BNP PARIBAS REAL ESTATE

PRESS RELEASE

BNP Paribas Real Estate announces changes to the leadership of its Advisory business in Europe

Boulogne-Billancourt, 15 September 2026 - As part of its pan-European growth strategy, BNP Paribas Real Estate is announcing changes to the leadership of its Advisory business. These changes will strengthen the Advisory business across Europe, enabling greater collaboration between markets and supporting continued growth.

After a career spanning nearly forty years with the company, **Laurent Boucher**, **Deputy Chief Executive Officer of BNP Paribas Real Estate with responsibility for the Advisory business in Europe and CEO of Advisory France, will retire on 31 December 2026.**

Throughout his career, Laurent Boucher has contributed to the development of the Advisory business in France and subsequently to its expansion across Europe. As a member of the Executive Board, he has played a major role in shaping BNP Paribas Real Estate's strategic direction and delivering growth. The Executive Board wishes to express its deep gratitude for his unwavering commitment and the contribution he has made to the company's success throughout his career.

To ensure a smooth transition, Laurent Boucher will continue to support the company as CEO of Advisory France and a member of BNP Paribas Real Estate Executive Board until 31 December 2026.

With effect from 15 September 2026, **Marcus Zorn**, **is appointed CEO of BNP Paribas Real Estate Advisory**. He will retain his current role as a member of BNP Paribas Real Estate Executive Board and CEO of BNP Paribas Real Estate Germany.

This appointment builds on the work undertaken in recent years to develop a pan-European Advisory platform serving BNP Paribas Real Estate's clients. Drawing on his in-depth knowledge of European markets and his experience leading one of the continent's largest real estate markets, Marcus Zorn will maintain this momentum by facilitating client access to BNP Paribas Real Estate's full range of capabilities across Europe.

"The quality of our teams and the breadth of our expertise across Europe give us unique strengths in supporting our clients. I am honoured to build on the work undertaken in recent years. My priority will be to further strengthen synergies between our countries and give clients ever more seamless access to BNP Paribas Real Estate's best expertise, helping to enhance the performance of their projects," **said Marcus Zorn**.

In addition, with effect from 1 January 2027, **Brice de Germay will succeed Laurent Boucher as CEO of BNP Paribas Real Estate Advisory France.** He has been Deputy CEO of the same entity since last January.
This appointment will ensure that clients continue to receive first-class support in the French market, underpinned by an in-depth understanding of real estate issues, investors and occupiers, which make France the company's leading Advisory market.

Laurent Boucher said: “I am stepping down with great confidence in the future, inspired by the commitment and professionalism of the teams with whom I have had the privilege of supporting our clients over all these years. I am convinced that they will continue to benefit from the highest level of expertise under Brice de Germay’s leadership and with the support of all the Advisory teams.”

“These governance changes are fully aligned with our ambition to provide clients with ever more integrated support across Europe, combining the proximity of our local teams, the depth of our service offering and the strength of our pan-European network. Through their complementary backgrounds and expertise, Marcus Zorn and Brice de Germay will play key roles in strengthening our Advisory business,” concluded Jean-Maxime Jouis, CEO of BNP Paribas Real Estate.

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Marcus Zorn

Marcus Zorn joined BNP Paribas Real Estate Germany in 1995, taking on a range of roles with increasing responsibility across different asset classes—including Office Advisory, Investment, Industrial Services and Retail Services—and in major German cities, notably Hamburg and Düsseldorf. He was appointed Head of Transactions in 2010 and promoted to Deputy Chief Executive Officer of BNP Paribas Real Estate Germany in 2012. Since 2016, he has also been a member of BNP Paribas Real Estate’s International Executive Committee. In 2021, he became Chief Executive Officer of BNP Paribas Real Estate Germany.

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Brice de Germay

Brice de Germay joined the company in 2004 and has held key roles in residential block sales and owner-occupier sales in commercial real estate, before joining the Greater Paris office investment team in 2011. He was appointed Head of Capital Markets before becoming Deputy Chief Executive Officer of BNP Paribas Real Estate Advisory France with effect from 1 January 2026.

About BNP Paribas Real Estate

BNP Paribas Real Estate, one of the leading international real estate providers, offers its clients a comprehensive range of services that span the entire real estate lifecycle: Property Development, Transaction, Consulting, Valuation and Property Management. With more than 4 000 employees, BNP Paribas Real Estate as a one stop shop company, supports owners, leaseholders, investors and communities thanks to its local expertise across 23 countries, spanning Europe (direct presence and Alliance network), Asia (platforms) and North America (Alliance network). BNP Paribas Real Estate is a part of the BNP Paribas Group, a global leader in financial services.

As a committed stakeholder in sustainable cities, BNP Paribas Real Estate intends to spearhead the transition to more sustainable real estate: low-carbon, resilient, inclusive and conducive to wellbeing. To achieve this, the company has developed a CSR policy with four objectives: to ethically and responsibly enhance the economic performance and use of buildings; to integrate a low-carbon transition and reduce its environmental footprint; to ensure the development, commitment and well-being of its employees; to be a proactive stakeholder in the real estate sector and to build local initiatives and partnerships

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