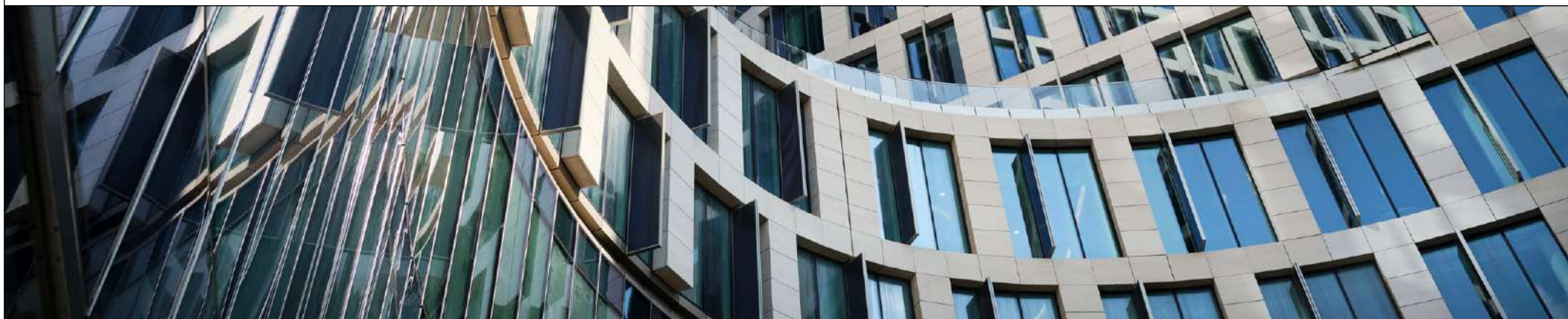


# ESG REPORT 2023

→ [BEFIMMO.BE](https://www.befimmo.be)

SHAPING THE FUTURE OF WORKING & LIVING



#### SUSTAINABILITY ROADMAP

Befimmo's strategy maintains the **focus on sustainability, efficiency** and **responsible** value creation.

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# PLEASE NOTE



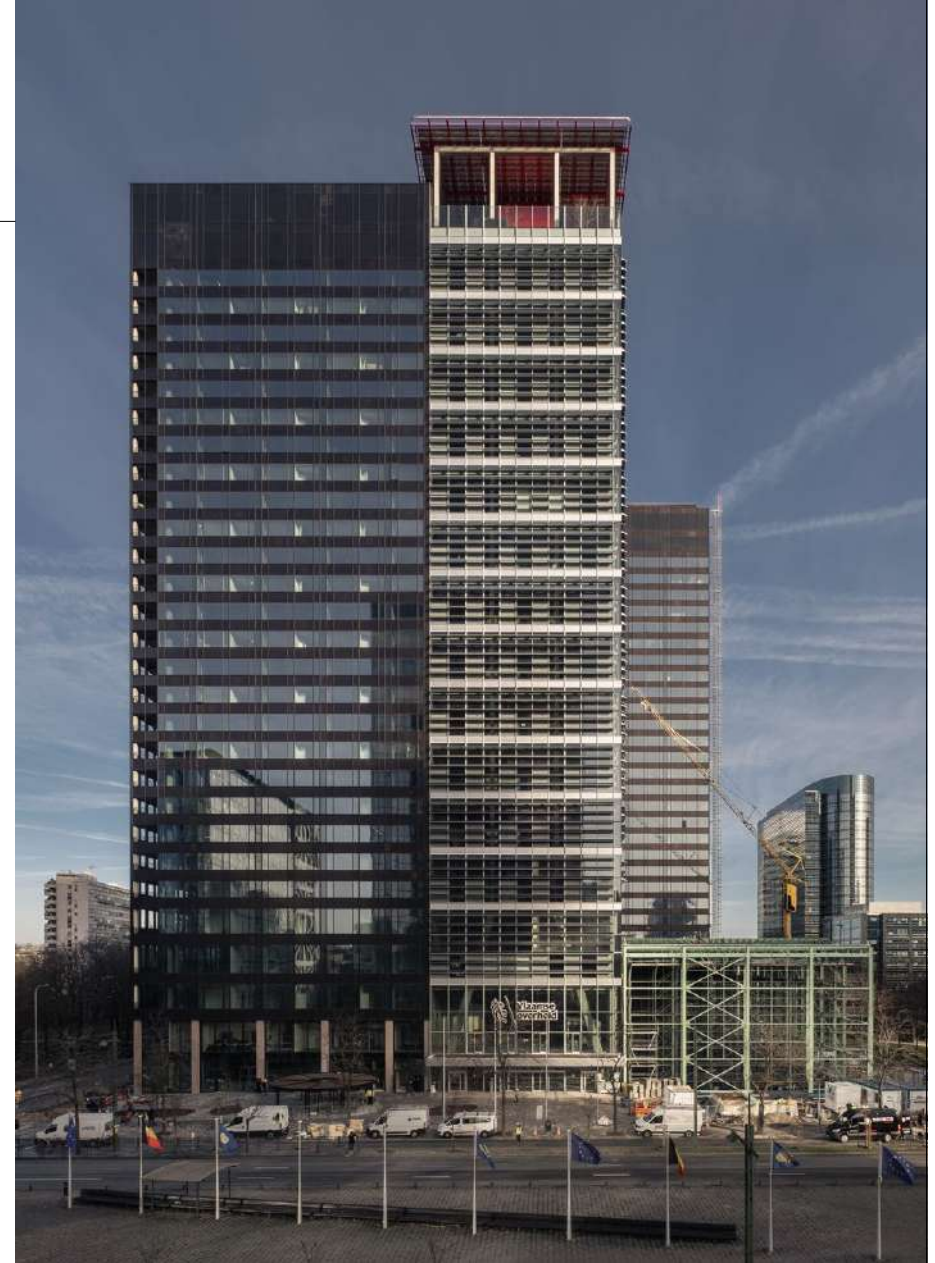
"Befimmo" within the meaning of this Report refers to Befimmo Group SA/NV (an institutional real-estate investment fund under Belgian law called “sicaef institutionnelle de droit belge investissant en biens immobiliers”, with FIIS/GVBF status), Befimmo Real Estate Group SRL/BV and their respective subsidiaries within the meaning of article 1:15 of the Code of Companies and Associations.

The following explanatory icons are used in this Report:

- ⌵ This icon on the left of the page lead to table of content.
- ⌵ This icon refers to another page within this pdf.

## Additional information

- Our governance
- ESG Reports
- ESG at Befimmo
- ESG assessments





# OVERVIEW



Welcome to the world of Befimmo. In order to fully understand the environmental, social and governance initiatives explained later in this Report, it is important to understand who Befimmo really is and the ESG journey the Company has taken over the years. This overview chapter brings together all the general information needed for a better understanding.

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# Message to our stakeholders.

*Dear reader,*

In the past year, our Company went through a large transformation. Starting with Befimmo's delisting early 2023 followed by a legal re-organisation of the Group's entities and a debt refinancing. Moreover, we evolved from a portfolio approach with long-term dividend to a more proactive asset manager where tenants and assets are central. This metamorphosis positions Befimmo as a leading real-estate investor, developer, and operator, committed to serving the interests of all its stakeholders. On these strong foundations, and following new trends, our existing ESG strategy was further deployed and deepened.

To start with, upcoming ESG regulations like the CSRD (Corporate Sustainability Reporting Directive) and its European Sustainability Reporting Standards are driving companies towards more unambiguous reporting, bringing ESG at the same level of importance as financial reporting. But even before these specific reporting requirements, sustainability, environmental care, social and responsible entrepreneurship have been inextricably linked to the way Befimmo undertakes and generates business for decades.



For Befimmo, environmental, social and governance aspects are natural extensions of its business strategy, which focuses on creating value for all its stakeholders, now and in the long term. Our Company has always maintained a proud frontrunner position in terms of ESG and plans to maintain this role for years to come.

Thanks to the double materiality exercise we carried out in December and the ambitious targets we set, we're paving the way towards the EU Green Deal objectives and a more responsible supply chain to work with. This shows our continued commitment as a key player in the real-estate sector.

All these different abovementioned steps have resulted in an even more ambitious ESG strategy for the period 2024-2030. Concrete targets have been set for each of the European Sustainability Reporting Standards. Measures are being planned and developed for both existing buildings and (re)development projects to achieve the global Befimmo environmental targets. Collecting reliable data is key, so processes to obtain that data were developed in 2023, with the first concrete results expected in 2024. Moreover, Befimmo's social and governance targets have been reiterated and strengthened. Our ESG strategy is now more coherent, comprehensive and structured, with realistic and measurable targets, without losing sight of economic reality.

**For Befimmo, environmental, social and governance aspects are natural extensions of its business strategy,** which focuses on creating value for all its stakeholders, now and in the long term.

To give a concrete example, our flagship project ZIN has taken significant strides in sustainability last year with the installation of more than 3,750 solar panels, equivalent to powering 300 households. In addition, we went the extra mile with this project, using circular concrete that emits little CO<sub>2</sub>. Recycling and reuse targets were high, in part by preserving much of the building and reusing many existing elements. Next to the environmental performance of our portfolio, we always attach great importance to the comfort, safety and security of all building users, i.e. our tenants, but also our neighbouring communities, third party suppliers, property managers and maintenance crews. This is the pace we want to maintain for all future (re)development projects.

We are aware that work is far from complete, as we may need to adjust our strategy every year in response to changing insights and new regulations. We will also have to look beyond 2030 and shift our horizons to 2040 and 2050 in the upcoming years.

As you can see, dear reader, our ESG journey is a never-ending story, filled with ambitious challenges. We look forward to a bright and attractive future, where we aim for sustainable growth, and working intensively towards a more ecological and ethical world. Together with our team, the driving force of our Company, we will help build a more sustainable future for all.



**Jean-Philip Vroninks**  
CEO



**Rudi op 't Roodt**  
Chief Technical & Sustainability Officer



## Who we are

# Befimmo in brief.



Befimmo is the largest private office landlord in Belgium and Luxembourg. As a real-estate investor, operator and developer, we aim to create, manage and build thriving work & life environments and vibrant communities for a sustainable future. Our high-quality, high-performing mixed-use portfolio is valued at €2.8 billion, totalling around 830,000 m<sup>2</sup> of workspace<sup>1</sup> in major Belux city centres.

From its inception in 1995, Befimmo made its mark on the stock market by becoming Belgium's first Real Estate Investment Trust (REIT). Its mission was clear: to acquire and let state-of-the-art buildings. After nearly 30 years of impressive growth and in order to optimise its operations and simplify refinancing, Befimmo undertook a strategic restructuring in 2023. This involved the merger of Befimmo SA/NV and Fedimmo SA/NV, followed by a split into several legal entities.

However, it's not just asset growth that's of interest to Befimmo; sustainability has also been an early focus. In 2009, Befimmo obtained several ESG certifications, demonstrating that it strives to operate in an environmentally responsible manner. Today, Befimmo leads the Belgian construction industry towards a sustainable future, guiding partners towards or even beyond BREEAM and Cradle-to-Cradle certifications.

Befimmo's current hybrid offer includes traditional leases, fully flexible solutions and a mix of both. Upcoming projects include Work & Life Hubs. This network of hubs and the community that comes with them allows the Company to combine spaces in a way that encourages creativity, innovation and encounters.

In this way, Befimmo has seamlessly combined tradition with a vision for the future, and is always one step ahead in terms of adaptation and innovation. Befimmo's pillars of sustainability, mobility, proximity, digitalisation and a focus on office spaces have contributed to its success. It has become a beacon in the industry, leading the way in redefining property management and user experience.

1. Above-ground surface.



Befimmo in brief

HIGH-QUALITY PORTFOLIO

36 buildings

±830,000 M<sup>2</sup> workspace above-ground

€2.8 billion fair value

COWORKING OPERATOR

11 coworking centres

±52,000 M<sup>2</sup> coworking space

TENANTS' COMFORT

5 (GOOD) tenant satisfaction rate (NPS score)

EXPERT TEAM

76 team members

79% team satisfaction rate

30.2 HOURS of training on average per employee

ENVIRONMENTAL PERFORMANCE

126 KWH/M<sup>2</sup> energy performance of the portfolio (10% below the CRREM value)

76% construction waste diverted from landfill and incineration

ESG AMBITIONS

40 targets in our 2030 Action Plan

23 ENVIRONMENTAL TARGETS

14 SOCIAL TARGETS

3 GOVERNANCE TARGETS

We aim to create, manage and build thriving work & life environments and vibrant communities for a sustainable future.

# Our values.

Our teams are driven, engaged, responsible, open, and determined to work in tomorrow's new hybrid world of work. Our positive outlook, trust in people, and executional thoroughness allow us to continue delivering value in real estate - with our values embedded at the heart of everything we do.

## Professionalism

We give every project or user, regardless of size, all the attention, thoroughness and professional dedication required, in line with best practices.

## Commitment

The team's dedication to Befimmo, its users and its community means that everyone has a high level of involvement in their work, team and projects.

## Team spirit

Each member of our team works in a spirit of solidarity and shared responsibility, and is driven as much by achieving common goals as by personal success.

## Humanity

We work with an enthusiastic approach that is resolutely human, caring, open and respectful of individuals.

## Leading by example

We share the benefit of our research with our users and partners, and we use our influence to foster positive developments in society.

## Performance-driven

We aim for superior performance by increasing our customer-centric approach, cost control and focusing on added value processes and projects.



# Our vision.

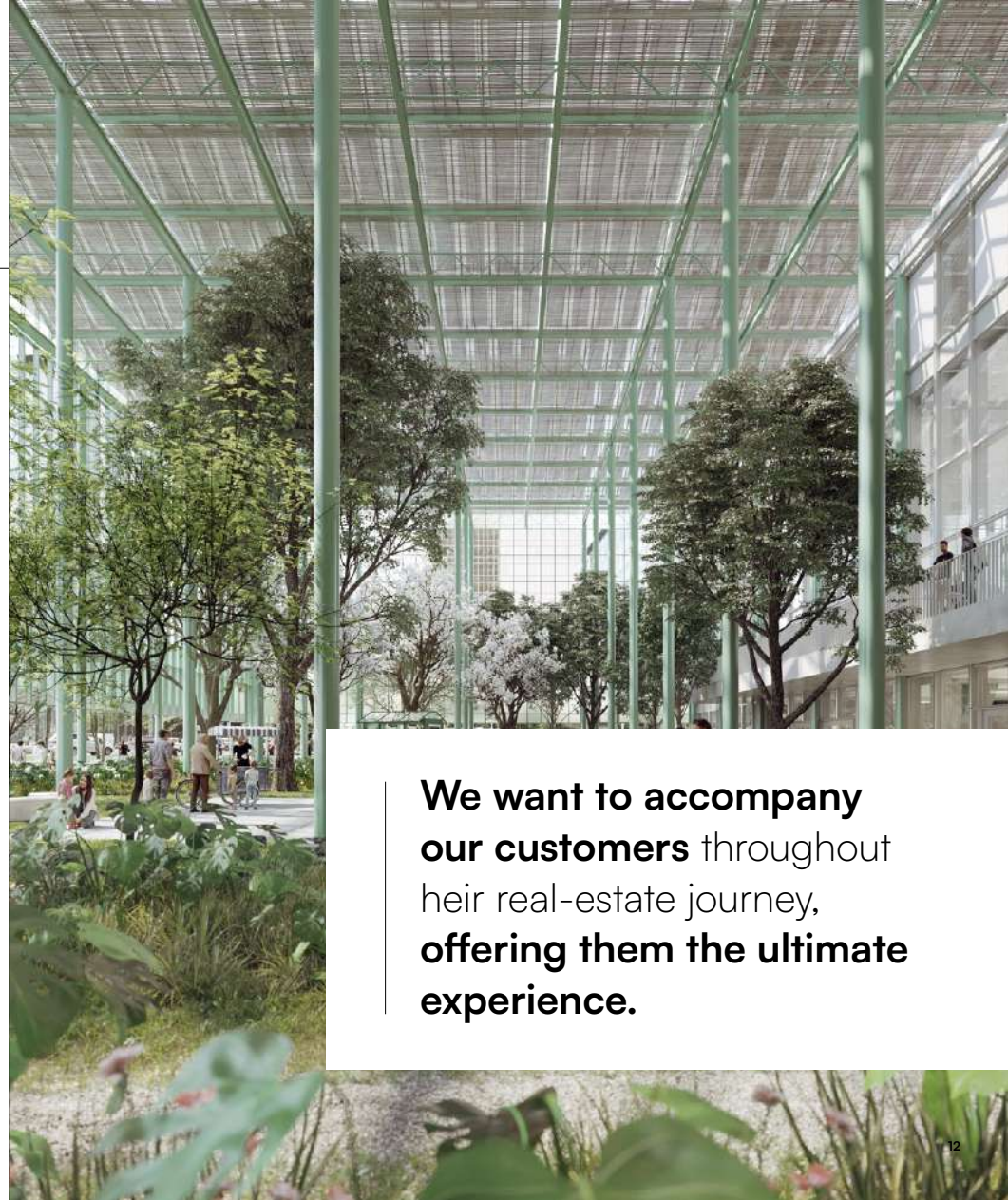
Befimmo is not just a real-estate entity; it is an experience curator. It aims to create, build and animate thriving work & life communities for a sustainable future.

Inspiring spaces and related services in sustainable buildings are at the heart of our user-centric business model. This unique approach has taken Befimmo from the traditional B2B realm to a nuanced B2B2C entity. The user is always at the centre of Befimmo's strategies.

We want to accompany our customers throughout their real-estate journey, offering them the ultimate experience, as a one-stop-shop to which they can entrust all their needs and expectations regarding working and living space.

Both the ever-changing needs of the world of work and the significant growth in ESG criteria dictate our actions and drive us towards flexibility and innovation.

In the years ahead, Befimmo has plans to expand its presence in the Netherlands by 2025 in order to diversify geographically. The Company's ambition is to develop and operate high-quality, mixed-use projects in growing city centres of business, academia and research. The ultimate goal is to create an extensive platform in the Netherlands, while maintaining a balanced portfolio that takes into account the different market dynamics between Belgium and the Netherlands.



**We want to accompany  
our customers** throughout  
their real-estate journey,  
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experience.**

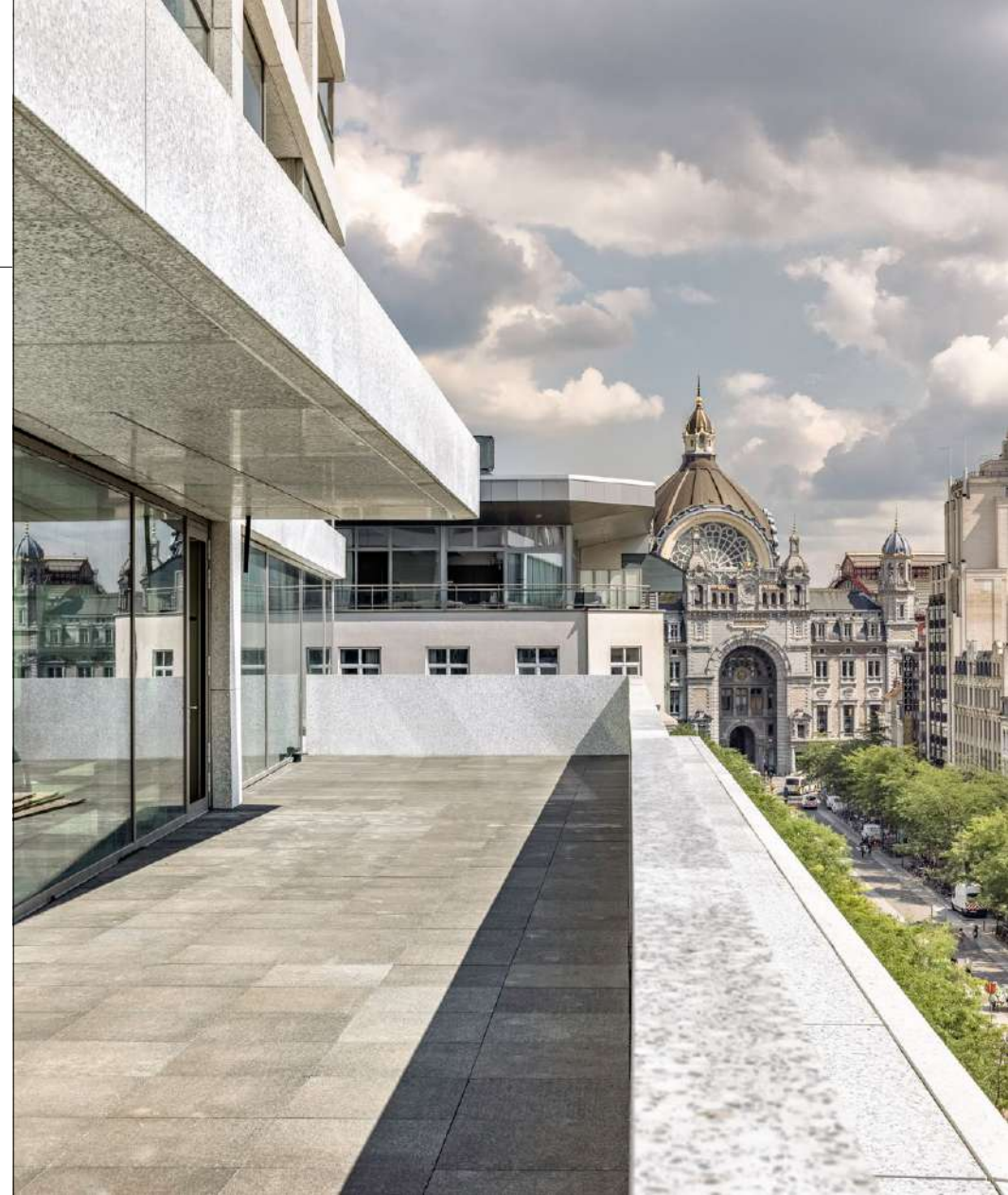
# Our mission.

Our mission is to create value for our stakeholders by investing in, developing and operating green working and living ecosystems in growing city centres.

The buy-and-hold approach to real estate is a thing of the past, as the way we work and live is everchanging. We want to accompany this change and provide our users with an unrivalled customer experience.

Our buildings are user-centred, high-quality, ideally located, sustainable and mixed-use. They meet the highest standards of performance and flexibility. Moreover, we want to offer our users a “workspace-as-a-service” through a wide range of solutions.

**We want to offer our users  
a “workspace-as-a-service”**  
through a wide range of solutions.







In order to achieve our vision, we will be accelerating our transformation journey towards our seven strategic objectives we have adopted.



## 01

**Activity-based operating model**

Befimmo is organised in an activity-based operational model structured into three separate business lines: Portfolio, Operator and Developer. This allows each activity to maintain the focus on its core business with a full dedication to the final user. For each activity, we rely on the track record and existing expertise and competencies of our team.

## 02

**Sector diversification**

Befimmo also focuses on driving sectorial diversification and limits its exposure to traditional office buildings while driving towards faster growing segments. The mid-term ambition is to have an increased share of mixed-use work, flex & life hubs and develop residential assets. This will allow for a new balance in our portfolio and the subsequent revenue diversification.

## 03

**Adjusted footprint**

Befimmo has the intention to diversify itself geographically, covering the major cities in the Benelux over the next years. Our ambition is to create and operate high-quality, mixed-use projects in growing economic, academic and research hubs.

## 04

**Portfolio management**

Befimmo accelerates capital recycling through asset rotation and value creation in the portfolio thanks to a smart and sustainable investment strategy. The portfolio is continuously assessed with a view to divest mature buildings. By accelerating the rotation, selling at maturity, reinvesting, and developing larger, inner-city and multi-modal assets with highest possible environmental and smart standards, we drive value creation through the entire asset cycle. The focus is maintained on total return, revenues, value creation and healthy LTV. We aim to accelerate this trend in the coming years and provide Befimmo with a strong financial base to further develop its core strategy.

## 05

**Client-centric organisation**

We want to further develop our client-centric approach thanks to our Operator business line. In order to offer our client an outstanding experience, our ambition is to develop into a one-stop-shop and stand close to our clients throughout their journey within our spaces. To develop this workspace-as-a-service approach, we brought together our in-house coworking activity by Silversquare, the tailor-made and user-centric meeting rooms by Sparks, and a dedicated advisory cell on office planning, which guides clients in defining, designing and building spaces that meet their expectations. The focus lays on hospitality, as a way to boost both well-being and productivity within our workspaces. This strategic objective will develop new revenue streams with the expansion of Silversquare, Sparks and the creation of new design and build, hospitality- and community-based subsidiaries, which should also provide additional sources of income in the mid-term.

## 06

**Disciplined financial management**

Befimmo continuously aims to strengthen its financial management and to enhance its reporting structures. Our three-business-lines model allows us to drive synergies, improve cost management, deliver improved margins and offer more transparency. Our strategy accelerates capital recycling through assets rotation with a positive impact on the balance sheet. We want to adopt a strict financial discipline and limit our development risks.



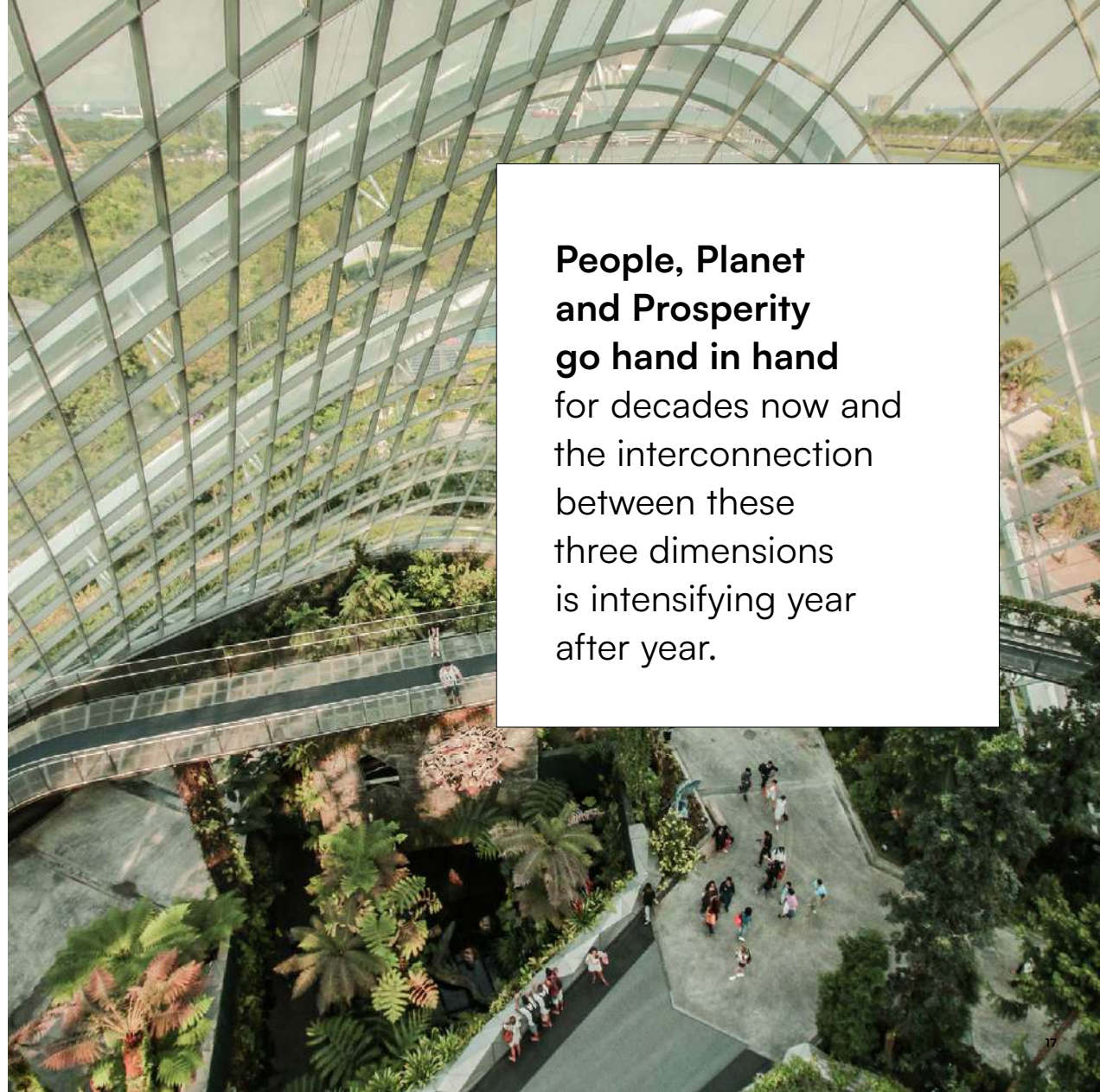
## 07

## Integrated ESG strategy

Any kind of business cannot be prosperous without keeping a proactive ESG strategy. People, Planet and Prosperity go hand in hand for decades now and the interconnection between these three dimensions is intensifying year after year. For Befimmo, environmental, social and governance aspects are natural extensions of Befimmo's business strategy, which is focused on creating value for all its stakeholders, now and in the long term. The Company is committed to operating in a responsible and sustainable manner, in line with its values, and towards all its external and internal stakeholders. Befimmo will ensure that its ESG strategy is applied throughout its value chain.

ESG DASHBOARD, P.39

View our **value-creation model**  
on the next page.



**People, Planet  
and Prosperity  
go hand in hand**  
for decades now and  
the interconnection  
between these  
three dimensions  
is intensifying year  
after year.





# Highlights of the year.

## Updated ESG roadmap

During 2023, Befimmo's ESG team has focused on redeveloping and intensifying its ESG strategy for 2024-2030.

This strategy is translated into an ambitious Action Plan containing measurable ESG targets whose progress will be evaluated on a regular basis.

✎ ESG DASHBOARD, P.39

✎ 2030 ACTION PLAN, P.168

## Double materiality exercise

Befimmo has undertaken a double materiality assessment to identify the environmental, social and governance issues that are most relevant to the Company and its stakeholders. The 2020 materiality matrix has been updated according to the double materiality principles.

✎ STAKEHOLDER ENGAGEMENT: DOUBLE MATERIALITY ASSESSMENT, P.21

## Environmental performance of operational buildings

- Replacement of boilers with condensing boilers in the **Tervuren** building;
- Extension of **Central**'s environmental permit;
- EPC certifications for all buildings in **Flanders**;
- New bicycle parking in the **Cubus** building and adaptation of the bicycle parking in the **Courbevoie** and **Quatuor** buildings;
- Installation of 12 charging stations at **Ikaros**.

✎ ENVIRONMENT, P.40

## Environmental performance of (re)development projects

- **LOOM**: Renovation retaining almost 60% of existing materials.
- **PACHECO**: Following the BREEAM Refurbishment and Fit-Out standard, the Pacheco project has achieved the highest level for its Design phase, i.e. Outstanding.
- **ZIN**:
  - 95% of the new materials are certified C2C (or equivalent);
  - 65% of the structure is being retained;
  - 30,000 tonnes of dismantled concrete reused in the new concrete of the project.

✎ ENVIRONMENT, P.40

## Team satisfaction

In March 2023, all members of the team were invited to participate in the annual satisfaction survey. This survey measures the global satisfaction of the team, as well as the overall level of stress, autonomy and workload. According to the scores, some concrete actions were taken for the team members.

📌 SOCIAL: TEAM DEVELOPMENT AND WELL-BEING, P.72

## Tenant satisfaction

As tenant retention and satisfaction is key within Befimmo's business, the Company held its second annual satisfaction survey in the form of an NPS. For this NPS, the Company included 10 multi-tenant buildings containing implemented services for the occupants.

📌 SOCIAL: SERVICES AND NETWORKING OPPORTUNITIES, P.80

## Diversity and inclusion: Real Estate Starters Programme

In order to attract young talent, Befimmo launched the Real Estate Starters Programme. This programme is the way for graduates in a technical or management discipline to really get to know the real-estate sector.

📌 SOCIAL: TEAM DEVELOPMENT AND WELL-BEING, P.72

## Awards and labels

In 2023, Befimmo received the following awards:

- > EcoVadis: 79/100 (Platinum);
- > UN Global Compact: not scored;
- > GRESB Standing Investments: 76/100 (Green Star);
- > GRESB Developments: 93/100 (Green Star);
- > CDP Climate Change: B Management;
- > ActiveScore for the Central building: Platinum.

Befimmo was also rewarded for the quality of its ESG reporting. Its Report fell under the category of Remarkable Reports in the Best Belgian Sustainability Report Awards.

📌 GOVERNANCE: TRANSPARENT REPORTING AND DISCLOSURE, P.119

## Adaptation of corporate policies

In 2023, Befimmo reviewed all its corporate policies in order to take measures to guarantee ethical standards at all levels of the Company, to mitigate any negative impacts related to business conduct and to monitor and manage the related risks. All team members were informed of the adapted policies through a mandatory training.

📌 GOVERNANCE: BUSINESS ETHICS AND COMPLIANCE, P.114



Since its creation in 1995, Befimmo has continuously been investing in sustainable and quality buildings, with the target of offering its tenants attractive working spaces.

As from 2008, the focus on sustainability started being more formally operationalised with the creation of its first environmental policy. This policy was further developed into a CSR policy in 2013, focusing on the environment, the tenants, the team and governance. In 2018, social responsibility was integrated for the first time into the Company's overall strategy and thus extended to Befimmo's vision.

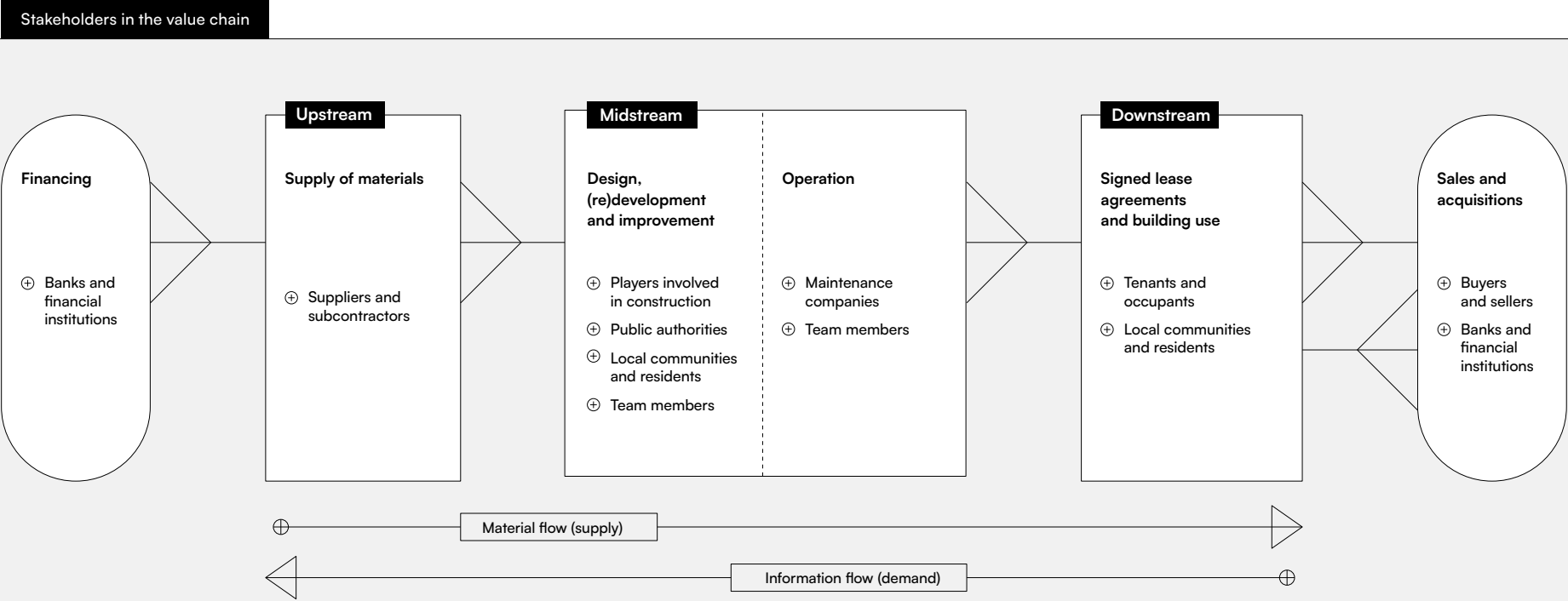
For the upcoming years, Befimmo has set up ambitious targets to accelerate its sustainability focus, not only for the Company, but also for its property portfolio and its stakeholders. This acceleration is the perfect illustration of Befimmo's ambition to further shape its vision, mission and purpose to create higher value for all its stakeholders.

Stakeholder overview

Befimmo brings together many players at the different stages of its buildings' life cycle.

In order to best meet individual expectations and concerns of its stakeholders, Befimmo strives to offer a tailor-made communication for each stakeholder group. Each stakeholder is therefore approached differently, by a specific team member with the best knowledge of the subject matter, and using the most appropriate communication method.

Conducting a constant and proactive dialogue with its stakeholders ensures that the Company keeps in step with their expectations and a constantly changing society. A close connection and a trust-based relationship are the best ways for Befimmo to move forward in a positive societal direction.



Befimmo has identified and mapped its external and internal stakeholders as follow:

STAKEHOLDERS	VALUE CHAIN	EXPECTATIONS	RESPONSES AND COMMUNICATION MODE	FREQUENCY
<i>Financial community</i>	Upstream	› Financial and strategic transparency	› Annual General Meetings	→ <b>Annually</b>
	Midstream	› In line with corporate governance principles	› Reports and press releases	
	Downstream	› Ethics › Business longevity › Financial performance › Leading ESG performance	› Site visits › Information on the website and on social media › Contact with the Financial team	→ <b>Occasionally</b>  → <b>Frequently</b>
<i>Suppliers and subcontractors</i>	Upstream	› Fair working practices › Security and well-being › Trusted relationship with the main contact › Compliance › Collaboration opportunities	› Supplier Code of Conduct › Encounters › Regular communication	→ <b>Frequently</b>
<i>Players involved in construction: architects, design offices, contractors, trades</i>	Midstream	› Clear and frequent communication relative to building sites › Security on-site › Respect of human rights on-site	› Construction site meetings › Regular communication › Specification › Construction site visits	→ <b>Frequently</b>
<i>Public authorities and politics</i>	Upstream Midstream Downstream	› Compliance with legislation › Good relationship and open dialogue with various bodies	› Transparent and regular contact, mainly during (re)development projects	→ <b>Frequently</b>
<i>Local communities and residents</i>	Midstream Downstream	› Transparent communication relative to (re)development projects › Events and information sessions › Improvement of community life › Inclusive projects, open to city communities › Hotline to get in touch with Befimmo	› Accurate and timely communication on (future) projects in the neighbourhood	→ <b>Occasionally</b>



STAKEHOLDERS	VALUE CHAIN	EXPECTATIONS	RESPONSES AND COMMUNICATION MODE	FREQUENCY
<i>Associations, partnerships and multi-stakeholder forums</i>	Midstream	<div><div>› Awareness of challenges</div><div>› Information sharing</div></div>	<div><div>› Engagement with projects</div><div>› Meetings, workshops and seminars</div></div>	→ <b>Occasionally</b>
<i>Followers of social media, media</i>	Midstream	<div><div>› Information sharing</div><div>› Regular spot information</div></div>	<div><div>› Posts and stories on LinkedIn and Instagram</div><div>› Press releases</div></div>	→ <b>Frequently</b>
<i>Team members</i>	Midstream	<div><div>› Good and fair working conditions</div><div>› Professional development opportunities</div><div>› Global and personal performance</div><div>› Training</div><div>› Comfort, well-being, security at work</div><div>› Motivating and fair compensation</div><div>› Flexible working practices</div></div>	<div><div>› Permanent communication (through the Intranet, speakers’ corners, screens and Teams channels)</div><div>› Team events</div><div>› Transverse working groups</div><div>› Annual and half-yearly appraisal process</div><div>› Annual satisfaction surveys</div><div>› Employee Assistance Programme</div><div>› Permanent training opportunities</div></div>	→ <b>Daily</b>
<i>Tenants and occupants</i>	Downstream	<div><div>› Comfort, well-being, security</div><div>› Innovative solutions</div><div>› Adaptable spaces and flexibility</div><div>› Good contact with the Property Manager</div><div>› Interesting service offer, including alternative mobility solutions</div><div>› Fair and suitable lease terms</div></div>	<div><div>› Helpsite, contact service</div><div>› Annual satisfaction surveys</div><div>› Regular contact with the Commercial and Property Management teams</div><div>› Regular contact with the Hospitality team of Silversquare</div></div>	→ <b>Frequently</b>

›

Permanent communication (through the Intranet, speakers' corners, screens and Teams channels)

›

Team events

›

Transverse working groups

›

Annual and half-yearly appraisal process

›

Annual satisfaction surveys


›

Employee Assistance Programme

›

Permanent training opportunities

Befimmo is also member of various associations and multi-stakeholder forums, with the main aim of sharing information. These associations have no political purpose whatsoever and are not considered as a lobbying activity.

MEMBERSHIPS		
		
		
		



## Double materiality assessment

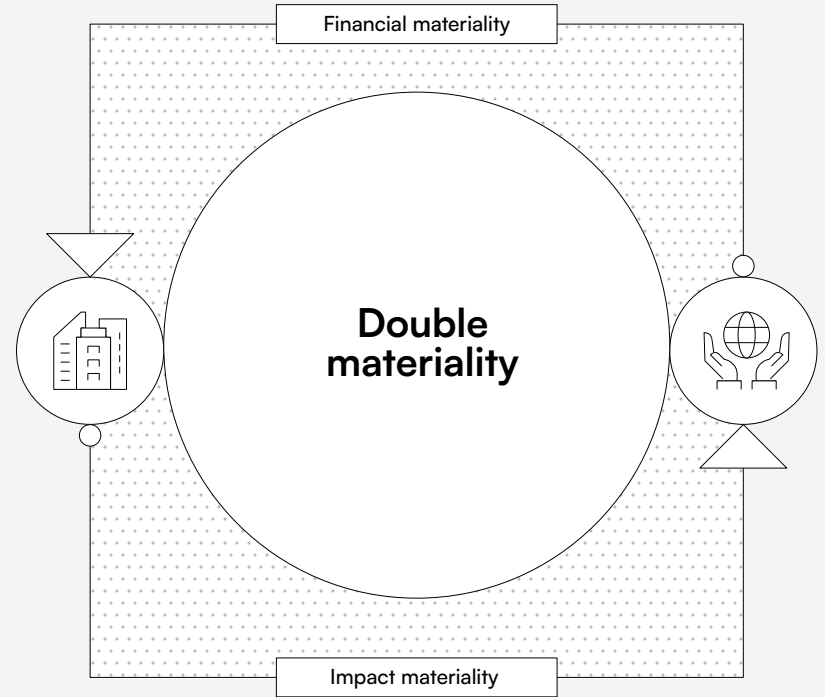
In 2023, the European Sustainability Reporting Standards (ESRS), developed by EFRAG, were adopted for use by all companies subject to the Corporate Sustainability Reporting Directive (CSRD). The standards cover the full range of environmental, social and governance issues.

Befimmo will have to report according to this Directive for its 2025 data, but is already preparing for future reporting standards as of now. The Company has undertaken a double materiality assessment to identify the environmental, social and governance issues that are most relevant to the Company and its stakeholders. The analysis was conducted taking into account:

- The impact that Befimmo's activity has on the environment and society (**inside-out perspective or impact materiality**); and
- The material financial effects of certain sustainability issues on the Company (**outside-in perspective or financial materiality**).

The Company has undertaken **a double materiality assessment to identify the environmental, social and governance issues that are most relevant** to the Company and its stakeholders.

### DOUBLE MATERIALITY



## Step 01

### Identification of material issues

Befimmo has based the choice of its material topics on the European Sustainability Reporting Standards developed by the EFRAG and covers all three ESG dimensions. Some additional subjects, which are more specific to Befimmo's business, have been added to the list.



#### ENVIRONMENT

- > Climate change mitigation
- > Climate change adaptation
- > Pollution of air
- > Pollution of soil
- > Pollution of water
- > Water consumption
- > Biodiversity and ecosystems
- > Circular economy
- > Responsible materials
- > Mobility, accessibility and connectivity

#### SOCIAL

- > Own workforce: Working conditions
- > Own workforce: Equal treatment and opportunities for all
- > Tenants: Comfort, health, safety and security
- > Tenants: Data protection, freedom of expression and non-discrimination
- > Inclusive communities
- > Building certification

#### GOVERNANCE

- > Business ethics and compliance
- > Responsible supply chain management
- > Transparent reporting and disclosure

## Step 02

### Identification of the right stakeholders

Befimmo has identified internal and external stakeholders who are closely involved with the Company and its sector. The identified stakeholders cover Befimmo's entire value chain.

Two main groups of stakeholders can be identified, namely:

- **Affected stakeholders:** Stakeholders who may be positively or negatively impacted by the undertaking's activities and through its value chain (team and Board members, real-estate actors, tenants and users, suppliers);
- **Users:** Stakeholders with an interest in the undertaking's sustainability reporting (public authorities, civil society organisations, banks).

**The identified stakeholders** cover Befimmo's entire value chain.

Step 03

Defining the impact materiality

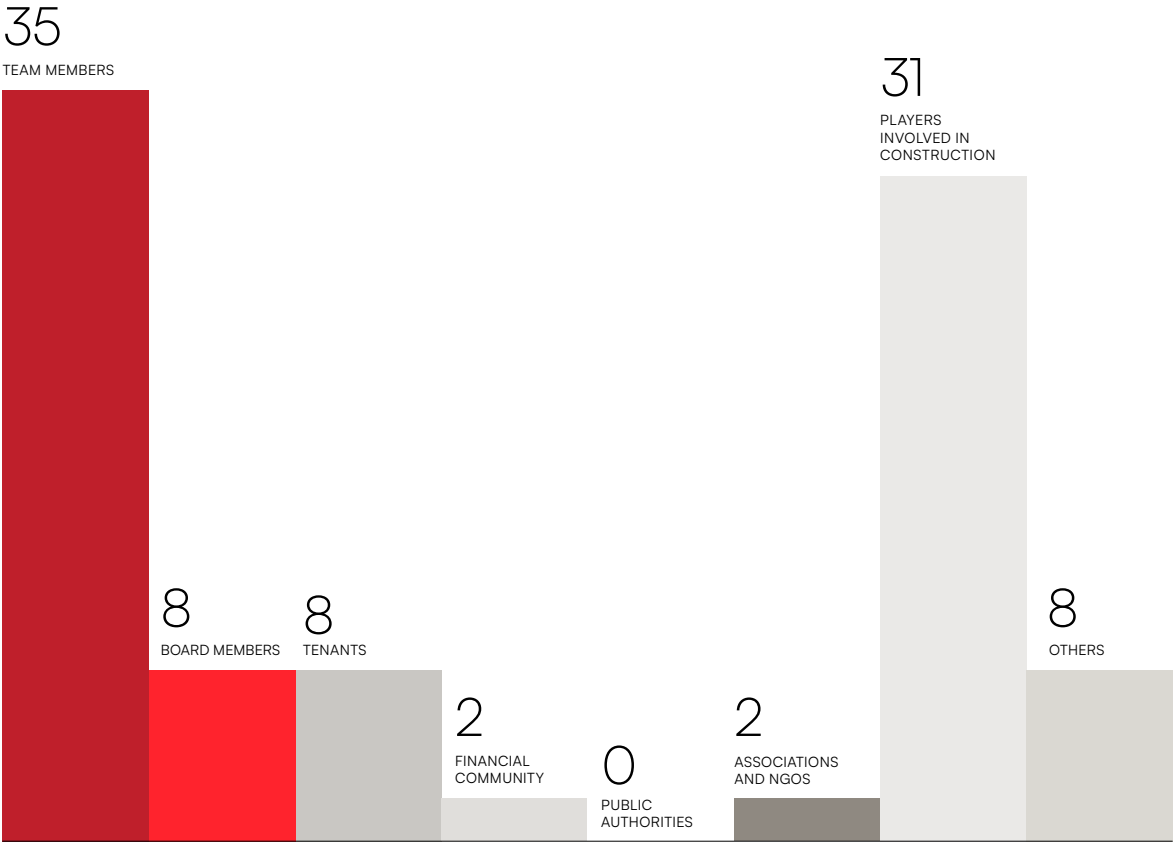
How Befimmo assessed its stakeholders varied based on reach and proximity; most of the stakeholders were assessed through an online survey, while some were interviewed.

Whereas previously stakeholders were asked which topics they considered important, now they were challenged to identify the Company’s most significant impact on the environment and society, as well as the most significant sustainability risks and opportunities for Befimmo.

- In total, 94 stakeholders participated in the assessment:
- **Number of interviews: 4**  
(including peers, associations and subsidiaries); and
  - **Number of online survey participations: 94**  
(internal and external stakeholders).

94 stakeholders participated in the assessment

STAKEHOLDERS INVOLVED IN THE DOUBLE MATERIALITY EXERCISE







Step 04

Defining the financial materiality

The financial impact of the external environment on Befimmo was determined internally through a workshop with the Executive Committee and the Leaders. To determine if a topic is financially material or not, specific thresholds have been established in terms of rental income and fair value.

Step 05

Creation of the double materiality matrix

The impact and financial materiality exercises were combined into a double materiality matrix.

This matrix is based on a one to five scale (reaching from “minimal” to “critical”), giving any level of impact (material and financial) in a blink of an eye.

**This matrix**  
is based  
on a one to  
five scale.



# Double materiality matrix



## Impact of the double materiality exercise for the future

The results of our materiality assessment have been reviewed and approved by the Executive Committee and the Leaders, and will be used to prepare for the upcoming ESG challenges.

Based on this double materiality exercise, the following chapters have been established as follows:

- IMPACT, RISK AND OPPORTUNITY MANAGEMENT, P.32

- 31

# Impact, risk and opportunity management.





The table hereafter details all ESG risks according to the principle of double materiality.

Specifically for climate-related risks, Befimmo has set up a set of initiatives to contribute to climate-change mitigation as a real-estate player:

- Implementation of the TCFD recommendations;
- Request of the GRESB TCFD alignment report, as well as the Transition risk report;
- Commitment to the Science Based Targets initiative (SBTi) to reduce absolute CO<sub>2</sub> emissions related to scopes 1 and 2;
- Use of the CRREM tool to assess the transition risks for each building.

Each of these initiatives will help the Company to implement targets towards a sustainable future.

ENVIRONMENT: CLIMATE CHANGE MITIGATION, P.41

For the social and governance risks, Befimmo has developed a set of policies to mitigate risks and address undesired behaviour.

GOVERNANCE: BUSINESS ETHICS AND COMPLIANCE, P.114

The table hereafter details all ESG risks according to the principle of double materiality. Each of these risks is closely monitored throughout the year by specific departments who will implement mitigation and prevention actions whenever necessary. The departments concerned are mainly Environment, Project, Human Resources, Property Management and Legal Corporate. The actions to mitigate or tackle the risks and their impact are described in the Environment, Social and Governance chapters hereafter.

ESG RISKS 1-5

TOPIC	DESCRIPTION	IMPACT MATERIALITY	MATERIAL IMPACT ON:	FINANCIAL MATERIALITY	FINANCIAL IMPACT ON:
ENVIRONMENTAL RISKS					
Climate change mitigation Energy efficiency	Use of less energy to perform the same task or produce the same result. Energy-efficient buildings use less energy to heat, cool and run appliances and electronics.	<ul style="list-style-type: none"><li>- Contribution to climate change through CO<sub>2</sub> emissions;</li><li>- Contribution to depletion of natural resources and climate change through use of raw materials.</li></ul>	<ul style="list-style-type: none"><li>- Current/Emerging regulation;</li><li>- Legal;</li><li>- Technology;</li><li>- Market;</li><li>- Reputation.</li></ul>	<ul style="list-style-type: none"><li>- Stranded assets (i.e. buildings that are no longer be rentable at market price, nor financeable);</li><li>- Increasing rental costs;</li><li>- Decreasing attraction of (potential) clients, leading to decreasing revenues.</li></ul>	<ul style="list-style-type: none"><li>- Rental income;</li><li>- Fair value.</li></ul>
Climate change mitigation GHG emissions	GHG emissions result partly from the direct use of fossil fuels in buildings and partly from the production of electricity and heat for use in buildings.				



ESG RISKS 2-5

TOPIC	DESCRIPTION	IMPACT MATERIALITY	MATERIAL IMPACT ON:	FINANCIAL MATERIALITY	FINANCIAL IMPACT ON:
ENVIRONMENTAL RISKS					
<b>Climate change adaptation</b> <i>Climate-related physical risks</i>	Risks that arise from the physical effects of climate change. <ul style="list-style-type: none"><li>- Acute: Extreme weather events (e.g. storms or floods);</li><li>- Chronic: Changes in precipitation patterns and extreme variability in weather patterns (e.g. increased average temperatures).</li></ul>	<ul style="list-style-type: none"><li>- Contribution to climate change through CO<sub>2</sub> emissions;</li><li>- Impact on citizens' health and well-being (flooding, temperature control, air pollution).</li></ul>	<ul style="list-style-type: none"><li>- Current/Emerging regulation;</li><li>- Legal;</li><li>- Technology;</li><li>- Market;</li><li>- Reputation.</li></ul>	<ul style="list-style-type: none"><li>- Stranded assets;</li><li>- Degradation and obsolescence of buildings leading to increasing refurbishing costs;</li><li>- Decreasing attraction of (potential) clients, leading to decreasing revenues;</li><li>- Adjustments of rents;</li><li>- Increasing insurance costs;</li><li>- Increasing investments to adapt the building to the future climate situation;</li><li>- Interruption or delay of construction works;</li><li>- Not meeting all the applicable new standards and regulations, therefore suffering financial consequences.</li></ul>	<ul style="list-style-type: none"><li>- Rental income;</li><li>- Fair value.</li></ul>
<b>Climate change adaptation</b> <i>Climate-related transition risks</i>	Risks related to the process of transitioning away from reliance on fossil fuels and toward a low-carbon economy: <ul style="list-style-type: none"><li>- Carbon pricing mechanisms;</li><li>- Enhanced emissions-reporting obligations;</li><li>- Mandates on and regulation of existing products and services;</li><li>- Exposure to litigation;</li><li>- Substitution of existing products and services with lower emissions options;</li><li>- Changing customer behaviour;</li><li>- Increased cost of raw materials, waste treatment, energy, water;</li><li>- Increased stakeholder concern or negative stakeholder feedback.</li></ul>				



ESG RISKS 3-5

TOPIC	DESCRIPTION	IMPACT MATERIALITY	MATERIAL IMPACT ON:	FINANCIAL MATERIALITY	FINANCIAL IMPACT ON:
ENVIRONMENTAL RISKS					
Pollution	The direct or indirect introduction of pollutants into air, water or soil which may be harmful to human health and/or the environment, which may result in damage to material property, or which may impair or interfere with amenities and other legitimate uses of the environment.	<ul style="list-style-type: none"><li>- Contribution to biodiversity loss through soil sealing and pollution;</li><li>- Impacts on citizens' health and well-being (flooding, temperature control, air pollution).</li></ul>	<ul style="list-style-type: none"><li>- Current/Emerging regulation;</li><li>- Legal;</li><li>- Technology;</li><li>- Market;</li><li>- Reputation.</li></ul>	<ul style="list-style-type: none"><li>- Impact on the undertaking's cash flows, performance, position, development, cost of capital or access to finance;</li><li>- Operating and capital expenditures occurring in the reporting period in conjunction with major incidents and deposits;</li><li>- Provisions for environmental protection and remediation costs;</li><li>- Significant costs of cleaning and depolluting contaminated areas in buildings and land;</li><li>- Increasing potential delay and difficulties in obtaining a permit.</li></ul>	Fair value
Water consumption	Water consumption of wash hand basin taps, showers, toilets, etc.	Contribution to water resource pressure through water consumption and soil sealing.	<ul style="list-style-type: none"><li>- Current/Emerging regulation;</li><li>- Legal;</li><li>- Technology;</li><li>- Market;</li><li>- Reputation.</li></ul>	Increasing cost due to overconsumption or rising water prices.	Rental income
Biodiversity and ecosystems Land use	Using land for construction projects, therefore risking artificialisation, invasive alien species, pollution, etc.	<ul style="list-style-type: none"><li>- Contribution to biodiversity loss through soil sealing and pollution;</li><li>- Impacts on citizens' health and well-being (flooding, temperature control, air pollution);</li></ul>	<ul style="list-style-type: none"><li>- Current/Emerging regulation;</li><li>- Legal;</li><li>- Technology;</li><li>- Market;</li><li>- Reputation.</li></ul>	<ul style="list-style-type: none"><li>- No significant financial risk recorded for land use if permit is obtained;</li><li>- Increased cost of resources;</li><li>- Increased regulatory requirements and stakeholder expectations regarding sustainability;</li><li>- Possible reduction in the value of buildings.</li></ul>	Fair value
Biodiversity and ecosystems Raw material production or sourcing	Impact of extraction and production of raw materials on natural environments.	<ul style="list-style-type: none"><li>- Contribution to depletion of natural resources and climate change through use of raw materials.</li></ul>			

ESG RISKS 4-5

TOPIC	DESCRIPTION	IMPACT MATERIALITY	MATERIAL IMPACT ON:	FINANCIAL MATERIALITY	FINANCIAL IMPACT ON:
ENVIRONMENTAL RISKS					
<b>Circular economy</b> <i>Resource use</i>	Sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.	Contribution to depletion of natural resources and climate change through use of raw materials.	<ul style="list-style-type: none"><li>- Current/Emerging regulation;</li><li>- Legal;</li><li>- Technology;</li><li>- Market;</li><li>- Reputation.</li></ul>	<ul style="list-style-type: none"><li>- Increasing cost of resources and building materials;</li><li>- Increasing investments to adapt the building.</li></ul>	Fair value
SOCIAL RISKS					
<b>Working conditions within the team</b> <i>Health and safety</i>	Protection from sickness, disease and injury arising from workers' employment.	<ul style="list-style-type: none"><li>- Impact on well-being, health and comfort of the team;</li><li>- Difficulty in attracting and retaining team members;</li></ul>	<ul style="list-style-type: none"><li>- Legal;</li><li>- Reputation.</li></ul>	<ul style="list-style-type: none"><li>- Significant potential cost linked to employee dissatisfaction, followed by long-term illnesses, departure of team members, potential lawsuits, etc.;</li></ul>	Rental income
<b>Working conditions within the team</b> <i>Equal treatment and opportunities for all</i>	Access to equal opportunities, including freedom from discrimination based on gender, racial or ethnic origin, nationality, religion or belief, disability, age or sexual orientation; equality in pay; access to secure employment; equal treatment regarding working conditions, access to social protection and training; and inclusion of persons with disabilities.	<ul style="list-style-type: none"><li>- Lack of team engagement or motivation.</li></ul>		<ul style="list-style-type: none"><li>- Increasing recruitment cost or external consultancy cost;</li><li>- Increasing training cost and healthcare expenditure;</li><li>- Significant cost linked to reputation and image, fines and remediation;</li><li>- Loss of key skills in the Company leading to a delay in achieving some objectives.</li></ul>	
<b>Working conditions within the team</b> <i>Child labour</i>	Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development.				
<b>Working conditions within the team</b> <i>Forced labour</i>	All work which is exacted from any person under the threat of penalty and for which the person has not offered himself or herself voluntarily (i.e. labour exploitation, human trafficking and modern slavery).				

ESG RISKS 5-5

TOPIC	DESCRIPTION	IMPACT MATERIALITY	MATERIAL IMPACT ON:	FINANCIAL MATERIALITY	FINANCIAL IMPACT ON:
SOCIAL RISKS					
<b>Working conditions within the supply chain</b> <i>Health and safety</i>	Suppliers must be protected from sickness, disease and injury arising from their employment.	Impact on well-being, health and comfort of the suppliers.	- Legal; - Reputation.	- Financial and reputation costs due to uninsured risks resulting from physical injury during construction and maintenance;	Rental income
<b>Working conditions within the supply chain</b> <i>Child labour</i>	Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development.			- Interrupted production leading to delivery delays; - Significant cost linked to reputation and image, fines and remediation.	
<b>Working conditions within the supply chain</b> <i>Forced labour</i>	All work which is exacted from any person under the threat of penalty and for which the person has not offered himself or herself voluntarily (i.e. labour exploitation, human trafficking and modern slavery).				
<b>Local community engagement</b>	Maintaining a stable and lasting relationships with the local communities around its assets based on the creation of positive impacts and two-way communications.	Impact on well-being, health and comfort of the community.	- Legal; - Reputation.	Financial and reputation costs due to uninsured risks resulting from physical injury during construction and maintenance.	Rental income
<b>Working conditions within the supply chain</b> <i>Health and safety</i>	Offering a healthy, comfortable and secure building for tenants (in terms of air quality, acoustics, lighting, fire prevention, heating, ventilation).	Impact on well-being, health and comfort of the tenants.	- Legal; - Reputation.	Loss of important tenants in the portfolio leading to increased vacancy rate and a loss of rental income.	Rental income
GOVERNANCE RISKS					
<b>Business ethics and compliance</b>	Acting following a set of rules that details the Company's values, ethics and beliefs alongside the rules that govern legal compliance. It also represents the principles and ethical standards that the entity upholds.	Reputational impact, affecting the Company's stakeholders.	- Legal; - Reputation.	Significant cost linked to reputation and image, fines and remediation.	Rental income



# ESG dashboard.



ENVIRONMENT

MATERIAL TOPICS

- > Climate change mitigation
- > Climate change adaptation
- > Sustainable use and protection of water
- > Transition to a circular economy
- > Pollution prevention and control
- > Protection and restoration of biodiversity
- > Building certification
- > Mobility and accessible buildings

FORMAL COMMITMENTS

- > ESG Policy
- > Science Based Target Initiative
- > Belgian Alliance for Climate Action
- > Taskforce on Climate-Related Financial Disclosure
- > Signatory to the UN Global Compact

SUSTAINABLE DEVELOPMENT GOALS



2030 ACTION PLAN

- > 23 environmental targets, p.168

STAKEHOLDERS CONCERNED

- > Upstream - Midstream - Downstream

SOCIAL

MATERIAL TOPICS

- > Team development and well-being
- > Services and networking opportunities
- > Responsible supply chain management
- > Integration of buildings into cities
- > Comfort, security and safety within the supply chain
- > Commitment towards the community

FORMAL COMMITMENTS

- > ESG Policy
- > HR Policy
- > Diversity Policy, Inclusion and Zero Tolerance
- > Supplier Code of Conduct
- > Community Engagement Programme
- > Philanthropy and Associative Partnership Policy
- > Signatory to the UN Global Compact

SUSTAINABLE DEVELOPMENT GOALS



2030 ACTION PLAN

- > 14 social targets, p.169

STAKEHOLDERS CONCERNED

- > Upstream - Midstream - Downstream

GOVERNANCE

MATERIAL TOPICS

- > Corporate governance statement
- > ESG decision-making process
- > Business ethics and compliance
- > Transparent reporting and disclosure

FORMAL COMMITMENTS

- > ESG Policy
- > Code of Ethics
- > Whistleblowing Policy
- > Anti-Corruption Policy
- > Data Privacy Policy
- > Signatory to the UN Global Compact

SUSTAINABLE DEVELOPMENT GOALS

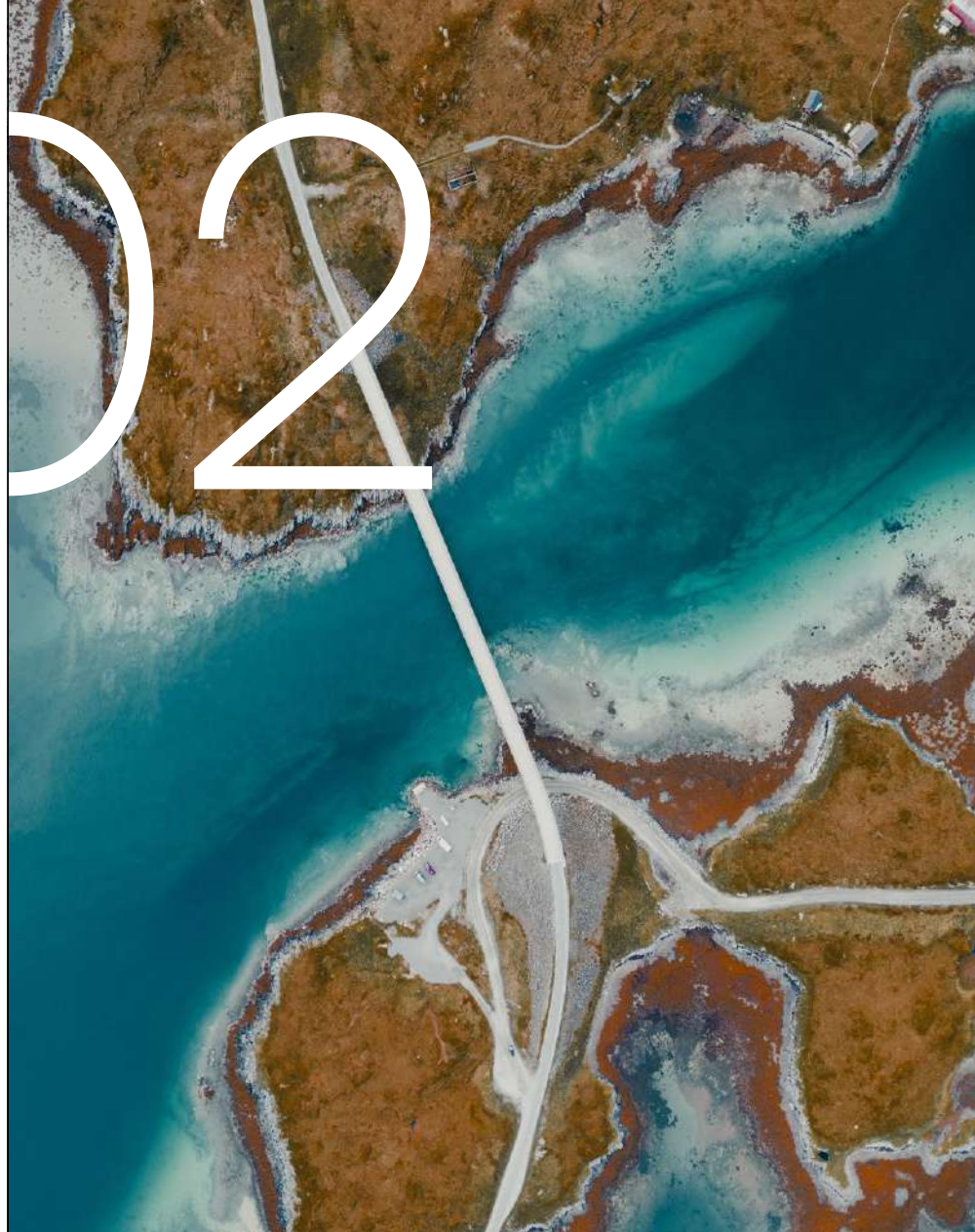


2030 ACTION PLAN

- > 3 governance targets, p.169

STAKEHOLDERS CONCERNED

- > Upstream - Midstream - Downstream



# ENVIRONMENT



This section is focusing on all the main environmental targets and actions that are planned or ongoing in order to have a direct impact on Befimmo's environmental performance, and thus supporting the Company's overall value creation. The first six environmental subjects are aligned with the EU Taxonomy. The two last topics are directly related to Befimmo's business.

- P.41** CLIMATE CHANGE MITIGATION
- P.50** CLIMATE CHANGE ADAPTATION
- P.52** SUSTAINABLE USE AND PROTECTION OF WATER
- P.55** TRANSITION TO A CIRCULAR ECONOMY
- P.58** POLLUTION PREVENTION AND CONTROL
- P.60** PROTECTION AND RESTORATION OF BIODIVERSITY
- P.63** BUILDING CERTIFICATION
- P.66** MOBILITY AND ACCESSIBLE BUILDINGS

*The full 2030 Action Plan, comprising all environmental objectives, can be consulted in the Performance data chapter of this Report.*



# Climate change mitigation.



The Paris Agreement and the recent IPCC 6<sup>th</sup> Assessment Report have highlighted the need to keep global warming within a 1.5°C temperature rise. Building operations and construction now account for nearly 40% (28% and 11%) of global energy-related CO<sub>2</sub> emissions.

2030 ACTION PLAN	
<p>20%</p> <p>Reduction of absolute scope 1 &amp; 2 GHG emissions (vs. 2019)</p> <p><b>TARGET</b> → 50% BY 2030</p>	<p>TO BE STARTED</p> <p>Part of buildings equipped with telemonitoring for incoming energy</p> <p><b>TARGET</b> → 100% BY 2025</p>
<p>TO BE STARTED</p> <p>Part of buildings equipped with detailed telemonitoring for energy consumption</p> <p><b>TARGET</b> → 100% BY 2025</p>	<p>TO BE STARTED</p> <p>Part of buildings for which quick wins have been implemented after data analysis</p> <p><b>TARGET</b> → 100% BY 2026</p>
<p>126 KWH/M<sup>2</sup></p> <p>Improvement of the energy performance of the portfolio (10% below the CRREM value)</p> <p><b>TARGET</b> → 105 KWH/M<sup>2</sup> BY 2030</p>	<p>15 KG CO<sub>2</sub>/M<sup>2</sup> (market-based)</p> <p>Improvement of the operational CO<sub>2</sub> footprint of the portfolio (10% below CRREM value)</p> <p><b>TARGET</b> → 19 KG CO<sub>2</sub>/M<sup>2</sup> BY 2030</p>

View more targets on the next page



2030 ACTION PLAN

16 KG CO<sub>2</sub>e/M<sup>2</sup>  
(market-based)

Improvement of the operational CO<sub>2</sub>e footprint of the portfolio (10% below CRREM value)

TARGET → 22 KG CO<sub>2</sub>e/M<sup>2</sup> BY 2030

1.4%

Part of the total renewable energy production compared to the total consumption of the entire portfolio

TARGET → 5% BY 2030

MATERIALITY ASSESSMENT

Impact Materiality

CRITICAL

Financial Materiality

CRITICAL

Description and approach

In order to measure the efforts already made and those still to be made to achieve the targets of limiting global warming to 1.5°C set by COP21 and Europe, Befimmo uses two complementary approaches, namely the methodology proposed by the Science Based Targets initiative (SBTi) and that proposed by the CRREM tool. In January 2022, these two players joined forces and methodologies to ensure a major global approach to operational decarbonisation of buildings aligned with climate science with the ultimate goal of achieving net zero carbon by 2050.

Befimmo uses these two references as part of the implementation of its decarbonisation strategy which consists to develop an approach to reducing the energy consumption of the portfolio, increasing the use of self-generated renewable energy while reducing the amount of carbon incorporated into (re)development projects.

In concrete terms:

For (re)development projects

- Preference of renovation of existing buildings instead of demolition and reconstruction to minimise embodied carbon;
- Design and development of (re)development projects within a whole life approach by assessing, reducing and optimising construction principles and choices in such a way as to limit embodied carbon;
- Maximisation of the potential for renovation, future adaptation, dismantling, change of use and circularity to extend the life of buildings, and limit and postpone the end-of-life impact.

Befimmo's teams pay particular attention to the study and design phases of future projects, in terms of architectural choices, materials choices,

and the optimisation of techniques to minimise energy consumption and reduce CO<sub>2</sub> emissions during the operational phase.

The choice of materials and techniques used for projects are based on the scope of the work to be carried out, with the help of the BREEAM framework and/or on minimum technical requirements developed in-house and integrated into a quality matrix. With this approach and target, Befimmo aims to achieve energy efficiency that exceeds statutory requirements.

For operational buildings

- Reduction of operational carbon emissions by optimising energy demand and improving building efficiency;
- Avoidance of energy wastage while maintaining optimum comfort conditions for occupants;
- Development and maximisation of the share of self-generation of renewable energy;
- Planning and implementation of the elimination of fossil fuels in the portfolio.

The feasibility, profitability, and monitoring of environmental projects linked to the operation of the portfolio are assessed in-house by specialists who also assist the Project and Property Management teams in strategic choices and decisions relating to all environmental aspects of the portfolio. In collaboration with the Company's real-estate divisions, they ensure that Befimmo's standards (consolidated in a quality matrix) guarantee energy performance and minimise environmental impacts.



Carbon footprint

In 2023 Befimmo has revised its carbon footprint methodology to bring it into line with that of its major shareholder. Detailed information can be found in the Methodology.

ENVIRONMENTAL DATA: METHODOLOGY, P.151

The most significant adaptations are:

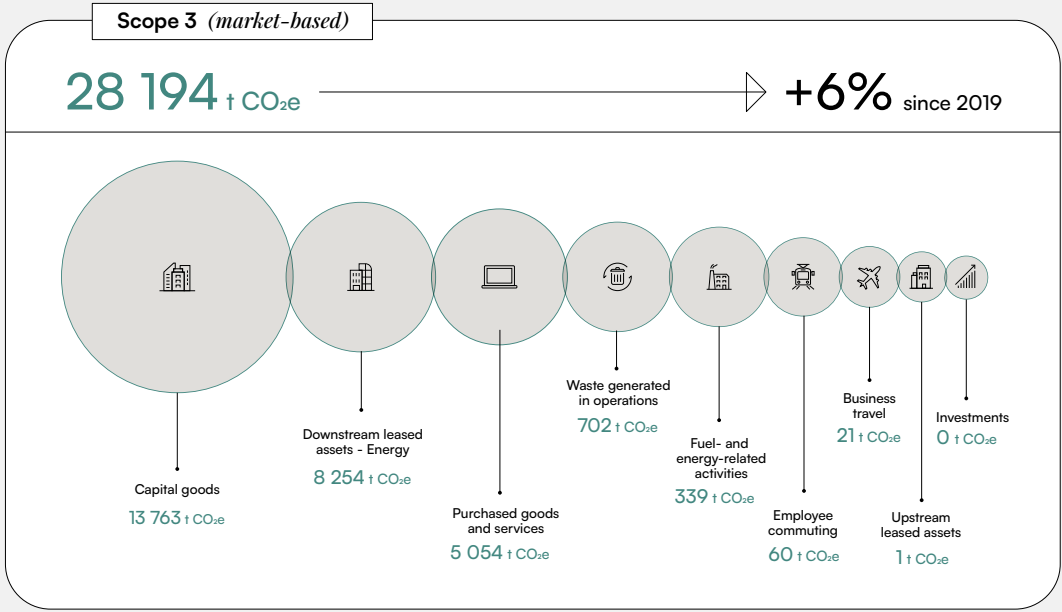
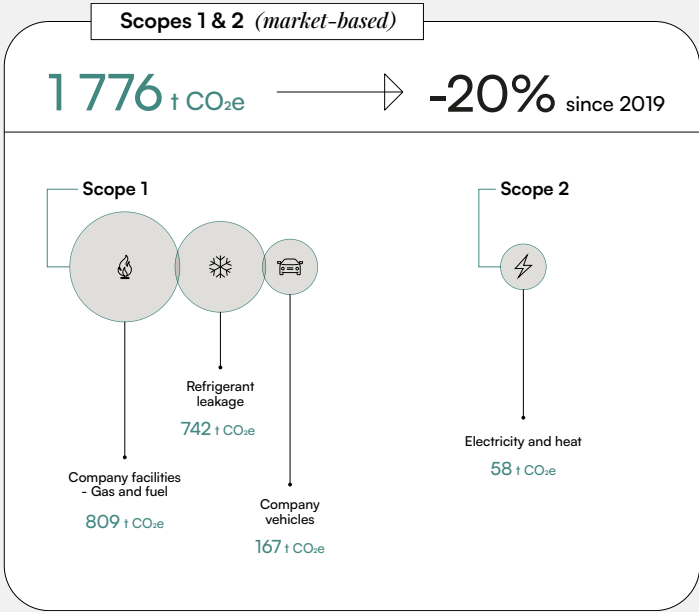
- > Changing the base year from 2018 to 2019;
- > Changing the definition of the scopes.

	2022	2023
Scopes 1 & 2	Landlord-controlled buildings	Landlord-controlled buildings: Common areas and vacant tenant spaces
Scope 3	Tenant-controlled buildings	Tenant-controlled buildings: Whole buildings  Landlord-controlled buildings: Occupied tenant spaces

These significant changes will require a restatement to SBTi in 2024.



Carbon footprint



Operational carbon

Befimmo confirms its commitment to reduce absolute CO<sub>2</sub> emissions related to scopes 1 and 2 by 50% by 2030, compared to the base year 2019.

In 2023, the total absolute reduction achieved compared to 2019 is 20% while absolute energy-related emissions over the same period have decreased by 21%.

More specifically, this means achieving an average level of specific emissions linked to the energy consumption of buildings equal to 15 kg CO<sub>2</sub>/m<sup>2</sup>.

Embodied carbon

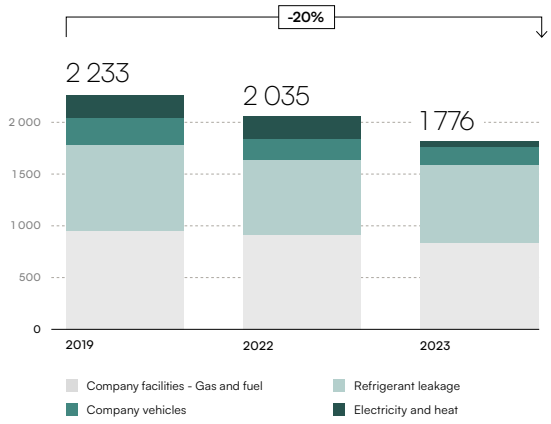
Befimmo is aware that a large part of its emissions is linked to the (re)development projects it initiates. It therefore systematically carries out life cycle analyses of its projects and uses the results of these analyses to reduce the carbon impact as much as possible over the entire life cycle of the buildings it puts on the market.

Decarbonisation and energy reduction scenario analysis for the portfolio and by building (CRREM)

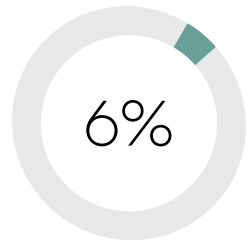
The CRREM tool developed by a European consortium allows Befimmo, in addition to providing an overall view of the performance of its portfolio, to have a framework for evaluating the transition risks for each building. The detailed analysis makes it possible to determine the "tipping point" indicating the moment when CO<sub>2</sub> emissions become greater than the maximum sustainable in the decarbonisation trajectory reflected in the Paris Agreement.



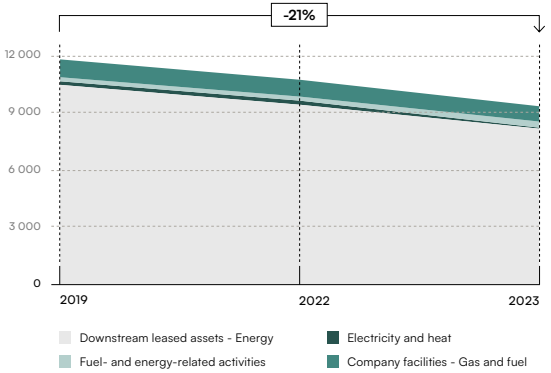
SCOPES 1 & 2 EMISSIONS (MARKET-BASED) (t CO<sub>2</sub>e)



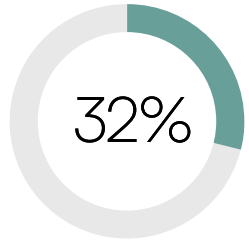
SCOPES 1 & 2 EMISSIONS (% TOTAL CARBON FOOTPRINT IN 2023)



ENERGY-RELATED EMISSIONS (MARKET-BASED) (kT CO<sub>2</sub>e)



ENERGY-RELATED EMISSIONS (% TOTAL CARBON FOOTPRINT IN 2023)



In this way, Befimmo has an environmental obsolescence risk indicator enabling it to take into account the prospects of renovations, improvements, sales and/or acquisitions of assets in its portfolio in accordance with its strategy.

The graph on the right illustrates the reduction trajectory followed by Befimmo to reduce the emissions of buildings respectively in market-based and location-based.

The latter is based on known (re)development projects up to 2030 and is aligned with the new CRREM trajectory up to that date. Beyond that, it is imperative that Befimmo develops and establishes a detailed action plan to verify its alignment with the net zero carbon objective by 2050.

The target in terms of reduction of specific emissions linked to the energy consumption (scopes 1, 2 and 3) is 19 kg CO<sub>2</sub>/m<sup>2</sup> by 2030, i.e. 10% below the CRREM recommendations.

In 2023:

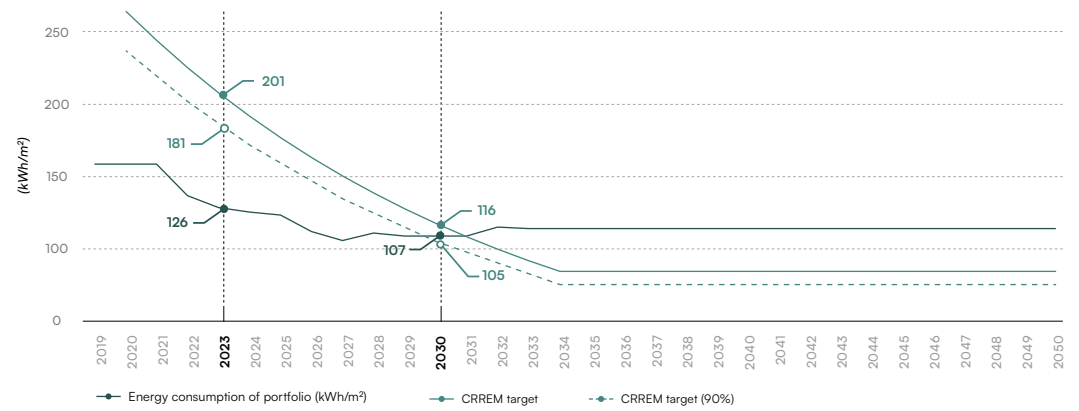
- The specific marked-based emissions (15 kg CO<sub>2</sub>/m<sup>2</sup>) of buildings are lower than in the 2019 base year (24 kg CO<sub>2</sub>/m<sup>2</sup>);
- The specific location-based emissions (19 kg CO<sub>2</sub>/m<sup>2</sup>) of buildings are lower than in the 2019 base year (26 kg CO<sub>2</sub>/m<sup>2</sup>).

Befimmo complements its CO<sub>2</sub> reduction targets with a target to reduce the specific energy consumption of buildings. In 2019, the value obtained was 156 kWh/m<sup>2</sup>. In 2023, Befimmo reached 126 kWh/m<sup>2</sup> while its target is to reach 105 kWh/m<sup>2</sup> by 2030, i.e. 10% below the CRREM recommendations.

BEFIMMO'S GHG PERFORMANCE AGAINST THE CRREM BENCHMARK (kg CO<sub>2</sub>/m<sup>2</sup>)



BEFIMMO'S ENERGY PERFORMANCE AGAINST THE CRREM BENCHMARK (kWh/m<sup>2</sup>)



Befimmo  
**continuously  
invests to  
improve  
& optimise**  
the existing  
technical  
installations.

### Role and importance of energy performance

The energy performance of buildings plays a key role in achieving Befimmo's ambitious targets for reducing CO<sub>2</sub> emissions by 2030-50.

A key priority for Befimmo is to continue to reduce energy consumption by ensuring that operational buildings are well-managed and that the comfort of the occupants is assured. The (re)development and marketing of new, high-performance buildings is essential for the Company to achieve the targets it has set itself. The teams are working together to address the challenges of rational energy use and CO<sub>2</sub> emission reduction across the business and the value chain.

Befimmo continuously invests to improve and optimise the existing technical installations.

Older buildings, which are less efficient despite previous improvements, will be gradually renovated and replaced in the long term by buildings that are more efficient than is required by law. Befimmo is thinking ahead and aligning itself with the European political vision for sustainable construction.

The total specific energy consumption of buildings in 2023 is 6% lower than in 2022.

### Reduction of fossil fuels and increase of self-generation capacity in renewable energy

By 2030, Befimmo aims to achieve a total renewable energy production of 5% compared to the total consumption of the entire portfolio.

In order to achieve this target, (re)development projects are designed to reduce heating demand as much as possible (high insulation performances, optimisation of external gains, etc.) by answering those needs with alternatives to the fossil fuel solutions such as geothermal energy and/or heat pumps, and by maximising renewable energy production.

In 2023, Befimmo initiated a number of concrete studies using the same approach for some of the portfolio's strategic operational buildings. In these cases, the implementation of all these measures, if taken, could lead to a reduction in CO<sub>2</sub> emissions of at least 70%.

Befimmo has also continued its efforts to increase the renewable energy self-generation capacity of its existing portfolio. In 2023, the installation of photovoltaic power stations on the Ikaros Park in the Brussels Periphery was initiated and studies to install solar panels on the two buildings in Luxembourg have been completed.



+


CASE STUDY — Installation of solar panels

In 2023, Befimmo continued to develop its renewable energy strategy by installing solar panels on some of its buildings.

> At Courbevoie, the installation of solar panels (with a total output of 90 kWp) was approved in September;

> At Ikaros, the installation of solar panels (with a total output of 750 kWp and covering 30% of the park's electricity consumption), was initiated and will be completed in 2024;

> Studies to install solar panels on our two buildings in Luxembourg, Axento and Cubus, have been completed.



AT IKAROS

30%

of the park's electricity consumption covered by solar panels

AT COURBEVOIE

90

kWp total output of the futur installation of solar panels

### Electricity supply contract for the portfolio

Befimmo has signed a green electricity supply contract for all landlord-controlled buildings. This does not prevent the Company from pursuing its initiatives and concrete actions to reduce consumption.


In order to ensure that, in addition to the green electricity supply contract that it has set up for landlord-controlled buildings, Befimmo encourages the occupants of the tenant-controlled buildings to take themselves out green electricity supply contracts. Another alternative is to offer them the opportunity to join the green contract set up by Befimmo.

This may imply, on the one hand, the implementation of network infrastructure work in some of its buildings and, on the other hand, the ongoing awareness raising of the occupants of certain sites over which Befimmo does not have control of energy supply.

Befimmo has signed a

**green electricity supply contract for all** landlord-controlled buildings.

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## Looking ahead

Measuring is key in order to understand and improve the energy efficiency of the portfolio. Therefore, Befimmo will equip all its buildings with telemonitoring for incoming energy and detailed telemonitoring for energy consumption. Once the entire portfolio is equipped, the data will be monitored in order to implement quick wins after data analysis. This entire process will be spread over three years, starting in 2024.

Moreover, the Company will continue its long-term CO<sub>2</sub>e reduction plan by developing and completing its strategy with the help of CRREM and its carbon footprint.

All its (re)development projects include consideration for the integration of solar panels; Befimmo's objective is to cover 5% of its portfolio's total electricity consumption by 2030. To possibly exceed this target, studies are also underway on the possibility of equipping certain existing buildings, either through self-financing or via a third-party investor. To start with, studies to install solar panels on our two buildings in Luxembourg have been completed and the effective installation will begin in 2024.

In parallel, even if the energy market does not currently allow it, Befimmo will continuously evaluate all possible ways of stimulating and supporting the production of renewable energy, in particular by setting up contracts for the supply of green electricity with a guarantee of origin from local producers.

Befimmo and Silversquare are working together on an integrated ESG strategy, taking into account specific aspects linked to coworking, and integrating Silversquare into the 2030 Action Plan. Both teams will continue to work together to reduce the carbon footprint of their activities.



**Befimmo and Silversquare are working together on an integrated ESG strategy, taking into account specific aspects linked to coworking.**

## ENVIRONMENT

# Climate change adaptation.



### Why is this relevant

Implementing the necessary climate studies and the TCFD recommendations helps the Company to contribute to climate change adaptation and have a business model and strategy compatible with the transition to a sustainable economy, with the limiting of global warming to 1.5°C that contributes to the target of making the EU climate-neutral by 2050, in line with the Paris Agreement.

## 2030 ACTION PLAN

7%

Part of buildings undergoing a climate risk and vulnerability assessment

**TARGET** → 100% BY 2030

TO BE STARTED

Part of medium or high vulnerability buildings for which measures against climate change adaptation have been taken

**TARGET** → 100% BY 2030

## MATERIALITY ASSESSMENT

## Impact Materiality

## IMPORTANT

## Financial Materiality

MINIMAL



**Specific studies and analyses** have been carried out **for around ten of Befimmo's assets** covered by the BREEAM In-Use certification improvement scheme.

## Description and approach

In order to prepare for climate change adaptation, Befimmo set up various studies and actions.

First, in 2021, Befimmo started to implement the recommendations issued by the Task Force on Climate-Related Financial Disclosures (TCFD). This voluntary disclosure allows companies to incorporate climate-related risks and opportunities into their risk management and strategic planning processes.

The TCFD structured its recommendations around four themes, namely governance, strategy, risk management, and metrics and targets. Since 2011, Befimmo has been disclosing its climate change information

through the CDP (Carbon Disclosure Project), which provides a reporting mechanism in line with the TCFD's recommendations.

More details on the TCFD framework and implementations of the recommendations can be found in the Performance data chapter of the present Report.

▮ TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES, P.154

In order to be aligned with the TCFD disclosure requirements, Befimmo started a thorough assessment of its portfolio in 2023 and was able to identify a number of assets presenting a potential climate and/or flood risk.

At the same time, specific studies and analyses have been carried out for around ten of Befimmo's assets covered by the BREEAM In-Use certification improvement scheme, the conclusions of which are still awaited.

Through this process, Befimmo aims to reflect deeply about its long-term value creation in a context where climate change impact will continue growing steadily at an increased speed. By understanding how the world might evolve across different long-term climate scenarios, and by retro-planning those in the shorter-term future, Befimmo will be able to enhance its 2030 Action Plan with fundamental investments, not only to mitigate the risk but also to build a profitable business model grasping the opportunities in this new future reality.

## Looking ahead

In 2024 and by 2030 at the latest, Befimmo will carry out climate risk studies on its entire portfolio. The Company will assess all the adaptation measures to be implemented as a priority for buildings presenting a medium or high risk.



## ENVIRONMENT

# Sustainable use and protection of water.



### Why is this relevant

Population growth, urbanisation, pollution and the effects of climate change, such as persistent droughts, are putting a huge strain on Europe's water supplies and on its quality.

## 2030 ACTION PLAN

## TO BE STARTED

Part of buildings equipped with telemonitoring for incoming water

**TARGET** → 100% BY 2025

## TO BE STARTED

Part of buildings for which a data analysis has been carried out to identify anomalies

**TARGET** → 100% BY 2025

## TO BE STARTED

Part of strategic buildings for which measures to reduce water consumption have been implemented

**TARGET** → 100% BY 2026

## MATERIALITY ASSESSMENT

## Impact Materiality

IMPORTANT

## Financial Materiality

MINIMAL



Description and approach

During the life cycle of a building, its consumption has a significant ecological impact.

Where permeable surfaces are limited, the most obvious way to limit city water consumption and relieve the sewerage system is to install rainwater harvesting and management systems. Setting up water recovery systems for existing buildings is often complex and expensive.

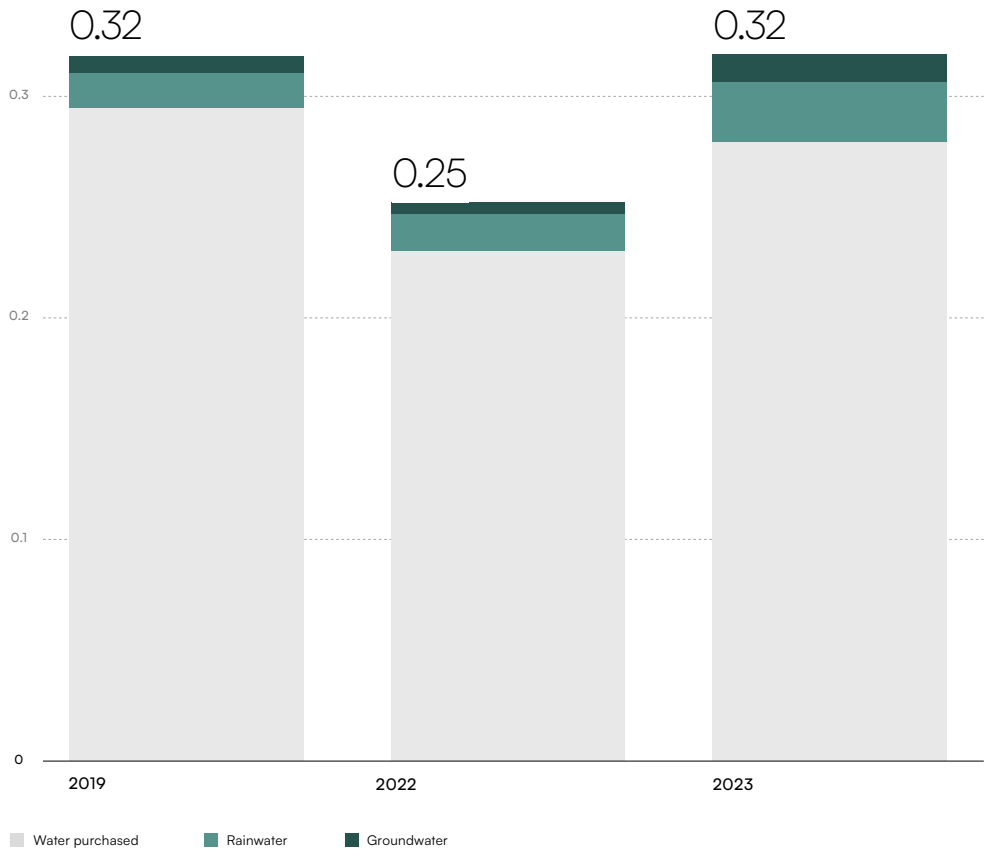
Lack of space and the layout of the sanitary and drainage network can make such projects unprofitable and the overall environmental balance negative.

Befimmo therefore pays particular attention in each of its (re)development projects to incorporating rainwater recovery systems, stormwater retention systems, as well as greywater recycling systems, leak detection, and low-consumption appliances, following guidelines provided by the BREEAM framework, EU Taxonomy requirements and its own in-house quality standards.

In some projects, such as ZIN in Brussels, Befimmo will make the water from the groundwater drawdown available to public stakeholders. This permanently available water can be used for watering or cleaning public spaces. In this way, Befimmo intends to participate in the integration of its projects into the city and to reduce their impact on society.

The specific water consumption of portfolio is significantly higher (+27%) in 2023 than in 2022.

WATER CONSUMPTION INTENSITY (M³/M²)





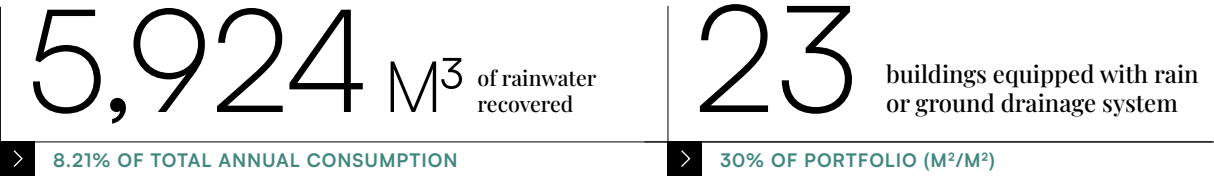
Looking ahead

Befimmo will improve its monitoring system by installing telemonitoring for incoming water in all buildings by 2025. This will enable the Company to have a clear view on the water consumption of each building and detect any anomalies.

By 2026, the objective is to implement the necessary measures to reduce overall water consumption in all strategic buildings. The actions that will have to be taken will depend on the site possibilities and the water consumption itself. Meanwhile, Befimmo keeps replacing obsolete equipment with high-performance equipment, and raises awareness among users as well as maintenance companies.

The Company will also evaluate the possibilities to install leak detection devices complemented by presence and automatic shutdown detectors on the sanitary blocks, in accordance with the requirements of the BREEAM framework, in its operating portfolio and (re)development projects.

The overall objective for the coming years is to have a better understanding of the water consumption and act quickly in order to reduce it as much as possible.



ENVIRONMENT

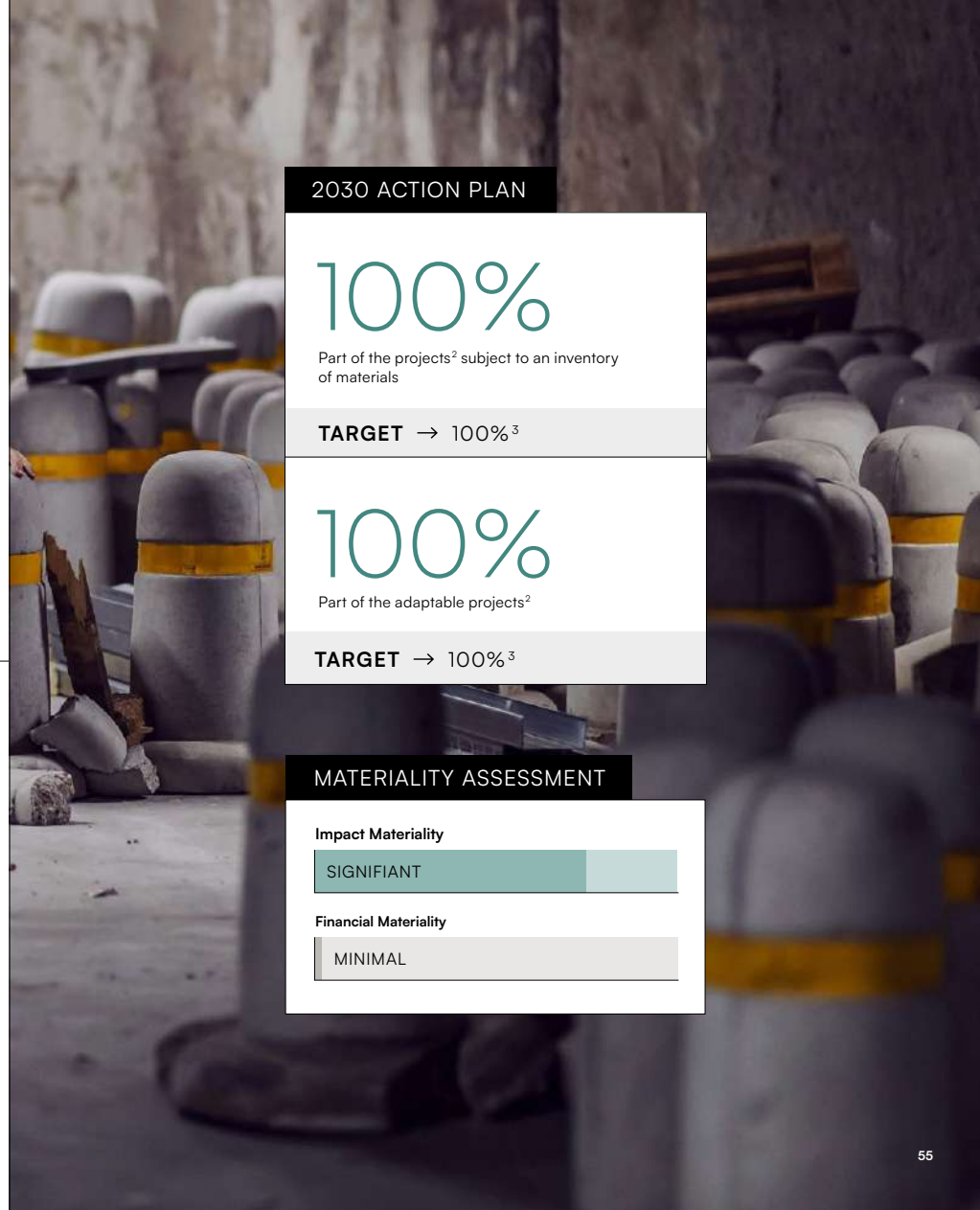
# Transition to a circular economy.



*Why is this relevant*

Buildings are one of the largest energy consumers responsible for 36% of energy related CO<sub>2</sub>e emissions, not including embodied emissions from production, construction, renovation and end-of-life. The building sector is also consuming 50% by weight of the materials we use in the EU and is responsible for 30% of the waste we generate.<sup>1</sup>

1. [www.bpie.eu](http://www.bpie.eu).  
2. Projects: committed ongoing (re)development projects (ZIN, Pacheco).  
3. Permanent target.



2030 ACTION PLAN

100%

Part of the projects<sup>2</sup> subject to an inventory of materials

TARGET → 100%<sup>3</sup>

100%

Part of the adaptable projects<sup>2</sup>

TARGET → 100%<sup>3</sup>

MATERIALITY ASSESSMENT

Impact Materiality

SIGNIFIANT

Financial Materiality

MINIMAL

## Description and approach

### Renovation and (re)development projects

One of Befimmo's pre-requisites for every (re)development project is to carry out an inventory of the existing material with reuse potential. This inventory makes it possible to establish a plan with the Design team aimed at maximising reuse on or off site, as far as it is technically and economically feasible. This plan is considered in the establishment of the dismantling file.

Befimmo also requires the consideration of future adaptability of its (re)development projects to other functions, by paying special attention to the location and sizing of the vertical circulations and technical hoppers, as well as to the versatility of the envelope. In practice, for each project, the Design team draws up plans for functions other than those originally planned.

In case of renovation projects, it is required to search for off-site reuse solutions for equipment and materials that are no longer be used after the renovation and whenever possible it is encouraged to consider reuse in the project.

These circularity requirements are part of Befimmo's approach to reduce the production of waste and the use of resources related to its activity, now and in the future.

In addition, Befimmo is committed to improving the sorting and the monitoring of waste to maximise the recycling rate. In 2023, for construction waste, the less than 1% was sent to landfill.



### CASE STUDY — Circularity in projects and operational buildings

#### PACHECO

Pacheco has been designed to meet the latest requirements for energy consumption and comfort. Innovation and sustainability are at the centre of the architectural and technical design, while respecting the constraints of the existing building.

- > 70% of retained materials (or 18,400 tonnes); and
- > 27% of recycled materials (or 7,000 tonnes), resulting in 97% of recuperation.

70%

RETAINED MATERIALS

27%

RECYCLED MATERIALS

#### TERVUREN

Two recent condensing boilers were dismantled and moved away from the La Plaine building and were reassembled in the Tervuren building, where the installation was end-of-life.

So not only were no boilers disposed of to landfill, but no new boilers had to be produced.



### Waste in operational buildings

Operational waste from buildings is managed by a partner with the aim of monitoring this waste and maximising sorting. In 2023, recycling rate was 57% and, 100% of operational waste was diverted from landfill.

### Looking ahead

For (re)development projects, Befimmo will continue to apply its requirements to improve circularity and enable adaptability.

For operational waste in landlord-controlled buildings and at the headquarters, Befimmo will develop a strategy to reduce the waste quantity and improve the recycling rate in collaboration with his external partner in charge of the operational waste management.

57%

RECYCLING RATE  
IN 2023

100%

OF OPERATIONAL  
WASTE  
WAS DIVERTED  
FROM LANDFILL

**Befimmo will develop a strategy to reduce the waste quantity and improve the recycling rate** in collaboration with his external partner in charge of the operational waste management.



## ENVIRONMENT

# Pollution prevention and control.



### Why is this relevant

Despite important improvements over the last decades, pollution continues to harm citizens and ecosystems. It causes multiple physical and mental diseases, and is one of the five main drivers of biodiversity loss. Pollution comes at a high price for society and ecosystems, including health-related costs, remediation costs (e.g.: waste treatment, soil decontamination, and loss of ecosystem services).

## 2030 ACTION PLAN

## ONGOING

Strengthen and improve selection criteria for building materials

**TARGET** → PERMANENT TARGET

## MATERIALITY ASSESSMENT

## Impact Materiality

INFORMATIVE

## Financial Materiality

MINIMAL

## Description and approach

Pollution is a well-known phenomena of the last decades. It threatens our biodiversity and significantly contributes to the ongoing mass extinction of species. Together with changes in land and sea use, overexploitation of natural resources, climate change and invasive alien species, pollution is one of the five main drivers of biodiversity loss.

The fight against pollution is also a fight for fairness and equality. Pollution's most harmful impacts on human health are typically borne by the most vulnerable groups. These include children, who can suffer serious long-term harm on their development, people with medical conditions, older persons, persons with disabilities and those living in poorer socio-economic conditions.

In 2023, the soil situation of the entire portfolio was updated and all the studies required for the successful completion of this project were carried out.

Pollution comes in different forms:

- Air pollution is defined as emissions to air other than climate change. An extensive number of pollutants contributes to ozone layer depletion, ecotoxicity and human toxicity;
- Soil pollution is defined as eco- and human toxicity caused by emissions to soil or crops. It occurs due to the runoff and discharge of contaminants, for example heavy metals and pesticides;
- Water pollution is defined as emissions to water contributing to ecotoxicity and human toxicity, as well as eutrophication of marine- and freshwater.

In order to prevent any pollution risk, Befimmo developed, in 2023, a set of general principles for all (re)development projects have been added to the current regulatory obligations. These general principles state, among other things, that projects must meet the criteria of the EU Taxonomy, including pollution prevention and control, i.e.:

- Use finishing materials that emit little or no harmful substances;
- Reduce noise, dust and pollutant emissions during construction works.

Furthermore, since 2021, in addition to the environmental assessment required for all its (re)development projects with potentially contaminated sites (brownfields), Befimmo has drawn up a general mapping showing the soil condition of its portfolio. This mapping takes into account the presence of any potentially soil-hazardous activities as well as the historical information relating to each site. This valuable tool allows for effective risk management, the implementation of pollution prevention measures and, if necessary, the conduct of any specific required studies.

In 2023, as part of the Company's major restructuring, the soil situation of the entire portfolio was updated and all the studies required for the successful completion of this project were carried out.

## Looking ahead

Befimmo constantly aims to improve and complete its minimal requirements related to the choice of materials in order to align them with the latest best practices set out, i.e. BREEAM and WELL certifications.



## ENVIRONMENT

# Protection and restoration of biodiversity.



### Why is this relevant

Access to nature in our cities has never been more important. Nature and natural environments offer many services and solutions from improving the health and well-being of citizens to addressing contemporary (urban) problems like flooding, temperature control, and tackling air pollution.

1. This target applies to the strategic assets with the necessary potential to implement improvement measures.

## 2030 ACTION PLAN

## TO BE STARTED

Part of targeted buildings for which quick-wins have been implemented in order to improve the intended BREEAM In-Use certificate

**TARGET** → 100% BY 2025

TO BE STARTED

Part of strategic buildings assessed to determine whether there is potential for improvement of the BAF+ or BNG-factor

**TARGET** → 100% BY 2024

TO BE STARTED

Part of strategic buildings in which measures to improve the BAF+ or BNG-factor have been implemented<sup>1</sup>

**TARGET** → 100% BY 2025

## MATERIALITY ASSESSMENT

## Impact Materiality

IMPORTANT

## Financial Materiality

MINIMAL



## Description and approach

The vast majority of Befimmo's buildings are in large cities or densely built-up urban areas. The plots of land on which the buildings are erected are mostly terraced and generally cover the entire available ground surface, leaving little empty space for nature and biodiversity. Befimmo limits its impact on the environment and contributes to improving biodiversity and the quality of life of building occupants by reserving a key place in its overall approach for nature and wildlife. In general, regulations in Belgium address many biodiversity-related aspects. As required by law, Befimmo conducted an environmental assessment for all its (re)development projects.

When it comes to considering biodiversity in (re)development projects, the Company relies in particular on the BREEAM framework, and calls on specialised ecologists and landscape architects. For all (re)development projects carried out in 2023 and subject to these certifications, a maximum of the credits allocated to "land use and ecology" are targeted. An ecologist analyses each project in detail and makes recommendations to maximise biodiversity potential. In its operational buildings, Befimmo pays particular attention to the development and proper management of green spaces (however small) through clauses in maintenance contracts, and by applying criteria for the preservation of biodiversity when carrying out small works.

As part of the process of improving the BREEAM In-Use environmental certification performance of around ten key assets, which began in 2023 and is still ongoing, Befimmo has paid particular attention to implementing as many of the achievable recommendations identified in the ecological studies carried out in this context as possible.

In 2023, Befimmo also focused on defining biodiversity-related targets and key performance indicators fully aligned with international standards and developments such as the Science Based Targets for Nature and the Taskforce for Nature-Related Disclosures.

The selected Biodiversity Net Gain Calculator (BNG) and Biotope Area Factor (BAF+) indicators enable biodiversity performance to be monitored and reported as required by the Corporate Sustainability Reporting Directive (CSRD).

The measures undertaken during 2022 and 2023 to adapt the maintenance contract for the green spaces on the Ikaros site, which has the largest green area in the portfolio, have been completed. The use of pesticides is now banned, the lawns have been transformed into flower prairies and only indigenous species will be planted on the site in the future.

## Looking ahead

Over the next few years, existing maintenance contracts for green spaces at other Befimmo sites will be gradually adapted to eliminate the use of herbicides. These will also include the use of indigenous species and the maximisation of flower prairies.

The studies on improving biodiversity potential (carried out in 2020 on some thirty buildings) will gradually be reviewed and completed. New ecological studies on sites that have not yet been assessed will also be carried out, in order to obtain a complete view of the state of biodiversity throughout the Befimmo portfolio. If there is potential for improving the BAF+ and/or BNG factors, these will be assessed and implemented as a priority on Befimmo's strategic buildings.

For (re)development projects, Befimmo will systematically carry out environmental impact studies in accordance with the EU Taxonomy.





— IKAROS SITE —

The use of ***pesticides is now banned***,  
the lawns have been transformed into  
***flower prairies*** and only ***indigenous species***  
will be planted on the site in the future.



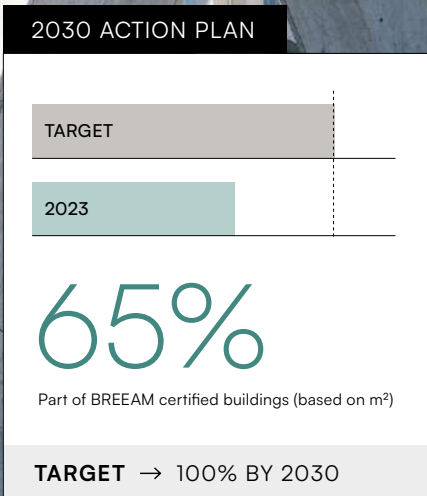
## ENVIRONMENT

# Building certification.



### Why is this relevant

Certifications provide an incentive to implement buildings and processes that are sustainable in the long term. They provide a target assessment and definition of the sustainability of buildings. Certifications give stakeholders a comparable indication of portfolio performance.



## Description and approach

BREEAM and WELL are leading sustainability assessments for the building environment. They both provide frameworks to encourage sustainable design, looking at the various aspects of new buildings and refurbishment or fit-out projects which allow a scheme to benchmark its performance against other certified buildings.

The key purpose of these frameworks is to reduce the environmental impact of building designs in a quantifiable manner and to increase comfort for the occupants. The requirements are designed to drive improvement beyond building regulations and standards, focusing on the needs and well-being of the building users.

### BREEAM New Construction and Refurbishment

For its (re)development projects, Befimmo wants its buildings to achieve a quality performance that surpasses the regulatory requirements. All projects are therefore certified by these acknowledged frameworks (BREEAM and/or WELL).

All ongoing office projects should at least obtain a BREEAM Excellent certification level. And for its future office projects, Befimmo raises the bar and even aims to obtain a BREEAM Outstanding.

In May 2023, the Pacheco obtained, for its Design phase, a BREEAM Refurbishment and Fit-Out Outstanding.

### BREEAM In-Use

Befimmo also applies this certification system to its operational buildings. All the buildings under Befimmo's control were BREEAM certified

in 2010-2011 and a five-year improvement programme has led to the achievement of a minimum Good level for the Asset part.

In 2022, Befimmo has made the strategic choice to re-certify all its strategic buildings according to BREEAM In-Use. As such, 24 buildings have applied for certification with the BRE. 20 of them were actually re-certified in 2022.

During 2023, Befimmo implemented a programme of actions and measures aimed at improving the BREEAM In-Use score of eight strategic buildings. A minimum score of Excellent is even aimed for these buildings during 2024.

✎ EPRA SUSTAINABLE PERFORMANCE INDICATORS, P.136

✎ ENVIRONMENTAL INDICATORS: CERTIFICATION, P.150

## Energy Performance Certifications

The energy performance of buildings is also reflected in their EPC level. Befimmo holds energy performance certificates for all its buildings in the Brussels Region and in Luxembourg. Furthermore, according to the new Flanders' regulation, Befimmo obtained Energy Performance Certificates for all its buildings located this region in 2023<sup>1</sup>.

In 2023, Befimmo initiated a number of major projects to improve the environmental performance of certain strategic buildings. The work targeted by the studies currently underway consists on the one hand of reducing energy consumption and the associated CO<sub>2</sub>e emissions, and on the other hand of improving the level of the energy performance certificate.

✎ EPRA SUSTAINABLE INDICATORS, P.136

✎ ENVIRONMENTAL INDICATORS: CERTIFICATION, P.150

The key purpose of BREEAM and WELL certifications is to **reduce the environmental impact of building designs** in a quantifiable manner and to **increase comfort** for the occupants.

1. Excluding a building recently renovated, for which the certificate is being established.

### Ecological label

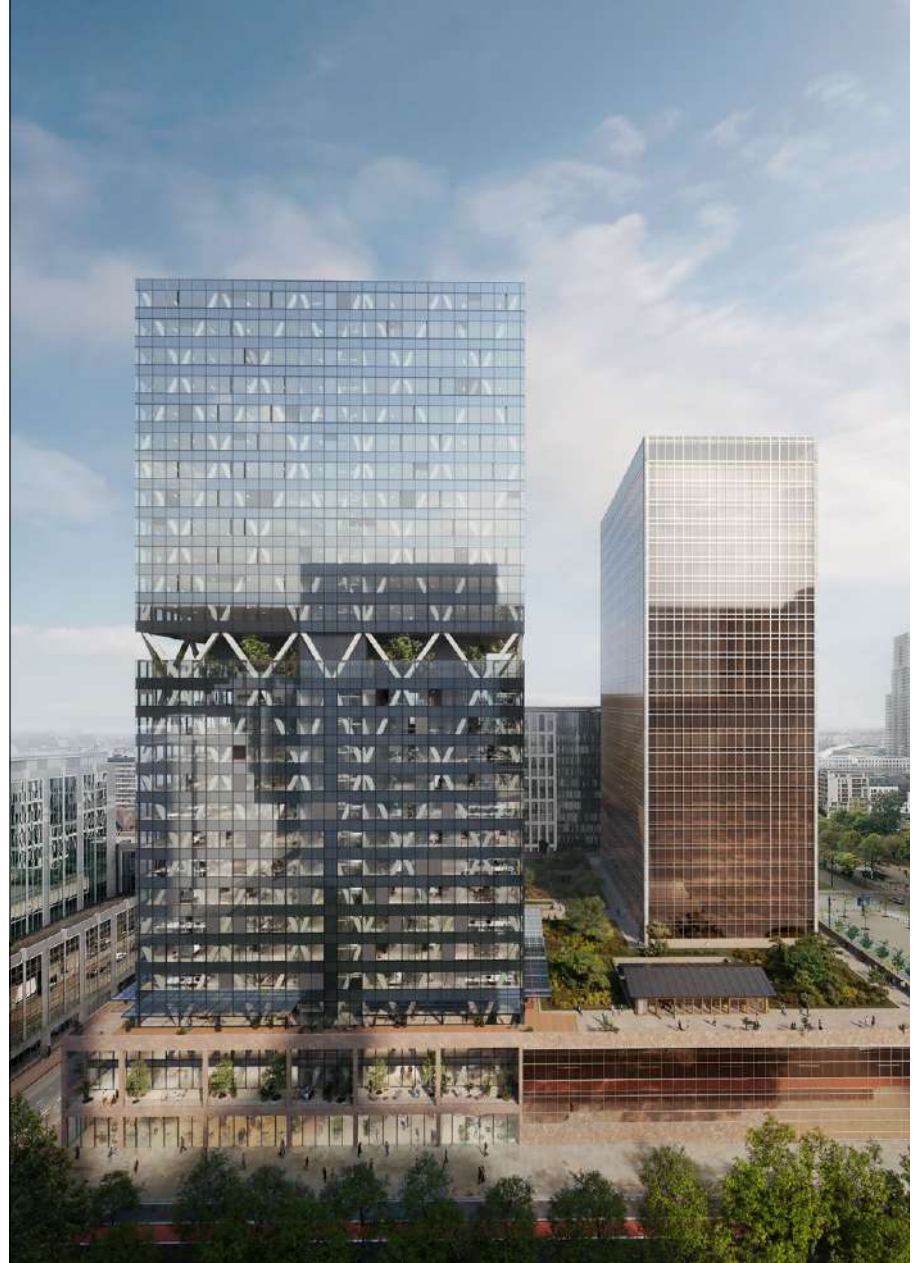
Befimmo manages the green space of its Goemaere building in line with the principles of sustainable development and in compliance with the guidelines of Eve® (Ecological plant space - Espace Végétal Écologique) developed by ECOCERT. Goemaere is the only Belgian site to have this label (since 2011), and it was renewed in 2023. The relevant lessons from this certification are used for the implementation of improvement measures for sites with biodiversity improvement potential.

### Looking ahead

As of 2024, the target is to certify all the buildings of the portfolio. All budgets and analyses will be started in order to have a fully BREEAM certified portfolio by 2030. Befimmo will also continue and complete the improvement of the BREEAM In-Use score of the eight strategic buildings identified in 2023.

The process of improving the BREEAM certification of other assets already identified will continue until 2030 through redevelopment projects in progress and/or to come, as well as through the operational portfolio, depending on commercialisation priorities.

In the same way, the energy performance certificates of certain priority buildings will also be raised as and when improvement measures are implemented.





## ENVIRONMENT

# Mobility and accessible buildings.



### Why is this relevant

Cities are the powerhouse of the modern economy and home to millions of people. 70% of the EU population live in cities today, this is projected to reach almost 84% in 2050; 23% of the EU's transport greenhouse gas emissions come from urban areas. Proposing accessible buildings is key for users and team members in order to shift towards a more active mobility and therefore decarbonise our ecosystem.

1. 30% of the parking spaces for new assets and 10% for existing assets.

2. Target largely achieved.

## 2030 ACTION PLAN

78%

Part of buildings that offers  
real mobility solutions

**TARGET** → 100% BY 2030

18%

Part of buildings already equipped with the minimum legal requirement regarding the number of charging points<sup>1</sup>

**TARGET** → 100% BY 2030

73%

Part of the team  
who changed their mobility<sup>2</sup>

TARGET

2023

**TARGET** → 40% BY 2025

## MATERIALITY ASSESSMENT

## Impact Materiality

SIGNIFICANT

## Financial Materiality

MINIMAL

Description and approach

Asset infrastructure and accessibility

To Befimmo, a building offers real mobility solutions when the frequency of public transport, diversity, and access to mobility solutions are all satisfactory.

Befimmo has no influence on existing public transport infrastructure, so it focuses on active mobility and reception facilities, on alternatives to the car, and on applications that make it easier for workers to reach buildings. The first priorities are therefore the accessibility of the buildings by public transport, facilities for active non-motorised mobility, and the optimisation of car parks, including electric charging stations. In 2023, 78% of the portfolio offered real mobility solutions.

A mobility roadmap for the entire Befimmo portfolio is being implemented, with a vision based on the 2030 Agenda. Based on the mobility audits done in 2022 for 26 of its buildings, analysing their accessibility both in terms of public transport and active mobility, as well as their mobility infrastructures and their quality, Befimmo developed its mobility roadmap into concrete actions for the buildings concerned.

Active mobility

Befimmo is further installing exemplary active mobility facilities, with showers and lockers, and well-designed bicycle parking that takes into account electric bikes, folding bikes, cargo bikes, and scooters. The bicycle park at Central, inaugurated in November 2021, is the perfect example of the future of bicycle parks. This has been confirmed by ActiveScore who awarded this parking with the Platinum certification. Befimmo will continue to create or adapt the active mobility infrastructure based on this example and in order to certify his other strategic assets by ActiveScore.

Building on the success of the five shared bikes made available to the tenants of Central from 2021, Befimmo has increased the fleet of shared bikes to 20 bikes in 2022, which are available to tenants via an application and are spread over four buildings. In 2023, Befimmo can boast of almost 2,000 uses of its bikes by up to 100 different users per month. With more than 13,500 km travelled - the distance between Brussels and the West coast of Australia - the shared bikes will have avoided 2.5 t CO<sub>2</sub>e emissions compared to travelling by car.

This service is therefore a success, a practical, efficient, fast and useful mobility solution to reduce the impact of our tenants' transport.

Central shared bikes

100 DIFFERENT USERS PER MONTH

2,000 USES PER MONTH

13,500 KM TRAVELLED

2.5 t CO<sub>2</sub>e AVOIDED COMPARED TO TRAVELLING BY CAR

Befimmo has increased the fleet of shared bikes to 20 bikes in 2022, which are available to tenants via an application and are spread over four buildings.



**+** CASE STUDY — Central

Central - Befimmo's headquarters - received 80/100 (i.e. Platinum certification) from ActiveScore in 2023, rewarding the work done to promote and encourage active mobility, as well as providing a good experience for visitors and users. But the infrastructure also played a part: the provision of a large, functional, secure bicycle parking area equipped with different types of lockers to meet the needs of each user, and supported by high-quality changing rooms and showers.



Central joins the highly select club of Platinum-certified buildings worldwide.



*"We are delighted with this result, but we certainly intend to apply some of the ActiveScore suggestions to further improve this score, but especially to further improve the infrastructure for active mobility.*

**After all, this certification also confirms that if the infrastructure is in place, it leads directly to an increase in its use, and thus to better mobility."**

**BENOÎT LOOSVELD**  
MOBILITY MANAGER



In its (re)development projects, Befimmo keeps the **target of 30% of the parking spaces** being equipped with a charging point.

595 charging points  
in 16 buildings

92 charging points  
at Ikaros

16 charging points  
at Fountain Plaza

#### Optimisation of car parks

As many users of Befimmo's buildings still travel by car, the optimisation of the car parks has been pursued, including, among others, digitising access.

Befimmo continues to optimise the parking management system solution in four equipped multi-tenant buildings. Thanks to this possibility, each tenant deploys its own parking policy according to its parking spaces and can thus improve the use of these spaces. In addition to this service, Befimmo offers even more options to its users in order to manage their parking spaces more efficiently (data, reporting, etc.) and to improve the user experience of their employees with, for example, automatic license plate recognition.

#### Charging stations

Electric vehicles are having a breakthrough moment, and Befimmo is playing its part and will anticipate the end of thermic motorisation in the coming decade. The first priority of Befimmo was and always will be the security of the occupants and the conformity with the actual regulations. The Company is part of a working group with the UPSI, the fire department of Brussel, the insurance company and other experts in order to analyse each opportunity to install charging stations.

In order to comply with the safety guidelines, Befimmo focused its actions in 2023 on preparing a strategy for the installation of charging stations, in accordance with the legal and regulatory texts. As a result, installation projects in existing indoor car parks had to be suspended.

On the other hand, in its outdoor car parks, Befimmo has put 16 charging points into operation at Fountain Plaza and is completing the installation of 92 charging points at Ikaros. At the end of 2023, Befimmo counts 595 charging points in 16 buildings. The Company is ready for the future EU standard of 10% of the parking spots equipped for 18% of his assets.

In its (re)development projects, Befimmo keeps the target of 30% of the parking spaces being equipped with a charging point, by considering the technical and practical implications at the design stage.

For the existing assets, Befimmo will follow the minimum percentage of parking spaces equipped with a charging point, based on the appropriated regulations (EU/BE/regional).

#### Mobility of the team

The relocation of Befimmo's head office to the centre of Brussels in its Central building, realised in 2021, is a perfect illustration of its strategy and the importance attached to multimodal accessibility of its workspaces, for building users and its own staff.

This move was also an opportunity for Befimmo to propose new ideas and solutions to its team to change their habits and improve their mobility.

#### Financial means:

- Introduction of the federal mobility budget since January 2021;
- Integration of mobility solutions through its cafeteria plan (mychoice@BEFIMMO);
- Refund of all costs related to travel by public transport.

23% of the team members chose  
the federal mobility budget

+

CASE STUDY — Mobility of the team

At the end of 2023, Befimmo carried out a mobility survey among its team, with 90% of the team members responding<sup>1</sup>. Here are some of the results:

- After two years in its new headquarters, 73% of the team members use an active mobility to reach Central.
- For their regular commuting, 62% of team members use public transport (including 44% who walk or cycle to the station/stop), 10% cycle and 1% walks. Of these, 35% of employees have a regular alternative commuting mode, with 34% using bicycles and 26% using public transport, and only 34% using the car as a regular alternative.
- Finally, for occasional journeys, depending on the circumstances, 21% of team members turn to their bicycle, and 54% to their car. Even if the car remains the most popular alternative in this case, it is remarkable to see that active mobility is becoming a real solution too.

73%

of the team use an active mobility to reach Central.

**Organisational means:**

- Introduction of a Mobility Policy;
- Use of parking management system to optimise the use of car parking spaces.

**In practice:**

- Information session on the federal mobility budget and awareness-raising among all team members;
- Training on traffic rules;
- Increasing number of team members with a leased bicycle in the cafeteria plan;
- Organisation of some activities during the European mobility week;
- Mobility survey for the team.

Besides the fact that Befimmo encourages its team members to give up the use of the car, the Company continues the “greening” of its fleet.

For the team members who are eligible for a company car, already 67% have chosen a mobility budget, or an electrical or hybrid vehicle.

Befimmo also decreased the number of parking spaces available for his team by 39%. During the last quarter of 2023, only an average of 18 parking spaces were used by the team, with 14% of daily users and 23% regular users. It’s important to notice that the usage of the parking is done by 58% of the users only for exceptionals usage or less than one day per week.

In 2023, average emissions per vehicle (CO<sub>2</sub>e/km) across the fleet was at only 60 gr, and were 48% lower than in 2016 - the result of applying an updated car policy to new and replacement vehicles.

Vehicle-related CO<sub>2</sub>e emissions fell by 35%, from 258 tonnes in 2019 to 167 tonnes in 2023. Based on the new Mobility Policy, the thermic cars are no longer available since July 2023. The new company cars delivered in 2023 are for 56% electric vehicles and 44% plug-in hybrid.

## Looking ahead

Befimmo will continue to improve the mobility around their buildings and also the mobility infrastructures:

- Implementation of quick wins based on the mobility audit in some buildings;
- Further deployment of the charging stations in the buildings with interior car park;
- Analysing and taking into account the needs in terms of accessibility for people with reduced mobility;
- Development of new bicycle parking and facilities based on the exemplary parking at Central;
- Extension of the shared bicycles;
- Development of the functionalities of the parking management system: usage analyses, mutualisation of spaces, etc.;
- Provision of an efficient charging management system through the parking management system;
- Creation of additional accessibility sheets for the strategic buildings;
- Preparation of solutions to be compliant for the Cobrace legislation in Brussels.

On team level, Befimmo will continue to promote green mobility, based on its Mobility Policy and through its cafeteria plan, where all team members can manage their mobility according to their needs and in combination with other mobility alternatives (public transport, active mobility, etc.).

Befimmo will also begin a long-term training in ecodriving for the entire team. This training is based on theoretical tips and tricks according to the motorisation of the vehicle but particularly on some specific data related to the vehicle, using gamification around ecodriving. This programme aims to significantly improve the carbon impact of the driving for our team, but also to reduce stress and car accidents during road trips.

1. Based on the information in our possession, we have established hypotheses for the journeys of the eight remaining team members.



# SOCIAL



This section is focusing on all the main social targets and actions that are planned or ongoing in order to have a direct impact on Befimmo's social performance, and thus supporting the Company's overall value creation. The entire supply chain is covered in this section.

- P.72 TEAM DEVELOPMENT AND WELL-BEING
- P.80 SERVICES AND NETWORKING OPPORTUNITIES
- P.83 RESPONSIBLE SUPPLY CHAIN MANAGEMENT
- P.86 INTEGRATION OF BUILDINGS INTO CITIES
- P.89 COMFORT, SECURITY AND SAFETY WITHIN THE SUPPLY CHAIN
- P.92 COMMITMENT TOWARDS THE COMMUNITY

*The full 2030 Action Plan, comprising all social objectives, can be consulted in the Performance data chapter of this Report.*

SOCIAL

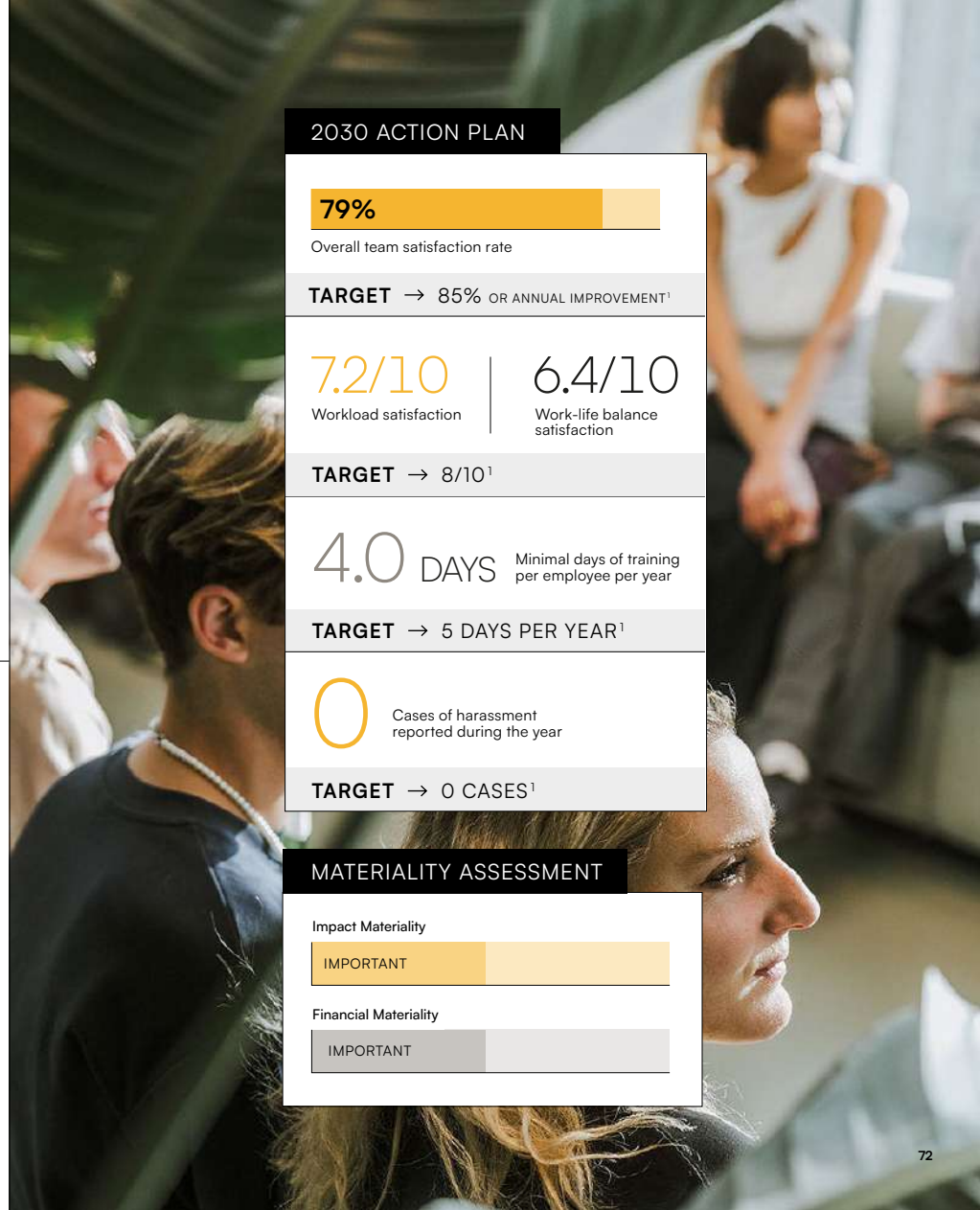
# Team development and well-being.



*Why is this relevant*

Taking care of Befimmo’s team and investing in well-being solutions is of paramount importance for the overall motivation and productivity.

1. Permanent target.



2030 ACTION PLAN

79%

Overall team satisfaction rate

TARGET → 85% OR ANNUAL IMPROVEMENT<sup>1</sup>

7.2/10

Workload satisfaction

6.4/10

Work-life balance satisfaction

TARGET → 8/10<sup>1</sup>

4.0 DAYS

Minimal days of training per employee per year

TARGET → 5 DAYS PER YEAR<sup>1</sup>

0

Cases of harassment reported during the year

TARGET → 0 CASES<sup>1</sup>

MATERIALITY ASSESSMENT

Impact Materiality

IMPORTANT

Financial Materiality

IMPORTANT



Description and approach

Talent and performance

Developing the team individually and collectively

Maximising the talent of team members is essential to Befimmo. With a view to lifelong learning, the Company provides its team with access to high-quality training courses and development opportunities to increase their effectiveness in their work. Training can be:

- Business-focused: Specific training related to real estate or innovative subjects. For the past three years, we have been allowing certain employees to take Masters evening classes and we support them in this learning process;
- Soft skills-based: Language or IT courses;
- Focused on personal development: Time management or mindfulness courses; or
- Organised in-house training: IT courses, cybersecurity training, sustainable development or environmental training.

In accordance with the legislation, each full-time employee now has at least four (in 2023) or five (as from 2024) training days per year. For part-time workers and employees who have not worked for a full calendar year, a pro-rata basis applies. Any member of the team or department can propose a training course at any time to their Manager and the Human Resources department.

All new arrivals receive additional training to familiarise them with the way Befimmo works:

- The HR department welcomes new team members and introduces them to all the communication tools used by Befimmo to keep staff up-to-date;
- The IT department provides all the necessary information on computer equipment and the prevention advisor explains all the implemented security procedures;

- New team members receive compulsory awareness-raising on sustainable development and training on the ESG Policy and Philanthropy & Associative Partnership Policy;
- They also receive mandatory training on official governance documents such as the Code of Ethics, including the Anti-Corruption Policy, the Data Privacy Policy, the Diversity, Inclusion & Zero Tolerance Policy and the Whistleblowing Policy.

Besides ongoing dialogue, each team member receives an annual appraisal, oriented towards communication and staff development.

Identifying, attracting and retaining talent

Befimmo's recruitment policy is based as much on shared values as on soft skills and technical capabilities. Moreover, during the entire recruitment process, from the publication of the job vacancies to the selection interviews, the Company does not express any judgement which might be considered discriminatory. Befimmo publishes its job vacancies on the corporate website, on LinkedIn and on the Intranet.

Befimmo has an aligned, open, and diversified pay policy, without any difference made based on gender, origin, belief, or sexual orientation and fully in line with the applicable benchmark.

The salary package includes:

- A base salary related to the Joint Committee 200;
- A non-recurring bonus plan (Collective Bargaining Agreement 90);
- A set of non-statutory benefits and social protection systems such as a comprehensive retirement provision, life insurance, broad health care coverage, disability and invalidity coverage and parental leave;
- Lunch allowances and eco vouchers;
- The necessary equipment for the perfect job execution such as the latest laptops and mobile phones;

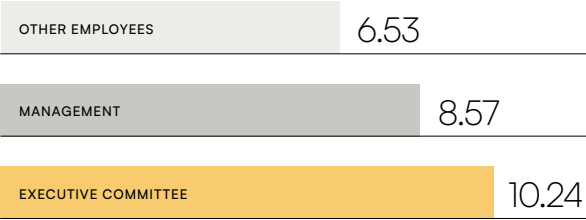
- Mobility solutions such as company cars, electric bikes, pooled vehicles, and mobility packs (mobility@BEFIMMO) allowing team members to choose the mobility solution that best meets their needs;
- Fruit baskets, healthy breakfasts or lunches, and access to sport and well-being classes for a healthy body and spirit;
- A monthly premium of €50 for all team members due to increased homeworking;
- A system of exchanging part of the annual bonus for extra-legal benefits such as additional days off, IT tools, reimbursement of private pension insurance, bicycle leasing, a mobility card, etc. (mychoice@BEFIMMO).

This package counts for all fixed team members, who are all working from the head office in Brussels (i.e. significant location of operation).

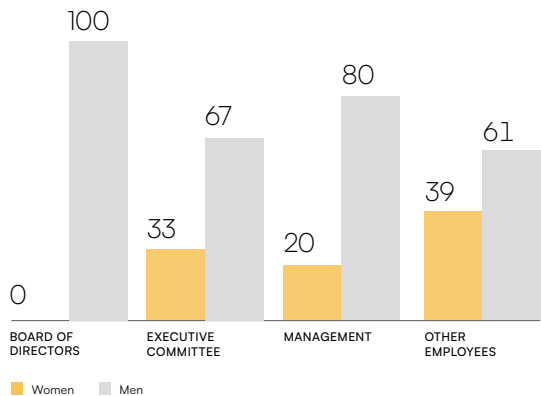
In terms of internal mobility, whenever a vacancy occurs, the job description is published on the Intranet. This gives the opportunity to team members to change position without leaving the Company. Opportunities for internal mobility and talent management ensure staff turnover is limited and motivation remains high.

✓

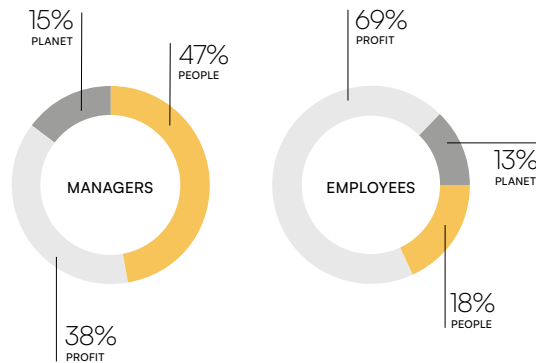
AVERAGE SENIORITY (YEARS)



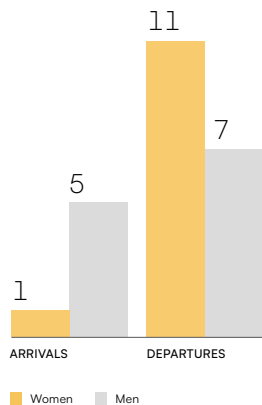
BREAKDOWN MEN/WOMEN (%)



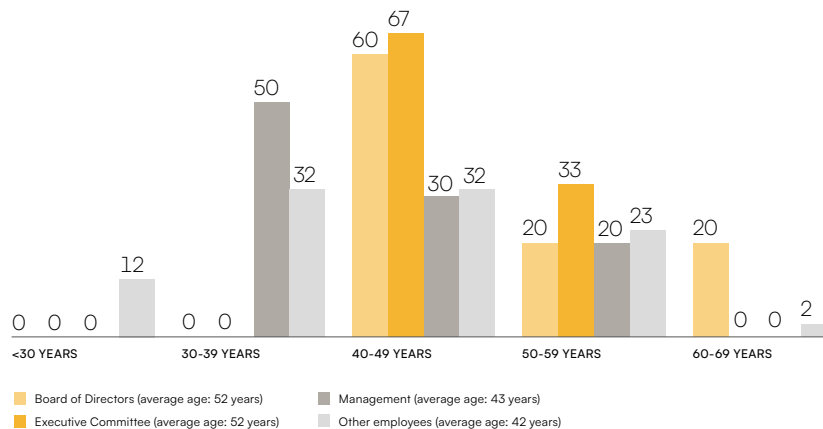
BREAKDOWN OF TRAINING HOURS, EXCLUDING LANGUAGE AND IT TRAINING



ARRIVALS/DEPARTURES (UNITS)



BREAKDOWN AGE (%)



### Ensuring social dialogue

Befimmo has set up a Code of Ethics and complies with the rules set out in the Belgian labour law and other frameworks, such as:

- The conventions of the International Labour Organization (ILO);
- The OECD Guidelines for Multinational Enterprises;
- The principles of the UN Global Compact;
- The Sustainable Development Goals.

These rules stipulated in the abovementioned laws and frameworks include, among others, respect for human rights, respect for freedom of association, the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the effective abolition of child labour, the elimination of discrimination in employment, remuneration and occupation, and state clear conditions regarding minimum age for employment, minimum wage and working hours.

Befimmo aims to always keep a human-centred approach and open dialogue with its entire team on all subjects, while protecting and respecting the employee's privacy. The privacy statement established in this regard sets out the basis on which any personal data collected from or provide to the Company will be processed.

Finally, the right to freedom of association and collective bargaining is provided through mandatory social elections, which take place every four years. In 2020, this process was interrupted due to lack of candidates. The next elections will be held in 2024. During these social elections, the HR department informs all team members of their right to free association and collective bargaining.

During the reporting year, no cases of non-compliance with social and economic legislation and regulations were reported.

Team members<sup>1</sup>

76 with employee status  
and a permanent contract

Average age

43 YEARS

## Gender diversity

37% WOMEN & 63% MEN

### Average seniority

6.8 YEARS

### Training hours

# 30.2

per person, with an average budget  
of €847.16/year (including IT and languages)

Staff appraised

100%  
EVERY YEAR

Wage gap

31%

## New staff members

06

- › 5 men and 1 woman
- › Average age: 31
- › EPRA new hire rate: 7.89%

## Departures

18

- > 7 men and 11 women
- > 15 resignations, 0 retirements and 3 dismissals
- > Average age: 41
- > EPRA turnover rate: 23.68%

## Internal mobility

# 01 CASE

### Internal promotion

## 03 CASES

1. Excluding the Executive Committee and consultants.

### Diversity, inclusion and equal opportunities

Diversity is seen as a source of knowledge sharing for Befimmo. Our recruitment policy is open to diversity and without selection criteria relating directly or indirectly to gender, age, disability, origin, belief or sexual orientation.

The Company has adopted a Diversity, Inclusion & Zero Tolerance Policy which complements the international, European and Belgian legal and regulatory provisions applicable.

#### Gender diversity

Befimmo supports equal treatment for men and women in terms of access to employment, training, promotion and working conditions. The pay policy guarantees fair treatment of men and women, based solely on non-gender criteria, such as internal consistency and sector benchmarks.

A number of new recruitments are planned for 2024, and particular emphasis will be placed on achieving a more optimal gender balance within our teams.

#### Age diversity

Befimmo has a very diversified age breakdown. 11% of the team members is younger than 30, while 24% is over 50. Befimmo is committed to keep attracting young talent as well as to keep older team members in employment and assisting them with their transition to retirement.

#### Zero discrimination and harassment

The Company practices explicit opposition to any form of discrimination through a Code of Ethics and the internal work regulations that demonstrate its commitment to transparent dialogue and non-discrimination.

If the Code is violated, team members can confidentially report any case of (suspected) harassment or discrimination to the HR department or the Legal Corporate department. Every occurrence is investigated thoroughly and will be followed by a disciplinary sanction, as stated in the internal work regulations. During the 2023 fiscal year, no cases of discrimination were reported.

Befimmo also appointed a person of trust. This person has a special legal status and a very strict code of conduct and confidentiality. He or she is at the service of employees to help them if they are victims or witnesses of harassment.

Grounds and sanctions with regard to discrimination are thoroughly described in the employment contract of each team member.

#### Social inclusion

For the past few years, Befimmo has set up multiple social actions.

One of these actions is being member of the Be.Face association, which encourages the team members to help unemployed young people to find a job (the Bright Future initiative) or accompany motivated adults who have a real career plan and who are experiencing difficulties in accessing employment (the Job Academy initiative).

✎ COMMITMENT TOWARDS THE COMMUNITY, P.92

Befimmo promotes the integration of young workers by taking on trainees. In 2023, two trainees joined Befimmo for a temporary job. In addition, the Real Estate Starters Programme is also a step towards a better integration of young talent within the Company.

### + CASE STUDY — Real Estate Starters Programme

In 2023, Befimmo launched its young starter programme to give talented young people the opportunity to discover our business by following a programme of professional development.

This programme enables young university graduates in engineering, management engineering or business school to complete three 8-month work placements at Befimmo: a golden opportunity to discover the company, the world of real estate & its various business lines, as well as the world of work before moving on to a specific position.

Our first Junior Real Este Officer joined us in September 2023 in the Commercial department.

*"The Real Estate Starter Programme is unique because **it allows you to learn about the many facets of a major real estate player.** Moreover, Befimmo has a strategy focused on a sustainable future that appeals to me enormously. This combination makes it an ideal opportunity to immerse and launch yourself in the world of real estate."*

— ALEXIS VANDAMME | REAL ESTATE STARTER

Well-being

Well-being of team members is key for the general motivation and productivity. Befimmo applies the Belgian law on the welfare of workers during the performance of their work as well as other initiatives to increase well-being at work, which are explained hereafter.

Creating a pleasant working environment

As a specialist in creating working environments, Befimmo's head office must be an example for the exterior world. Its head office illustrates 100% the vision that Befimmo defends every day with its customers. The Company's offices are located in the same building as Silversquare and Sparks, allowing is team to experience its hybrid model on a daily basis. But most of all, it enables the team members to balance between office time, nomadism in Silversquare centres and homeworking, creating the necessary flexibility for everyone.

All workstations are well-equipped, including the necessary IT material and the ergonomic aspects such as professional office chairs to meet the comfort needs of all team members.

Ensuring occupational health and safety

The Company counts four first-aiders among its team, who are given annual refresher training. Befimmo also organises fire evacuation exercises at its head office for all team members.

Befimmo pays also close attention to mental well-being and stress signals within the team. Violence, bullying or sexual harassment are considered psychosocial risks and must be monitored, prevented and condemned at all costs.

Complaints about employment

0

"Short-term" absenteeism rate

2.84%

> Compared with the average rate of 3.53% for Belgium  
> EPRA absenteeism rate: 8.90%

Occupational accidents

05

Injury rate (EPRA)

0.0%

Lost Day rate (EPRA)

0.1%

First-aiders

04 WERE GIVEN ANNUAL REFRESHER TRAINING

Advisor

01 LEVEL-3 PREVENTION ADVISOR

Annual risk study

01

Safety-related training

30 HOURS  
(e.g.: training of first-responders, safety on site, BA4, first aid, asbestos prevention, etc.)



Maintaining a healthy work-life balance

Befimmo has determined a full-time week for all its team members at 37.5 hours, calculated on an annual basis. Befimmo also offers extra-legal days off to all its employees. What's more, through a system set up by the Belgian government, it is possible to buy up to five extra days of holiday a year.

Within the working hours and the business organisation, the Company offers solutions to its team members in order to optimise their work-life balance.

Befimmo created a Homeworking Policy that allows everyone to find their balance in time and space. As the way people work is changing, Befimmo wants to encourage this evolution. By introducing structural homeworking, the Company wants to ensure that the teams can continue to work together smoothly while improving the comfort of its team members in terms of mobility and their work-life balance.

Team members are also able to work in a Silversquare coworking centre that might be closer to their home. Remote working came with a training on cybersecurity, enabling team members to be more aware of digital dangers, and on the use of Microsoft Teams.

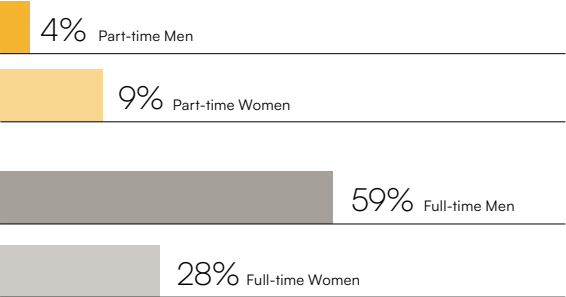
Team members are also able to organise their working hours in a somewhat more flexible way. The need to adapt their working hours or schedule can be discussed with their direct Manager.

An internal campaign has also been launched regarding the right to disconnect. A charter has been set up and presented to all team members. This charter stipulates the fact that no one should feel pressured to respond to emails before or after working hours. Tips were also given by the IT department on how to switch off certain notifications on team members' phones.

PART-TIME OCCUPATION

13%

- > Contractual, part-time credit and partial parental leave
- > Including 3 men and 7 women
- > With the same non-statutory benefits



CASE STUDY — Well-being at work

Team members struggling with psychosocial issues can get in touch with professionals from Pulso through the Employee Assistance Programme. This support programme offers confidential advice or support with professional or personal questions. It aims to avoid mental illnesses and keep absenteeism rate as low as possible. Information on this programme is given to each newcomer.

In addition, one person within the HR department is officially certified as a person of trust. Team members can approach the person of trust at all times in case of problems with supervisors, psychosocial issues, discrimination and harassment. The CESI (an external service for prevention and protection at work) can also be contacted for issues related to the well-being of team members. The person of trust examines the requests, advises team members and acts completely impartially. This person keeps an anonymous register of declarations of the team members.

In order to keep a healthy mind in a healthy body, team members have access to sport classes within the building. Moreover, fruit baskets and healthy lunches are arranged for all team members on a regular basis.



**Sustaining an ongoing dialogue**

Befimmo has adopted a general process to engage with its own workforce.

In order to be as transparent as possible towards the team, Befimmo pays special attention to internal communications, through the Intranet, information screens, informal channels such as Teams Flash Info, and regular presentations of achievements to the entire team. The Company also organises so-called Speakers' Corners every six weeks, where the Executive Committee and Managers answers all questions the team may have.

The annual appraisal process includes two discussions between the employee and its Manager each year. The appraisals are planned in June and December.

A "fresh eyes" process is giving the opportunity to newcomers to give their all-round opinion after a few weeks at Befimmo. This process captures the first impressions of new team members.

Within the framework of the ongoing dialogue, the Whistleblowing Policy provides a system aimed at giving each team member the necessary means to report breaches to a central contact point within Befimmo, in complete confidentiality and without fear of reprisals in the broadest sense. This Policy is described in the Governance chapter of this Report and is accessible on the corporate website.

DA GOVERNANCE: BUSINESS ETHICS AND COMPLIANCE, P.114

**Strengthening bonds and experiencing great things as a team**

Befimmo has an extremely solid team spirit. The bonds between team members cultivates the motivation and productivity among the different departments. This Company culture is nurtured by different projects and activities which are for the team members.

Befimmo has its own annual team event which gathers all team members and cultural activities have also been put into place every two months for the team under the name "Culture Club".

Befimmo has also its own activity committee, Comité B+. Set up in 2011 at the initiative of the staff and with the support of the Executive Committee, this committee organises sporting, cultural, festive, charity and family activities on a regular basis throughout the year.

**Looking ahead**

After two years marked by a strong evolution of the team and our objectives, 2024 will be the year of consolidation. A number of new recruits will strengthen the existing teams. The year 2024 will be the time to take a fresh look and to carry out essential work on our identity and the values that Befimmo wishes to promote in the future. Particular emphasis will be placed on achieving a good gender balance within our teams.

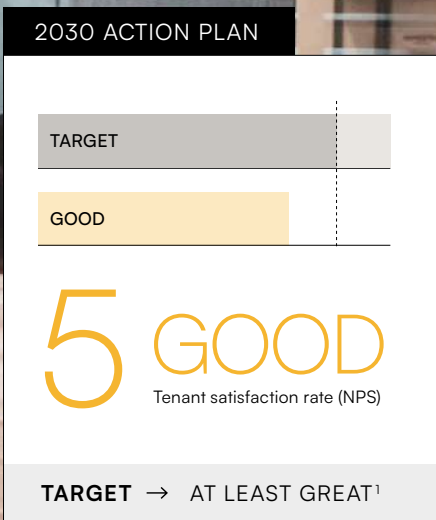
Moreover, in May, social elections will be organised as it is the case every four years.

# Services and networking opportunities.



As an answer to the global hybrid work trend, the main goal of this reflection is to connect the various buildings in the Befimmo's portfolio, give tenants more flexibility by offering them different working environments across interconnected buildings, and offer services throughout the portfolio to improve the user experience and create connections and communities.

1. Permanent target.



## Description and approach

The environments conceived by Befimmo are designed and developed so all users can enjoy a pleasant, productive and more connected experience. Nowadays, tenants are looking for a landlord who offers them much more than just a premium building. They want to work in bright and pleasant spaces, with access to services that facilitate their daily lives, while enjoying a great deal of flexibility.

### Services in the portfolio

In order to choose the right service for the right building, each building is being assessed on its existing services and the tenants are questioned on their needs. Therefore, the development of a CRM - a database that regroups the contact details of individual occupants - helps to carry out need assessments with a much broader audience. In 2023, Befimmo held its second annual satisfaction survey in the form of an NPS. For this NPS, the Company included 10 multi-tenants buildings containing implemented services for the occupants. Taking into account an 8% tenant participation, the survey revealed a score of 5, which corresponds to GOOD according to the NPS respond scale. All feedback was sent to the Property Management in order to take action wherever necessary.

### Coworking network and meeting opportunities

The evolution of the world of work is a fact, along with the increased digitalisation of society. Therefore, Befimmo offers a variety of work environments in a hybrid-office model, from conventional offices to buildings devoted entirely to coworking, and a mix of both. Users enjoy flexibility in the duration of their contract, the workspace they occupy (more or less space depending on their needs), and the meeting facilities they can use.

As a response, Befimmo, and its subsidiary Silversquare are developing a network of interconnected workspaces. Communities are being created within the network between start-ups, scale-ups and small and large businesses through the organisation of events, presentations, brainstorming sessions, etc. It is a unique way to stimulate creativity, innovation, and interaction between all kinds of businesses and entrepreneurs.

In 2023, Silversquare operated 11 coworking spaces in Brussels, its Periphery, Flanders, Wallonia and the Grand Duchy of Luxembourg. Early 2024, a 12<sup>th</sup> centre opened in Louvain-la-Neuve, bringing the total coworking space to 55,824 m<sup>2</sup>.

Next to flexible and inspiring coworking environments, Befimmo is also partner of Sparks, offering a special meeting environment. At Sparks there are specific meeting rooms for specific purposes, whether it's an (in)formal meeting, spontaneous brainstorming session, conference, livestream, or hackathon. Sparks also provides support packages, typically meeting services and professional assistance, to take meetings to a higher level.

✓



**SPARKS**



In March, Silversquare North, the coworking space of around 7,350 m<sup>2</sup> next to the Brussels Canal, was officially opened.

In the summer, Silversquare opened its very first location in Antwerp, specifically in the Antwerp Tower.

With an impressive area of around 5,800 m<sup>2</sup>, this space perfectly suits the needs of today's professional. The range of choices is wide; from fixed workstations and flexible desks to private offices. The venue is equipped with several meeting rooms, inspiring nooks for brainstorming and cosy coffee corners.

Finally, following the official opening of its first Walloon location, Silversquare Guillemins in Liège, Silversquare is continuing its expansion in Wallonia in Louvain-la-Neuve: almost 4,000 m<sup>2</sup> coworking space spread over two floors. The foundation stone was laid in early September, and the project was delivered in February 2024.



*"We are very proud of the opening of this coworking in Antwerp, it is our debut in Flanders' biggest city."*

The fact that **one month after the soft opening we have already rented out a quarter of our private offices** clearly shows the enthusiasm of the people of Antwerp. With Silversquare Antwerp Tower, we want to create an inspiring environment that inspires and advances the local business scene."

**ALEXANDRE PONCHON**  
ONE OF THE FOUNDERS OF SILVER SQUARE

## Looking ahead

In order to assess tenant satisfaction on a regular basis and act according to feedback, Befimmo will continue to assess the service needs of the tenants within its portfolio through the NPS scoring method. After two years of trial and gradual scope enlargement, the Company is now ready to include all multi-tenant buildings of its portfolio where services are proposed. The NPS will also be held once a year.

Next to operational buildings, all (re)development projects will be designed to include the right services for occupants. When integrating services within projects, Befimmo takes into consideration the location of the building to add even more comfort for its occupants. In order to integrate its buildings into cities, the Company will open its service offer to the neighbourhood whenever possible.

Regarding the coworking network, Silversquare will now be looking at expanding its network in The Netherlands as well, in line with the Befimmo strategy.



SOCIAL

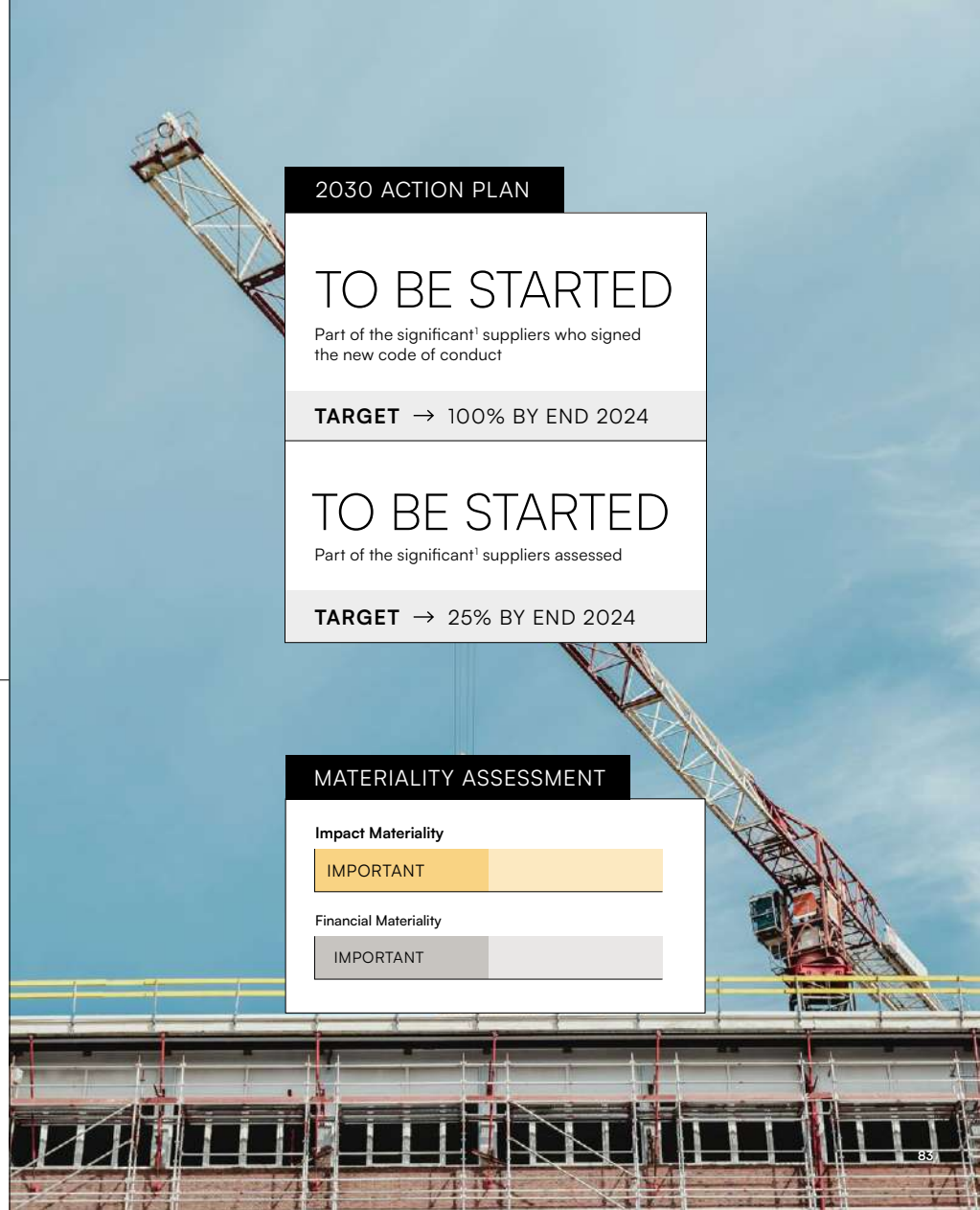
# Responsible supply chain management.



## Why is this relevant

Befimmo has a role to play to promote sustainable and ethical behaviour throughout its entire value chain. In order to establish strong partnerships with its stakeholders, they need to be onboarded in Befimmo's 2030 Action Plan.

1. Significant suppliers are suppliers having a potential risk on ESG aspects.



2030 ACTION PLAN

TO BE STARTED

Part of the significant<sup>1</sup> suppliers who signed the new code of conduct

TARGET → 100% BY END 2024

TO BE STARTED

Part of the significant<sup>1</sup> suppliers assessed

TARGET → 25% BY END 2024

MATERIALITY ASSESSMENT

Impact Materiality

IMPORTANT

Financial Materiality

IMPORTANT

Befimmo tries as much as possible to **work with locally based suppliers.**

**87%** of all 2023 suppliers are based in Belgium

**2%** are located outside Europe

## Description and approach

### Upstream and midstream: Suppliers

Befimmo is putting a lot of effort in defining the best strategy to include its entire supply chain into its ESG mindset. The primary aim of this exercise is to generate an overall positive ESG impact within the entire value chain and by doing so, embark more and more stakeholders into this journey. Therefore, the Company defined the major steps to undertake in order to onboard all significant suppliers.

SEE NEXT PAGE

All decisions regarding the selection and/or potential actions needed will be taken in consultation with the Executive Committee, the Leaders and the Managers of the relevant departments.

The risk profile of the Company's upstream supply chain is structurally low since Befimmo is a local player, acting in Belgium, which directly sets its suppliers under Belgian law. Befimmo tries as much as possible to work with locally based suppliers. 87% of all 2023 suppliers are based in Belgium, and only 2% are located outside Europe.

On the other hand, Befimmo has an ethical role to play towards its suppliers as well. When stipulated in the supplier contract, or if necessary, the Company accelerates the payment of the invoice to respect delays in order to prevent late payments.

Moreover, Befimmo also participated in the EcoVadis certification and received the Platinum Medal, the highest award, which distinguishes the top 1% of companies active in the same industry sector as evaluated by the rating agency.

### Downstream: Tenants and occupants

As the final link of the supply chain, tenants and occupants of the buildings must also be taken into consideration. In order to understand the importance of ESG for each tenant, Befimmo has developed and implemented prevention measures against the risk of anti-money laundering and terrorism financing, with a view to the prior assessment of potential tenants and occupants before entering any business relationship with them. Each tenant "at risk" can be excluded if deemed necessary.

GOVERNANCE: BUSINESS ETHICS AND COMPLIANCE, P.114

## Looking ahead

As mentioned above, the Company will implement a supplier assessment process for all suppliers "at risk" in 2024, according to its due diligence procedure. The whole process will be implemented during 2024, starting with the signing of the Code of Conduct and then the assessment process by EcoVadis for all significant suppliers. All new suppliers will be subject to the process from 2024.



Befimmo also participated in the EcoVadis certification and received the Platinum Medal.

MAJOR STEPS TO UNDERTAKE IN ORDER TO ONBOARD ALL SIGNIFICANT SUPPLIERS

Step	Definition	Actions from Befimmo	Implementation
Strategy definition	Identification of the key suppliers having the largest impact within our supply chain	Befimmo has established a list of significant suppliers, based on the invoice amount paid over the year as well as their environmental and social risk.	→ 2023
Supplier Code of Conduct	Creation of an adapted Code of Conduct for all suppliers, based on the Ten Principles of the UN Global Compact in order to cover all three ESG dimensions	Befimmo sends the reviewed Code of Conduct to all its significant suppliers in order to be read and signed. This is a first step towards the onboarding of our suppliers in the Company's ESG mindset.	→ Q1-Q2 2024
Assessment	Selection of an ESG questionnaire to assess the performance of the significant suppliers	Befimmo selected EcoVadis to assess the significant suppliers on all three ESG dimensions. The assessment is greatly inspired by the Ten Principles of the UN Global Compact. Each invited supplier who participated in the assessment will obtain a rating according to their ESG performance. Through the EcoVadis platform, Befimmo will be able to request actions to improve certain ratings if necessary.	→ Q2-Q3 2024
Selection and retention	Definition of requirements to be met by suppliers to be selected / onboarded	Befimmo will have to decide what requirements will be put into place after EcoVadis results will be available. The discussion will have to be established according to the various situations: <ul style="list-style-type: none"><li>- The suppliers that do meet ESG requirements;</li><li>- The suppliers that do not meet ESG requirements but are willing to make an effort to improve their own footprint;</li><li>- Suppliers that do not want to improve their footprint or refuse to participate.</li></ul>	→ Q4 2024
Performance monitoring	Management of the supplier assessment process in the long-run, ensuring continuous review of their performance and tracking of the progress overtime	Befimmo will add all new significant suppliers to the EcoVadis exercise in order to be assessed within the year. Existing suppliers will be monitored and their EcoVadis participation will have to be renewed every year.	→ 2024
Reporting	Disclosure of the information with suppliers	Befimmo will keep a regular dialogue with its significant suppliers in order to keep them onboarded in its ESG journey.	→ 2024 and onwards

## SOCIAL

# Integration of buildings into cities.



### Why is this relevant

Every (re)development project inevitably has an impact on the surrounding communities. This is why Befimmo studies the integration of buildings into their environment and why the Company remains in contact with the relevant stakeholders.

1. Projects: committed ongoing (re)development projects (ZIN, Pacheco).
2. Permanent target.

## 2030 ACTION PLAN

100%

Part of the projects<sup>1</sup> open to the city and its community

**TARGET** → 100%<sup>2</sup>

100%

Part of the projects<sup>1</sup> carried out with  
a community engagement programme

**TARGET** → 100%<sup>2</sup>

## MATERIALITY ASSESSMENT

## Impact Materiality

IMPORTANT

## Financial Materiality

IMPORTANT





## Description and approach

Every building is part of a community and an environment. Befimmo wants every building to be integrated harmoniously into the neighbourhood where it is located.

The integration is analysed and carried out in terms of:

- **Architecture:** The building must blend into its surroundings in terms of shape and aesthetics;
- **Sustainability:** In order to be a responsible user of urban space, the challenges for Befimmo are also to upgrade underused spaces, dedicate them to new functions, leave more space for green and recreational areas, and transform ordinary spaces into inspiring ones;
- **Its communities:** The Company wants to offer services to all communities of the buildings (tenants, but also residents of the neighbourhood).

One way of integrating buildings into cities is by opening them for all surrounding communities. This means that a building offers shared services such as a restaurant, a fitness centre or a terrace to everyone. The Company therefore provides mixed use spaces comprising coworking spaces, restaurants, and housing, creating movement and communities within and around the building, in order to maximise community interaction.

This leads to the second ambition Befimmo has regarding the integration of buildings into cities, namely the contact with involved stakeholders during (re)development projects. Befimmo maintains stable and lasting relationships with the local communities around its assets based on the creation of positive impacts and two-way communications using different channels. This enables the Company to identify their needs and expectations.



Befimmo wants **every building to be integrated harmoniously** into the neighbourhood where it is located.

On the one hand, the Project and Communication departments work together to create a real communication plan for each (re)development project. This plan includes information sessions, through presentations regarding the project, workshops, but also communication campaigns via dedicated websites, newsletters and social media. On the other hand, local communities are informed on how they can get in touch with the Company for suggestions or questions. For both ongoing redevelopment projects ZIN and Pacheco, the necessary contact details are made available to communities in case of issues. Feedback from local communities is massively important for Befimmo in order to develop the best possible projects for everyone.

Any new project is considered in this light, in cooperation with administrations and architects. This is a collaborative effort between the various operational teams of Befimmo, which are coached and trained to that end through training courses, lectures, trips and visits to other sites and inspiring examples.

Looking ahead

Befimmo wants every (re)development projects to open up to the city and to be executed in dialogue with stakeholders. It will keep working on both ambitions on its future projects to be committed and implement the necessary steps according to each individual project and its location.

The main target of Befimmo is to contribute to sustainable cities in which it operates and create safe and attractive areas to work and live in for the surrounding communities.



+ CASE STUDY — ZIN

The ZIN project is fully integrated into its urban ecosystem and is open to the city. The ground floor is a true city space, transparent, with a large, glazed area accessible to the public, functioning as a meeting place within the district. The view from the roof terrace is the icing on the cake.

ZIN provides a large work floor with a double height and lots of light. The building offers many possibilities and allows to collaborate in different ways, to re-centre yourself and to simply enjoy the place and your work.

On the intermediate floors there will be apartments (on the east side) that alternate with offices and have a panoramic view over the city.

On the west side there is a hotel that alternates with the offices. Furthermore, ZIN also provides space for coworking, leisure space, restaurants and cafés and businesses.

*"This mix of functions will create a building where there is always life, seven days a week, with different users occupying the spaces at different times. In this way, **ZIN makes a full contribution to the development of a new dynamic in the North district of Brussels.**"*

NICOLAS NÉLIS  
CHIEF PROJECT OFFICER

2025

Delivery of all services accessible to the city community.

## SOCIAL

# Comfort, security and safety within the supply chain.



### Why is this relevant

Everyone wants to feel comfortable and safe in its working environment, whether it's in an office building or on a construction site. Ultimately, the environment people spend time in plays a huge role in how we feel and how we perform.


1. Permanent target.

## 2030 ACTION PLAN

04

Number of incidents involving people

**TARGET**  $\rightarrow 0^1$



85%

Percentage of inspections  
on fire prevention, lifts,  
electricity and heating  
carried out

**TARGET** → 100%<sup>1</sup>

## MATERIALITY ASSESSMENT

## Impact Materiality

IMPORTANT

## Financial Materiality

IMPORTANT

## Description and approach

As stated in its Code of Ethics and its Supplier Code of Conduct, by adhering to the United Nations Global Compact, Befimmo undertakes to support and respect human rights and to ensure that it is not complicit in human rights violations, throughout its entire value chain. The Company also follows the OECD Guidelines. These commitments and frameworks define Befimmo's position to firmly condemn trafficking in human beings, forced or compulsory labour and child labour.

### Upstream and midstream: Suppliers and contractors

(Re)development is one of Befimmo's main businesses. The Company must pay close attention to health, safety and security of the personnel present on the building sites, protecting them from all risks, as construction is an often hazardous. Respect for fundamental human rights (including effective abolition of child labour and elimination of forced or compulsory labour) is of major importance in projects involving many players of the value chain.

The contracts governing the work include clauses requiring contractors to take all legal or regulatory health and safety measures with regard to working conditions. Contractors must ensure that they are strictly observed by their personnel, their subcontractors or other third parties present on the building site. The contractor has to subscribe to an "All Construction Site Risks" insurance policy for the worksite insuring the construction team members and all other parties involved.

Moreover, the law of 4 August 1996 on the welfare of workers during the performance of their work imposes specific measures concerning temporary or mobile construction sites and in particular the appointment of a health and safety coordinator prior to the opening of the worksite. The health and safety coordinator is responsible for drawing up a General Health and Safety Plan (GHSP) which contains an analysis of the risks to which workers are likely to be exposed to during the construction and operation of the building, and the measures to be taken by the various participants to prevent and avoid these risks.

The safety and health coordinator also prepares a general plan for safety and hygiene on site and he carries out random checks to verify

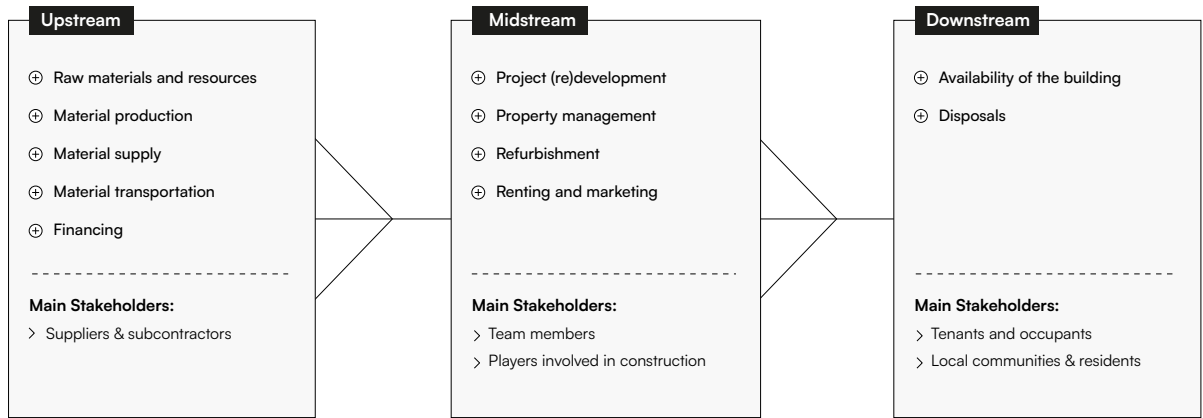
that the prevention measures in the safety plans and regulations in this area are effectively respected. These visits are the subject of written reports distributed to all concerned.

Across all the (re)development projects in 2023, no fatalities were recorded.

The entire construction team and the suppliers involved all have to follow the Supplier Code of Conduct established by Befimmo. The supply chain management process that was started in 2023 is described in the dedicated chapter of this Report.

▮ SOCIAL: RESPONSIBLE SUPPLY CHAIN MANAGEMENT, P.83

### SUPPLY CHAIN





**+** CASE STUDY — Indoor air quality initiatives

Within the framework of the Breathe at work initiative (launched in 2020), a campaign to measure the performance of ventilation and air conditioning systems has started in 2022 (according to the NBN EN 13779 and 12599 standards). The results of this campaign led to corrective actions to improve indoor air quality.

Moreover, Befimmo signed a pilot project of one year with TakeAir in one of its buildings. The TakeAir experience consists of the combination of Sea-Aeration and BioRemediation units to guarantee the best indoor air quality.



Downstream: Tenants and occupants

The comfort of occupants is a priority for Befimmo. The Project and Design teams pay attention to lighting giving priority to natural light, to limiting noise pollution through quieter equipment, reinforced insulation and absorbent materials, and to control hygrothermal comfort and air quality by ensuring that technical installations such as heating, ventilation and air-conditioned systems are well designed, properly sized, and well regulated.

The Property Management team plays an important role in ensuring tenant satisfaction and comfort. It offers regular and transparent communication, and tenants have access to a 24/7 telephone help desk for urgent matters, and an online incident management tool with satisfaction survey.

Since 2018, Befimmo installs software in some of its buildings to collect and analyse data from the building management systems for heating, cooling, and ventilation. This tool is useful for controlling energy performance and improving occupant comfort.

Befimmo continuously checks that the appropriate mandatory regulatory controls are in place and that any observations logged by its qualified personnel are dealt with. Based on the reports received by 31 December 2023, 85% of the multi-tenant portfolio was inspected during the year in four areas: fire prevention, lift, electricity, and heating.

In terms of first-aid, 100% of the landlord-controlled buildings within the portfolio are equipped with defibrillators.

Finally, Befimmo is making sure all (re)development projects are accessible to people with disabilities and various audits have been carried out into strategic operational buildings to improve their accessibility as well.

By opening up the projects to the city communities, residents can also benefit from the safe and healthy environments within the buildings.

100% of the landlord-controlled buildings within the portfolio are equipped with defibrillators

Looking ahead

Befimmo will be starting a supply chain management process in order to assess and guide all its significant suppliers. The process is explained thoroughly in the Responsible supply chain management chapter.

On the tenant side, in order to better manage their comfort, safety and health, Befimmo aims to reduce the response time to incidents as much as possible, among other things by improving the incident management tool.

Therefore, Befimmo is developing a risk rating system for all recorded incidents within the buildings. A risk level (low, medium or high) is assigned to each incoming incident, based on its probability and severity. Each incident is then processed differently depending on the level of risk. The aim of this system is to prioritise incidents more effectively and mitigate risks as much as possible by taking the necessary corrective and preventive actions.

The dashboard containing all the reported incidents will provide a clear overview of the incidents, their level of risk and the measures taken, in just one glance.

SOCIAL

# Commitment to the community.



## Why is this relevant

Giving back to local community is the most healing feeling there is. It also often contributes to team cohesion and builds employee morale. Philanthropy is now considered as a stand-alone topic within this Report.

1. Permanent target.



## Description and approach

### Philanthropic activities

Befimmo chooses to give a greater support to some social activities by providing time and energy of team members rather than through direct financial donations and tries to favour local initiatives, as stated in its Philanthropy and Associative Partnership Policy. Therefore, as the case may be, the Company finances the participation of its team in these activities.

In total, some 46 team members participated in one or more social actions in 2023 and, next to non-financial donations, €6,500 has been spent on charity.

#### In practical terms:

- Two blood donation days at its head office in collaboration with the Belgian Red Cross;
- The 20 km of Brussels, raising funds for the Maison d'Enfants Reine Marie-Henriette ASBL;
- Sport challenge for the Demoucelle Parkinson Charity using the AtlasGo app;
- Bags of chocolate (ordered at Make-A-Wish) offered to the children of the Maison d'Enfants Reine Marie-Henriette ASBL;
- A huge clothing collection for Solidarité Grands Froids in collaboration with other tenants of the headquarter building;
- An entire month of volunteering every lunchtime at the Finistère church where meals were prepared for the homeless;
- A fundraising for Opération Thermos through the sale of delicious products within the entire headquarter building.

Befimmo is supporting local actors and partners with tenants to amplify the collective impact whenever possible.



### CASE STUDY — Move for Demoucelle Parkinson Charity

A sportive AND philanthropic action to start the month of September? No problem! Befimmo proposed a series of sportive activities for the team in order to get moving for a good cause. All efforts were collected through the AtlasGo application, raising money for the Demoucelle Parkinson Charity.

#### Why Demoucelle?

Patrick Demoucelle's fortieth birthday wasn't looking so good. The results of the nuclear magnetic resonance scan that he had undergone showed that he had early symptoms of Parkinson's Disease. But through there incredible positive way of thinking, Patrick and his wife Anne-Marie are facing their biggest ambition of all: how to find a cure for Parkinson's.

In total, 41 team members gave their all for this good cause.

*Thanks to them, we were able to raise €5,000 for the Demoucelle Parkinson Charity.*



Some statistics  
on this collective effort:

90

PHOTOS  
SHARED

308

LIKES

445

ACTIVITIES  
RECORDED

5,107

KILOMETRES  
TRAVELLED

€5,000

Raised for the Demoucelle Parkinson Charity

### Associative partnerships

Since 2016, Befimmo has been an active member of the Be.Face steering committee. Be.Face helps certain groups of people to integrate the Belgian work world through specific programmes:

- **Bright Future:** programme oriented on students;
- **Job Academy:** programme oriented on job seekers from diverse backgrounds.

For these two programmes, some team members offered their time to become a mentor and help students or job seekers within the real-estate sector to integrate the work world by transmitting their experience and knowledge. It allows Befimmo to help promoting inclusiveness in the world of work by creating opportunities for all.

## Be.Face

### Looking ahead

Serving the community has always been part of Befimmo's commitments. The Company will continue to organise social actions within this framework. The philanthropic budget has been raised in order to increase this type of activities in the coming years.

Most activities are not partnerships determined beforehand. Each activity is discussed case by case and is determined during the year, keeping in mind the local aspect of the cause. Some of the regular activities will continue, like the blood donations.

In addition, Befimmo has recently joined the pilot project of the Impact Bridges community. Impact Bridges offers a platform of philanthropic causes to choose from. What's even better, is that the proposed causes match the mission of the Company. This new network will give the opportunity to Befimmo to keep serving the community in a much wider and more varied way, while still following its Philanthropic and Associative Partnership Policy.

Befimmo is **supporting local actors and partners** with tenants to amplify the **collective impact** whenever possible.





# GOVERNANCE



The governance part of this Report is composed of transverse topics and targets which contribute both to the environmental and social performance.

**P.96** CORPORATE GOVERNANCE STATEMENT

**P.111** ESG DECISION-MAKING PROCESS

**P.114** BUSINESS ETHICS AND COMPLIANCE

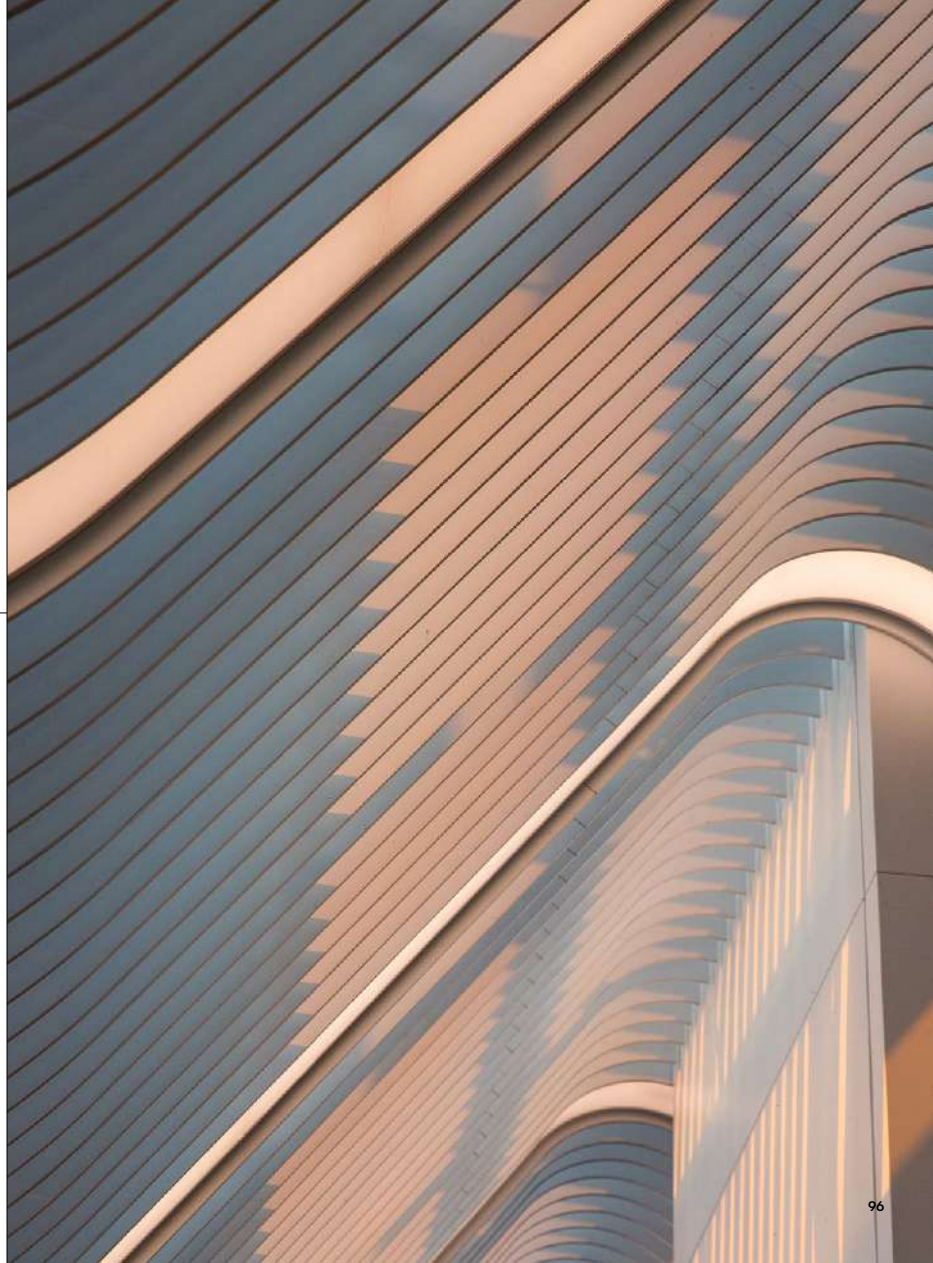
**P.119** TRANSPARENT REPORTING AND DISCLOSURE

*The full 2030 Action Plan, comprising all governance targets, can be consulted in the Performance data chapter of this Report.*

2030 ACTION PLAN, P.169

# Corporate governance statement.

Having opted for a “one-tier” governance structure, each company of the Group structure of Befimmo is run by a Board of Directors empowered to carry out all acts necessary or useful to achieve its purpose.



## Management structure

Having opted for a “one-tier” governance structure, each company of the Group structure of Befimmo is run by a **Board of Directors** empowered to carry out all acts necessary or useful to achieve its purpose, except those reserved by law or the articles of association to the General Meeting.

Both the Board of Directors of Befimmo Group SA/NV (FIIS/GVBF) and of Befimmo Real Estate Group SRL/BV have delegated specific management powers to Executive Officers, who act collectively, within an **Executive Committee**.

GROUP STRUCTURE, P.110

## Board of Directors

### Board composition

In accordance with its articles of association, each Company is administered by a Board of Directors, appointed by the General Meeting.

Complementarity in skills, experience, knowledge and age are highly valued when composing a Board of Directors. This complementarity promotes innovation, risk management, and sustainable growth. Additionally, it fosters a culture of collaboration and constructive debate, enhancing the Board’s effectiveness in fulfilling its responsibilities.

All Directors should also have the personal qualities required to carry out their duties in a flexible and collective manner. They must have an impeccable reputation for integrity, a critical mind, strong business sense and the ability to develop a strategic vision.

### Procedure for the appointment and renewal of Directors

Directors are appointed and their mandates are renewed by the General Meeting. Before the appointment and/or renewal of a Director, the following criteria are taken into consideration:

- The appropriate number of Directors;
- The suitability to the needs of the Board of the profile of the Director whose mandate is being considered for renewal;
- The Director profile being sought, based on general criteria for the selection of Directors (including the skills, knowledge and experience available and needed within the Board), and any specific criteria for selection.

Before the appointment and/or renewal of a Director, interviews with the candidates may take place, as well as a review of their curriculum vitae and references, an assessment and an analysis of the other mandates they hold. Any appointment of a Director or renewal of a mandate, whether for an executive or non-executive Director, should allow the Board to continue their work and to maintain the required balance of skills and experience.

If one or more mandates become vacant, the remaining Directors have the right to fill them provisionally, until the next General Meeting, which will confirm (or not) the mandate of the co-opted Director(s).

### Role and duties of the Chairman

The Chairman steers the activities of the Board. In his/her absence, Board meetings are chaired by a Director designated by the other Directors.

The Chairman endeavours to ensure that the Directors reach a consensus by discussing the items on the agenda in a critical and constructive way and takes the necessary measures to develop a climate of trust within the Board of Directors by contributing to open discussions and offering constructive dissent and support for the Board’s decisions.

If one or more mandates become vacant, **the remaining Directors have the right to fill them provisionally,** until the next General Meeting.

Functioning

The Board of Directors pursues sustainable value creation by setting the strategy of each company within the framework of the ESG Policy that it defines, establishing effective, responsible and ethical leadership and monitoring its performance.

To do so, the Board develops an inclusive approach which balances the legitimate interests and expectations of its shareholder(s) and those of other stakeholders.

The Board of Directors is empowered to perform all acts necessary or useful for the achievement of the Company's purpose, except those reserved to the General Meeting by law or by the articles of association.

The Board is organised to ensure that it exercises its powers and responsibilities in the best possible way. It meets as often as necessary.

The articles of association lay down the following rules concerning the decision-making process of the Board of Directors:

- Except in case of force majeure, the deliberations and resolutions of the Board of Directors are valid only if at least half of its members are present or represented (and, for some companies, if at least two members are present). If half of its members are not present or represented, a new meeting must be convened which, provided at least two Directors are present, may make valid deliberations and resolutions on the topics on the agenda of the preceding meeting;
- Decisions of the Board shall be taken by absolute majority of the Directors present or represented. In the event of a tie, the chairman of the meeting has the casting vote;
- Decisions of the Board of Directors may be taken by unanimous decision of all the Directors, expressed in writing.

The decisions of the Board of Directors are recorded in the minutes, which must be approved by the Board.

Self-assessment

Every three years at least, the Board assesses its own composition, size, effectiveness and functioning.

This self-assessment exercise has the following main objectives:

- To challenge the composition of the Board of Directors;
- To appraise the functioning of the Board of Directors;
- To check whether important issues are properly prepared and discussed;
- To evaluate whether the chosen governance structure remains appropriate.

PLEASE NOTE

The Group, which is now part of the Brookfield group, is mainly structured around two Companies:

- > **Befimmo Group SA/NV**, a holding company with FIIS/GVBF status that owns a number of subsidiaries; and
- > **Befimmo Real Estate Group SRL/BV**, which carries out the Group's operational activities, together with a number of operating subsidiaries.

This chapter will therefore be mainly focused on those two Companies.



Board of Directors of Befimmo Group SA/NV

On 31 December 2023, the Board consisted of five Directors, specifically:

- One executive Director;
- Four non-executive Directors, three of whom are independent.

As of 14 July 2023, at the incorporation of Befimmo Group SA/NV, the following Directors were appointed:

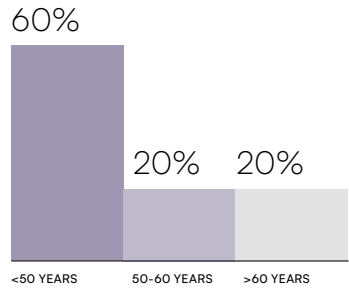
- AN&MO SRL/BV, represented by its permanent representative, Mr. Vincent Querton;
- Revron SRL/BV, represented by its permanent representative, Mr. Jean-Philip Vroninks;
- Mr. Luc Leroi;
- Mr. Damien Rensonnet;
- Mr. Benedict Annable.

A brief description of the professional background of each Director is included hereafter.

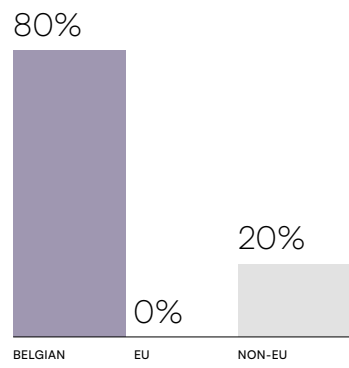


KEY FIGURES

AGE BREAKDOWN



NATIONALITY



GENDER DIVERSITY



COMPOSITION OF THE BOARD OF DIRECTORS AS AT 31 DECEMBER 2023

Position on the Board	Expiry of current mandate	Attendance rate
AN&MO SRL/BV, represented by its permanent representative, <b>Mr. Vincent Querton</b> - Chairman	June 2029	85.71%
Revron SRL/BV, represented by its permanent representative, <b>Mr. Jean-Philip Vroninks</b> - Managing Director	June 2029	100%
<b>Mr. Luc Leroi</b> - Non-executive Director	June 2029	100%
<b>Mr. Damien Rensonnet</b> - Non-executive Director	June 2029	100%
<b>Mr. Benedicte Annable</b> - Non-executive Director	June 2029	51.14%

BOARD OF DIRECTORS OF BEFIMMO GROUP SA/NV

Mr. Vincent Querton

Chairman and independent,  
non-executive Director



AS PERMANENT REPRESENTATIVE OF  
AN&MO SRL/BV

Mr. Vincent Querton is the Chairman of Befimmo Group SA/NV and qualifies as independent, non-executive Director. He holds a law degree (UCL) and an MBA from INSEAD-CEDEP (Fontainebleau). Mr. Querton has extensive experience in the banking and real-estate sectors in Belgium and abroad. He was Chief Operating Officer of Fortis Real Estate (later AGRE) from 1996 to 2002 (during which time he was Chairman of Devimo and a member of the Management Board of Interparking), and worked at Jones Lang LaSalle (JLL) from 2003 to February 2017 as International Director and CEO Benelux. Since October 2017, he has been CEO of Ascencio, a BE-REIT specialising in the retail sector (retail premises located mainly on the outskirts of cities).

Mr. Jean-Philip Vroninks

Executive Director



AS PERMANENT REPRESENTATIVE OF  
REVRON SRL/BV

Mr. Jean-Philip Vroninks is the Managing Director of Befimmo Group SA/NV and of Befimmo Real Estate Group SRL/BV and the Chair of their Executive Committee. After obtaining his licentiate in Economic Sciences at EHSAL Brussels and a master in International Finance at London Middlesex University, Mr. Vroninks began his career at Citibank in Brussels and then KPMG in London. In 2003, Mr. Vroninks joined the Capital Markets department of King Sturge in Belgium (2003-2009). In 2009, he was promoted to Managing Director and, after the merger of King Sturge and JLL in 2011, became the head of the Belux Capital Markets team. At the beginning of 2017, he became the CEO of JLL in Belgium and Luxembourg. From 2020 on, he was also Head of Capital Markets Benelux at JLL. He was appointed Managing Director of Befimmo SA/NV<sup>1</sup> in May 2021.

Mr. Luc Leroi

Independent, non-executive Director



Mr. Luc Leroi is independent and non-executive Director of Befimmo Group SA/NV since 14 July 2023. He began his career 1989 as junior auditor with Deloitte Luxembourg and spent more than 20 years at Fortis Luxembourg and Credit Lyonnais Luxembourg in the fund sector and as tax advisor. From 2002 until 2009 he was CFO of a listed real-estate company present in Central Europe. Since 2009 he serves as independent Director for several institutional groups active in the real estate sector but also in infrastructure and renewable energies. Mr. Luc Leroi is a graduate in commercial and financial science (1988-HEC) and in fiscal science (1999-ESSF-IFBL).

1. In May 2021, Befimmo SA/NV was a listed company and had the status of a BE-REIT ("société immobilière réglementée"/"geregulemateerde vastgoedvenootschap"). With effect on 1<sup>st</sup> November 2023 took place the demerger of Befimmo SA/NV and its restructuring into the Group structure (see page 110).

BOARD OF DIRECTORS OF BEFIMMO GROUP SA/NV

**Mr. Damien Rensonnet**  
Independent, non-executive Director



Mr. Damien Rensonnet is an independent and non-executive Director of Befimmo Group SA/NV since 14 July 2023. He is a graduate in commercial and financial science (ULG-HEC Liège) and is certified in Corporate Governance (INSEAD). He began his career in accounting and tax at PwC in Luxembourg (2001-2004), before joining the international investment firm The Carlyle Group where he held a number of roles from 2004 to 2021. Towards the end of his tenure at Carlyle, Mr. Rensonnet was an executive Director focusing on fund operations and financial management of European real estate investments. He was actively involved in structuring and closing of 100+ Real Estate investments in multiple sectors and jurisdictions. Mr. Damien Rensonnet currently works in consulting and management in the alternative investment industry.

**Mr. Benedict Annable**  
Non-executive Director



Mr. Ben Annable is a non-executive Director of Befimmo Group SA/NV. As Managing Director in Brookfield's Real Estate group, he is responsible for the negotiation and legal aspects of the real estate group's European mergers and acquisitions activities, including deal structuring and execution. Prior to joining Brookfield in 2018, Mr. Annable was a partner at a leading U.K. law firm, where he focused on M&A and joint ventures. Mr. Annable holds a Graduate Diploma in Law from The University of Law and a Bachelor of Arts degree from Durham University.

Board of Directors of Befimmo Real Estate Group SRL/BV

On 31 December 2023, the Board consisted of four Directors, specifically:

- Three executive Directors:
  - Revron SRL/BV, represented by its permanent representative, Mr. Jean-Philip Vroninks;
  - Phirema SRL/BV, represented by its permanent representative, Mr. Philippe Berlamont;
  - Mrs. Martine Rorif; and
- One non-executive Director:
  - Mr. Glenn LaFountain.

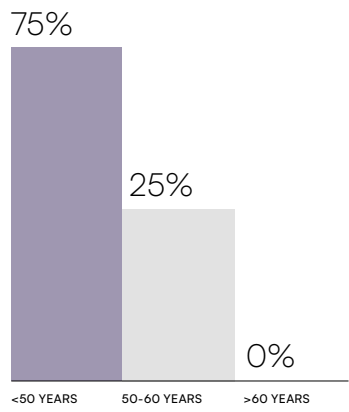
The aforementioned four Directors do not qualify as independent Directors.

A brief description of the professional background of each Director is included hereafter.

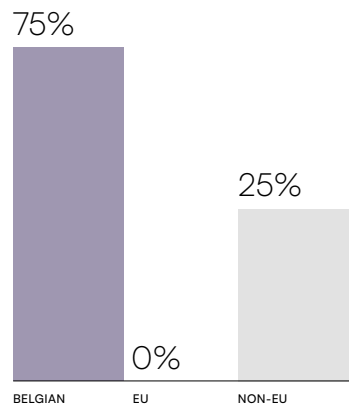


KEY FIGURES

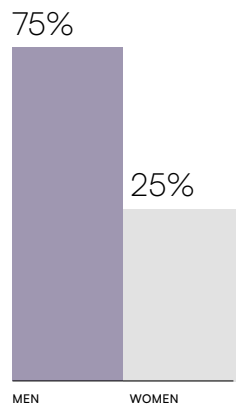
AGE BREAKDOWN



NATIONALITY



GENDER DIVERSITY



COMPOSITION OF THE BOARD OF DIRECTORS AS AT 31 DECEMBER 2023

Position on the Board	Expiry of current mandate	Attendance rate
Revron SRL/BV, represented by its permanent representative, <b>Mr. Jean-Philip Vroninks</b> - Managing Director	Illimited	100%
Phirema SRL/BV, represented by its permanent representative, <b>Mr. Philippe Berlamont</b> - Executive Director	Illimited	100%
<b>Mrs. Martine Rorif</b> - Executive Director	Illimited	100%
<b>Mr. Glenn LaFountain</b> - Non-executive Director	Illimited	100%



**BOARD OF DIRECTORS OF BEFIMMO REAL ESTATE GROUP SRL**

# Jean-Philip Vroninks

Executive Director



AS PERMANENT REPRESENTATIVE OF  
REVIRON SRL/BV

Mr. Jean-Philip Vroninks is the Managing Director of Befimmo Group SA/NV and of Befimmo Real Estate Group SRL/BV and the Chair of their Executive Committee. After obtaining his licentiate in Economic Sciences at EHSAL Brussels and a master in International Finance at London Middlesex University, Mr. Vroninks began his career at Citibank in Brussels and then KPMG in London. In 2003, Mr. Vroninks joined the Capital Markets department of King Sturge in Belgium (2003-2009). In 2009, he was promoted to Managing Director and, after the merger of King Sturge and JLL in 2011, became the head of the Belux Capital Markets team. At the beginning of 2017, he became the CEO of JLL in Belgium and Luxembourg. From 2020 on, he was also Head of Capital Markets Benelux at JLL. He was appointed Managing Director of Befimmo SA/NV<sup>1</sup> in May 2021.

**Mr. Philippe Berlamont**

Executive Director



AS PERMANENT REPRESENTATIVE OF  
PHIREMA SRL/BV

Mr. Philippe Berlamont holds a commercial engineering degree from the Solvay Brussels School of Economics and Management (ULB). He is Certified European Financial Analyst (EFFAS). After starting his career as an auditor at Arthur Andersen he joined Deloitte where he became Audit Director and was appointed as a Statutory Auditor (CPA) by the Institut des Réviseurs d'Entreprises. He then turned to the real estate and construction sector, in which he has been active for more than 10 years. Mr. Berlamont was Director of Finance & Controlling at CFE for seven years before becoming Chief Financial Officer of Willemen Groep, the largest family-owned construction group in Belgium. He joined Befimmo SA/NV<sup>2</sup> as Chief Financial Officer in September 2022.

1. In May 2021, Befimmo SA/NV was a listed company and had the status of a BE-REIT ("société immobilière réglementée"/"gereguleerde vastgoedvennootschap"). With effect on 1<sup>st</sup> November 2023 took place the demerger of Befimmo SA/NV and its restructuring into the Group structure (see page 110).

2. In September 2022, Befimmo SA/NV was a listed company and had the status of a BE-REIT ("société immobilière réglementée"/"gereguleerde vastgoedenvennootschap"). With effect on 1<sup>st</sup> November 2023 took place the demerger of Befimmo SA/NV and its restructuring into the Group structure (see page 110).

BOARD OF DIRECTORS OF BEFIMMO REAL ESTATE GROUP SRL

**Mrs. Martine Rorif**  
Executive Director



Mrs. Martine Rorif is a civil engineer in construction - specialising in civil engineering (Université Libre de Bruxelles, 1990). She holds a post-graduate diploma from the Solvay Business School (CEPAC 2007) and began her career as a site engineer at Entreprises Jacques Delens (1990-1995). She moved to Devimmo Consult (1996) as a property manager, and joined Befimmo SCA/CommVA<sup>1</sup> in 1997, holding the position of Project Manager until 2008, from when she has been Chief Operating Officer and is now appointed as Chief Development Officer.

**Mr. Glenn LaFountain**  
Non-executive Director



Mr Glenn LaFountain is a Vice President in Brookfield's Real Estate Group, working in the London office leading the oversight of Brookfield's European Office and Life Science investments. He joined Brookfield in 2016, initially based in the New York office working within the Northeast real-estate team and transitioning to the London team in 2019. Glenn holds a Bachelor of Science Degree in Finance with a Minor in Management from Fairfield University, Dolan School of Business.

1. In 1997, Befimmo SCA/CommVA was a listed company and had the status of a "SICAFI"/"Vastgoedbevak" before becoming a limited-liability company and before its transformation into a BE-REIT company ("société immobilière réglementée"/"gereguleerde vastgoedvennootschap").

Executive Committee

Having opted for a “one-tier” governance structure, each company of the Group structure is run by a **Board of Directors** empowered to carry out all acts necessary or useful to achieve its purpose, except those reserved by law or the articles of association to the General Meeting.

Both the Board of Directors of Befimmo Group SA/NV (FIIS/GVBF) and of Befimmo Real Estate Group SRL/BV have delegated specific management powers to Executive Officers, who act collectively, within an **Executive Committee**.

The Board is regularly informed of the activities of the Executive Committee.

Composition

The members of the Executive Committee are appointed by the Board of Directors.

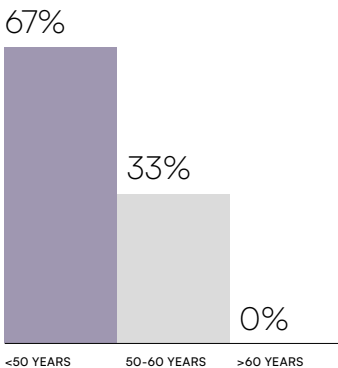
On 31 December 2023, the Executive Committee of Befimmo Group SA/NV and of Befimmo Real Estate Group SRL/BV had three members:

- Revron SRL/BV, Managing Director, represented by its permanent representative, Mr. Jean-Philip Vroninks;
- Phirema SRL/BV, Director, represented by its permanent representative, Mr. Philippe Berlamont;
- Mrs. Martine Rorif, Director.

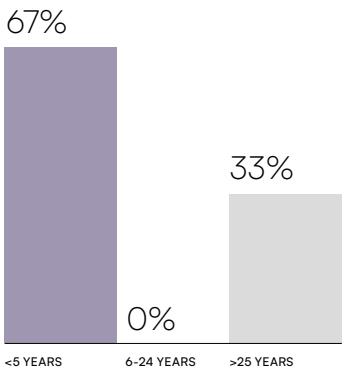
A description of their professional background can be found on pages 103 and 104 of the present Report.

KEY FIGURES

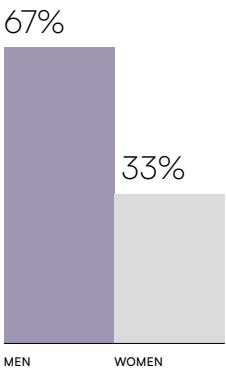
AGE BREAKDOWN



SENIORITY



GENDER DIVERSITY



Duties

The Executive Committee is mainly entrusted with the following duties:

- Analysing and implementing the general policy and strategy of resp. Befimmo Group SA/NV and Befimmo Real Estate Group SRL/BV, as decided by the respective Boards of Directors and implementing the decisions of the Board of Directors;
- Making a balanced and clear assessment of the financial situation, budget and business plan of each company that is part of the Group structure, in accordance with accounting standards;
- Implementing internal controls (systems to identify, assess, manage, and monitor financial and other risks), without prejudice to the monitoring role of the Board of Directors;
- Reporting to the respective Boards of Directors, the competent authorities and the Statutory Auditor(s);
- Preparing the publication of financial statements and other financial and non-financial information.

In this context, the Boards of Directors of Befimmo Group SA/NV and Befimmo Real Estate Group SRL/BV have delegated specific decision-making and representation powers to the related Executive Committee, which are updated regularly.

The Executive Committee operates on a collegial basis, with **decisions taken by the consensus** of its members, who are collegially responsible.

The Executive Committee exercises its duties without prejudice to the powers of the Board of Directors.

The Executive Committee of Befimmo Real Estate Group SRL/BV oversees:

- The day-to-day management of Befimmo Real Estate Group SRL/BV, including (but not limited to) the commercial, operational and technical management of the property portfolio;
- Leading the operational team of Befimmo Real Estate Group SRL/BV and its subsidiaries, in accordance with its strategy and general policy.

Activity Report to the Board of Directors

The Executive Committee reports at least quarterly to the Board of Directors.

Operating mode

The Executive Committee operates on a collegial basis, with decisions taken by the consensus of its members, who are collegially responsible.

If a consensus cannot be reached, the item or file concerned is put on the agenda of the meeting of the Board of Directors for deliberation and decision.

The Executive Committee meets as often as necessary, under the chairmanship of the CEO, and in principle once a week. It can be convened at any time by the Chairman or at the request of at least two members of the Executive Committee.

On 31 December 2023, the Executive Committee of Befimmo Real Estate Group SRL/BV led a team of 76 employees without taking into account the teams of which Silversquare Belgium and Sparks Meeting are composed of.

Leadership Committee

During the Executive Committees that takes place every week, the following Managers (also called "**Leaders**") are invited to join the Executive Committee to present and discuss ongoing projects and to propose actions to be taken:

- Mr. Rudi op 't Roodt, Chief Technical & Sustainability Officer;
- Mr. Olivier De Bisscop, Chief Portfolio Officer;
- Mr. Axel Kuborn (Silversquare), Chief Operator Officer.

These members form Befimmo's Leadership Committee. This Committee is the platform of information-sharing and decision-making for all ongoing business-related subjects.

Management

The heads of departments on 31 December 2023 are:

- Mr. Olivier De Bisscop<sup>1</sup> (Chief Portfolio Officer);
- Mr. Christophe le Fevere<sup>1</sup> (Head of Asset Management);
- Mr. Nicolas Nélis (Chief Project Officer);
- Mr. Eric Jambor (Head of Property Management);
- Mr. Edouard Scarcez (Head of Investment);
- Mr. Arnaud Opsommer (Head of Building Administration, Business Data & Operations Budget);
- Mr. Frédéric Tourné (Head of Environmental Management);
- Mr. Rudi op 't Roodt<sup>1</sup> (Chief Technical & Sustainability Officer);
- Mrs. Madelieve Timmermans (Head of Marketing & Communication);
- Mr. Stéphane dos Santos (Chief Accountant);
- Mr. Pierre-Olivier Schmitz (Head of Controlling);
- Mrs. Florence Weemaels (Head of Human Resources);
- Mr. Jelle Defraye (Head of Technology & Data Solutions).

1. Acting on behalf of a company.

## Remuneration policy

The remuneration policy that applies to the Group structure is established in accordance with the Code of Companies and Associations.

It is designed to reward those involved in the operational activities of the Group and its subsidiaries in a way that allows it to attract, retain, and motivate selected team members, considering the Group structure and its characteristics and challenges, properly and effectively managing risk, and keeping the costs of the various remunerations under control.

It also aims to promote the creation of sustainable value within the Group structure, and to contribute to the implementation of its strategy. This is done mainly by setting qualitative and quantitative performance criteria for the members of the Executive Committee that are in line with the objectives of the Group structure and that include, in addition to financial performance criteria, additional measurable criteria related to its ESG Policy, its commitments regarding social responsibility and other long-term objectives.

In this way, the remuneration policy aims to create a close link between the interests of its Executives and those of the Group structure, its shareholder(s) and all other stakeholders.

Befimmo Real Estate Group SRL/BV and its subsidiaries aim to remunerate the team at a level that compares well with the remuneration paid by other companies of comparable size and activities for similar functions.

To keep up to date with market pay scales, the Group structure contributes to benchmarks organised by specialised consultants and market surveys.







## Non-executive Directors

The remuneration of the non-executive Directors is set by the General Meeting.

Remuneration is composed of:

- A fixed annual amount;
- Attendance tokens; these are awarded to non-executive Directors for attending meetings of the Board of Directors.

The non-executive Directors do not receive any performance-related pay, such as bonuses or stock options, nor do they receive any benefits in kind, or benefits associated with pension schemes. No shares are awarded to non-executive Directors.

The Directors may hold a Directorship in other companies that are part of the Group structure.

## The Chief Executive Officer

The Managing Director - who is not remunerated as a Director - carries the function of Chief Executive Officer (CEO) and is a member of the Executive Committee of Befimmo Group SA/NV and of Befimmo Real Estate Group SRL/BV.

The remuneration of the CEO consists of a fixed portion, a variable portion and a long-term incentive plan.

- **Fixed portion:** The amount of the fixed annual remuneration is determined on the basis of comparisons with the fixed remunerations on the market for comparable positions in comparable companies. The fixed annual remuneration is paid monthly, in twelfths, at the end of the month.
- **Variable portion in cash:** The target amount of the annual variable remuneration, corresponding to a quality service that meets expectations in terms of results, professionalism and motivation, is predetermined when setting the targets. It is a combination of personal qualitative targets and financial qualitative targets that apply to the Group structure. Are avoided performance criteria that could encourage the CEO to give preference to short-term goals that influence his variable remuneration and would have an adverse impact on the Group structure in the medium and long term.
- **Long-term incentive plan:** The CEO may be allocated a long-term incentive plan, creating a close link between the interests of the CEO and those of the Group structure and its shareholder.
- **Miscellaneous expenses:** Expenses incurred by the CEO in the course of his routine management are reimbursed, on presentation of supporting documents.

Control environment

Company organisation

The Boards of Directors of Befimmo Group SA/NV and of Befimmo Real Estate Group SRL/BV have established an Executive Committee.

Operational functions are carried out by Befimmo Real Estate Group SRL/BV and its subsidiaries in its technical departments (Project Management, Property Management and Environmental Management), its Commercial department and Investment department.

Support functions are provided by the following departments of Befimmo Real Estate Group SRL/BV and its subsidiaries: Finance, Building Administration, Legal, Marketing & Communication, Sustainability, Human Resources and IT.

Each member of Befimmo Real Estate Group SRL/BV and its subsidiaries has a job description. There is a procedure for the delegation of authority for both internal matters (decision-making powers) and external matters (powers of signature and representation).

The Boards of Directors of Befimmo Group SA/NV and of Befimmo Real Estate Group SRL/BV have delegated a number of powers of decision-making and representation to its Executive Committee. In this context, the Executive Committee has a power to sub-delegate, which it has exercised, while setting limits in terms of the acts and amounts concerned, in line with the hierarchical position of the authorised employees of Befimmo Real Estate Group SRL/BV and its subsidiary, Befimmo Property Services. These sub-delegations include an internal procedure for approving orders and invoices. The principle of dual signatures is applied. There is also a specific procedure for authorising payments. All these powers are formalised in internal procedures.

The Human Resources department ensures that the skills required for each role are defined and that the procedures are observed, notably for annual performance appraisal and pay review.

External players

Some external stakeholders also play a role in the control environment, most importantly the Statutory Auditor and the independent real-estate experts.

Ethics

The Board of Directors has drafted a Code of Ethics, which is supplemented by the following policies: a Whistleblowing Policy, an Anti-Corruption Policy, a Data Privacy Policy, a Policy on Diversity, Inclusion and Zero Tolerance, an ESG Policy, a Supplier Code of Conduct and a Philanthropy and Associative Partnership Policy. All policies are described in detail in the Business ethics and compliance chapter of the present Report.

✎ BUSINESS ETHICS AND COMPLIANCE, P.114

These documents can also be consulted on the corporate website.

Rules for preventing conflicts of interest

The Group structure is required to comply with its legal and regulatory obligations in this area (amongst which Article 7:96 of the Code of Companies and Associations) both within its Board of Directors and within any of its Committees.

Article 7:96 of the Code of Companies and Associations

Pursuant to Article 7:96 of the Code of Companies and Associations, if a Director has a direct or indirect interest of financial nature that conflicts with a decision or transaction that falls to the Board of Directors (subject to certain exceptions), he/she shall notify the other members before it is discussed by the Board. His or her statement, as well as the explanation on the nature of such conflicting interest, must be included in the minutes of the meeting of the Board of Directors which is to take the decision.

The conflicted Director may not take part in the discussions of the Board of Directors relating to the transactions or decisions concerned, nor take part in the vote.

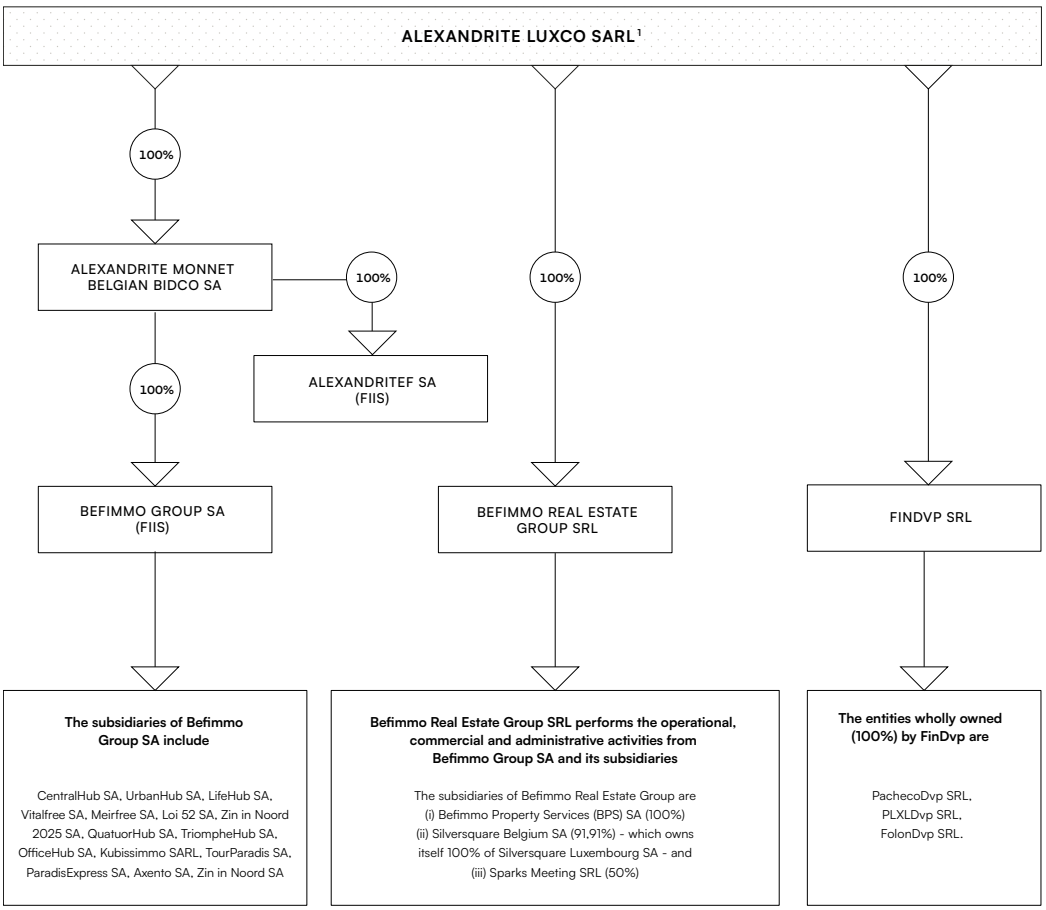
In its report on the annual accounts, the Statutory Auditor shall assess the financial consequences for the Company of the decisions of the Board of Directors for which there is a conflicting interest. In addition, the relevant part of the minutes shall be reproduced in the management report.

In addition, all team members must avoid finding themselves in a situation of conflict of interest between their personal interests and those of the Group structure, particularly in the context of relations with its shareholder and subsidiaries, customers, contractors, suppliers and other third parties.

# Share ownership, structure and organisation

Following the completion of the restructuring of the Group as of 1<sup>st</sup> November 2023, the Group structure and its ownership is now as follows.

## GROUP STRUCTURE



1. An entity fully controlled by one of Brookfield's real-estate private funds.

# ESG decision-making process.

ESG aspects are an integral part of Befimmo's decision-making process as is explained hereafter.



At Board level

The Befimmo Board of Directors pursues sustainable value creation by setting the Company’s strategy within the framework of the ESG Policy that it defines, establishing effective, responsible and ethical leadership, and monitoring its performance. To do so, the Board develops an inclusive approach which balances the legitimate interests and expectations of its shareholding structure and those of other stakeholders.

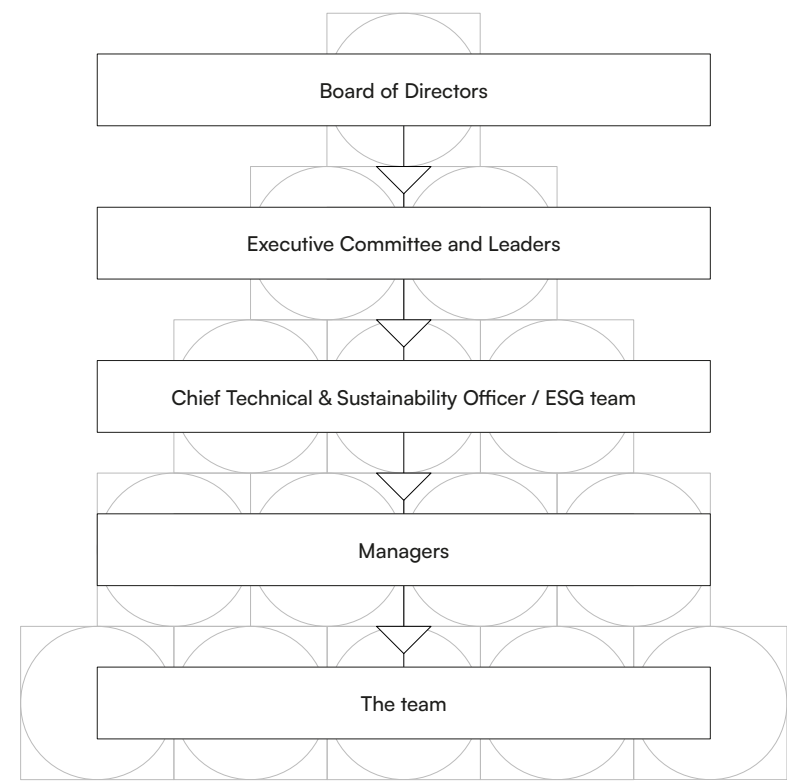
The Group structure has fully integrated the sustainability principles within its overall strategy and day-to-day operations by anticipating on environmental, social and governance evolutions. The Board of Directors has ultimate oversight of ESG risks and opportunities at a strategic level.

In line with this integrated strategy, the Board defines the environmental (including climate- and sustainability-related issues), social and governance orientations and strategic targets. It further approves budgets and major decisions related to this strategy.

At strategic level

As ESG is integrated into the overall strategy of the Group structure, all important ESG topics are discussed within the Executive Committee. During the Executive Committee, the Chief Technical & Sustainability Officer is one of the Leaders that is invited to this strategic Committee to present and discuss ongoing projects and to propose actions to be taken related to ESG. The Committee is hence a cross-functional team that provides a forum for regular and in-depth discussions on ESG aspects. The Leaders within this Committee meet on a weekly basis.

ESG GOVERNANCE





- The Committee is entrusted with the following responsibilities:
- Monitoring of and compliance with ESG regulations;
  - Monitoring and analysing market trends and developments and share insights with key stakeholders;
  - Developing proposals, coordinating the integration of ESG aspects into core activities and driving implementation;
  - Reporting on implemented actions;
  - Ensuring that operational projects are in line with the integrated strategy.

The Leaders that are invited to join the Executive Committee on a weekly basis are described in detail in the Corporate governance statement.

▮ CORPORATE GOVERNANCE STATEMENT, P.96

## At operational level

In order to supervise, analyse and tackle ESG-related material impacts and risks, the supervisory bodies have set up different specialised departments at operational level.

### Project Management and Sustainability

The Chief Technical & Sustainability Officer, one of the Leaders invited to the Executive Committee, reports directly to the CEO. His role is both strategic (developing strategy on ESG aspects, managing relations with stakeholders) and operational (coordinating and running sustainability projects, managing the 2030 Action Plan, acting as in-house consultant for other departments, and encouraging team members to embrace change).

The Environmental Management team is part of the same division and is responsible for improving the environmental performance

of the portfolio, both in terms of (re)development projects and operational buildings.

The ESG team monitors the Action Plan, collects data and provides transparent reporting, while complying with current ESG legislation and standards.

### Human Resources

The Human Resources department is responsible for raising awareness amongst all members of the team to pay attention to sustainability, for following-up initiatives, and for continuing to develop Befimmo's strong corporate culture. HR is also responsible for monitoring social aspects like diversity and inclusion, talent retention, equal opportunities and global well-being among the team.

### Legal

The Legal department closely monitors the ESG regulatory initiatives and collaborates in identifying and executing the action points, and defining priorities with regards to ESG aspects.

### Property Management

Property Managers also have an important role to play in ensuring the health and well-being of occupants.

### Team

Generally speaking, the entire team is involved in the ESG approach of the Company, depending on the field of expertise, and is aware of the major impact of the real-estate sector on the environment.

The targets described in the 2030 Action Plan for each department are the driving force towards a more sustainable reflection. Each department added its own ESG targets to the Action Plan and are responsible for tracking and achieving each target. In this way, the entire team is part of the ESG progress the Group structure makes.

The targets described in the **2030 Action Plan** for each department are the driving force towards a more **sustainable reflection**.

GOVERNANCE

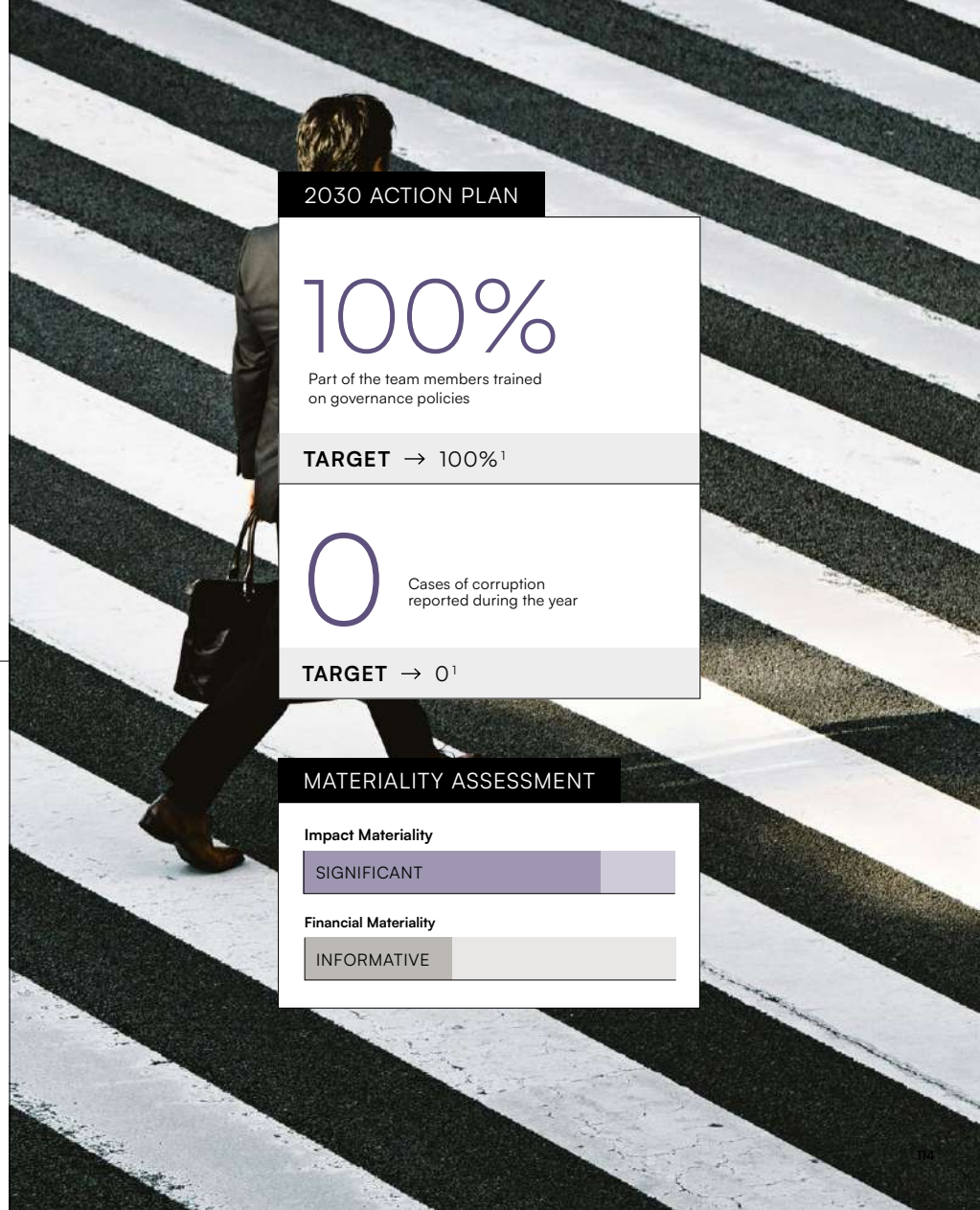
# Business ethics and compliance.



### Why is this relevant

Ethical behaviour is of capital importance to run the organisation and conduct business in order to create a relation of trust with all stakeholders and keep reputation high.

1. Permanent target.



2030 ACTION PLAN

100%

Part of the team members trained on governance policies

TARGET → 100%<sup>1</sup>

0

Cases of corruption reported during the year

TARGET → 0<sup>1</sup>

MATERIALITY ASSESSMENT

Impact Materiality

SIGNIFICANT

Financial Materiality

INFORMATIVE

## Description and approach

### Corporate culture and business conduct policies

One of the main goals of the Group structure is to uphold exemplary internal ethical standards, by putting in place the necessary means to prevent, detect and treat unethical behaviour. In terms of ethics, the highest standards are applicable which derive from the environment in which it operates. Ethical conduct is an integral part of the corporate culture, which emphasises honesty, integrity, professionalism and the respect of high ethical standards in the performance of its activities.

All administrative and management bodies are involved in forming, monitoring, promoting and assessing the corporate culture.

- ✦ OUR VALUES, P.11
- ✦ TEAM DEVELOPMENT AND WELL-BEING, P.72
- ✦ ESG DECISION-MAKING PROCESS, P.111

**One of Befimmo's main goals is to uphold exemplary internal ethical standards,** by putting in place the necessary means to prevent, detect and treat unethical behaviour.

In addition, a set of policies were established and measures have been taken to guarantee ethical standards at all levels of the Group structure, to mitigate any negative impacts related to business conduct, and to monitor and manage the related risks.

### Ethics and human rights

In accordance with its Code of Ethics, Befimmo is committed to acting ethically at all times, whether in its dealings with clients, team members, its shareholder, partners, competitors or the public authorities, in the respect of the laws and regulations governing all the economic sectors of the country that are applicable.

Such Code of Ethics further verbalises Befimmo's commitments with regard to the respect for human rights, the prevention of conflicts of interest, corruption as well as the prevention of financial crime, the protection of personal data, the promotion of diversity, inclusion and zero tolerance towards any form of discrimination, violence and/or harassment, its ESG Policy, its philanthropic activities and associative partnerships. The Code of Ethics also outlines the policy that Befimmo has put in place regarding whistleblowing, the protection of its assets, resources and data as well as regarding confidential information and the use of social media and external communications.

In 2023, specific training was provided to the team with regard to the Code of Ethics and the policies to which the Code of Ethics refers.

### Whistleblowing

Befimmo aspires to a corporate culture characterised by trust, responsibility, a strict sense of morality and respect for regulatory provisions and best practices in corporate governance.





In this context, Befimmo has put in place a Whistleblowing Policy<sup>1</sup> enabling any team member, shareholder, independent service provider and any person working under the supervision of contractors, subcontractors and suppliers providing services to Befimmo, to notify, internally to a contact person within Befimmo or externally, any violations (potential or actual) which concern the areas listed in article 2<sup>2</sup> of the "Whistleblowing Law", all Befimmo's internal policies (e.g. Code of Ethics, Anti-Corruption Policy, Employment Regulations, Diversity, Inclusion and Zero Tolerance Policy, Philanthropy and Associative Partnership Policy, Personal Data Protection Policy, etc.) and/or applicable law and regulation, in complete confidentiality and without fear of reprisal in the broadest sense where such notification is made in reasonable good faith.

**Prevention of financial crime**

Befimmo undertakes to comply with applicable laws and regulation in relation to financial crime (including anti-bribery and corruption, anti-money laundering and sanctions) and to ensure that staff Members and associated persons (through appropriate due diligence and contractual provisions) do likewise in the course of their activities anywhere in the world.

To avoid both dealing with disreputable third-parties and any claim that Befimmo ignored warning signs of issues that could present a reputational, legal or financial risk to Befimmo, appropriate risk-based due diligence should always be conducted on third-parties prior to the commencement of business relations or the conclusion of transactions with counterparties.

To this end, Befimmo carries out a due diligence on its customers and counterparties.

**Personal data protection**

The General Data Protection Regulation (GDPR) was put into effect in 2018, aiming to protect individuals' fundamental right to protection of their personal data. In this framework, Befimmo has implemented a Data Privacy Policy.

**Cybersecurity**

Audits are conducted on a regular basis within Befimmo concerning the IT security risks as a whole. The findings, recommendations and mitigation action plan to be taken in this context are reviewed by the Executive Committee, and then reported to the Board of Directors. Moreover, a cyber resilience programme has been set up by Executive Committee, under the lead of the Head of Technology & Data Solutions and its progress is reviewed by the Executive Committee on a regular basis.

✓

1. See Article 1 of Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law and Article 2 of the Act of 22 November 2022 on the protection of persons who report breaches of Union or national law within a legal person in the private sector. Infringement within the meaning of this procedure also means reasonable suspicions concerning actual or potential infringements which have occurred or are very likely to occur in the organisation in which the person reporting the infringement works or in another organisation with which the person reporting the infringement is or has been in contact in the course of his or her work, and concerning attempts to conceal such infringements.

2. Article 2 of the "Whistleblowing Law" establishes common minimum standards for the protection of persons reporting the following breaches: 1° breaches concerning the following areas: a) public procurement; b) financial services, products and markets and the prevention of money laundering and terrorist financing; c) product safety and conformity; d) transport safety; e) environmental protection; f) radiation protection and nuclear safety; g) food and feed safety, animal health and welfare; h) public health; i) consumer protection; j) protection of privacy and personal data, and the security of networks and information systems; k) combating tax fraud; l) combating social fraud. Any violation of the legal or regulatory provisions or directly applicable European provisions, as well as any violation of the provisions adopted in implementation of the aforementioned provisions, fall within the scope of this law; 2° violations affecting the financial interests of the Union referred to in Article 325 of the Treaty on the Functioning of the European Union and specified in the relevant Union measures and, where appropriate, in the national implementing provisions; 3° violations relating to the internal market referred to in Article 26(2) of the Treaty on the Functioning of the European Union, including violations of Union rules on competition and State aid.



**Diversity, inclusion and zero tolerance**

Befimmo is convinced that diversity of thought, a source of exchange and creativity, is fundamental to optimal decision-making, leading to better results and a sustainable business. Consequently, diversity is encouraged and all team members or candidates are given equal opportunities. Befimmo promotes differences in age, sexual orientation, civil status, birth, wealth, religious or philosophical conviction, political belief, trade union belief, language, current or future condition of health, disability, physical or genetic characteristic, social origin and any other characteristic of an individual. Furthermore, Befimmo is committed to developing and promoting the team members regardless of any characteristic that would not be relevant from a professional point of view.

In addition, Befimmo also aims to create an inclusive working environment where everyone can find the support and resources they need to develop and reach their full potential, and where integrity, fairness, mutual respect and a spirit of collaboration are at the order of the day.

**Philanthropy and associative partnership**

As a humane, responsible and civic organisation, this Policy was established following the founding values of Befimmo. Given the numerous donation requests that Befimmo receives, it has drawn up this Policy with a view to provide a description of its commitment and to specify the terms thereof.

**Diversity is encouraged.**  
Team members or candidates  
are given equal opportunities.

**Suppliers**

By joining the United Nations Global Compact, Befimmo has committed to supporting and applying its fundamental principles in the areas of human rights, working conditions, the environment and the fight against corruption. Befimmo wishes to involve its suppliers in its approach by sharing its values with them. As a Befimmo supplier, we ask suppliers to conduct their activities in accordance with the values and principles set out in the Code of Conduct for suppliers, in strict compliance with all Regulations, and to select their own suppliers and partners accordingly. Compliance with this Code is a prerequisite for any partnership with Befimmo, but also for its successful continuation.

**ESG**

Environmental, social and governance aspects are natural extensions of Befimmo's corporate strategy, focused on creating value for all its stakeholders, both now and in the long-term. All ESG objectives are grouped into a global 2030 Action Plan reviewed and published annually, with regular updates and with a view to continuous improvement. Befimmo is committed to operate in a responsible and sustainable way, in line with its values, and with regard to all its external and internal parties. Befimmo makes sure that its ESG strategy is applied throughout the entire value chain.

**Prevention and detection of corruption or bribery**

In accordance with its values, Befimmo is fully committed to the highest moral and ethical standards. It does not tolerate any form of corruption and refuses to enter into relations with anyone involved in illegal activities or suspected of doing so. The purpose of its Anti-Corruption Policy is to prohibit all forms of corruption, to encourage particular vigilance in this respect, and to describe the way in which Befimmo intends to prevent and deal with any form of behaviour that would constitute or amount to corruption.

Before recruiting any team member, Befimmo verifies that the candidate adheres to Befimmo's values and governance. Furthermore, all team members of Befimmo undertake to respect the provisions of this Policy. Befimmo also undertakes to request its various partners to adhere to and comply with the principles set out in this Policy.





More generally, Befimmo has set up an effective risk management system, in accordance with its legal and regulatory obligations. All payments and expenses made with the resources of Befimmo are subject to financial control and approval procedures. In addition, transactions are recorded completely, accurately and with sufficient detail so that the purpose and amount of any such payment is clear. Moreover, Befimmo has established accurate and complete recordkeeping processes in order to prevent as much as possible potential concealing of bribes and to discourage fraudulent accounting practices.

Infringements of this Policy by team members are not tolerated and may give rise to disciplinary measures that may go as far as dismissal, termination of the collaboration or removal from office (without prejudice to any legal or regulatory sanctions that may apply).

In the event of reasonable doubt as to whether its partners comply with this Policy, the commercial relationship with that partner may be suspended until a thorough investigation has been carried out. In the event of proven non-compliance, the partner may be subject to the termination of any commercial relation with Befimmo (without prejudice to any legal or regulatory sanctions that may be applicable).

This Policy applies to all team members and to the various partners of Befimmo. The team members and partners must contact the Legal Corporate department should they have any questions or doubts regarding the application of this Policy.

A training session regarding the Anti-Corruption Policy (and all other Policies cited above) is also organised for all Board and team members on a yearly basis. Details of its training during the year is as follows in the table hereafter.

TRAINING DURING THE YEAR

	AT-RISK FUNCTIONS	MANAGERS	OTHER OWN WORKERS
TRAINING COVERAGE			
Total	76	10	66
Total receiving training	76	10	66
DELIVERY METHOD AND DURATION			
Presentation (live and Teams)	2 hours	2 hours	2 hours
FREQUENCY			
	Annually	Annually	Annually
TOPICS COVERED			
Definition	Yes	Yes	Yes
Policy	Yes	Yes	Yes
Prevention	Yes	Yes	Yes
Infringement	Yes	Yes	Yes

Disclosure and training

The policies mentioned before are available on the corporate website (for external stakeholders) and on the Intranet (for team members).

The Legal Corporate department gives information sessions whenever policies and codes of conduct are modified. All new team members also receive the main policies after their hiring process. The Legal Corporate and HR departments consistently ensures that stakeholders comply with these policies. In case of non-compliance, appropriate action is taken (sanctions).

Looking ahead

Since the Code of Ethics and its appendices were revised in 2023, Befimmo wants to ensure that all team members continue to follow them. As a result, everyone will receive refresher training on these policies and will be required to sign a compliance document confirming the training and the fact that all policies will be followed, and this on an annual basis.

➤ [READ OUR CORPORATE POLICIES](#)

## GOVERNANCE

# Transparent reporting and disclosure.



### Why is this relevant

Non-financial reporting becomes increasingly important among clients, banks and regulators as they are looking for more standardisation in order to include non-financial drivers in their decision-making.

1. Permanent target.

## 2030 ACTION PLAN

4

Number of annual voluntary participations in ESG assessments

TARGET

2023

**TARGET**  $\rightarrow$  AT LEAST  $2^1$

## Description and approach

For many years now, Befimmo has paid particular attention to the reliability of the reporting process, and rigorous, accurate and transparent financial and non-financial communication. The Company has seen a growing interest in ESG and sustainability topics which are increasingly integrated into investment processes.

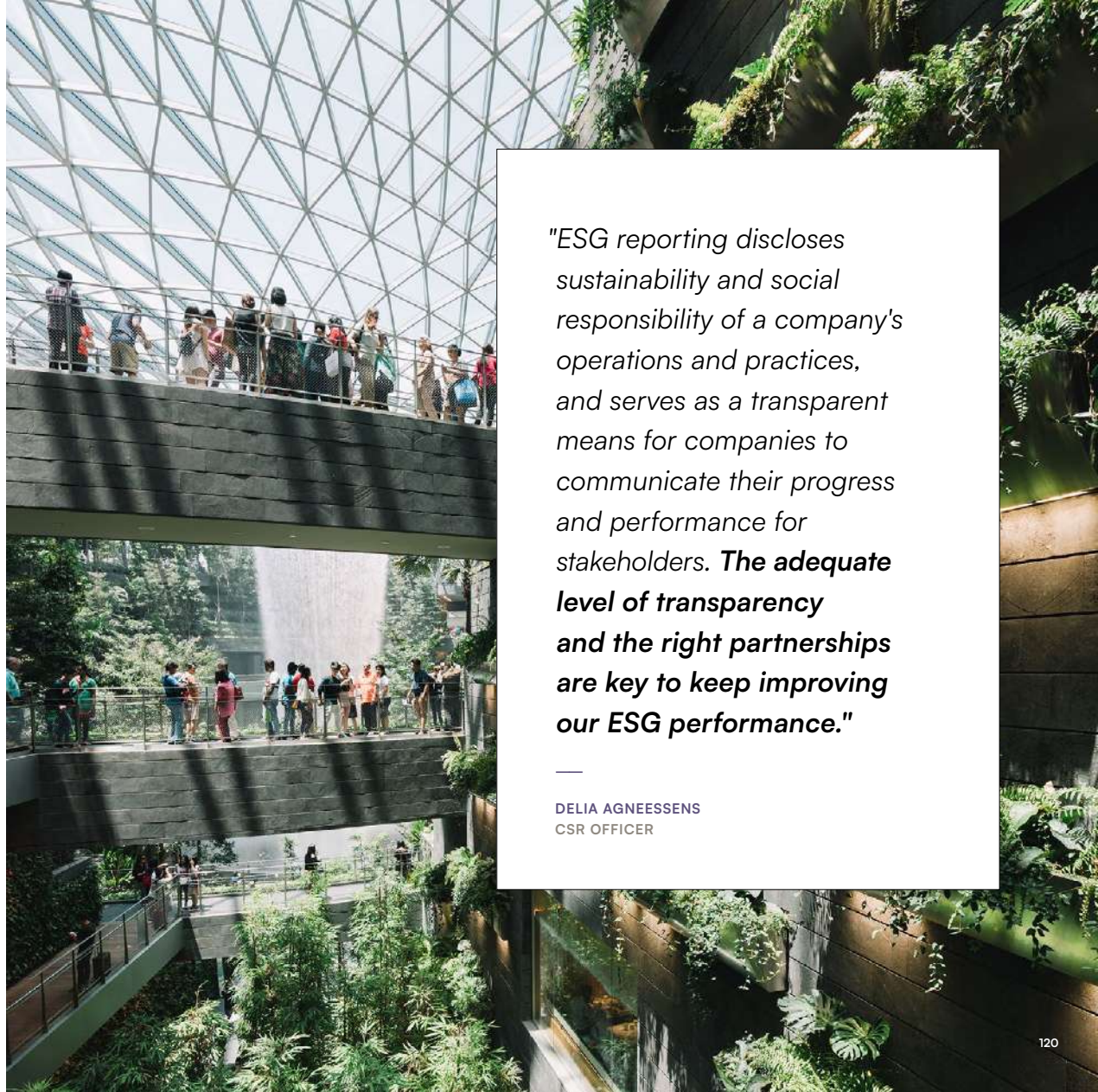
Befimmo has aligned itself with the most ambitious and complete tools and frameworks for sustainable development, by adopting concrete targets, codes of conduct, and conventions on environmental, social and governance aspects.

- ✦ EPRA SUSTAINABLE PERFORMANCE INDICATORS, P.136
- ✦ GRI CONTENT INDEX, P.140
- ✦ TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD), P.154

Thanks to its thorough, standardised and transparent way of communicating, the Company was able to gain recognition and to receive high ratings for its non-financial reporting.

## Looking ahead

Befimmo aims to further analyse, develop and improve communication in line with the reference standards in force. It will maintain its participation level in various surveys high and use the scores as feedback to keep improving its sustainability initiatives.



*"ESG reporting discloses sustainability and social responsibility of a company's operations and practices, and serves as a transparent means for companies to communicate their progress and performance for stakeholders. **The adequate level of transparency and the right partnerships are key to keep improving our ESG performance.**"*

DELIA AGNEESSENS  
CSR OFFICER



FRAMEWORKS FOR SUSTAINABLE DEVELOPMENT



RECOGNITIONS



1. Befimmo has integrated 15 of the 17 Sustainable Development Goals in its day-to-day business. SDG 2 (Zero Hunger) and 14 (Life below Water) were not considered as these SDGs are not directly or indirectly linked to Befimmo's business.

2. Disclaimer statement: the use by Befimmo of any MSCI ESG research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Befimmo by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

3. Copyright ©2023 Sustainalytics. All rights reserved. This section contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at [www.sustainalytics.com/legal-disclaimers](http://www.sustainalytics.com/legal-disclaimers).

# 05

## PERFORMANCE DATA



This chapter includes all detailed data and figures regarding the portfolio, the financial situation and the ESG performance of the Company.

<b>P.123</b>	<b>PORTFOLIO DATA</b>
<b>P.130</b>	<b>FINANCIAL DATA</b>
<b>P.136</b>	<b>ESG DATA</b>
<b>P.136</b>	EPRA SUSTAINABILITY PERFORMANCE INDICATORS
<b>P.139</b>	UN GLOBAL COMPACT INDEX
<b>P.140</b>	GRI CONTENT INDEX
<b>P.144</b>	ENVIRONMENTAL DATA
<b>P.144</b>	ENVIRONMENTAL INDICATORS
<b>P.151</b>	METHODOLOGY
<b>P.154</b>	TCFD RECOMMENDATIONS
<b>P.157</b>	SOCIAL DATA
<b>P.157</b>	SOCIAL INDICATORS
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<b>P.167</b>	GOVERNANCE INDICATORS
<b>P.168</b>	2030 ACTION PLAN
<b>P.170</b>	LIMITED ASSURANCE REPORT



# Portfolio data

## Occupancy rate

	31.12.2023	31.12.2022
Occupancy rate of properties available for lease (including future signed leases)	95.8%	95.3%

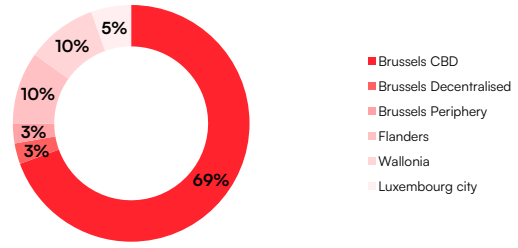
## Duration of leases

	31.12.2023	31.12.2022
Weighted average duration of current leases up to next break of properties available for lease	7.5 years	8.2 years
Weighted average duration of current leases up to final expiry of properties available for lease	8.3 years	9.0 years
Weighted average duration of current and future signed leases up to next break of investment properties	9.5 years	9.5 years
Weighted average duration of current and future signed leases up to final expiry of investment properties	10.2 years	10.2 years

## Tenant detail

	Weighted average duration up to next break	Percentage of the gross current rent from lease agreements
Belgian public sector	9.4 years	44.7%
European public sector	4.1 years	4.3%
Total public-sector tenants	8.9 years	49.0%
Private tenant 1		7.3%
Private tenant 2		5.7%
Private tenant 3		4.7%
Private tenant 4		4.4%
Private tenant 5		3.0%
Total private-sector top-5 tenants	8.8 years	25.0%
±170 other tenants	3.5 years	25.9%
Total of portfolio	7.5 years	100%

Geographical breakdown of the portfolio



The proportions are expressed on the basis of the fair value of the investment properties as at 31 December 2023.

Fair value of the portfolio

	Proportion of portfolio¹ (31.12.2023) (in %)	Fair value (31.12.2023) (in € million)
Brussels CBD and similar²	50.1%	1 383.2
Brussels Decentralised	2.2%	60.1
Brussels Periphery	2.6%	73.1
Flanders	9.7%	268.6
Wallonia	8.8%	242.8
Luxembourg city	5.5%	151.4
Properties available for lease	78.9%	2 179.1
Properties that are being constructed or developed for own account in order to be leased	21.1%	582.2
Investment properties³	100.0%	2 761.3
Properties held for sale	0.0%	0.0
Total	100.0%	2 761.3

1 The proportion of portfolio is calculated on the basis of the fair value of the portfolio as at 31 December 2023.

2 Including the Brussels Airport zone, in which the Gateway building is situated.

3 Excluding rights to use lease agreements for office space and rights to use land (IFRS 16).

Overall rental yield

	Gross potential yield (31.12.2023)	Gross potential yield (31.12.2022)
Brussels CBD and similar	5.6%	5.0%
Brussels Decentralised	8.1%	7.1%
Brussels Periphery	11.5%	10.6%
Flanders	6.9%	6.4%
Wallonia	5.2%	4.7%
Luxembourg city	5.3%	4.5%
Properties available for lease	5.9%	5.4%

Acquisition price and insured value

	Acquisition price (in € million)	Insured value <sup>1</sup> (31.12.2023) (in € million)	Fair value (31.12.2023) (in € million)
Brussels CBD and similar	1 022.9	1 523.7	1 383.2
Brussels Decentralised	41.3	93.4	60.1
Brussels Periphery	60.9	175.7	73.1
Flanders	248.5	398.7	268.6
Wallonia	158.5	246.6	242.8
Luxembourg city	123.5	82.3	151.4
Properties available for lease	1 655.4	2 520.6 <sup>2</sup>	2 179.1
Properties that are being constructed or developed for own account in order to be leased	659.8	121.2	582.2
Investment properties	2 315.2	2 641.8	2 761.3
Properties held for sale	0.0	0.0	0.0
<b>Total</b>	<b>2 315.2</b>	<b>2 641.8</b>	<b>2 761.3</b>

1 The insured value is the reconstruction value (excluding the land).

2 This amount includes the All-Risk Fire insurance. Befimmo is also covered by the kind of All-Risk Construction Site insurance.

Renovation and construction projects

	Investment in 2023 (in € million)	Total investment (in € million)	Percentage of completion	Delivery of the project	Forecast			BREEAM <sup>1</sup>
					Investment in 2024 (in € million)	Investment in 2025 (in € million)	Investment in 2026 (in € million)	
COMMITTED ONGOING PROJECTS								
ZIN				February 2024 (offices)				Outstanding (offices)
				Mid and end 2024				Excellent (ZEN)
	Brussels CBD, North district	143.7	466	87%	(other functions)	55	4	1
Pacheco								Outstanding
Brussels CBD, Centre	10.7	50	27%	Q1 2025	29	7	0	(obtained)
ONGOING PROJECTS TO BE COMMITTED								
Linin (WTC 4)								
Brussels CBD, North district	1.6	180	-	Development in case of pre-letting				Outstanding
PLXL								No BREEAM
Brussels Decentralised	3.0	58	19%	Q3 2026	4	20	23	(VGC school project)
LOOM								
(redevelopment Loi 44, Joseph II, Loi 52)								
Brussels CBD, Leopold district	2.0	89	9%	Q4 2026	11	32	25	Outstanding

<sup>1</sup> BREEAM certifications aimed at for the (re)development projects.

Consolidated portfolio

	Construction year or year of the last renovation <sup>1</sup>	Floor area for lease <sup>2</sup> (in m²)	Proportion of portfolio <sup>3</sup> (in %)	Occupancy rate <sup>4</sup> (in %)
<b>Brussels Centre</b>				
Brederode Corner - Rue Brederode and Rue de Namur, 1000 Brussels	2020	7 355	1.8%	100.0%
Central - Rue Ravenstein 50-70 and Cantersteen 39-55, 1000 Brussels	2012	30 232	5.2%	94.6%
Empereur - Boulevard de l'Empereur 11, 1000 Brussels	1963	5 700	1.1%	100.0%
Gouvernement Provisoire - Rue du Gouvernement Provisoire 15, 1000 Brussels	2005	2 954	0.6%	100.0%
Lambermont - Rue Lambermont 2, 1000 Brussels	2000	1 788	0.4%	100.0%
Montesquieu - Rue des Quatre Bras 13, 1000 Brussels	2009	16 931	4.7%	100.0%
Poelaert - Place Poelaert 2-4, 1000 Brussels	2001	12 557	2.7%	100.0%
		<b>77 517</b>	<b>16.5%</b>	<b>98.1%</b>
<b>Brussels Leopold district</b>				
Arts 28 - Avenue des Arts 28-30 and Rue du Commerce 96-112, 1000 Brussels	2005/-	16 793	4.2%	100.0%
Arts 56 - Avenue des Arts 56, 1000 Brussels	2007	22 138	4.7%	94.3%
Joseph II - Rue Joseph II 27, 1000 Brussels	1994	12 820	2.2%	100.0%
Science-Montoyer - Rue Montoyer 30, 1000 Brussels	2011	5 180	1.2%	100.0%
View Building - Rue de l'Industrie 26-38, 1040 Brussels	2001	11 075	2.0%	98.1%
		<b>68 006</b>	<b>14.5%</b>	<b>97.6%</b>
<b>Brussels North district</b>				
Quatuor - Boulevard Baudouin 30, 1000 Brussels	2021	61 613	10.0%	89.9%
World Trade Center - Tower 3 - Boulevard du Roi Albert II 30, 1000 Brussels	1983	76 810	11.9%	100.0%
		<b>138 423</b>	<b>21.9%</b>	<b>94.3%</b>
<b>Brussels Airport</b>				
Gateway - Brussels Airport - 1930 Zaventem	2017	38 070	6.8%	100.0%
		<b>38 070</b>	<b>6.8%</b>	<b>100.0%</b>
<b>Brussels Decentralised</b>				
Goemaere - Chaussée de Wavre 1945, 1160 Brussels	1997	6 950	0.6%	60.3%
Triomphe - Avenue Arnaud Fraiteur 15-23, 1050 Brussels	2014	18 577	3.0%	98.4%
		<b>25 527</b>	<b>3.5%</b>	<b>88.9%</b>
<b>Brussels Periphery</b>				
Fountain Plaza - Belgicastraat 1-3-5-7, 1930 Zaventem	2012	17 756	1.6%	81.7%
Ikaros Business Park (phases I to V) - Ikaroslaan, 1930 Zaventem	1990/2019 <sup>5</sup>	45 821	4.2%	89.2%
Waterloo Office Park - Drève Richelle 161, 1410 Waterloo	1992	2 005	0.3%	99.6%
		<b>65 582</b>	<b>6.0%</b>	<b>87.4%</b>

1 The year of the last renovation is indicated when dealing with a major renovation (investment work on the envelope, structure and main installations of the building).

2 Above-ground surfaces.

3 The proportion of portfolio is calculated on the basis of the gross current rent from lease agreements as at 31 December 2023.

4 Estimated Rental Value (ERV) of occupied and pre-let space / ERV of the building.

5 Ikaros Business Park - Phase I (buildings 1-3, 2-4, 5-7 and 6-8).



	Construction year or year of the last renovation <sup>1</sup>	Floor area for lease <sup>2</sup> (in m²)	Proportion of portfolio <sup>3</sup> (in %)	Occupancy rate <sup>4</sup> (in %)
<b>Wallonia</b>				
Eupen - Rathausplatz	2018	7 533	0.9%	100.0%
Liège - Tour Paradis - Rue Fragnée 2	2014	37 195	3.3%	100.0%
Liège - Paradis Express - Rue Paradis 1	2022	21 208	6.1%	100.0%
		<b>65 936</b>	<b>10.3%</b>	<b>100.0%</b>
<b>Flanders</b>				
Antwerpen - AMCA - Italiëlei 4	1991/1992	58 413	7.3%	100.0%
A-Tower - Frankrijklei 5, 2018 Antwerp	2022	5 805	1.1%	100.0%
Antwerpen - Meir 48	19 <sup>th</sup> century/1985	17 764	3.4%	100.0%
Leuven - Vital Decosterstraat 42-44	1993	16 718	1.3%	100.0%
Tervuren - Leuvensesteenweg 17	1980	20 408	1.5%	75.5%
		<b>119 108</b>	<b>14.6%</b>	<b>96.6%</b>
<b>Grand Duchy of Luxembourg</b>				
Axento - Luxembourg city, Avenue JF Kennedy 44	2009	12 247	4.8%	97.6%
Cubus - Rue Peternelchen, 2370 Howald	2010	4955	1.1%	67.8%
		<b>17 202</b>	<b>5.9%</b>	<b>90.5%</b>
<b>Properties available for lease</b>		<b>615 371</b>	<b>100.0%</b>	<b>95.8%</b>
Courbevoie - Courbevoie 13, 1348 Louvain-La-Neuve	Acquisition project (property development)	8 332	0.0%	-
Knokke-Heist - Majoor Vandammestraat 4	Redevelopment project in preparation	3 979	0.0%	-
Loi 44 - Rue de la Loi 44, 1000 Brussels	Redevelopment project in preparation	6 290	0.0%	-
Loi 52 - Rue de la Loi 52, 1000 Brussels	Redevelopment project in preparation	3 821	0.0%	-
Pacheco - Boulevard Pachéco 32, 1000 Brussels	Under construction	12 269	0.0%	-
PLXL - Boulevard Général Jacques 263G, 1050 Brussels	Redevelopment project in preparation	14 295	0.0%	-
	Implementation of the permit			
WTC 4 - Boulevard du Roi Albert II 30, 1000 Brussels	According to commercialisation	49 760	0.0%	-
ZIN - Boulevard du Roi Albert II 30, 1000 Brussels	Under construction	114 692	0.0%	-
<b>Properties that are being constructed or developed for own account in order to be leased</b>		<b>213 438</b>	<b>0.0%</b>	<b>-</b>
<b>TOTAL INVESTMENT PROPERTIES</b>		<b>828 809</b>	<b>100.0%</b>	<b>-</b>
<b>PROPERTIES HELD FOR SALE</b>		<b>0</b>	<b>0.0%</b>	<b>-</b>
<b>TOTAL</b>		<b>828 809</b>	<b>100.0%</b>	<b>-</b>

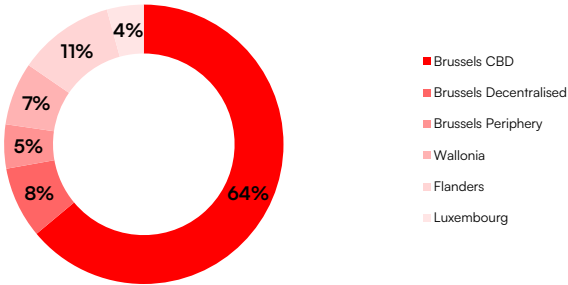
1 The year of the last renovation is indicated when dealing with a major renovation (investment work on the envelope, structure and main installations of the building).

2 Above-ground surfaces.

3 The proportion of portfolio is calculated on the basis of the gross current rent from lease agreements as at 31 December 2023.

4 Estimated Rental Value (ERV) of occupied and pre-let space / ERV of the building.

Geographical breakdown of the coworking portfolio



Occupancy rate of the coworking portfolio

	31.12.2023	31.12.2022
Over 3 years	82%	88%
Between 1 and 3 years	52%	68%
Less than 1 year	40%	16%
Total	68%	63%

Openings of coworking centres

	Surface
Total portfolio end 2022	46 050 m²
SQ A-Tower	+5 784 m²
Total portfolio end 2023	51 834 m²
SQ Louvain-la-Neuve	+3 990 m²
Total portfolio Q1 2024	55 824 m²

# Financial data

Befimmo SA was a public regulated Real-Estate Investment Trust under Belgian law (public BE-REIT) listed on Euronext Brussels until 4 January 2023. In September 2022 Alexandrite Monnet Belgian Bidco SA/NV obtained control over Befimmo SA (96.90% of the shares). As from 1<sup>st</sup> February 2023, Befimmo SA changed its status in a Belgian Specialised Real-Estate Investment Fund (FIIS/GVBF) following the 100% control acquired by Alexandrite Monnet Belgian Bidco SA/NV and the delisting from Euronext Brussels on 4 January 2023 as a result of a squeeze-out procedure.

Due to the fact that a Belgian Specialised Real-Estate Investment Fund (FIIS/GVBF) is not allowed to have directly or indirectly operational activities, Befimmo SA sold in January 2023 to Befimmo Real Estate Group SRL/BV (a 100% subsidiary of Alexandrite Master Luxco Sàrl/BV) its 91.91% stake in Silversquare Belgium SA/NV, its 100% stake in Befimmo Property Services SA/NV and its 50% stake in Sparks Meeting SA/NV. At the same time, employees on the payroll of Befimmo have been transferred to Befimmo Real Estate Group SRL/BV.

- On 31 October 2023, Befimmo has undergone a legal restructuring consisting in the following transactions:
- a. Befimmo merged with its 100% subsidiary Fedimmo;
  - b. The newly merged entity has been immediately demerged into 11 newly created entities. Befimmo SA/NV has been automatically dissolved after this demerger. Shares of the newly created entities are fully owned by Alexandrite Monnet Belgian Bidco;

## Financial key figures

	31.12.2023 <sup>1</sup>	31.12.2022
Consolidated net result (in € per share)	-173.7	1.27
Shareholders' equity (in € million)	1 410.3	1 647.5
Loan-to-value (in %)	48.8	43.1

## Employee benefits<sup>2</sup>

Employees recruited from 1<sup>st</sup> January 2016 have a supplementary pension scheme under a group defined-contribution insurance policy. Employees in post on 31 December 2015 were offered the choice between continuing on the existing defined-benefits pension plan or switching to a defined-contribution type group insurance from 1<sup>st</sup> January 2016.

In accordance with the law, employees who opted for the new defined-contribution scheme benefit from dynamic management of the defined-benefits commitment for their past career. The supplementary defined-benefits pension plan is being retained for employees who opted to continue in it.

- c. All shares of the entities resulting from the demerger (except for the shares of AlexandriteF) have been contributed in kind by Alexandrite Monnet Belgian Bidco to newly created entities for which all of the shares were ultimately contributed in kind to a newly incorporated company Befimmo Group SA/NV.

After this restructuring, Befimmo Group SA/NV owns (except for the shares of AlexandriteF) directly or indirectly 100% of the former Befimmo group. Befimmo Group SA/NV was incorporated on 14 July 2023 and is 100% owned by Alexandrite Monnet Belgian Bidco. On 14 September 2023, the Company became a Belgian Specialised Real-Estate Investment Fund (FIIS/GVBF).

Befimmo Group SA/NV and its affiliates (the "Group") is presenting consolidated financial statements as at 31 December 2023, in accordance with the IFRS as adopted by the EU. The legal restructuring of the former Befimmo group described above is a transaction between entities under common control. Accordingly, Befimmo Group SA/NV consolidated financial statements reflect that the arrangement is in substance a continuation of the former Befimmo group.

The financial information presented for the prior period and the period from the beginning of the current period to the date of the transaction, is that of the former Befimmo group.

### Defined-contribution plan

Employers do not bear any direct financial or actuarial risks in a defined-contribution pension plan. Nevertheless, they are still exposed to various risks, primarily the return risk (Belgian legislation requires employers to guarantee a minimum return that may exceed the return obtained by the insurance company). Accordingly, in accordance with IAS 19, the present value of the obligation and of the assets of such a "Defined-contribution" pension plan have also been assessed. As at 31 December 2023, the amount concerned was €48 thousand, the present value of the obligation being valued at €6,096 thousand and the plan assets at €6,048 thousand. The current value of the obligation and assets has evolved as follows:

<sup>1</sup> Consolidated basis, including Befimmo Group SA/NV, AlexandriteF SA/NV, Befimmo Real estate Group SRL/BV (excluding Silversquare) and FinDvp SRL/BV. These figures were not audited.  
<sup>2</sup> The section "Employee benefits", comprising information on payroll and pension commitments, only concerns Befimmo Real Estate Group SRL/BV.

PERFORMANCE  
DATA

(in € thousand)	Present value of the obligation	Fair value of plan assets	Total (asset)/deficit	Effect of asset ceiling <sup>1</sup>	Net (asset)/liability
<b>As at 31 December 2021</b>	<b>4 788</b>	<b>-4 254</b>	<b>534</b>		<b>534</b>
Service cost in profit and loss					
Current service cost (net of employee contributions)	1 180		1 180		1 180
Past service cost (including effect of curtailments)					
Settlement (gain)/loss					
Net interest on the net liability/(asset) in profit and loss					
Interest cost on Defined Benefit Obligation/income on plan assets/ interest on asset ceiling	53	-42	11		11
<b>Components of Defined Benefit Cost recognised in profit and loss</b>	<b>1 232</b>	<b>-42</b>	<b>1 191</b>		<b>1 191</b>
Actuarial (gain)/loss arising from					
Changes in demographic assumptions					
Changes in financial assumptions	-487		-487		-487
Experience adjustments	-173		-173		-173
Return on plan assets (excluding amounts in net interest)		-56	-56		-56
Change in effect of the asset ceiling (excluding amounts in net interest)					
<b>Remeasurements of the net liability/(asset) in 'Other comprehensive income'</b>	<b>-660</b>	<b>-56</b>	<b>-716</b>		<b>-716</b>
<b>Defined benefit cost (total amount recognised in profit and loss and 'Other comprehensive income')</b>	<b>573</b>	<b>-98</b>	<b>475</b>		<b>475</b>
Employee contributions					
Employer contributions		-1 010	-1 010		-1 010
Benefit payments from plan assets	-162	162			-
Direct benefit payments by employer					
<b>Cash flows</b>	<b>-162</b>	<b>-847</b>	<b>-1 010</b>		<b>-1 010</b>
<b>As at 31 December 2022</b>	<b>5 199</b>	<b>-5 199</b>	<b>-</b>		<b>-</b>
<b>Change in perimeter</b>	<b>-88</b>	<b>88</b>	<b>0</b>		<b>0</b>
Service cost in profit and loss					
Current service cost (net of employee contributions)	1 101		1 101		1 101
Past service cost (including effect of curtailments)					
Settlement (gain)/loss					
Net interest on the net liability/(asset) in profit and loss					
Interest cost on Defined Benefit Obligation/income on plan assets/ interest on asset ceiling	162	-177	-15		-15
<b>Components of Defined Benefit Cost recognised in profit and loss</b>	<b>1 263</b>	<b>-177</b>	<b>1 087</b>		<b>1 087</b>
Actuarial (gain)/loss arising from					
Changes in demographic assumptions					
Changes in financial assumptions	0		0		0
Experience adjustments	-165		-165		-165
Return on plan assets (excluding amounts in net interest)		57	57		57
Change in effect of the asset ceiling (excluding amounts in net interest)					
<b>Remeasurements of the net liability/(asset) in 'Other comprehensive income'</b>	<b>-165</b>	<b>57</b>	<b>-107</b>		<b>-107</b>
<b>Defined benefit cost (total amount recognised in profit and loss and 'Other comprehensive income')</b>	<b>1 099</b>	<b>-119</b>	<b>980</b>		<b>980</b>
Employee contributions					
Employer contributions		-931	-931		-931
Benefit payments from plan assets	-113	113			-
Direct benefit payments by employer					
<b>Cash flows</b>	<b>-113</b>	<b>-818</b>	<b>-931</b>		<b>-931</b>
<b>As at 31 December 2023</b>	<b>6 096</b>	<b>-6 048</b>	<b>48</b>		<b>48</b>

The expected contributions for the 2024 fiscal year are estimated at €1,017 thousand.

<sup>1</sup> If a net asset exists, it will not be recognised.

Defined-benefit plan

This plan provides for the payment of a retirement pension and a survivor's pension. At the member's request, benefits may be paid as a lump sum. This pension plan is exposed to various risks, notably the interest rate risk, credit risk, liquidity risk, the risk associated with equity markets, currency risk, inflation risk, management risk, risk

of changes in statutory pensions and the risk related to changing life expectancies. An actuarial valuation is made every year in accordance with IAS 19 by independent actuaries. The current value of the obligation and assets has evolved as follows:

(in € thousand)	Present value of the obligation	Fair value of plan assets	Total (asset)/deficit	Effect of asset ceiling <sup>1</sup>	Net (asset)/ liability
<b>As at 31 December 2021</b>	<b>10 942</b>	<b>-10 280</b>	<b>662</b>		<b>662</b>
Service cost in profit and loss					
Current service cost (net of employee contributions)	111		111		111
Past service cost (including effect of curtailments)					
Settlement (gain)/loss					
Net interest on the net liability/(asset) in profit and loss					
Interest cost on Defined Benefit Obligation/income on plan assets/ interest on asset ceiling	92	-85	7		7
<b>Components of Defined Benefit Cost recognised in profit and loss</b>	<b>203</b>	<b>-85</b>	<b>118</b>		<b>118</b>
Actuarial (gain)/loss arising from					
Changes in demographic assumptions					
Changes in financial assumptions	-2 603		-2 603		-2 603
Experience adjustments	-1 624		-1 624		-1 624
Return on plan assets (excluding amounts in net interest)		763	763		763
Change in effect of the asset ceiling (excluding amounts in net interest)					
<b>Remeasurements of the net liability/(asset) in 'Other comprehensive income'</b>	<b>-4 226</b>	<b>763</b>	<b>-3 463</b>		<b>-3 463</b>
<b>Defined benefit cost (total amount recognised in profit and loss and 'Other comprehensive income')</b>	<b>-4 024</b>	<b>678</b>	<b>-3 345</b>		<b>-3 345</b>
Employee contributions	5	-5	-		-
Employer contributions		-21	-21		-21
Benefit payments from plan assets	-1 673	1 673	-		-
Direct benefit payments by employer					
<b>Cash flows</b>	<b>-1 667</b>	<b>1 647</b>	<b>-21</b>		<b>-21</b>
<b>As at 31 December 2022</b>	<b>5 251</b>	<b>-7 955</b>	<b>-2 704</b>		<b>-2 704</b>
Service cost in profit and loss					
Current service cost (net of employee contributions)	59		59		59
Past service cost (including effect of curtailments)					
Settlement (gain)/loss					
Net interest on the net liability/(asset) in profit and loss					
Interest cost on Defined Benefit Obligation/income on plan assets/ interest on asset ceiling	169	-254	-85		-85
<b>Components of Defined Benefit Cost recognised in profit and loss</b>	<b>228</b>	<b>-254</b>	<b>-26</b>		<b>-26</b>
Actuarial (gain)/loss arising from					
Changes in demographic assumptions					
Changes in financial assumptions	-175		-175		-175
Experience adjustments	135		135		135
Return on plan assets (excluding amounts in net interest)		15	15		15
Change in effect of the asset ceiling (excluding amounts in net interest)					
<b>Remeasurements of the net liability/(asset) in 'Other comprehensive income'</b>	<b>-40</b>	<b>15</b>	<b>-25</b>		<b>-25</b>
<b>Defined benefit cost (total amount recognised in profit and loss and 'Other comprehensive income')</b>	<b>188</b>	<b>-239</b>	<b>-51</b>		<b>-51</b>
Employee contributions	6	-6	-		-
Employer contributions		-17	-17		-17
Benefit payments from plan assets	-65	65	-		-
Direct benefit payments by employer					
<b>Cash flows</b>	<b>-60</b>	<b>43</b>	<b>-17</b>		<b>-17</b>
<b>As at 31 December 2023</b>	<b>5 379</b>	<b>-8 152</b>	<b>-2 773</b>		<b>-2 773</b>

<sup>1</sup> If a net asset exists, it will not be recognised.



The effective rate of return of the assets for the 2023 fiscal year is 2.97%, calculated by weighting the rates of return on the group insurances (classes 23 and 21).

The duration of the pension obligations for plan members is 20 years. The pension obligations are funded on the basis of the projected credit units method.

The effective yield of the assets over the 2023 fiscal year was positive at +€239 thousand. For the 2022 fiscal year, it was negative at -€676 thousand. The main actuarial assumptions are summarised below:

	31.12.2023	31.12.2022
Discount rate	3.40%	3.20%
Expected rate of salary increase	3.40%	3.30%
Expected yield rate of plan assets	3.30%	3.20%
Expected rate of pension increase	2.80%	2.30%
Mortality table	MR-5/FR-5	MR-5/FR-5

Befimmo expects to contribute an estimated €18 thousand for the 2024 fiscal year. We also analysed the sensitivity of the pension obligation to changes in the various assumptions:

Parameters	Hypothesis	Impact on the present value of the obligation
Discount rate	0.50%	-7.50%
Discount rate	-0.50%	8.51%
Inflation rate	0.50%	8.32%
Inflation rate	-0.50%	-7.01%
Growth rate of wages	0.50%	7.42%
Growth rate of wages	-0.50%	-7.05%
Life expectancy	+1 year	3.90%

### Consolidated statement of total comprehensive income (in € thousand)

	31.12.2023 <sup>1</sup>	31.12.2022
I. (+) Rental income	117 516	132 998
III. (+/-) Charges linked to letting	-274	318
<b>NET RENTAL RESULT</b>	<b>117 242</b>	<b>133 316</b>
IV. (+) Recovery of property charges	6 779	8 878
V. (+) Recovery of rental charges and taxes normally paid by tenants on let properties	28 381	23 585
VII. (-) Rental charges and taxes normally paid by tenants on let properties	-29 265	-35 117
VIII. (+/-) Other revenue and charges for letting	203	396
<b>PROPERTY RESULT</b>	<b>123 340</b>	<b>131 058</b>
IX. (-) Technical costs	-7 964	-10 530
X. (-) Commercial costs	-1 262	-955
XI. (-) Charges and taxes on unlet properties	-1 882	-1 900
XII. (-) Property management costs	-2 854	-3 160
XIII. (-) Other property charges	-3 494	-4 470
(+/-) Property charges	-17 456	-21 015
<b>PROPERTY OPERATING RESULT</b>	<b>105 884</b>	<b>110 043</b>
XIV. (-) Corporate overheads	-25 790	-26 387
<b>OPERATING RESULT BEFORE RESULT ON PORTFOLIO</b>	<b>80 094</b>	<b>83 656</b>
XVI. (+/-) Gains and losses on disposals of investment properties	1 731	-2 704
XVIII. (+/-) Changes in fair value of investment properties	-161 789	-146 254
XIX. (+) Other results on portfolio	-6 637	-4 843
<b>OPERATING RESULT</b>	<b>-86 601</b>	<b>-70 145</b>
XX. (+) Financial income	371	1 671
XXI. (-) Net interest charges	-68 051	-20 367
XXII. (-) Other financial charges	-6 477	-8 200
XXIII. (+/-) Changes in fair value of financial assets and liabilities	-11 317	131 951
(+/-) Financial result	-85 473	105 056
<b>PRE-TAX RESULT</b>	<b>-172 074</b>	<b>34 911</b>
XXV. (-) Corporation tax	-1 596	-1 057
(+/-) Taxes	-1 596	-1 057
<b>NET RESULT</b>	<b>-173 670</b>	<b>33 855</b>
<b>NET RESULT (group share)</b>	<b>-173 670</b>	<b>34 195</b>
<b>NET RESULT - NON-CONTROLLING INTERESTS</b>	<b>0</b>	<b>-340</b>
Other comprehensive income (recoverable through profit and loss) - fair value movements of derivatives used in hedging relationships and others	-7 343	498
Other comprehensive income (group share)	-7 343	498
Other comprehensive income - Non-controlling interests	0	0
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>-181 013</b>	<b>34 353</b>
<b>TOTAL COMPREHENSIVE INCOME (group share)</b>	<b>-181 013</b>	<b>34 693</b>
<b>TOTAL COMPREHENSIVE INCOME - NON-CONTROLLING INTERESTS</b>	<b>0</b>	<b>-340</b>

<sup>1</sup> Consolidated basis, including Befimmo Group SA/NV, AlexandriteF SA/NV, Befimmo Real estate Group SRL/BV (excluding Silversquare) and FinDxp SRL/BV. These figures were not audited.

### Consolidated statement of financial position (in € thousand)

ASSETS	31.12.2023 <sup>1</sup>	31.12.2022
<b>I. Non-current assets</b>	<b>2 809 044</b>	<b>2 933 303</b>
A. Goodwill	0	12 415
B. Intangible assets	1 175	2 355
C. Investment properties	2 762 903	2 767 296
Fair value of portfolio (excluding Silversquare)	2 762 903	2 733 881
Right of use - Fair value of Silversquare leases	0	33 415
D. Other property, plant and equipment	3 335	19 334
E. Non-current financial assets	22 442	128 210
F. Finance lease receivables	3 656	3 693
<b>I. Investments in Associates and Joint Ventures</b>	<b>15 533</b>	<b>-</b>
<b>II. Current assets</b>	<b>103 530</b>	<b>149 972</b>
A. Properties held for sale	0	17 759
B. Current financial assets	9 243	143
C. Finance lease receivables	0	-
D. Trade receivables	39 457	34 564
E. Tax receivables and other current assets	10 504	3 223
F. Cash and cash equivalents	43 955	90 698
G. Deferred charges and accrued income	370	3 586
<b>TOTAL ASSETS</b>	<b>2 912 573</b>	<b>3 083 275</b>
<b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>	<b>31.12.2023</b>	<b>31.12.2022</b>
<b>TOTAL SHAREHOLDERS' EQUITY</b>	<b>1 410 251</b>	<b>1 647 477</b>
<b>I. Equity attributable to shareholders of the parent company</b>	<b>1 410 251</b>	<b>1 647 477</b>
A. Capital	398 534	398 357
B. Share premium account	811 543	861 905
C. Reserves	394 291	353 021
D. Net result for the fiscal year	-194 118	34 195
<b>II. Non-controlling interests</b>	<b>0</b>	<b>-</b>
<b>LIABILITIES</b>	<b>0</b>	<b>1 435 798</b>
<b>I. Non-current liabilities</b>	<b>1 370 976</b>	<b>1 302 261</b>
A. Provisions	0	-
B. Non-current financial debts	1 368 668	1 280 154
a. Credit institution	1 361 534	1 224 776
c. Other	7 134	55 378
C. Other non-current financial liabilities	45	17 120
D. Trade debts and other non-current debts	1 456	3 925
F. Deferred Tax - Liabilities	807	1 062
<b>II. Current liabilities</b>	<b>0</b>	<b>133 537</b>
A. Provisions	523	2 172
B. Current financial debts	22 764	40 024
a. Credit institution	1	32 493
c. Other	22 763	7 531
C. Other current financial liabilities	0	0
D. Trade debts and other current debts	66 224	59 267
E. Other current liabilities	15 869	3 491
F. Accrued charges and deferred income	25 967	28 583
<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>	<b>0</b>	<b>3 083 275</b>

<sup>1</sup> Consolidated basis, including Befimmo Group SA/NV, AlexandriteF SA/NV, Befimmo Real estate Group SRL/BV (excluding Silversquare) and FinDxp SRL/BV. These figures were not audited.

# ESG data

## EPRA sustainability performance indicators

Befimmo uses the Sustainability Best Practices Recommendations of the EPRA<sup>1</sup> as a base to undergo a limited assurance by the statutory auditor. These include performance data indicators on environmental, social and governance measures, as summarised in the table hereafter.

The most recent EPRA Sustainability Best Practices Recommendations are largely based on the Global Reporting Initiative (GRI) Standards (2021 edition) and on the Construction and Real Estate Sector Supplement Disclosure, which means that all EPRA indicators included in the table are linked to a GRI Standard.

The table points out where the actual published information can be found, through page number references.

Befimmo called on Deloitte to carry out a limited assurance assignment. The data with the symbol **V** were checked as part of this assignment.

External assurance	EPRA sustainability performance measures	GRI & CRESS	Data 2023	Data 2022	Page ref.
Environmental Sustainability Performance Measures					
V	Elec-Abs not normalised	302-1	40 811.16 MWh	42 005.18 MWh	41-49, 145-147
V	Elec-LfL not normalised	302-1	-3.43%	-	41-49, 145-147
V	DH&C-Abs not normalised	302-1	1 629.90 MWh	1 543.94 MWh	41-49, 145-147
V	DH&C-LfL not normalised	302-1	+5.57%	-	41-49, 145-147
V	Fuels-Abs not normalised	302-1	31 217.62 MWh	33 886.87 MWh	41-49, 145-147
V	Fuels-LfL not normalised	302-1	-7.88%	-	41-49, 145-147
V	Energy-Int not normalised	CRE1	126.43 kWh/m²	133.79 kWh/m²	41-49, 145-147
V	GHG-Int	CRE3	14.85 kg CO <sub>2</sub> /m²	18.10 kg CO <sub>2</sub> /m²	41-49, 145-147
V	GHG-Dir-Abs	305-1	807.32 t CO <sub>2</sub>	895.04 t CO <sub>2</sub>	41-49, 145-147
V	GHG-Indir-Abs (location-based)	305-2	718.09 t CO <sub>2</sub>	921.41 t CO <sub>2</sub>	41-49, 145-147
V	GHG-Indir-Abs (market-based)	305-2	57.84 t CO <sub>2</sub>	209.88 t CO <sub>2</sub>	41-49, 145-147
V	GHG-Indir-Abs (location-based)	305-3	9 472.25 t CO <sub>2</sub>	11 009.16 t CO <sub>2</sub>	41-49, 145-147
V	GHG-Indir-Abs (market-based)	305-3	7 787.47 t CO <sub>2</sub>	9 369.42 t CO <sub>2</sub>	41-49, 145-147
V	GHG-Dir-LfL	305-1	-9.80%	-	41-49, 145-147
V	GHG-Indir-LfL (location-based)	305-2	-22.07%	-	41-49, 145-147
V	GHG-Indir-LfL (lmarket-based)	305-2	-72.44%	-	41-49, 145-147
V	GHG-Indir-LfL (location-based)	305-3	-14.26%	-	41-49, 145-147
V	GHG-Indir-LfL (lmarket-based)	305-3	-16.88%	-	41-49, 145-147
V	Water-Abs	303-5	72 175.27 m³	97 471.64 m³	52-54, 148
V	Water-LfL	303-5	-25.95%	-	52-54, 148
V	Water-Int	CRE2	0.32 m³/m²	0.25 m³/m²	52-54, 148

1 EPRA Sustainability Best Practices Recommendations Guidelines – Third version September 2017.

External assurance	EPRA sustainability performance measures	GRI & CRESS	Data 2023	Data 2022	Page ref.
Environmental Sustainability Performance Measures					
V	Waste-Abs	306-5	Landfill: 0 tonne	Landfill: 0 tonne	55-59, 149
V		306-5	Incineration: 0 tonne	Incineration: 0 tonne	55-59, 149
V		306-4	Waste to energy: 364 tonnes	Waste to energy: 307 tonnes	55-59, 149
V		306-4	Reuse: 0 tonne	Reuse: 0 tonne	55-59, 149
V		306-4	Recycling: 485 tonnes	Recycling: 385 tonnes	55-59, 149
V	Waste-LfL	306-5	Landfill: 0%	-	55-59, 149
V		306-5	Incineration: 0%	-	55-59, 149
V		306-4	Waste to energy: 19%	-	55-59, 149
V		306-4	Reuse: 0%	-	55-59, 149
V		306-4	Recycling: 26%	-	55-59, 149
V	Cert-Tot	CRE8	BREEAM New Construction/Refurbishment   Outstanding   4 buildings	BREEAM New Construction/Refurbishment   Outstanding   4 buildings	63-65, 150
V			BREEAM New Construction/Refurbishment   Excellent   5 buildings	BREEAM New Construction/Refurbishment   Excellent   5 buildings	63-65, 150
V			BREEAM New Construction/Refurbishment   Very Good   6 buildings	BREEAM New Construction/Refurbishment   Very Good   8 buildings	63-65, 150
V			BREEAM New Construction/Refurbishment   Good   2 buildings	BREEAM New Construction/Refurbishment   Good   3 buildings	63-65, 150
V			BREEAM New Construction/Refurbishment   Not certified   50 buildings	BREEAM New Construction/Refurbishment   Not certified   76 buildings	63-65, 150
V			BREEAM In-Use   Very Good   4 buildings	BREEAM In-Use   Very Good   4 buildings	63-65, 150
V			BREEAM In-Use   Good   9 buildings	BREEAM In-Use   Good   8 buildings	63-65, 150
V			BREEAM In-Use   Pass   6 buildings	BREEAM In-Use   Pass   4 buildings	63-65, 150
V			BREEAM In-Use   Acceptable   3 buildings	BREEAM In-Use   Acceptable   3 buildings	63-65, 150
V			BREEAM In-Use   Not certified   45 buildings	BREEAM In-Use   Not certified   77 buildings	63-65, 150
V			EU EPC - Belgium — Label — A-: 1 building	EU EPC - Belgium — Label — A-: 1 building	63-65, 150
V			EU EPC - Belgium — Label — B: 2 buildings	EU EPC - Belgium — Label — B: 2 buildings	63-65, 150
V			EU EPC - Belgium — Label — B-: 3 buildings	EU EPC - Belgium — Label — B-: 2 buildings	63-65, 150
V			EU EPC - Belgium — Label — B+: 3 buildings	EU EPC - Belgium — Label — B+: 3 buildings	63-65, 150
V			EU EPC - Belgium — Label — C: 7 buildings	EU EPC - Belgium — Label — C: 7 buildings	63-65, 150
V			EU EPC - Belgium — Label — C-: 1 building	EU EPC - Belgium — Label — C-: 1 building	63-65, 150
V			EU EPC - Belgium — Label — C+: 4 buildings	EU EPC - Belgium — Label — C+: 4 buildings	63-65, 150
V			EU EPC - Belgium — Label — D: 1 building	EU EPC - Belgium — Label — D: 1 building	63-65, 150
V			EU EPC - Belgium — Energielabel — F: 4 buildings	EU EPC - Belgium — Energielabel — F: 0 building	63-65, 150
V			EU EPC - Belgium — Energielabel — X: 32 buildings	EU EPC - Belgium — Energielabel — X: 0 building	63-65, 150
V			EU EPC - Luxembourg — Label — C: 1 building	EU EPC - Luxembourg — Label — C: 0 building	63-65, 150
V			EU EPC - Luxembourg — Label — D: 1 building	EU EPC - Luxembourg — Label — D: 1 building	63-65, 150



External assurance	EPRA sustainability performance measures	GRI & CRESS	Data 2023	Data 2022	Page ref.
Social Performance Measures					
V	Diversity-Emp (M/F)	405-1	63% (M) - 37% (F)	57% (M) - 43% (F)	75-76, 157
V	Executive Committee	405-1	67% (M) - 33% (F)	50% (M) - 50% (F)	75-76, 157
V	Management	405-2	80% (M) - 20% (F)	80% (M) - 20% (F)	75-76, 157
V	Other team members	405-2	61% (M) - 39% (F)	54% (M) - 46% (F)	75-76, 157
V	Diversity-Pay (M/F)	405-2	31.0%	33.1%	73, 75, 162
V	Executive Committee	405-2	NA <sup>1</sup>	68.1%	73, 75, 162
V	Management	405-2	18.7%	-9.4%	73, 75, 162
V	Other team members	405-2	27.8%	32.1%	73, 75, 162
V	Emp-Training	404-1	30.2 hours/year	33.7 hours/year	73, 75, 160
V	Executive Committee	404-1	15 hours/year	16 hours/year	73, 75, 160
V	Management	404-1	34 hours/year	28 hours/year	73, 75, 160
V	Other team members	404-1	30 hours/year	35 hours/year	73, 75, 160
V	Emp-Dev	404-3	100%	100%	73, 75, 160
V	Executive Committee	404-3	100%	100%	73, 75, 160
V	Management	404-3	100%	100%	73, 75, 160
V	Other team members	404-3	100%	100%	73, 75, 160
V	Emp-Turnover - New arrivals (total number)	401-1	6	2	74-75, 161
V	Emp-Turnover - New arrivals (rate)	401-1	7.9%	2.2%	74-75, 161
V	Emp-Turnover - Turnover (total number)	401-1	18	13	74-75, 161
V	Emp-Turnover - Turnover (rate)	401-1	23.7%	14.6%	74-75, 161
V	H&S Emp - Lost day rate	403-9	0.12%	0.00%	77, 163
V	H&S Emp - Injury rate	403-9	0.03% <sup>2</sup>	0.00%	77, 163
V	H&S Emp - Absentee rate	403-9	8.9%	4.9%	77, 163
V	H&S Emp - Absentee rate (short term)	403-9	2.8%	2.0%	77, 163
V	H&S Emp - Number of work-related fatalities	403-9	0	0	163
V	H&S-Asset <sup>3</sup>	416-1	85%	96%	89-91, 164
V	H&S-Comp	416-2	4	9	89-91, 164
Governance Performance Measures					
V	Gov-Board	2-9	5 <sup>4</sup>	9	99-104, 157
n.a.	Gov-Select	2-10	Narrative on process	Narrative on process	97
n.a.	Gov-Col	2-15	Narrative on process	Narrative on process	109

1 The gender wage gap for the Executive Committee is not disclosed as this Committee is counting only three members in 2023, and individual salary deduction becomes too obvious.

2 This corresponds to five accidents among the team.

3 All buildings covered by a contract.

4 These are the members of the Board of Directors of Befimmo Group SA.

UN Global Compact Index

As a signatory of the UN Global Compact since 2016, Befimmo fully complies with the ten Principles and discloses all actions taken within its ESG Report.

Principles	Page reference
<b>Human Rights</b>	<b>71</b>
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	39, 74, 90, 115
Principle 2: Businesses should make sure that they are not complicit in human rights abuses	39, 74, 90, 115
<b>Labor</b>	<b>71</b>
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	39, 74, 90, 115
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	39, 74, 90, 115
Principle 5: Businesses should uphold the effective abolition of child labour	39, 74, 90, 115
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	39, 74, 76, 90, 115
<b>Environment</b>	<b>40</b>
Principle 7: Businesses should support a precautionary approach to environmental challenges	39, 40-70
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	39, 40-70
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	39, 40-70
<b>Anti-Corruption</b>	<b>114</b>
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	39, 115, 117

Befimmo also developed a set of policies to cover all ten Principles of the UN Global Compact. These policies are available on the corporate website of the Company: [Our governance](#) | [Befimmo](#).

GRI Content Index

Statement of use	Befimmo has reported the information cited in this GRI content index for the period of 1 January 2023 to 31 December 2023 with reference to the GRI Standards.				
GRI 1 used	GRI 1: Foundation 2021				
GRI standard	Disclosure		Location	External assurance <sup>1</sup>	SDG
GRI 2: General Disclosures 2021	2-1	Organizational details	175		
	2-2	Entities included in the organization's sustainability reporting	174-175		
	2-3	Reporting period, frequency and contact point	174		
	2-4	Restatements of information	NA		
	2-5	External assurance	170	V	
	2-6	Activities, value chain and other business relationships	14, 22, 25		
	2-7	Employees	72, 157		
	2-8	Workers who are not employees	159, 166		
	2-9	Governance structure and composition	99, 102		
	2-10	Nomination and selection of the highest governance body	97		5,16
	2-11	Chair of the highest governance body	97		16
	2-12	Role of the highest governance body in overseeing the management of impacts	97		
	2-13	Delegation of responsibility for managing impacts	97		
	2-14	Role of the highest governance body in sustainability reporting	112		
	2-15	Conflicts of interest	109		16
	2-16	Communication of critical concerns	32		
	2-17	Collective knowledge of the highest governance body	99, 102		4,16
	2-18	Evaluation of the performance of the highest governance body	98		
	2-19	Remuneration policies	107		
	2-20	Process to determine remuneration	107		
	2-21	Annual total compensation ratio	162		
	2-22	Statement on sustainable development strategy	14, 38		16
	2-23	Policy commitments	114		16
	2-24	Embedding policy commitments	114		16
	2-25	Processes to remediate negative impacts	21, 32, 109		16
	2-26	Mechanisms for seeking advice and raising concerns	21, 26, 32, 109		16
	2-27	Compliance with laws and regulations	26, 39, 74, 97, 114		16
	2-28	Membership associations	25		17
	2-29	Approach to stakeholder engagement	21		17
	2-30	Collective bargaining agreements	74, 159		8
GRI 3: Material Topics 2021	3-1	Process to determine material topics	26		
	3-2	List of material topics	27, 30, 39		
	3-3	Management of material topics	40, 71, 95, 168		

<sup>1</sup> External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. All data marked with a V has been verified by the auditor. The report can be found on page 170 of the present Report.

PERFORMANCE  
DATA

GRI standard	Disclosure	Location	External assurance <sup>1</sup>	SDG
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	130	1,5,8
	201-2	Financial implications and other risks and opportunities due to climate change	32, 154	8,13
	201-3	Defined benefit plan obligations and other retirement plans	130	8
	201-4	Financial assistance received from government	167	8
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	114, 117, 167	
	205-2	Communication and training about anti-corruption policies and procedures	117, 167	16
	205-3	Confirmed incidents of corruption and actions taken	117, 167	16
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	167	16
GRI 302: Energy 2016	302-1	Energy consumption within the organization	41, 145	7,8,12,13
	302-2	Energy consumption outside of the organization	41, 145	7,8,12,13
	302-3	Energy intensity	41, 145	7,8,12,13
	302-4	Reduction of energy consumption	41, 145	7,8,12,13
	302-5	Reductions in energy requirements of products and services	41, 145	7,8,12,13
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	52, 148	6,12
	303-5	Water consumption	52, 148	6,12
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	145, 146	3,12,13,15
	305-2	Energy indirect (Scope 2) GHG emissions	145, 146	3,12,13,15
	305-3	Other indirect (Scope 3) GHG emissions	147	3,12,13,15
	305-4	GHG emissions intensity	144	13,15
	305-5	Reduction of GHG emissions	144	13,15
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	55	3,6,11,12
	306-2	Management of significant waste-related impacts	55	3,8,11,12
	306-3	Waste generated	149	3,6,11,12
	306-4	Waste diverted from disposal	149	3,11,12
	306-5	Waste directed to disposal	149	3,6,11,12
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	83	12
	308-2	Negative environmental impacts in the supply chain and actions taken	83	12
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	74, 75, 161, 162	5,8,10
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	73	3,5,8
	401-3	Parental leave	163	5,8
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	74	8

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GRI standard	Disclosure	Location	External assurance <sup>1</sup>	SDG
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	77		3,8
	403-2 Hazard identification, risk assessment, and incident investigation	77		3,8
	403-3 Occupational health services	77		3,8
	403-4 Worker participation, consultation, and communication on occupational health and safety	77		3,8,16
	403-5 Worker training on occupational health and safety	77		3,4,8
	403-6 Promotion of worker health	77		3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	77		3,8
	403-8 Workers covered by an occupational health and safety management system	77, 163		3,8
	403-9 Work-related injuries	77, 163	V	3,8,16
	403-10 Work-related ill health	163		3,8,16
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	73, 160	V	4,5,8,10
	404-2 Programs for upgrading employee skills and transition assistance programs	73		8
	404-3 Percentage of employees receiving regular performance and career development reviews	75, 160	V	5,8,10
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	74, 75, 157		5,8
	405-2 Ratio of basic salary and remuneration of women to men	73, 75, 162	V	5,8,10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	76		5,8,16
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	74, 83, 89, 114		8
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	74, 83, 89, 114		5,8,16
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	74, 83, 89, 114		5,8
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	86		4,17
	413-2 Operations with significant actual and potential negative impacts on local communities	86		1
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	83		5,8,16
	414-2 Negative social impacts in the supply chain and actions taken	83		5,8,16
GRI 415: Public Policy 2016	415-1 Political contributions	25, 167		16,17
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	89	V	3
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	89	V	16
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	63		12
	417-2 Incidents of non-compliance concerning product and service information and labelling	167		16
	417-3 Incidents of non-compliance concerning marketing communications	167		16
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	167		16

<sup>1</sup> External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. All data marked with a V has been verified by the auditor. The report can be found on page 170 of the present Report.



Sector-specific disclosure: Construction & Real Estate (CRESS)

Category	Disclosure		Location	External assurance <sup>1</sup>	SDG
Environment	CRE1	Building Energy Intensity	145	V	7,8,12,13
	CRE2	Building Water Intensity	148	V	6,8,12
	CRE3	Greenhouse gas emissions intensity from buildings	144, 145	V	13,15
Product Responsibility	CRE8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	150	V	4,6,7,8, 10,11,12,13

Environmental data

Environmental indicators

Carbon footprint

GHG Protocol categories		GRI Standard	External assurance	2023 (t CO <sub>2</sub> e)		2022 (t CO <sub>2</sub> e)		2019 (t CO <sub>2</sub> e)	
				GHG (location-based)	GHG (market-based)	GHG (location-based)	GHG (market-based)	GHG (location-based)	GHG (market-based)
Scope 1	1.1 Company facilities - Gas and fuel	305-1	V	809	809	897	897	935	935
	1.2 Refrigerant leakage	305-1	V	742	742	720	720	830	830
	1.3 Company vehicles	305-1	V	165	167	207	208	258	258
Scope 2	2.1 Electricity and Heat	305-2	V	718	58	921	210	818	210
	3.1 Purchased goods and services	305-3		5 054	5 054	4 335	4 335	5 460	5 460
	3.2 Capital goods	305-3		13 763	13 763	21 647	21 647	2 723	2 723
Scope 3	3.3 Fuel- and energy-related activities	305-3	V	349	339	225	225	215	215
	3.5 Waste generated in operations	305-3	V	702	702	376	376	7 525	7 525
	3.6 Business travel	305-3	V	21	21	14	14	78	78
	3.7 Employee commuting	305-3	V	60	60	55	55	24	24
	3.8 Upstream leased assets	305-3	V	1	1	107	107	49	49
	3.9 Downstream transportation and distribution			Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)
	3.10 Processing of sold products			Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)
	3.11 Use of sold products			Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)
	3.12 End-of-life treatment of sold products			Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)
	3.13 Downstream leased assets - Energy	305-3	V	10 249	8 254	11 180	9 541	10 370	10 583
	3.14 Franchises			Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)	Excluded (not relevant)
	3.15 Investments	305-3	V	0	0	0	0	0	0

Energy consumption and related GHG emissions

Energy & GHG	Unit	EPRA	GRI	External assurance	2023	2022	2019
Total floor area	m²				615 370	609 565	511 857
Occupied floor area	m²				582 603	578 774	466 140
Energy consumption	MWh				73 658.69	77 436.00	72 227.56
of which fuels consumption	MWh	Fuels-Abs	302-1	V	31 217.62	33 886.87	32 014.89
of which district heating & cooling consumption	MWh	DH&C Abs	302-1	V	1 629.90	1 543.94	2 076.27
of which electricity consumption	MWh	Elec-Abs	302-1	V	40 811.16	42 005.18	38 136.40
Renewable energy - Generated and consumed on-site	MWh				896.18	1 204.96	1 534.27
Renewable energy - Generated on-site and exported	MWh				107.70	80.91	95.55
Renewable energy - Generated off-site	MWh				22 854.24	14 562.91	1 1161.84
GHG emissions (market-based)	t CO <sub>2</sub>				8 652.62	10 474.34	11 369.48
GHG emissions (location-based)	t CO <sub>2</sub>				10 997.65	12 825.62	11 949.24
Energy consumption intensity (based on occupied area)	kWh/m²	Energy-Int	CRE1	V	126.43	133.79	154.95
GHG emissions intensity (market-based) (based on occupied area)	kg CO <sub>2</sub> /m²	GHG-Int	CRE3	V	14.85	18.10	24.39
GHG emissions intensity (location-based) (based on occupied area)	kg CO <sub>2</sub> /m²				18.88	22.16	25.63
Like-for-Like energy consumption	%	Energy-LfL	302-1	V	-5.19%		
Like-for-Like fuel consumption	%	Fuels-LfL	302-1	V	-7.88%		
Like-for-Like district heating & cooling consumption	%	DH&C-LfL	302-1	V	5.57%		
Like-for-Like electricity consumption	%	Elec-LfL	302-1	V	-3.43%		
Like-for-Like GHG emissions (market-based)	%	GHG-LfL	305	V	-17.39%		
Like-for-Like GHG emissions (location-based)	%	GHG-LfL	305	V	-14.25%		

Scopes 1 & 2 (common areas & tenant-vacant spaces of landlord-controlled buildings)	Unit	EPRA	GRI	External assurance	2023	2022	2019
Total floor area	m²				80 472	85 331	70 137
Energy consumption	MWh				10 010.56	10 788.30	10 027.41
<i>of which fuels consumption</i>	MWh				4 459.30	4 943.89	4 905.59
<i>of which district heating &amp; cooling consumption</i>	MWh				0.00	0.00	0.00
<i>of which electricity consumption</i>	MWh				5 551.26	5 844.41	5 121.82
Renewable energy - Generated and consumed on-site	MWh				251.70	224.40	176.17
Renewable energy - Generated on-site and exported	MWh				22.10	15.25	19.99
Renewable energy - Generated off-site	MWh				5 014.84	4 721.69	4 823.15
Scope 1 - GHG emissions	tonnes	GHG-Dir-Abs	305-1	V	807.32	895.04	933.12
Scope 1 - Like-for-Like GHG emissions (location-based)	%	GHG-Dir-LfL	305-1	V	-9.80%		
Scope 2 - GHG emissions (location-based)	tonnes	GHG-Indir-Abs	305-2	V	718.09	921.41	817.52
Scope 2 - GHG emissions (market-based)	tonnes	GHG-Indir-Abs	305-2	V	57.84	209.88	209.88
Scope 2 - Like-for-Like GHG emissions (location-based)	%	GHG-Indir-LfL	305-2	V	-22.07%		
Scope 2 - Like-for-Like GHG emissions (market-based)	%	GHG-Indir-LfL	305-2	V	-72.44%		

Scope 3 (whole tenant-controlled buildings & tenant-occupied spaces of landlord-controlled buildings)	Unit	EPRA	GRI	External assurance	2023	2022	2019
Total floor area	m²				534 899	524 235	441 720
Energy consumption	MWh				63 648.13	66 647.70	62 200.16
<i>of which fuels consumption</i>	MWh				26 758.32	28 942.99	27 109.30
<i>of which district heating &amp; cooling consumption</i>	MWh				1 629.90	1 543.94	2 076.27
<i>of which electricity consumption</i>	MWh				35 259.90	36 160.77	33 014.58
Renewable energy - Generated and consumed on-site	MWh				644.48	980.56	1 358.10
Renewable energy - Generated on-site and exported	MWh				85.60	65.65	75.56
Renewable energy - Generated off-site	MWh				17 839.40	17 448.04	6 338.69
Scope 3 - GHG emissions (location-based)	tonnes	GHG-Indir-Abs	305-3	V	9 472.25	11 009.16	10 198.61
Scope 3 - GHG emissions (market-based)	tonnes	GHG-Indir-Abs	305-3	V	7 787.47	9 369.42	10 411.97
Like-for-Like GHG emissions (location-based)	%	GHG-Indir-LfL	305-3	V	-14.26%		
Like-for-Like GHG emissions (market-based)	%	GHG-Indir-LfL	305-3	V	-16.88%		



Water consumption

Total portfolio		EPRA	GRI	External assurance	2023	2022	2019
Perimeter - Total floor area (for which data have been obtained)	m²				236 257	394 171	480 484
Perimeter - Occupied floor area (for which data have been obtained)	m²				226 453.93	386 908.02	434 767
Water consumption	m³	Water-Abs	303-5	V	72 175.27	97 471.64	138 379.14
of which water purchased	m³				63 371.55	88 967.74	128 163.98
of which water reuse (greywater and/or blackwater)	m³				0.00	0.00	0.00
of which water capture (rainwater)	m³				5 924.41	6 546.00	6 656.32
of which water extraction (groundwater)	m³				2 879.31	1 957.90	3 558.84
Water consumption intensity (based on occupied area)	m³/m²	Water-Int	CRE2	V	0.32	0.25	0.32
Like-for-Like water consumption	%	Water-LfL	303-5	V	-25.95%		

Waste

Total portfolio		EPRA	GRI	External assurance	2023	2022	2019
Perimeter - Total floor area (for which data have been obtained)	m <sup>2</sup>				261 448	244 730	328 108
Perimeter - Occupied floor area (for which data have been obtained)	m <sup>2</sup>				233 431	216 463	282 391
Total non-hazardous waste	tonnes	Waste-Abs	306-3	V	844.23	686.81	1 126.41
of which landfill	tonnes	Waste-Abs	306-5	V	0.00	0.00	0.00
of which incineration	tonnes	Waste-Abs	306-5	V	0.00	0.00	0.00
of which waste to energy	tonnes	Waste-Abs	306-4	V	364.16	306.67	462.55
of which reuse	tonnes	Waste-Abs	306-4	V	0.00	0.00	0.00
of which recycling	tonnes	Waste-Abs	306-4	V	480.07	380.13	663.86
Total hazardous waste	tonnes	Waste-Abs	306-3	V	5.07	4.64	2.18
of which landfill	tonnes	Waste-Abs	306-4	V	0.00	0.00	0.00
of which incineration	tonnes	Waste-Abs	306-4	V	0.00	0.00	0.00
of which waste to energy	tonnes	Waste-Abs	306-5	V	0.00	0.00	0.00
of which reuse	tonnes	Waste-Abs	306-4	V	0.00	0.00	0.00
of which recycling	tonnes	Waste-Abs	306-5	V	5.07	4.64	2.18
Waste production intensity (based on occupied area)	kg/m <sup>2</sup>				3.64	3.19	4.00
Like-for-Like waste	%	Waste-LfL	306-3	V	23%		
Like-for-Like landfill	%	Waste-LfL	306-5	V	0%		
Like-for-Like incineration	%	Waste-LfL	306-5	V	0%		
Like-for-Like waste to energy	%	Waste-LfL	306-4	V	19%		
Like-for-Like reuse	%	Waste-LfL	306-4	V	0%		
Like-for-Like recycling	%	Waste-LfL	306-4	V	26%		

Certification  
BREEAM

BUILDINGS UNDER CONSTRUCTION		BREEAM New Construction / Refurbishment		External assurance
Rating		Surface (m²)	# buildings	
Outstanding		12 269	1	V
Very Good		8 332	1	V
Not certified		114 692	1	V
Total		135 293	3	V

BUILDINGS IN OPERATION	BREEAM New Construction / Refurbishment <sup>1</sup>		External assurance	BREEAM In-Use <sup>2</sup>		External assurance
Rating	Surface (m²)	# buildings		Surface (m²)	# buildings	
Outstanding	61 613	4	V	-	-	V
Excellent	70 938	5	V	-	-	V
Very Good	62 913	6	V	61 613	4	V
Good	3 066	2	V	213 441	9	V
Pass	-	-	V	120 986	6	V
Acceptable	-	-	V	47 252	3	V
Not certified	448 220	50	V	203 458	45	V
Total	646 750	67	V	646 750	67	V

Energy performance certificates

BUILDINGS IN OPERATION	Rating	Surface (m²)	# buildings	External assurance
EU EPC - Belgium - Label	A-	16 983	1	V
	B	11 913	2	V
	B-	27 564	3	V
	B+	43 583	3	V
	C	173 680	7	V
	C-	6 290	1	V
	C+	40 161	4	V
	D	1 724	1	V
EU EPC - Belgium - Energielabel	F	15 880	4	V
	X	196 455	32	V
EU EPC - Luxembourg - Label	C	11 944	1	V
	D	4 885	1	V
Not certified		95 688	7	V
Total		646 750	67	V

1 Design certificates are not included, only Post Construction certificates.  
2 Among these buildings, a large part has been certified BREEAM In-Use in 2010 and 2011, but certificates are no longer valid.

Methodology

In 2023, the methodology was completely revised to align it with the methodology used by our major shareholder.

Data management

Reporting perimeter

- > Perimeter of reporting year = areas of operational buildings during the reporting year;
- > Perimeter of year -1 = areas of operational building during the reporting year and year -1.

The reporting perimeter for specific indicators is expressed as the area covered by the data obtained for the period.

Specific consumption (kWh/m²) and greenhouse gas emissions intensity (kg CO₂e/m²)

The following buildings are excluded from the scope:

- > Buildings under construction and/or renovation;
- > Vacant buildings;
- > Silversquare spaces;
- > Buildings sold or acquired during the reporting year.

The specific consumption is calculated according to annualised occupancy rate.

Calculation at constant perimeter

The calculation at constant perimeter (Like-for-Like (LfL)), expressed as a year-on-year percentage difference, helps to assess how an indicator changes over time. By excluding variations due to changes in floor area (as a result of major renovations, acquisitions or sales), it is possible to analyse, compare and explain the results achieved in relation to the stated objectives. The reporting perimeter for Like-for-Like indicators is expressed as the surface of buildings in use during the two complete periods which are compared and for which all data are obtained.

Corrections

Some additional historical data, complete or partial, obtained after the publication of the last Annual Financial Report (including the ESG Report) were verified and then integrated with previously published data. Example: the correction of missing or incorrect historical data, in particular following the receipt of credit notes or adjustment invoices. This could explain any differences with previous publications. The previous year's data are updated based on the properties in portfolio during the reporting year.

Gap fills

At the conclusion of the year, it is common for sites to not have 12 months of data. Gap filling uses a methodology that generates an estimated value based on average value of surrounding months. After completing gap fills, we estimate the usage data for sites with no data:

- > Last known value, maximum of two years prior;
- > Average value from portfolio (excluding: Silversquare spaces, vacant buildings, buildings sold or acquired during the reporting year).

The following data is not extrapolated:

- > Perimeter of reporting year = areas of operational buildings during the reporting year;
- > On-site renewable energy production;
- > Energy consumption for mobility;
- > Waste production;
- > Water consumption.

Accounting for Greenhouse Gas Emissions (GHG)

Befimmo used the methodology of "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)" to collect activity data and calculate emissions. GHG emissions are categorised by scopes 1, 2 and 3 and are typically calculated following this simplified formula:

Activity data (kWh, kg, spend, km, etc.) X Emissions factor (t CO₂e / kWh, kg, spend, km, etc.) = Emissions (t CO₂e).

Activity data are mostly based on actual consumption data or spend. Emission factors are typically published by government agencies and industry frameworks.

Scope 1

Scope 1 emissions are direct GHG emissions that physically occur at the properties from sources or equipment owned or controlled by portfolio companies. Scope 1 emissions are typically from the following sources:

- > Generation of electricity or heat from combustion of fuels in owned or controlled boilers;
- > Combustion of fuels in owned or controlled vehicles;
- > Fugitive emissions from the use of refrigerants and air-conditioning equipment.

Scope 1.1 Fuels (gas, heating oil) for heating purposes

The emissions calculation method is based on fuel consumption. Data on fuel consumption is largely automated and comes, in order, from the network operator, then from the energy suppliers, maintenance companies. This category includes the emissions resulting from the energy consumption of common areas and tenant vacant spaces of landlord-controlled buildings.

Scope 1.1 Fuel oil from generator

The emissions calculation method is based on estimate fuel consumption. Data on fuel consumption are estimated based on average consumption and the number of operating hours.

Scope 1.2 Fugitive emissions from the use of refrigerant gases

The emissions calculation methodology is based on estimate refrigerant gases losses (amount and type of refrigerant gases). Fugitive emissions are estimate based on the following parameters:

- > Equipment inventory (no extrapolation for buildings without inventory);
- > Inspection reports;
- > Default annual loss coefficient of 15% if no inspection report (ADEME recommendations).

Scope 1.3 Company vehicles

The emissions calculation method is based on vehicles consumption (gasoline, diesel, electricity).



PERFORMANCE DATA

Scope 2

Scope 2 emissions are indirect GHG emissions from the generation of the amount of energy consumed for property operations. Scope 2 emissions physically occur at the locations of energy providers. The emission calculation method is based on estimated electricity and heat consumption. Data on electricity and heat consumption is largely automated and comes, in order, from the network operator, then from the energy suppliers, maintenance companies. This category includes the emissions resulting from the energy consumption of common areas and tenant vacant spaces of landlord-controlled buildings.

Scope 3

Scope 3 emissions cover the GHG emission sources from all of the upstream and downstream activities of our property operations, including those incurred by our suppliers, tenants and customers.

Scope 3.1 Purchased goods and services

The method used to calculate the GHG emissions related to "Purchased Goods & Services", is the GHG Protocol's spend-based method. This method uses monetary emission factors to estimate emissions from goods and services acquired by corporate entities.

An emission factor is assigned (with exclusion of irrelevant categories like financial and fiscal charges, and exclusion of categories that are already included in other scope categories of the carbon footprint, like energy expenditures) to each of Befimmo's expenditure categories. The perimeter includes all purchased goods and services of the corporate unit, and works related to the operation of buildings held by Befimmo.

The method used to calculate the GHG emissions related to water is based on water consumption (m³). Data on water consumption is mainly obtained from meter readings provided by maintenance companies.

Scope 3.2 Capital goods

Capital goods emissions include emissions from major renovations, developments and construction of buildings by Befimmo, as well as the acquisition of new buildings. Emissions are allocated to the year of delivery of the project or to the year of acquisition of the building. Emissions from major renovations and construction projects were estimated based on the emissions of the LCA study of Befimmo's Quatuor building, and extrapolated based on the gross leasable area (m²) of the renovation/construction project.

For acquisitions, Befimmo accounts for embodied emissions. Emissions are allocated based on Befimmo's part in the projected lifetime of the building. An emission factor of 0,65 t CO<sub>2</sub>e/m² (ADEME base carbone, bâtiment de bureaux) has been used to estimate embodied emissions. The method used to calculate the GHG emissions linked to Silversquare coworking centres is the spend-based method.

Scope 3.3 Fuel- and energy-related activities (not included in scopes 1 or 2)

The GHG emissions related to "Fuel- and energy-related activities" include, as defined by the GHG Protocol, the extraction, production and transportation of fuels and energy purchased or acquired by the reporting company in the reporting year, not already accounted for in scope 1 or scope 2. In the case of Befimmo, this includes:

- > Upstream emissions of purchased fuels;
- > Upstream emissions of purchased electricity;
- > Transmission and distribution (T&D) losses reported by the end user.

Scope 3.5 Waste

The emission calculation method is based on quantity of waste, waste type and the treatment method. Data on operational waste is available from the waste management company. Data on construction waste for works is available from contractors.

Scope 3.6 Business travel

The emissions calculation method is based on distance.

Scope 3.7 Employee commuting

The emissions calculation method is based on distance.

Scope 3.8 Upstream leased assets

The emissions calculation method is based on spend.

Scope 3.13 Downstream leased assets

This category includes the emissions resulting from the energy consumption of whole tenant-controlled buildings and tenant occupied spaces of landlord-controlled buildings. This covers: natural gas consumption, fuel consumption, heat consumption and electricity consumption.

Scope 3.15 Investments

The emission calculation method is based on the capital invested.

Tenant estimation methodology

To convert whole building data into tenant and common area usage, we use the following methodology:

Energy source	Formula
Common Area — Scopes 1 & 2	$\frac{(\text{Whole Building Data: Volume}) \times (\text{Common Area Ratio})}{((\text{Whole Building Data: Volume}) \times (1 - (\text{Common Area Ratio})) + ((100 - (\text{Annualised occupancy Rate}))/100))}$
Tenant space (vacant) — Scopes 1 & 2	$\frac{(\text{Whole Building Data: Volume}) \times (1 - (\text{Common Area Ratio}))}{((100 - (\text{Annualised occupancy Rate}))/100)}$
Tenant space (occupied) — Scope 3	$\frac{(\text{Whole Building Data: Volume}) \times (1 - (\text{Common Area Ratio})) \times ((\text{Annualised occupancy Rate})/100)}$

Establish and recalculate the baseline

In 2023, we have aligned our baseline with that of our major shareholder (2019 instead of 2018).

Initial baseline establishment

The baseline consisted of operating properties in 2019.

Update baseline for property additions, disposals and operational changes

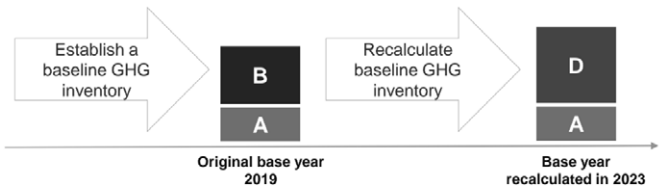
Update the baseline ensures the baseline accurately reflects the portfolio's utility consumption, considering acquisitions, disposals, and operational changes over time. New properties are incorporate into the baseline using their utility data from the year prior to acquisition. Disposed properties are removed from de baseline. Completion of development is not considered a trigger for baseline recalculation.

1 Common area ratio by property type from GRESB (if the space area is not available): 25% common.



Example:

- > During 2019, a portfolio acquired property **B**. As at Q4 2019, the portfolio consisted of operating properties **A** and **B**, as well as a development property **C**;
- > During Q1 2020, the portfolio's baseline was established:
  - Property **A** and **B** = 2019 full-year data consumption;
  - Property **C** = nil (there was no significant operational consumption);
- > During 2020, property **D** was acquired with full-year utility data from 2019;
- > During 2021, property **B** was disposed of;
- > During 2022, property **C** became operational. Completion of development is not a trigger for base year recalculation;
- > During Q1 2024, the portfolio's baseline was recalculated:
  - Properties **A** and **C** = no change without trigger for recalculation;
  - Property **B** = nil (removed from baseline emission);
  - Property **D** = 2019 data consumption.



TCFD recommendations

GOVERNANCE	STRATEGY	RISK MANAGEMENT	METRICS AND TARGETS
Disclose the organisation's governance around climate-related risks and opportunities.	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Disclose how the organisation identifies, assesses, and manages climate-related risks.	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Governance

Board oversight

The Board of Directors guides the ESG strategy, including climate- and sustainability-related aspects. It sets and approves budgets and major decisions related to this strategy.

The CEO chairs the Executive Committee where all important operational decisions are taken in terms of ESG and will inform the Board on a regular time frame.

Management oversight

The Technical & Sustainability Officer is one of the Leaders, which makes ESG as important as any other operational topic of the Company.

The Executive Committee and the Leaders meet every week to discuss and/or decide on important operational decisions. All important ESG decisions are presented consequently to the Executive Committee and the Leaders which, if necessary, informs the Board.

Relevant disclosures

TCFD recommended disclosures	Befimmo disclosures
<b>Governance</b>	
a) Describe the board's oversight of climate-related risks and opportunities.	CDP question C1.1b ESG decision-making process, p.111
b) Describe management's role in assessing and managing climate-related risks and opportunities.	CDP questions C1.2, C1.2a ESG decision-making process, p.111

Strategy and risk management

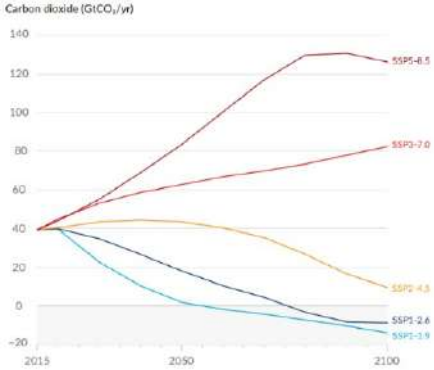
Since the industrial revolution, the accumulation of greenhouse gases in the atmosphere at an unprecedented level has led to climate change with multiple consequences.

Furthermore, in order to limit global warming to below 1.5°C and thus limit its consequences, policies are gradually being put in place to steer the economy towards a low-carbon transition.

These trends introduce two types of risks and opportunities:

- > **Physical:** risks and opportunities related to exposure to the physical consequences of climate change (sea level rise, heat domes, droughts, etc.);
- > **Transitional:** consequences of the transition to a low-carbon world (regulatory, political, market developments, etc.).

Future annual CO<sub>2</sub> emissions across five illustrative scenarios (source: 6<sup>th</sup> IPCC report / Working Group I)



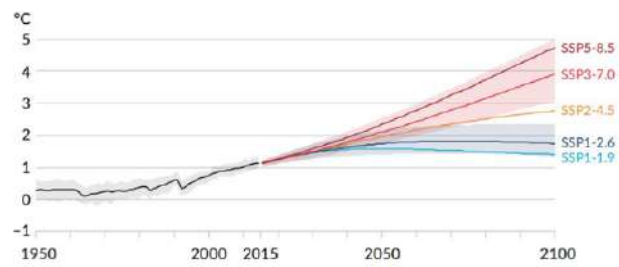
Physical risks and opportunities

Befimmo's portfolio is increasingly exposed to extreme weather conditions such as floods, storms and hail. These weather conditions are becoming more frequent and harsh. This evolution pushes the Company to take preventive actions, as they both affect the robustness of the buildings and the safety of occupants.

In order to understand to what extend Befimmo's strategic portfolio is exposed to future weather patterns and natural hazards, the Company is currently conducting an analysis using the GRESB tool. This tool is using the "Munich Re" database as a source of information. The physical risk analysis is based on three scientific climate scenarios adopted by the Intergovernmental Panel on Climate Change (IPCC):

- > RCP2.6: global average temperature increases by 1.3 to 2.4°C;
- > RCP4.5: global average temperature increases by 2.1 to 3.5°C;
- > RCP8.5: global average temperature increases by 3.3 to 5.7°C.

Global surface temperature change relative to 1850-1900 (source: 6<sup>th</sup> IPCC report / Working Group I)



Befimmo's response to physical impacts is as follows:

- > Conduct a physical climate risk assessments to determine which strategic assets need to be upgraded;
- > For each critical asset, conduct an assessment to determine what measures need to be taken to mitigate the identified risks;
- > Secure the risk through insurance policies covering the portfolio against loss of rent due to natural disasters like floods, fires and storms, with a total insured value at least as high as the balance sheet value of the assets.

Transitional risks and opportunities

The COP21 (2015) enabled to set a goal of stabilising global warming due to human activities "significantly below" 2°C by 2100 (relative to the temperature of the pre-industrial era) and even aim to limit this temperature rise to 1.5°C.

On 13 November 2021, COP26 concluded in Glasgow with all countries agreeing the Glasgow Climate Pact to keep 1.5°C alive and finalise the outstanding elements of the Paris Agreement.

The Glasgow Climate Pact, combined with increased ambition and action from countries, means that 1.5°C remains in sight and scales up action on dealing with climate impacts, but it will only be delivered with concerted and immediate global efforts.

Achieving these objectives at the European level would involve an 80-95% reduction in greenhouse gas emissions by 2050, compared to 1990 emission levels. However, Europe is struggling to maintain this ambitious objective, leading the European Council at the end of 2020 to raise the European objective of reducing greenhouse gases by 2030.

This European target was initially set at -40% and was later adapted to -55% in order to achieve the objective of temperature rise limitation at 1.5°C. According to the European Commission's impact assessment, the greatest efforts to achieve the -55% target must come from the building and electricity production sectors.

Belgium's commitment to this process has led to the development of a low carbon strategy for 2050. For the tertiary sector, each region aims to have an energy or carbon neutral building stock by 2050 in terms heating, hot water, cooling and lighting.

These European targets will certainly accelerate the renovations among building portfolios. A company which doesn't take climate risks into account may suffer reputational and financial loss. Assets would loose their attractiveness as occupants are no longer searching for just comfortable and nice-looking work spaces.

The global tendency for occupants to challenge landlords in terms of environmental performance of their buildings is increasing rapidly. A decrease of the attractiveness of the assets could therefore lower rental potential of buildings, ultimately leading to a company's revenue and value decrease. Next to climate-change awareness, cost considerations following an increase in environmental taxes is also shaping occupants' behaviour.

Befimmo's response to transitional impacts is as follows:

- > Ongoing monitoring and compliance with applicable laws and standards;
- > Participate in industry bodies to monitor emerging legislation early on and analyse occupant preferences continuously;
- > Assess the Company's carbon footprint across its value chain, define a strategy to reduce it, and identify action levers.

Relevant disclosures

TCFD recommended disclosures	Befimmo disclosures
<b>Strategy</b>	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	CDP questions C2.1a, C2.3, C2.3a, C2.4, C2.4a Impact, risk and opportunity management, p.32
b) Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning.	CDP questions C2.3a, C2.4a, C3.1, C3.2a, C3.3, C3.4 Impact, risk and opportunity management, p.32
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP questions C3.2, C3.2a Climate change mitigation, p.41

TCFD recommended disclosures	Befimmo disclosures
<b>Risk management</b>	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	CDP questions C2.1, C2.1a, C2.2, C2.2a Impact, risk and opportunity management, p.32
b) Describe the organisation's processes for managing climate-related risks.	CDP questions C2.1, C2.1a, C2.2, C2.2a Climate change mitigation, p.41
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	CDP questions C2.1, C2.1a, C2.2, C2.2a Impact, risk and opportunity management, p.32

**Metrics and targets**

Details on our emissions can be found in "Climate change mitigation" on pages 41 and 144 of the present Report. Our most recent CDP climate questionnaire has details of methodologies, climate mitigation and climate adaptation efforts. Both documents are available on the Befimmo website.

The environmental and climate-related targets are grouped in Befimmo's 2030 Action Plan, available on p.168 of this Report.

Relevant disclosures

TCFD recommended disclosures	Befimmo disclosures
<b>Metrics and targets</b>	
a) Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.	CDP questions C4.2, C4.2b, C9.1 Climate change mitigation, p.41 Climate change adaptation, p.50 2030 Action Plan, p.168
b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks.	CDP questions C6.1, C6.3, C6.5 Climate change mitigation, p.41 Environmental indicators, p.144
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	CDP questions C4.1, C4.1a, C4.1b, C4.2, C4.2b 2030 Action Plan, p.168

○	<b>Social data</b>
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## Talent and performance

	<u>Team members (#)</u>
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K	Board of Directors	2-7	V	5 <sup>1</sup>	9
	Executive Committee	2-7		3	4
	Management	2-7		10	10
	Other team members	2-7		66	79

During the reporting year, Befimmo counts 76 members within its team (excluding external consultants and the Executive Committee). Management represents 13% of the total workforce.

Workforce diversity by gender per job category

Executive Committee				3	4
Women (#)				1	2
Men (#)				2	2
Women (%)	Diversity-Emp	405-1	V	33%	50%
Men (%)	Diversity-Emp	405-1	V	67%	50%
Management				10	10
Women (#)				2	2
Men (#)				8	8
Women (%)	Diversity-Emp	405-1	V	20%	20%
Men (%)	Diversity-Emp	405-1	V	80%	80%
Other team members				66	79
Women (#)				26	36
Men (#)				40	43
Women (%)	Diversity-Emp	405-1	V	39%	46%
Men (%)	Diversity-Emp	405-1	V	61%	54%

3 Globally, Befimmo has a gender balance of 63%-37% M/W within its team, compared to 57%-43% M/W in 2022.

Workforce diversity by nationality	EPRA SPM	GRI Standard	External assurance	2023	2022
Nationalities among team members (#)				5	4
Nationalities among team members (%)		405-1		7%	4%

1 These are the members of the Board of Directors of Befimmo Group SA.



Workforce diversity by age per job category	EPRA SPM	GRI Standard	External assurance	2023	2022
Executive Committee (average age)				52	49
Under 30 years (#)				0	0
Between 30 and 50 years (#)				2	3
Over 50 years (#)				1	1
Under 30 years (%)		405-1		0%	0%
Between 30 and 50 years (%)		405-1		67%	75%
Over 50 years (%)		405-1		33%	25%
Management (average age)				43	44
Under 30 years (#)				0	0
Between 30 and 50 years (#)				8	7
Over 50 years (#)				2	3
Under 30 years (%)		405-1		0%	0%
Between 30 and 50 years (%)		405-1		80%	70%
Over 50 years (%)		405-1		20%	30%
Other team members (average age)				42	42
Under 30 years (#)				8	7
Between 30 and 50 years (#)				42	55
Over 50 years (#)				16	17
Under 30 years (%)		405-1		12%	9%
Between 30 and 50 years (%)		405-1		64%	70%
Over 50 years (%)		405-1		24%	21%
Governance bodies diversity					
Board diversity by gender	EPRA SPM	GRI Standard	External assurance	2023	2022
Women (#)				0	3
Men (#)				5	7
Women (%)		405-1		0%	33%
Men (%)		405-1		100%	67%
Board diversity by age	EPRA SPM	GRI Standard	External assurance	2023	2022
Under 30 years (#)				0	0
Between 30 and 50 years (#)				3	3
Over 50 years (#)				2	6
Under 30 years (%)		405-1		0%	0%
Between 30 and 50 years (%)		405-1		60%	33%
Over 50 years (%)		405-1		40%	67%

PERFORMANCE  
DATA

Board diversity by nationality	EPRA SPM	GRI Standard	External assurance	2023	2022
Nationalities among Board members (#)		405-1		2	1
Other nationalities among Board members (%)		405-1		20%	-
Internal organisation					
Contract type	EPRA SPM	GRI Standard	External assurance	2023	2022
Permanent employees (#)		2-7		76	89
Women (#)		2-7		28	38
Men (#)		2-7		48	51
Women (%)		2-7		37%	43%
Men (%)		2-7		63%	57%
Temporary employees (#)		2-7		0	0
Women (#)		2-7		0	0
Men (#)		2-7		0	0
Women (%)		2-7		0%	0%
Men (%)		2-7		0%	0%
Full-time employees (#)		2-7		66	77
Women (#)		2-7		21	29
Men (#)		2-7		45	48
Women (%)		2-7		28%	33%
Men (%)		2-7		59%	54%
Part-time employees (#)		2-7		10	12
Women (#)		2-7		7	9
Men (#)		2-7		3	3
Women (%)		2-7		70%	75%
Men (%)		2-7		30%	25%
Non-guaranteed hours employees (#)		2-7		0	0
Women (#)		2-7		0	0
Men (#)		2-7		0	0
Women (%)		2-7		0%	0%
Men (%)		2-7		0%	0%
Workers who are not employees (#)		2-8		10	8
Women (#)		2-8		2	3
Men (#)		2-8		8	5
Women (%)		2-8		20%	38%
Men (%)		2-8		80%	62%
Trainees (#)				2	3
Employees covered by a collective bargaining agreement (#)				0	0
Non-employee workers covered by a collective bargaining agreement (#)				0	0
Employees working in establishments with workers' representatives (#)				0	0

Seniority

Average seniority (years)	EPRA SPM	GRI Standard	External assurance	2023	2022
Executive Committee				10.24	9.51
Management				8.57	8.28
Other team members				6.53	6.20

The global seniority of the team is 6.80 years, compared to 6.43 years in 2022.

Career development

Workforce training and development	EPRA SPM	GRI Standard	External assurance	2023	2022
Employees receiving annual appraisal by gender					
Women (%)	Emp-Dev	404-3	V	100%	100%
Men (%)	Emp-Dev	404-3	V	100%	100%
Employees receiving annual appraisal by job category					
Executive Committee (%)	Emp-Dev	404-3	V	100%	100%
Management (%)	Emp-Dev	404-3	V	100%	100%
Other team members (%)	Emp-Dev	404-3	V	100%	100%
Hours of training per team member by gender					
Women (total hours)	Emp-Training	404-1	V	946 h	1 283 h
Men (total hours)	Emp-Training	404-1	V	1 316 h	1 665 h
Hours of training per team member by job category					
Executive Committee (average hours)	Emp-Training	404-1	V	15	16
Management (average hours)	Emp-Training	404-1	V	34	28
Other team members (average hours)	Emp-Training	404-1	V	30	35
Training expenses (€)				€847.16	€2 032.4
Permanent team members trained per year (#)				76	89
Internal mobility cases (#)				1	4
Internal promotion cases (#)				3	7

On average, team members had 30.2 hours of training per person, compared to 33.7 in 2022.

Workforce arrivals

In total, six newcomers joined Befimmo in 2023, compared to two in 2022.

Arrivals by gender	EPRA SPM	GRI Standard	External assurance	2023	2022
Women (#)	Emp-Turnover	401-1	V	1	1
Men (#)	Emp-Turnover	401-1	V	5	1
Women (%)	Emp-Turnover	401-1	V	1%	1%
Men (%)	Emp-Turnover	401-1	V	7%	1%

Arrivals by age	EPRA SPM	GRI Standard	External assurance	2023	2022
Under 30 years (#)	Emp-Turnover	401-1		4	0
Between 30 and 50 years (#)	Emp-Turnover	401-1		2	2
Over 50 years (#)	Emp-Turnover	401-1		0	0
Under 30 years (%)	Emp-Turnover	401-1		5%	0%
Between 30 and 50 years (%)	Emp-Turnover	401-1		3%	2%
Over 50 years (%)	Emp-Turnover	401-1		0%	0%

The average age of new team members is 31 years, compared to 34 years in 2022.

Arrivals by region	EPRA SPM	GRI Standard	External assurance	2023	2022
Belgium (#)	Emp-Turnover	401-1		6	2
Belgium (%)	Emp-Turnover	401-1		8%	3%

Workforce turnover

In total, 18 team members left Befimmo in 2023, compared to 13 in 2022.

Turnover by gender	EPRA SPM	GRI Standard	External assurance	2023	2022
Women (#)	Emp-Turnover	401-1	V	11	8
Men (#)	Emp-Turnover	401-1	V	7	5
Women (%)	Emp-Turnover	401-1	V	14%	9%
Men (%)	Emp-Turnover	401-1	V	9%	6%

Turnover by age	EPRA SPM	GRI Standard	External assurance	2023	2022
Under 30 years (#)	Emp-Turnover	401-1		0	1
Between 30 and 50 years (#)	Emp-Turnover	401-1		16	8
Over 50 years (#)	Emp-Turnover	401-1		2	4
Under 30 years (%)	Emp-Turnover	401-1		0%	1%
Between 30 and 50 years (%)	Emp-Turnover	401-1		21%	9%
Over 50 years (%)	Emp-Turnover	401-1		3%	4%

The average age of team members leaving the Company is 41 years, compared to 44 years in 2022.

Turnover by region	EPRA SPM	GRI Standard	External assurance	2023	2022
Belgium (#)	Emp-Turnover	401-1		18	13
Belgium (%)	Emp-Turnover	401-1		24%	15%

Turnover split	EPRA SPM	GRI Standard	External assurance	2023	2022
Number of voluntary leaves (#)	Emp-Turnover	401-1		15	6
Number of dismissals (#)	Emp-Turnover	401-1		3	5
Number of retirements (#)	Emp-Turnover	401-1		0	2
Number of voluntary leaves (%)	Emp-Turnover	401-1		20%	7%
Number of dismissals (%)	Emp-Turnover	401-1		4%	6%
Number of retirements (%)	Emp-Turnover	401-1		0%	2%

Workforce retention

Retention	EPRA SPM	GRI Standard	External assurance	2023	2022
Employee retention rate (%)				85%	89%

Wage and compensation

Wage	EPRA SPM	GRI Standard	External assurance	2023	2022
Employees who are paid an adequate wage according to applicable benchmarks (#)				76	89
Employees who are paid an adequate wage according to applicable benchmarks (%)				100%	100%
Annual total compensation ratio		2-21		1.9%	2.2%
Change in the annual total compensation ratio		2-21		-0.3%	0%
Gender wage gap (%) (women/men)				31.0%	33.1%
Executive Committee	Diversity-Pay	405-2	V	N/A	68.1%
Management	Diversity-Pay	405-2	V	18.7%	-9.4%
Other team members	Diversity-Pay	405-2	V	27.8%	32.1%

The overall gender pay gap is 31%, compared to 33% in 2022. The gender wage gap for the Executive Committee is not disclosed as this Committee is counting only three members in 2023, and individual salary deduction becomes too obvious.



Well-being  
Team members

Workforce health and safety	EPRA SPM	GRI Standard	External assurance	2023	2022
Absentee rate - short term (%)	H&S Emp	403-9	V	2.8%	2.0%
Absentee rate - total (%)	H&S Emp	403-9	V	8.9%	4.9%
Injury rate (%)	H&S Emp	403-9	V	0.0% <sup>1</sup>	0.0%
Injury rate for non-employees (%)	H&S Emp	403-9		0.0%	0.0%
Lost day rate (%)	H&S Emp	403-9	V	0.1%	0.0%
Lost day rate for non-employees (%)	H&S Emp	403-9		0.0%	0.0%
Work-related fatalities (#)	H&S Emp	403-9	V	0	0
Work-related fatalities (%)	H&S Emp	403-9	V	0.0%	0.0%
Work-related accidents with serious consequences (excluding fatalities) (#)		403-9		0	0
Work-related accidents with serious consequences (excluding fatalities) (%)		403-9		0.0%	0.0%
Recordable work-related accidents (#)		403-9		5	1
Recordable work-related accidents (%)		403-9		6.6%	1.0%
Total hours worked (hours)		403-9		120 967	120 514
Team members with disabilities (#)				1	1
Team members with disabilities (%)				1%	1%
Fatalities due to occupational disease (#)		403-10		0	0
Recordable occupational disease cases (#)		403-10		0	0
Team members covered by medical insurance (%)				100%	100%
Own workers covered by social protection against loss of income (%)				100%	100%

The main types of accidents at work occurred on working sites and on the way to work. All team members are covered by medical insurance, i.e. all full-time and part-time workers.

Befimmo's own workforce is covered by social protection against loss of income due to sickness, unemployment, employment injury and acquired disability, maternity leave and retirement.

Parental leave	EPRA SPM	GRI Standard	External assurance	2023	2022
Total number of employees that took parental leave over the year		401-3		5	13
Women (#)		401-3		2	8
Men (#)		401-3		3	5
Total number of employees that returned to work in the reporting period after parental leave ended		401-3		5	13
Women (#)		401-3		2	8
Men (#)		401-3		3	5
Return to work rate after parental leave (%)		401-3		100%	100%

All team members entitled to parental leave have the opportunity to take it.

<sup>1</sup> This corresponds to five accidents among the team.

Employee satisfaction, inclusion and equality	EPRA SPM	GRI Standard	External assurance	2023	2022
Global satisfaction rate (%)				79%	-
Global workload satisfaction				7.2/10	-
Global work-life balance satisfaction				6.4/10	-
Strike action days (#)				0	0
Discrimination incidents related to equal opportunities (#)		406-1		0	0
Harassment incidents (#)		406-1		0	0
Complaints filed through channels for own workers to raise concerns (#)				0	0
Material fines, penalties, and compensation for damages as a result of violations regarding social and human rights factors (€)				€0	€0
Severe human rights issues and incidents connected to the undertaking's workforce (#)				0	0
Material fines, penalties and compensation for damages for the issues and incidents described in above (€)				€0	€0

Tenants

Tenant satisfaction	EPRA SPM	GRI Standard	External assurance	2023	2022
Tenant satisfaction rate (NPS)				5 (GOOD)	22 (GOOD)

Assets

Asset health and safety	EPRA SPM	GRI Standard	External assurance	2023	2022
Rate of asset health and safety assessments (%)	H&S-Asset	416-1	V	85%	96%
Health and safety impacts: incidents involving people (#)	H&S-Comp	416-2	V	4	9

There were no cases of non-compliance with regulations and/or voluntary codes concerning the safety and health impacts of products and services during the reporting period.

Community  
Asset community

Asset community	EPRA SPM	GRI Standard	External assurance	2023	2022
(Re)development projects open to the city and its communities (%)		413-1		100%	100%
(Re)development projects including a community engagement programme (%)		413-1		100%	100%

Philanthropic activities

Engaging with the community	EPRA SPM	GRI Standard	External assurance	2023	2022
Philanthropic activities (#)				8	7
Team members participating in philanthropic activities (#)				46	50
Team members participating in philanthropic activities (%)				61%	56%
Budget allocated to philanthropic activities (€)				€6 500	€7 000

Methodology

Employees and non-employees

All number of team members are expressed in headcount, with the exception of the training hours and expenses, which are expressed in Full-Time head Equivalents (FTE).

These numbers coincide with the numbers as at 31 December 2023, i.e. the end of the reporting period.

Team members are considered employees when they have signed a contract of employment (fulltime or part-time, fixed or temporary) and are included in the payroll of the Company.

Workers who are not employees include the members of the Executive Committee and external workers, which are:

- > Self-employed people; or
- > People provided by undertakings primarily engaged in employment activities.

Job category interpretation

Befimmo distinguishes four job categories within is diversity KPIs.

- > Board members: people who have been officially appointed to be part of Befimmo’s Board of Directors, as stated in the Corporate governance chapter of this Report;

- > Executive Committee: The Board of Directors has delegated specific management powers to the Executive Officers of the Company, to assure the execution of the work, as stated in the Corporate governance chapter of this Report;
- > Management: Managers are responsible for a particular department and its staff;
- > Other team members: The rest of the team, including experts, counsels, officers and assistants.

Data compilation

All KPI calculations for the team starts from the staff register, which is owned by the Company’s HR department. The staff register is consequently updated as the case may be. This document contains all necessary information to calculate the requested KPIs within this chapter.

All KPIs are calculated within the same spreadsheet and following well-known framework formulas such as the GRI Standards or EPRA method. All KPIs are joined by the necessary metrics in order to understand and interpret the data.

Each table gives a comparison of the past year compared to the year before in order to facilitate comparability and notice trends right away.

Governance data

Governance indicators

Ethics	EPRA SPM	GRI Standard	External assurance	2023	2022
Employees informed or trained in new policies (#)		205-3		100%	100%

Business conduct and compliance	EPRA SPM	GRI Standard	External assurance	2023	2022
Registered fraud cases (#)				0	0
Financial assistance received from government (€)		201-4		€0	€0
Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices (#)		206-1		0	0
Substantiated complaints concerning breaches of customer privacy and losses of customer data (#)		418-1		0	0
Lobbying activities (#)				0	0
Political contributions (€)		415-1		€0	€0
Incidents of non-compliance concerning product and service information and labelling (#)		417-2		0	0
Incidents of non-compliance concerning marketing communications (#)		417-3		0	0

Bribery and corruption	EPRA SPM	GRI Standard	External assurance	2023	2022
Confirmed incidents of corruption or bribery (#)		205-3		0	0
Convictions for violation of anti-corruption and anti-bribery laws (#)				0	0
Amount of fines for violation of anti-corruption and anti-bribery laws (€)				€0	€0
Confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents (#)				0	0
Confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery (#)				0	0

The Company is not active in chemicals production, controversial weapons or cultivation and production of tobacco and has therefore no revenue linked to these activities.

Payment practices	EPRA SPM	GRI Standard	External assurance	2023	2022
Applicable term to pay an invoice (# days)	205-3			30 days from invoicing	30 days from invoicing
Payments aligned with standard payment terms (%)				100%	100%
Legal proceedings (currently outstanding) during the reporting period for late payments (#)				0	0

2030 Action Plan

Environmental targets

SDGs	Section	KPI	Result 2023	Target	Timeframe
13	Climate change mitigation	Reduction of absolute scope 1 & 2 GHG emissions (vs 2019)	21%	50%	2030
13	Climate change mitigation	Part of buildings equipped with telemonitoring for incoming energy	To be started in 2024	100%	2025
13	Climate change mitigation	Part of buildings equipped with detailed telemonitoring for energy consumption	To be started in 2024	100%	2025
13	Climate change mitigation	Part of buildings for which quick wins have been implemented after data analysis	To be started in 2024	100%	2026
13	Climate change mitigation	Improvement of the energy performance of the portfolio (10% below the CRREM value)	126 kWh/m²	105 kWh/m²	2030
13	Climate change mitigation	Improvement of the operational CO <sub>2</sub> footprint of the portfolio (10% below CRREM value)	15 kg CO <sub>2</sub> /m²	19 kg CO <sub>2</sub> /m²	2030
			(market-based)	(market-based)	
13	Climate change mitigation	Improvement of the operational CO <sub>2e</sub> footprint of the portfolio (10% below CRREM value)	16 kg CO <sub>2e</sub> /m²	22 kg CO <sub>2e</sub> /m²	2030
			(market-based)	(market-based)	
7, 13	Climate change mitigation	Part of the total renewable energy production compared to the total consumption of the entire portfolio	1.4%	5%	2030
13	Climate change adaptation	Part of buildings undergoing a climate risk and vulnerability assessment	7%	100%	2030
13	Climate change adaptation	Part of medium or high vulnerability buildings for which measures against climate change adaptation have been taken	To be started in 2024	100%	2030
6	Sustainable use and protection of water	Part of the buildings equipped with telemonitoring for incoming water	To be started in 2024	100%	2025
6	Sustainable use and protection of water	Part of the buildings for which a data analysis has been carried out to identify anomalies	To be started in 2024	100%	2025
6	Sustainable use and protection of water	Part of the strategic buildings for which measures to reduce water consumption have been implemented	To be started in 2024	100%	2026
12	Transition to a circular economy	Part of the projects <sup>1</sup> subject to an inventory of materials	100%	100%	Permanent target
12	Transition to a circular economy	Part of adaptable projects <sup>1</sup>	100%	100%	Permanent target
13, 15	Pollution prevention and control	Strengthen and improve selection criteria for building materials	Ongoing	Qualitative target	Permanent target
15	Protection and restoration of biodiversity	Part of targeted buildings for which quick-wins have been implemented in order to improve the intended BREEAM In-Use certificate	To be started in 2024	100%	2025
15	Protection and restoration of biodiversity	Part of strategic buildings assessed to determine whether there is potential for improvement of the BAF+ or BNG-factor	To be started in 2024	100%	2024
15	Protection and restoration of biodiversity	Part of strategic buildings in which measures to improve the BAF+ or BNG-factor have been implemented <sup>2</sup>	To be started in 2024	100%	2025
9	Building certification	Part of BREEAM certified buildings (based on m²)	65%	100%	2030
11	Mobility and accessible buildings	Part of buildings that offers real mobility solutions	78%	100%	2030
11	Mobility and accessible buildings	Part of buildings already equipped with the minimum legal requirement regarding the number of charging points <sup>3</sup>	18%	100%	2030
11	Mobility and accessible buildings	Part of the team who changed their mobility habits	73%	40%	2025

1 Projects: committed ongoing (re)development projects (ZIN, Pacheco).

2 This target applies to the strategic assets with the necessary potential to implement improvement measures.

3 30% of the parking spaces for new assets and 10% for existing assets.



Social targets

SDGs	Section	KPI	Result 2023	Target	Timeframe
3, 4, 5, 8, 10	Team development and well-being	Overall team satisfaction rate	79%	85%, or annual improvement	Permanent target
3, 4, 5, 8, 10	Team development and well-being	Workload satisfaction	7.2/10	8/10	Permanent target
3, 4, 5, 8, 10	Team development and well-being	Work-life balance satisfaction	6.4/10	8/10	Permanent target
3, 4, 8	Team development and well-being	Minimal days of training per employee per year	4,0	5	Permanent target
3, 4, 5, 8, 10	Team development and well-being	Cases of harassment reported during the year	0	0	Permanent target
3	Services and networking opportunities	Tenant satisfaction rate (NPS)	5 (GOOD)	At least GREAT	Permanent target
12	Responsible supply chain management	Part of the significant <sup>1</sup> suppliers who signed the new code of conduct	To be started in 2024	100%	2024
12	Responsible supply chain management	Part of the significant <sup>1</sup> suppliers assessed on their ESG performance	To be started in 2024	25%	2024
11	Integration of buildings into cities	Part of the projects <sup>2</sup> open to the city and its community	100%	100%	Permanent target
4, 10	Integration of buildings into cities	Part of the projects <sup>2</sup> carried out with a community engagement programme	100%	100%	Permanent target
3, 9	Comfort, security and safety within the value chain	Number of incidents involving people	4	0	Permanent target
3, 9	Comfort, security and safety within the value chain	Percentage of inspections on fire prevention, lifts, electricity and heating carried out	85%	100%	Permanent target
1, 10, 11, 17	Commitment towards the community	Number of philanthropic activities per year	8	At least 5 actions per year	Permanent target
1, 10, 11, 17	Commitment towards the community	Participation rate to philanthropic activities	61%	At least 50% of the global team participating in at least one activity	Permanent target

Governance targets

SDGs	Section	KPI	Result 2023	Target	Timeframe
4, 5, 10, 16	Business ethics and compliance	Part of the team members trained on governance policies	100%	100%	Permanent target
16	Business ethics and compliance	Cases of corruption reported during the year	0	0	Permanent target
17	Transparent reporting and disclosure	Number of annual voluntary participations in ESG assessments	4	At least 2	Permanent target

1 Significant suppliers are suppliers having a potential risk on ESG aspects.  
2 Projects: committed ongoing (re)development projects (ZIN, Pacheco).


Limited assurance report

Befimmo Real Estate Group SRL/BV

Independent assurance report on selected environmental, social and governance information published in the ESG Report of Befimmo Real Estate Group SRL/BV for the year ending 31 December 2023

To the board of directors,

We have been engaged by Befimmo Real Estate Group SRL/BV ("the Company") to conduct a limited assurance engagement on selected environmental, social and governance information ("Selected Information") published in the ESG Report of the Company for the year ending 31 December 2023. In preparing the Selected Information, Befimmo Real Estate Group SRL/BV applied the Applicable Criteria set out in notes "EPRA Sustainable Performance Indicators" (page 136) and "GRI Content Index" (page 140) in the section ESG Data of the ESG Report. The Selected Information needs to be read and understood together with the Applicable Criteria.

The Selected Information in scope of our engagement is listed in the table below and is identified with  in the ESG Report.

Selected information			Applicable criteria
Category	Indicator	Description	
Energy	Elec-Abs	Total electricity consumption	EPRA sBPR
	Elec-LfL	Like-for-like total electricity consumption	EPRA sBPR
	DH&C-Abs	Total district heating & cooling consumption	EPRA sBPR
	DH&C-LfL	Like-for-like total district heating & cooling consumption	EPRA sBPR
	Fuels-Abs	Total fuel consumption	EPRA sBPR
	Fuels-LfL	Like-for-like total fuel consumption	EPRA sBPR
	Energy-Int	Building energy intensity	EPRA sBPR
GHG	GHG-Dir-Abs	Total direct greenhouse gas (GHG) emissions	EPRA sBPR
	GHG-Indirect-Abs	Total indirect greenhouse gas (GHG) emissions (Excluding categories 3.1 purchased goods and services and 3.2 capital goods)	EPRA sBPR
	GHG-Int	Greenhouse gas (GHG) intensity from building energy consumption	EPRA sBPR
Water	Water-Abs	Total water consumption	EPRA sBPR
	Water-LfL	Like-for-like total water consumption	EPRA sBPR
	Water-Int	Building water intensity	EPRA sBPR
Waste	Waste-Abs	Total weight of waste by disposal route	EPRA sBPR
	Waste-LfL	Like-for-like total weight of waste by disposal route	EPRA sBPR
Certification	Cert-Tot	Type and number of sustainably certified assets	EPRA sBPR
GRI		General Disclosures on Management Approach	GRI
		Percentage and total volume of water recycled and reused	GRI
		Other indirect greenhouse gas (GHG) emissions (Scope 3)	GRI
		Reduction of greenhouse gas (GHG) emissions	GRI
		Reduction of energy consumption	GRI
Diversity	Diversity-Emp	Employee gender diversity in the Executive committee, management and other teams members	EPRA sBPR
	Diversity-Pay	Gender pay ratio in the Executive committee, management and other teams members	EPRA sBPR
Employees	Emp-Training	Employee training and development per gender and job category	EPRA sBPR
	Emp-Dev	Employee performance appraisals per gender and job category	EPRA sBPR
	Emp-Turnover	New hires and turnover by gender and region (Belgium)	EPRA sBPR
Health and Safety	H&S-Emp	Employee health and safety	EPRA sBPR
	H&S-Asset	Asset health and safety assessments	EPRA sBPR
	H&S-Comp	Asset health and safety compliance	EPRA sBPR
Governance	Gov-Board	Composition of the highest governance body	EPRA sBPR
	Gov-Select	Process for nominating and selecting the highest governance body	EPRA sBPR
	Gov-Col	Process for managing conflicts of interest	EPRA sBPR
GHG	Carbon Footprint	Emissions related to the production of waste	GHG Protocol

Based on our work done as described in this report, nothing has come to our attention that causes us to believe that the abovementioned Selected Information as published in Befimmo Real Estate Group SRL/BV's ESG Report, has not been prepared, in all material respects, in accordance with the Applicable Criteria.

Responsibility of the board of directors

The board of directors of Befimmo Real Estate Group SRL/BV is responsible for the preparation of the Selected Information and the references made to it presented in the ESG Report as well as for the declaration that its reporting meets the requirements of the Applicable Criteria.

The board of directors is also responsible for:

- Selecting and establishing the Applicable Criteria.
- Preparing, measuring, presenting and reporting the Selected Information in accordance with the Applicable Criteria.
- Designing, implementing, and maintaining internal processes and controls over information relevant to the preparation of the Selected Information to ensure that they are free from material misstatement, including whether due to fraud or error.
- Providing sufficient access and making available all necessary records, correspondence, information and explanations to allow the successful completion of the Services.
- Confirming to us through written representations that you have provided us with all information relevant to our Services of which you are aware, and that the measurement or evaluation of the underlying subject matter against the Applicable Criteria, including that all relevant matters, are reflected in the Selected Information.

Our responsibilities

Our responsibility is to express a conclusion on the Selected Information based on our procedures. We conducted our engagement in accordance with International Standard on Assurance Engagements ISAE 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB), in order to state whether anything had come to our attention that causes us to believe that the Selected Information have not been prepared, in all material respects, in accordance with the Applicable Criteria.

Applying these standards, our procedures are aimed at obtaining limited assurance on the fact that the Selected Information do not contain material misstatements. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our work was performed on the data gathered and retained in the reporting scope by Befimmo Real Estate Group SRL/BV as mentioned above. Our conclusion covers therefore only the abovementioned Selected Information and not all information included in the ESG Report. The limited assurance on the Selected Information was only performed on the Selected Information covering the year ending 31 December 2023.

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the description of activities undertaken in respect of the Selected Information is likely to arise. The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the description of activities undertaken in respect of the Selected Information, we performed the following procedures:

- Performed analytical review procedures and consider the risks of material misstatement of the Selected Information.
- Through inquiries of management, obtained an understanding of the Company, its environment, processes and information systems relevant to the preparation of the Selected Information sufficient to identify and assess risks of material misstatement in the Selected Information, and provide a basis for designing and performing procedures to respond to assessed risks and to obtain limited assurance to support a conclusion.
- Performed procedures over the activities of significant third parties that perform key controls relevant to the Selected Information.
- Performed procedures over the Selected Information, including recalculation of relevant formula used in manual calculations and assessment whether the data has been appropriately consolidated.
- Performed procedures over the Selected Information including assessing management's assumptions and estimates.
- Read the narrative accompanying the Selected Information with regard to the Applicable Criteria, and for consistency with our findings.

We apply International Standard on Quality Management 1 and, accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

In conducting our engagement, we have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Inherent limitations of the Selected Information

We obtained limited assurance over the preparation of the Selected Information in accordance with the Applicable Criteria. Inherent limitations exist in all assurance engagements.

Any internal control structure, no matter how effective, cannot eliminate the possibility that fraud, errors or irregularities may occur and remain undetected and because we use selective testing in our engagement, we cannot guarantee that errors or irregularities, if present, will be detected.

The self-defined Applicable Criteria, the nature of the Selected Information, and absence of consistent external standards allow for different, but acceptable, measurement methodologies to be adopted which may result in variances between entities. The adopted measurement methodologies may also impact comparability of the Selected Information reported by different organisations and from year to year within an organisation as methodologies develop.

Use of our report

This report is made solely to the board of directors of Befimmo Real Estate Group SRL/BV in accordance with ISAE 3000 (Revised) and our agreed terms of engagement. Our work has been undertaken so that we might state to the board of directors those matters we have agreed to state to them in this report and for no other purpose.

Without assuming or accepting any responsibility or liability in respect of this report to any party other than the Company and its board of directors, we acknowledge that the board of directors may choose to make this report publicly available for others wishing to have access to it, which does not and will not affect or extend for any purpose or on any basis our responsibilities. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Befimmo Real Estate Group SRL/BV and its board of directors as a body, for our work, for this report, or for the conclusions we have formed.

Signed at Zaventem

The auditor

**Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL**  
Represented by Sofian Milad



## ADDITIONAL INFORMATION



This chapter gives complementary general information regarding the Company and the figures published in this Report.

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<b>P.175</b>	GENERAL INFORMATION
<b>P.177</b>	GLOSSARY

# About this Report

## Reporting timeline

This ESG Report provides an overview of Befimmo’s 2023 performance, metrics, initiatives and accomplishments that were achieved from 1<sup>st</sup> January 2023 to 31 December 2023.

## Scope

Any reference to Befimmo’s portfolio, assets, figures or activities should be understood on a consolidated basis, structured primarily around two Companies:

- > Befimmo Group SA/NV, a holding company with FIIS/GVBF status that owns a number of subsidiaries; and
- > Befimmo Real Estate Group SRL/BV, which carries out the group’s operational activities, together with a number of operating subsidiaries.

## Standards, frameworks and regulations

The information disclosed in this Report is aligned with the following well-known frameworks and standards:

- > The Ten Principles of the UN Global Compact;
- > The UN Sustainable Development Goals;
- > The EPRA Sustainability Best Practices Recommendations 2017;
- > The reference to the GRI Standards 2021 and the specific real-estate sector guidelines GRI-CRESS;
- > The recommendations issued by the Task Force on Climate-Related Financial Disclosures (TCFD).

In addition, Befimmo is already working on integrating the requirements of the EU Taxonomy and the CSRD regulation (through the ESRS standards) into its non-financial reporting. By doing so, the Company does not only get prepared for regulations, but also defines a clear strategy to address questions from external stakeholders and other standardisation bodies and organisations to whom Befimmo discloses information on voluntary basis.

## Reporting undertaking and value chain

Befimmo carried out a double materiality exercise in 2023. This analysis includes information on the material impacts, risks and opportunities connected to the undertaking through its direct and indirect business relationships in the upstream and downstream value chain. The double materiality assessment was carried out in accordance with ESRS standards.

## Information on intellectual property, know-how or results of innovation

The Company declares that no omissions have been made regarding a specific piece of information corresponding to intellectual property, know-how or the results of innovation.

## Methodology

The reporting methodology is described in the chapter “Performance data: ESG data” of this Report.

## External assurance

Befimmo commissioned Deloitte to carry out a limited assurance review on the ESG data. Data marked with the ✓ symbol have been audited as part of this review. The Deloitte report can be found in the chapter “Performance data: ESG data” of this Report. Deloitte has agreed to the inclusion of its limited review on selected ESG performance indicators of 14 May 2024. The Company confirms that the information taken from the reports of the Statutory Auditor have been faithfully reproduced and that, to the best of the Company’s knowledge and as far as it can ascertain in the light of the data published by these third parties, nothing has been omitted that would make the information reproduced inaccurate or misleading.

## Contact person

Rudi op ’t Roodt - Chief Technical & Sustainability Officer

## Further information

Befimmo’s website [www.befimmo.be](http://www.befimmo.be) provides additional information that may be a helpful supplement to the ESG Report. This includes:

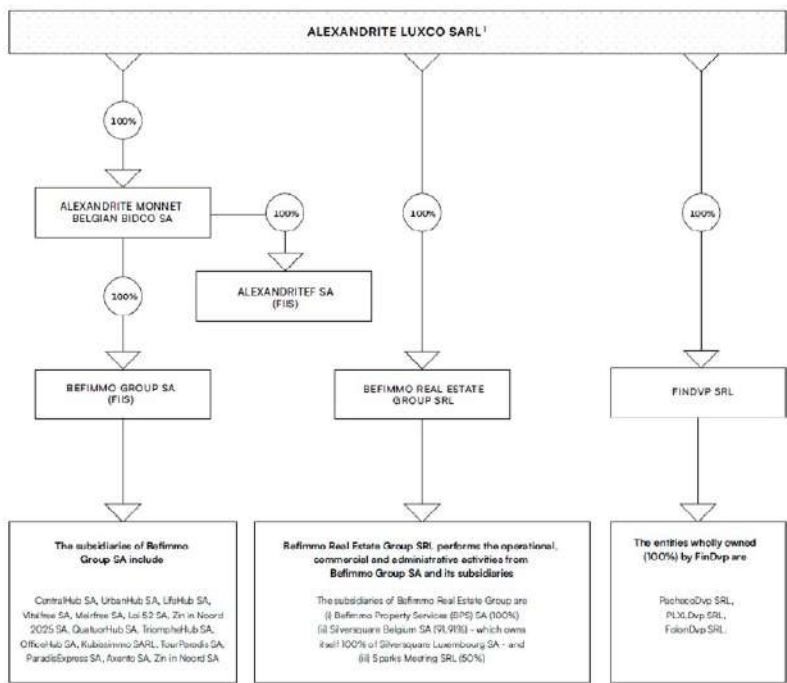
- > The latest ESG Policy;
- > All other governance policies published on the website;
- > The ESG content from previous Annual Financial Reports (dedicated chapter or a separate report);
- > Previous Annual Financial Reports;
- > The BREEAM certificates;
- > ESG assessments.



# General information

## Group structure

As at 1<sup>st</sup> November 2023, the Group structure is the following:



All the subsidiaries of Alexandrite LuxCo SaRL are companies under the laws of Belgium, except for Axento SA, Kubissimmo SaRL and Silversquare Luxembourg SA, which are companies under the laws of Luxembourg.

The Group, which is now part of the Brookfield group, is structured primarily around two Companies:

- > Befimmo Group SA/NV, a holding company with FIIS/GVBF status that owns a number of subsidiaries; and
- > Befimmo Real Estate Group SRL/BV, which carries out the Group's operational activities, together with a number of operating subsidiaries.

This chapter will hence be mainly focused on those two Companies.

<sup>1</sup> An entity fully controlled by one of Brookfield's real-estate private funds.

Name, incorporation and legal form

On 19 July 2023, **Befimmo Group** was incorporated as a limited-liability company ("SA/NV"). Befimmo Group SA/NV is an institutional investment company with fixed capital under Belgian law investing in real estate and covered by the law of 19 April 2014<sup>1</sup>.

Befimmo Group SA/NV has opted for the status of a specialised real-estate investment fund (FIIS/GVBF) as defined in Article 1 of the Royal Decree of 9 November 2016 on specialised real-estate investment funds, as amended (the "FIIS/GVBF Royal Decree").

All the subsidiaries of Befimmo Group SA/NV that are incorporated under Belgian law<sup>2</sup> as well as its sister company, AlexandriteF, are limited-liability companies ("SA/NV") and dispose of the FIIS/GVBF-status.

On 28 November 2022, **Befimmo Real Estate Group** was incorporated as a limited company ("Société à responsabilité limitée" or "SRL/BV"). Its subsidiaries have the same legal form ("SRL/BV"), with the exception of Befimmo Property Services ("SA/NV"), Silversquare Belgium ("SA/NV") and Silversquare Luxembourg ("SA").

Registered office of the Belgian entities

Cantersteen 47 in 1000 Brussels

Website and email

[www.befimmo.be](http://www.befimmo.be)  
[contact@befimmo.be](mailto:contact@befimmo.be)

Duration

All the companies that are part of the Group structure have been incorporated for an indefinite period, it being understood that this period shall be automatically limited to 10 years for the companies that are registered as FIIS/GVBF from the moment they are registered on the FIIS/GVBF list kept by the FPS Finance. This term of 10 years may however be extended by successive periods of a maximum five years by resolution passed by the General Meeting.

Belgian register for legal entities

All the Belgian companies are registered with the Belgian Register for Legal Entities.

Befimmo Group SA/NV is registered under number 0804.033.097 and Befimmo Real Estate Group SRL/BV under number 0794.148.007.

<sup>1</sup> Relating to undertakings for alternative collective investment and their Managers.

Place of registration of the Belgian entities

Brussels

Fiscal year

The fiscal year begins on 1<sup>st</sup> January and ends on 31 December of each year.

Places where publicly accessible documents can be consulted

- > The articles of association can be consulted at the Clerk's Office of the Brussels Court for Enterprises and at the registered office of each company. The articles of association of Befimmo Group SA/NV, Befimmo Real Estate Group SRL/BV, Befimmo Property Services SA, Silversquare Belgium SA and Sparks Meeting SRL/BV can also be found on the website : <https://www.befimmo.be/en/befimmo-glance/group-structure/befimmo-sa>;
- > The annual accounts will be filed with the National Bank of Belgium and may be consulted at the Clerk's Office of the Brussels Court for Enterprises;
- > The other documents accessible to the public can be consulted at the registered office of each company.

Articles of association

The articles of association of each Belgian company can be consulted at the Clerk's Office of the Brussels Court for Enterprises and at the registered office of each company. The articles of association of Befimmo Group SA/NV, Befimmo Real Estate Group SRL/BV, Befimmo Property Services SA/NV, Silversquare Belgium SA/NV and Sparks Meeting SRL/BV can also be found on the website : <https://www.befimmo.be/en/befimmo-glance/group-structure/befimmo-sa>.

Specialised real-estate investment fund (FIIS/GVBF)

On 14 September 2023, Befimmo Group SA/NV and its Belgian subsidiaries as well as AlexandriteF SA were granted the status of specialised real-estate investment fund (FIIS/GVBF).

Subject to authorisation by the FPS Finance, the specialised real-estate investment fund (FIIS/GVBF) is subject to specific regulations. The imposed rules include a.o. the following:

- > Take the form of a limited-liability company or a private company limited by shares;
- > An investment limited to real estate;
- > An accounting according to IFRS rules, including the reference to the market value of the portfolio;
- > An annual valuation of the real-estate portfolio by independent experts.

<sup>2</sup> With the exception of Meirfree SA and Vitafree SA.

# Glossary

## BAF+

The BAF+ value represents the ratio of the ecologically useful area to the total area of a project or area.

## BNG (Biodiversity Net Gain)

BNG is an approach to development, land and marine management that leaves biodiversity in a measurably better state than before the development took place.

## BREEAM (BRE Environmental Assessment Method)

BREEAM is the first global environmental performance and sustainability assessment method for buildings. It is a benchmark for best practice in sustainable design. It has become the most widely used benchmark of a building's environmental performance ([www.breeam.com](http://www.breeam.com)).

## CBD (Central Business District) and similar

The Centre, Leopold, Louise and North districts, as well as the Brussels airport.

## CDP (Carbon Disclosure Project)

CDP is an independent, non-profit organisation that aims to reduce greenhouse-gas emissions by businesses and cities. It achieves this by means of a global database of greenhouse-gas emissions ([www.cdp.net](http://www.cdp.net)).

## CO<sub>2</sub>e or equivalent

The number of metric tons of CO<sub>2</sub> emissions with the same global warming potential as one metric ton of another greenhouse gas.

## CSRD (Corporate Sustainability Reporting Directive)

The CSRD requires companies to report on the impact of corporate activities on the environment and society, and requires the audit of reported information.

## Economic Hinterland

Brussels, Brussels decentralised, and periphery of Brussels.

## Embodied carbon

The carbon footprint of a building before it is built, and encompasses the greenhouse gasses emitted during the construction process.

## EPC (Energy Performance Certificate)

The EPC certificate is a document that provides information on the energy performance of a property and enables it to be compared with that of other properties of the same use.

## EPRA (European Public Real-Estate Association)

EPRA is the voice of European listed real-estate companies and represents more than €690 billion in real-estate assets ([www.epra.com](http://www.epra.com)).

## ESG (Environment, Social, Governance)

These are the three pillars companies are expected to report on.

## ERV (Estimated rental value)

The estimated rental value of vacant premises as reviewed by the real-estate expert.

## EU Green Deal

The European Green Deal, approved in 2020, is a set of policy initiatives by the European Commission with the overarching aim of making the European Union (EU) climate neutral in 2050.

## EU Taxonomy

The EU taxonomy for sustainable activities is a classification system established to clarify which investments are environmentally sustainable, in the context of the European Green Deal. The aim of the taxonomy is to prevent greenwashing and to help investors make greener choices. Investments are judged by six objectives: climate change mitigation, climate change adaptation, the circular economy, pollution, effect on water, and biodiversity.

## Fair value

The fair value of a building is its investment value, including registration fees and other transaction costs (also known as "deed-in-hands value") as calculated by an independent expert, minus a standard allowance of 10% (Flanders) or 12.5% (Wallonia and Brussels) for buildings with an investment value of less than €2.5 million, and 2.5% for buildings with an investment value of more than €2.5 million. This 2.5% allowance represents the average transaction costs actually paid in these transactions and is derived from an analysis by independent experts of a large number of transactions observed on the market.

## FTE (Full-Time Equivalent)

Full-time equivalent refers to the number of full-time hours being worked by employees within an organisation.

## GHG emissions

Greenhouse gases are gases in the atmosphere that raise the surface temperature of the planet.

## GHG Protocol

The GHG Protocol represents a comprehensive global standardised framework for measuring and managing greenhouse gas emissions (<https://ghgprotocol.org/>).

## GRESB (Global Real Estate Sustainability Benchmark)

GRESB is an initiative to assess the environmental and social performance of public and private real-estate investments. The benchmark serves as a starting point for engagement and forms the basis for a collective effort towards a more resource efficient real estate industry ([www.gresb.com](http://www.gresb.com)).

## GRI (Global Reporting Initiative)

GRI is the organisation behind the establishment of a globally recognised reporting standard on Social Responsibility. It is committed to its continuous improvement and application worldwide ([www.globalreporting.org](http://www.globalreporting.org)).

## kW (kilowatt)

The Kilowatt is used to express the power of an electrical appliance or generator.  
The Kilowatt hour (kWh) is used to express the amount of electrical energy consumed by an electrical appliance or produced by an electrical generator.  
The kilowatt peak (kWp) represents the power of a solar panel.

## Like-for-Like

Measuring identical things, the same period in different years, etc.

## LTV (loan-to-value)

$LTV = (\text{nominal financial debts} - \text{cash}) / \text{fair value of portfolio}$ .

## Net result

Result established in accordance with IFRS accounting standards. It is the profit or loss for the period.

## Occupancy rate

The occupancy rate is the ratio of rented or used space to the total amount of available space.

## Retention rate

Percentage of employees who stay within your company over a given period of time.

## Royal Decree of 9 November 2016

Royal Decree on real-estate investment funds (FIIS/GVBF).

SBTi (Science Based Targets initiative)

SBTi Defines and promotes best practice in emissions reductions and net-zero targets in line with climate science (<https://sciencebasedtargets.org/>).

SDGs (Sustainable Development Goals)

The Sustainable Development Goals or Global Goals were adopted by the United Nations in 2015 and are a collection of seventeen interlinked objectives designed to achieve a better and more sustainable future for all.

Specialised real-estate investment funds (FIIS/GVBF)

Real-estate investment funds are institutional closed-end investment companies that invest exclusively in real estate, as defined in Article 2, 4° of the Royal Decree of 9 November 2016 on specialised real-estate investment funds. Access to investment in a real-estate investment fund is limited to eligible investors only, which are institutional or professional investors.

TCFD (Task Force on Climate-Related Financial Disclosures)

The Task Force on Climate Related Financial Disclosures (TCFD) provides information to investors about what companies are doing to mitigate the risks of climate change, as well as be transparent about the way in which they are governed ([www.fsb-tcfid.org](http://www.fsb-tcfid.org)).

UNGC (United Nations Global Compact)

The UN Global Compact is a call to companies to align their strategies and operations with ten universal principles related to human rights, labour, environment and anti-corruption, and take actions that advance societal goals and the implementation of the SDGs (<https://unglobalcompact.org/>).

UPSI

Professional Union of the Real-Estate Sector ([www.upsi.be](http://www.upsi.be)).

WELL

The WELL Building Standard™ is a vehicle for buildings and organisations to deliver more thoughtful and intentional spaces that enhance human health and well-being through, among others, improving the quality of air, water and light ([www.wellcertified.com](http://www.wellcertified.com)).

# ESG REPORT 2023



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## Translations

Dit ESG-Verslag is ook verkrijgbaar in het Nederlands.

Ce Rapport ESG est également disponible en français.

This ESG Report has been written in English. In the event of any inconsistency between the English version and its translations, the English version shall prevail.

## Photos

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