to live for everyone. Icade combines expertise in property investment (portfolio worth €5.6bn as of 06/30/2026 – 100% + Group share of joint ventures) and property development (2025 economic revenue of €1.1bn), supporting clients, elected officials and partners throughout France in building the city of tomorrow. A city more respectful of nature and more aligned with the way we live, work and travel. Icade is listed as an "SIIC" on Euronext Paris, with the Caisse des Dépôts Group as its leading shareholder.

The text of this press release is available on the Icade website: www.icade.fr/en

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