



Legendre Group

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A word from the chairman

By Vincent Legendre



What is your vision for the Group looking to 2025?

First and foremost, it needs to be underlined that our core identity as a construction company is fundamental, specifically with reference to major structural works. This remains a fundamental part of our 10-year outlook.

Naturally, in our core construction sector, we intend to maintain our position as recognised experts and leaders in the areas we work in now, as well as those we work in in the future.

With regards to strategy and developing our Group, we have set ourselves two main objectives:

- increasingly target works with high added value, projects where we are not only working in construction but also as the real estate promoter for the same project, essentially making us our own client.
 - The other objective is to increasingly be involved in helping clients develop their projects. The aim is to become involved in projects further upstream, with a design-construction approach, so the Group plays a larger role.
- Our Group has expanded its market position, so it can now generally cover anything related to construction.

You are currently starting to work internationally, with London being your first base abroad. What are your ambitions for foreign markets?

By 2025, we hope to generate 20% of our turnover abroad. We are currently on a steep learning curve when it comes to foreign markets. We want to take things one step at a time.

We need to work on a case by case basis, analysing the added value in different countries, the opportunities that we can take, and the correct approach to entering the market.

So far I can list three approaches:

- as a construction contractor to meet client requirements
- as a promoter, to work on real estate projects
- as an energy company, producing energy from renewable sources

In London, our initial experience comes in the construction sector, with the renovation of a tower that will be used for residential units. England is a very dynamic market, and is geographically close to our current bases.

Initially, we aim to target countries where the Group can make the most of its ability to respond very quickly without being hampered by distances and journeys that are too long.

But with positive initial experience, why would you limit yourself to only entering neighbouring countries?

We aren't ruling anything out.

For the moment, every aspect of our development strategy is completely endogenous. We are working on our own and we haven't planned any growth through external collaborations or partnerships apart from the well-established contacts we have in place to work with local companies.

In the energy market, we have quickly shifted our focus to Africa, and not just Francophone Africa; this is quite simply because it is a continent that has strong ambitions in this area and where there is still the most work to be done. So we are very open to exploring new opportunities. In Algeria, for example, we have created a company under Algerian law so we can increase our opportunities of winning tenders, particularly through public tendering processes.

Coming back to mainland France, how do you envisage the spread of your activity?

We have been working in Brittany, Pays-de-la-Loire and Ile-de-France for over 15 years now. We have also been active in Normandy for 4 years and Bordeaux since the end of 2015.

As can be seen from our recent work, very much in line with our strategy, we are making every effort to increasingly work on projects with high added value, so we are intentionally avoiding a position where we would limit ourselves to defending our market share or entering new areas on the basis of reduced prices.

Quite the contrary, in fact, our strategy is to become as agile as possible in terms of territory and expertise, so we can adopt a strong position in innovative sectors and areas where the breadth of experience and knowledge offered by the Group provides us with a competitive advantage.

So will construction still remain at the heart of your growth?

As I said previously, construction will still be our main driver for growth.

Let's consider real estate as an example, a sector where a certain amount of risk is required. It is true that this where the company has the best margins. Our strength, however, lies in the construction of the buildings that we then promote: in no way are we losing our know-how or expertise. It's specifically this approach that makes us good promoters of real estate from the perspective of our clients.

Our vision is that construction and energy production are two industries that will continue to merge until they are essentially one and the same in the future, because energy generation will become increasingly local in tomorrow's world. This will result in future energy generation taking place within local neighbourhoods and in new buildings. We are convinced that good construction companies and developers will need to develop an in-depth working knowledge of energy production.

Our focus is based on this blend of Energy/Design/Construction, which will form the foundations of our competitive edge over competitors. Looking at the market, very few construction companies take on real estate promotion, with real estate agencies never actually working in construction, while energy companies are not really construction companies in spirit.

Another differentiating aspect that comes up is the Legendre spirit. But what is it that defines that spirit?

The thing that has always stood out the most is the confidence that we place in our employees, giving them freedom and the ability to move within the Group as they develop their careers. Wherever a manager fits into our hierarchy, the idea is to avoid giving them an ultra-strict set of rules to follow. We are much more focused on analysing the potential of employees, so we can see where they would like to go with us, but also where they can take us.

I really think that's what defines us more than anything else: the confidence that we place in people.

I need to remember that I myself was given an incredible opportunity: the confidence that my father placed in me, and, more generally, that he places in people.

This came from the way his father trusted him, and he says that this has given him the ability to place such a huge degree of trust in his employees. This is the kind of spirit that formed me as a person.

Legendre Group, the basics

Rennes / Paris-Ile-de-France / London, not to mention Nantes and Bordeaux... While developing new skills and expanding geographically over the last seventy years, Legendre Group has continually used its know-how to consolidate its market position and enter new markets.

Currently based around 3 main sectors – Construction / Real Estate / Energy - Legendre Group, with the support of its 1,600 employees, has distinguished itself with a range of major projects in multiple locations.

For example, the New Way Mabilais (Rennes/35), the Technicolor R&D Centre, ex-Thompson (Cesson-Sévigné/35), lines A and B of the Rennes Metro... And then there's the Venelle du Landy (Aubervilliers/93), Immeuble One close to the Grande Arche de la Défense in Paris- Nanterre/92 or the vast program (shopping centre, offices and hotels) underway in Bordeaux, following up on the hotel recently delivered on the Disneyland Paris site...

On the other side of the channel, right in the centre of London, the Group is already up and running with the Parker Tower project, its first contract on the local market. We wager that there will be more to follow...

Aside from excellence in construction, which is the very identity of the Group, Legendre has consistently demonstrated a capacity to be:

- brave (to come out of crises stronger on the other side)
- flexible (restructuring around three main sectors in 2016)
- agile (not just construction, but refurbishment...)
- and... relevance, by taking on real estate promotion and the particularly mature hotel sector, two sectors where Legendre Group intends to show it can make a difference.

And since the Legendre Group is always looking to the future, it has also decided to invest in sustainable development - a market for the future - by forming its own internal "Energy" department, offering renewable energy solutions.

This Group, essentially a living organism, understands how to develop while adjusting to comply with the requirements, constraints and opportunities on offer in a world and environment that are in a constant state of flux.

A family group with a human size, and the 3rd generation of the same family at the reins, currently Vincent, the Legendre Group is the perfect example of a French-style SME. In this sense, the company has close bonds with the territories that it works in, its clients and its teams.

As soon as it takes on a project, the Legendre Group stands out thanks to its ability to listen to the needs of clients and provide suitable solutions. This often results in specific "tailored" offers for clients. Anticipation and innovation are major levers for the Group.

Because tomorrow's world starts today...

With an international presence more important than ever in the years ahead, Legendre Group also intends to reinforce its position as a key player in the three sectors it is active in, a position that it has achieved through always adopting a measured and considered approach to growth, demonstrating a committed attitude, and having developed a wealth of experience that only grows with time.

A long term, expert, human partner with an entrepreneurial spirit... Many different values form the identity of a Group that understand that "not advancing means moving backwards", but that also understands the importance of not rushing growth and consolidating assets.

Indicators

THE LEGENDRE GROUP IN NUMBERS



3 professions



- Buildings
- Civil Engineering
- Refurbishment
- Metallic Construction
- Project Development



- Property Development
- Facilities Management
- Hotel Industry
- Asset Management



- Production of Renewable Energies
- Energy Efficiency
- Operation and Maintenance

- 1 head office in Rennes (Brittany/35)
- 4 regional departments (Rennes, Nantes, Paris & Bordeaux)
- 20 Agencies

- 1,600 employees
- More than 200 new employees in 2016

- €440M turnover

- €70M in equity

A family affair

A GREAT STORY OF THREE GENERATIONS OF FAMILY SUCCESS

Jean-Baptiste, Jean-Paul and Vincent... Three generations working together to build a story: the story of a Group that has grown from just a few people not so long ago to 1,600 employees today. 70 years of a 100% family-run company that has been built up "one stone at a time".

A glance to the past: Initially starting up in 1946, it was in 1950 that Jean-Baptiste Legendre initially founded his small company in the West of France, in Amanlis close to Rennes (Ille-et-Vilaine). Comprising of a labourer and an apprentice at the time, the company took on environmental improvement works and masonry projects in the commune and surrounding area.

In 1968, his son Jean-Paul* joined him as an apprentice mason, followed by his second son, Gilbert, in 1973.

In 1974, the roles were reversed, with Jean-Paul becoming the director of the family company and Jean-Baptiste working for it as an employee, right through until his retirement in 1983.

Jean-Paul ran the company for the next 42 years, prior to handing it over, in 2015, to his son Vincent**, the 3rd generation.

The responsibility now falls on the shoulders of Vincent Legendre, the Chairman of the Board of Directors since 1st January 2016, together with four General Managers, to make final decisions on the Group's strategic direction.



Jean-Baptiste Legendre

*Jean-Paul Legendre: the man with many expertises

From masonry to rendering, from surveying to site supervision, from entrepreneur to director, Jean-Paul Legendre has played dozens of roles for the company over the years, doing everything within his power to support a Group that has continually grown and flourished under his guidance. Since 1952, he spent his childhood on the site with his dad: "I went everywhere. I would pick up a hammer and do whatever he was doing. He allowed me to do everything, because he placed his complete trust in me... And I liked that!" Indeed, in 1968 at the age of 16 - a period characterised by manual work losing status in society - Jean-Paul decided to become a mason: "I've never regretted it!" "

The rest of his life story has only served to show what a good decision that was...



Jean-Paul Legendre

** Vincent Legendre: 12 years of experience prior to taking over

Vincent, now 38, developed a taste for building early on in life, after being introduced to the sector from a young age, just like his dad before him... After studying engineering, he began work for real: his first steps with the company were in Paris, where he spent two years as a site supervisor. In 2005, he moved to Rennes, where he continued to work on-site for another three years, before taking over the Major Works agencies in 2008.

In 2010, a change took place. Vincent took 100% charge of the Construction Division, on every level: recruitment, management, sales, etc. This was a strategic position that gave him an insight into every part of the Group, until he was named as Chairman of the Board at the end of 2015.



Vincent Legendre

Governance and organisation

Upon the conclusion of co-management between Jean-Paul and Vincent Legendre, in December 2015, a new governance structure was established at the start of 2016.

This new structure is formed by

- **A SUPERVISORY BOARD**, presided over by Jean-Paul Legendre.

This meets 4 times per year and works with the new governance system to establish the Group's strategic direction.

- **A BOARD OF DIRECTORS**, with its chairman Vincent Legendre.

Taking final decisions about the Group's strategy, the board meets once per month.

The other members of the board are:

- Alain Girard
- Pascal Martin
- Olivier Roualec
- Bertrand Ruaux

- **AN EXECUTIVE COMMITTEE**

This is the group of senior management (including the board members) that actively implement the Group's strategy.

It meets 4 times per year



The Board of Directors

From left to right

Olivier Roualec, Vincent Legendre, Bertrand Ruaux,
Alain Girard, Pascal Martin

Our Divisions



CONSTRUCTION
ONE SECTOR, 5 SKILL-SETS

The Legendre Group's Construction division is based around 5 main areas: Buildings, Civil Engineering, Refurbishment, Steel Construction and Property Development.

The company provides added value in this sector, which has been Legendre's foundation stone for over 70 years and employs more than 2/3 of its workers, through adapting to all of its clients' requirements and problems, both public and private, with tailored offers that combine technical skills, responsiveness and expertise.

Buildings

Building is essential for any construction project, whether residential blocks, offices or functional buildings. An agency is present for every area that the company works in.

Spring 2017 saw Legendre Construction begin work on Polaris, a vast structural project for 550 residential units on the îlot Brossette on île de Nantes, demonstrating the Group's ability to take on major challenges!

In the Saussure ZAC, in the 17th arrondissement in the heart of Paris, the company took on its first Design-Construction-Management-Maintenance (DCMM) another demonstration of this willingness to grow from challenges. With Legendre Ile-de-France winning the Saussure Cardinet tender in April 2015, with delivery in 2017, this project included 72 residential units and 3 shops.

Positioned far upstream on this project with more than a year of planning, Legendre Group worked on costs, deadlines, energy performance and a maintenance contract, though its dedicated subsidiary Ener24, a multi-technical addition to the Group.



Commentary: Legendre in Ile-de-France

Focus with Alain Girard, General Manager

How does Legendre Construction position itself in Ile-de-France?

In Ile-de-France, Legendre bases its approach around 5 areas for development, to build a comprehensive construction offer:

- Our greatest strength historically lies in **major works**. Our activity in Ile de France generates a turnover of approximately €90 million. We mainly position ourselves in markets with a high degree of added value because of their highly technical nature, a kind of "better class" of concrete works, or on projects that are particularly large.

- The second area is **general building** (€90M). We work for social funds through a design-construction or design-construction-management-maintenance (DCMM) model, and for private promoters with multiple projects that include over 200 residential units.
- The third area is **refurbishment** (€30M). This includes two types of project: areas occupied by social tenants where we have completed a range of successful projects, and major refurbishment projects in Paris where only external walls remain in place (conversion of obsolete office space into accommodation), such as our current work close to the St Lazare train station, on rue de Londres.
- **Civil engineering**, with a lot of our work in this area for GRDF networks, but also covering all types of works for transport, energy and industry, with the Grand Paris project offering interesting opportunities.
- Finally **real estate planning**, to sell our clients turnkey projects, becoming involved upstream from construction and using a tailored approach to fit requirements.

What differentiates Legendre Group in these highly competitive markets?

Our specific strength lies in adapting projects to better suit our clients. We always make tailored offers. Compared to the largest players in our sector, we have a very pronounced culture of personalising things for the client. The size of our Group permits this high degree of adaptability.

Some major players on the market have a tendency to forget the client and take a very financial or legalistic approach to the relationship. At Legendre, we think differently. It is particularly important for us to provide our clients with good service and added value, cultivating a long-term relationship.

They choose us because they are confident that they will always have the same dedicated contact to speak to. They communicate with real people rather than cogs in a machine. Our human approach is one of our strengths.

It is worth remembering that Legendre is a family Group. That is important for the people we deal with. They perceive our social responsibility as being a particularly important factor.

Thanks to our strengths that make us stand out and the results of our work, we can reasonably expect to be a leading middle-market company in the construction sector in Ile-de-France by 2020.

Civil Engineering

The Group's Civil Engineering work is contributing to our growing design-construction knowledge

Supported by the different skill-sets in the Group, this places Legendre Group as a **leading specialist in six different areas: industrial civil engineering, the environment (water & waste), energy, shopping centres, logistics and transport infrastructure.**

For example, civil engineering is an important aspect of the project for the design/construction of a large logistics platform, for GOODMAN, in Allonnes (72). This platform, which covers an area of 76 000 m², will eventually act as a logistics centre for Carrefour and will supply the stores of this major supermarket chain in the Le Mans area. Civil engineering has also played an important role in Rennes, where we have been involved in several projects for line B of the Metro (Workshop Garage, stations at La Courrouze, Saint Jacques, Les Gayeulles and Jules Ferry and cut and cover of 1.2 km).



Testimony - Civil engineering, a real driver for growth for the Legendre Group

Focus with Olivier Roualec, General Manager

Since 2011, Civil Engineering work has been recognised as its own category within the Group.

Why did this not happen sooner?

At that time, it was the type of work - industrial Civil Engineering in particular - that seemed the most suitable to be launched under its own identity because until that point it wasn't particularly relevant. Legendre Group took the view that with a combination of its dedicated employees and know-how this area could be a real driver for growth.

Indeed, the work currently carried out in Brittany brings in a turnover of €30-35 million. This growth has been faster than forecast. We claimed an unexpectedly large market share and surpassed our objectives in five years.

This success can be attributed to three main reasons: the positive image that the Group has, our ability to attract talent with strong experience, and the degree of intellectual agility offered by an SME that is also part of a large group.

Specifically, from designing projects to construction, we can work on general business, design-construction or real estate promotion contracts.

Markets, territories... What ambitions do you have for the coming years?

Originally starting in Brittany and the Pays-de-la-Loire, Civil Engineering works have now begun in Ile-de-France (2014) and Normandy (2015), to always remain as close as possible to its markets, which allows us to select projects with a high degree of added value, so we can position ourselves as far upstream as possible for these projects.

Civil Engineering in our heartlands (Normandy / Brittany / Pays de Loire) currently brings in a turnover of €60-70 million. Regarding the Group's growth, it's not inconceivable that we begin looking for new market opportunities in the south west (Bordeaux and Toulouse) but also in Ile de France, a sector that has strong growth for this activity, especially as part of the Grand Paris project.

In all its forms, Civil Engineering work has taken on a great significance for the Group and provided great results. Will we continue to grow and bring in a turnover of €80-100 million? Well why not? We're not, however, aiming to triple or quadruple our turnover in this sector.

Refurbishment

This is a strategic area that Legendre Group has identified for growth. With solid experience and well structured teams, the company has been taking on very specific projects in major reconstruction and occupied sites since 2015, such as the complex project currently ongoing in the 9th arrondissement of Paris (rue de Londres).

This is a building in a business district, surrounded by other buildings. Whether private or public, major refurbishments to buildings with old façades require a holistic approach. In this case, the methods used are continually reconsidered, with the diversity of techniques used for structural works requiring a great deal of rigour.

In summary: Structural refurbishment requires some of the most complex and delicate techniques so as to minimise disruption for neighbours.

The company has also been continuing its work on other, “traditional” renovation projects like offices, hotels, hospitals, social housing, schools, etc.

Steel Construction

This work is entirely performed by the company OMS, which was purchased in 2010. This complements other types of work by offering specific metallic structures (such as footbridges) and metalworks (stairs & metal framework)

Legendre Group can take pride from the number of emblematic sites and technical building projects it has completed.

For example: The cultural area in the town of Lanester/56, the Cé bridges in Angers/49, SITCOM in Saint-Méen-le-Grand/35 and its 300 tonnes of galvanised framework... Then there's the Rennes Metro, the construction of the Workshop Garage and three overground stations of the metro's line B currently being worked on.

Property Development

With support from the Group's wide range of skills Legendre Construction works under the title of Legendre Development, as the name would suggest, on property development, completing all kind of turnkey project for both users and investors, whether public or private.

EXAMPLES OF COMPLETED CONSTRUCTION PROJECTS

MAJOR WORKS POLARIS IN NANTES

Location: Ile de Nantes/44
Architects: Lan-Abinal & Ropars-Fernandez & Serres
Client: Kaufman & Broad.
Project length: (started on 04/04/2016) 13 months of Major Works
Contract value: €15,886,000 pre-tax for the construction of 6 buildings



Not only did the Legendre Group take on a project that is challenging because of its scale (550 residential units on the îlot Polars on the Ile de Nantes), but this also includes an aesthetic challenge with six different types of concrete used for the façade: grey concrete prepared for staining, grey patterned concrete ready for staining, concrete that is tinted in the mix, anthracite grey colour, ochre with low-pressure spray (hydrogumming), grey with cladding and white concrete. This comes to a total of 26,665 m³ of concrete.

CIVIL ENGINEERING PAPREC SORTING CENTRE

Location: Le Rheu /35
Architects: ARCHIFACTORY
Project length: 9 months
Contract value: €4,800,000 pre-tax

Objective: manage and recycle waste from selective collections, a total of 25,000 tonnes/year. Workshop configured to process 60,000 tonnes/year.



Upon winning the tender process organised by Rennes Métropole, PAPREC knew that it was facing a real challenge, not only because this involved processing a vast quantity of waste, estimated at 25,000 tonnes/year, but because the forecast is for the volume to increase. The company knew that it needed infrastructure that was up to the task!

A site with a high degree of added value with new processes for the Civil Engineering activity, this project once again displays the ability that the Legendre Group has to anticipate: "We pre-empted some of the requirements. The upstream phase required understanding because these types of project are new for the Civil Engineering department. PAPREC wanted to build a cutting edge sorting line".

To work towards this, the Civil Engineering department began by studying a similar sorting centre in action. This on-site observation allowed works to progress very quickly: construction works started in September 2015 with earthworks, initial foundations (on bored shafts) were installed in mid-October, followed by the fitting of pre-manufactured structural frames and concrete posts one month later.

Once this 15 m tall vertical structure had been completed, two weeks later it was covered with wooden framing... At the start of 2016, the first slabs were poured. On 1st February of last year the building was partially delivered.

STEEL CONSTRUCTION RESEARCH CENTRE - PARIS SACLAY

Location: Paris Saclay
Client: Air Liquide
Project manager: Michel Remon architecture
Project length: 2016-2017
Contract value: €1,000,000 pre-tax



Legendre Construction, through its steel construction activity, was involved with three tasks:

- three spiral staircases over two floors (stairway space: 5m diameter with a pathway of 1.20m)
- Guardrail from perforated sheet acting as a stairway sideplate
- Standard metalwork

MAJOR REFURBISHMENT ADDING FLOORS TO A BUILDING

Location: Paris (14th)
Client: ELOGIE
Project manager: VAZISTAS + FAY Architects
Client: ELOGIE
Project length: 2015-2016 – 14 months
Contract value: (ALL TRADES): €1,300,000 pre-tax

This work was for a building on RUE RAYMOND LOSSERAND in Paris. With the business on the ground floor (brewery) needing to remain operational during the works, the challenge here was to perform works for 9 social houses and one commercial premises, including:

- Removal of asbestos and lead from premises
- Complete overhaul of plumbing, electrics, heating & ventilation
- Addition of floor with metal structure and complete repair of zinc covering
- Renovation of existing wooden flooring, fitting of dry screed
- External insulation on courtyard side, restoration on road side
- Replacement of existing wooden frames



Our Divisions



REAL ESTATE PLANNING THE TOWN

Legendre Group has been working on real estate promotion for close to 25 years. To increase its visibility, the Group has decided to organise this activity under the name Legendre Real Estate, with the aim of doubling the turnover this activity generates by 2020, reaching €200 million.

Legendre's Real Estate division also boasts further expertises, such as facilities management (through its subsidiary Legendre XP), hotel industry (for the activities of Suitcase Hospitality), and even asset management (through its real estate agency Immobilière 3L).

Legendre Real Estate offers its different potential clients - local authorities, companies, institutional and private investors, private individuals, owners that live in the property and investors - a comprehensive approach backed up with a wealth of experience and knowledge. Construction provides added value to Legendre Real Estate, as does the energy sector. This means that Legendre Real Estate can offer its clients products that "include" construction (and thus place responsibility for an entire project with a single group) and energy for a convincing package: the buildings of the future need to be energy efficient.

To this effect, over and above current regulations, Legendre Real Estate also works with the group's internal design office to develop innovative solutions that anticipate new energy standards for buildings, and further improve the buildings of the future.

Facilities management for buildings and infrastructure, promising a comprehensive real estate service

Through its subsidiary Legendre XP, Legendre Real Estate has taken on facilities management, managing a network of residential units for young working adults and students in Rennes (35), as well as a major shopping centre in Bordeaux (33). In the near future, its activity will extend to other premises serving the public: residential services, restaurants, leisure complexes, shops and car parks, placing an emphasis on users being central to any decisions and providing a complete real estate service.

With ever-shorter economic cycles and collective accountability in terms of sustainability, promoting the link between users and their environment is a major challenge in ensuring a good quality of life in the future.

Thus, in collaboration with players from a range of projects (architects, construction professionals, economists, institutions and other partners), Legendre Real Estate is already inventing the spaces of tomorrow. More collaborative, more mixed, more functional, more connected... and more environmentally friendly.



Commentary - Real estate: a market that is bouncing back *Focus with Pascal Martin, General Manager*

Market focus

We aim to adopt a strong position when it comes to both the residential (whether for individuals and investors or social funds) and business sectors (including activity centres, shops and the hotel industry).

Globally, it is undeniable that recent years have been very hard, with a contraction of the real estate market, between 2010 and 2015 in particular.

There are currently signs that things are starting to slowly pick up again. The drop bottomed out. In this context, what is a group like ours doing to be active? The growth that is taking place is not planned just to get through a crisis. It is important to have the capacity to muddle through any real estate crisis, which requires enough equity to take the rough with the smooth, because in the case of a 5-year recession, for example, the gap between building a presence in a new city and profiting from this decision can take three years! Real Estate has cycles, so it doesn't make sense to start working in a new territory to overcome a short-term challenge.

Increasing market share

Once you reach a certain size, the market share can no longer increase exponentially within your present territory. The laws of nature mean that any single agent will at some point reach its maximum size and potential. People placing orders will not place every contract with you. So you need to go and search for growth elsewhere. Also, these markets are not necessarily correlated. One city might have a booming market for office construction, while another might have already reached saturation.

Real Estate currently brings the Group a turnover of €100 million - 50% in Paris and 50% outside of Paris - with the following distribution: 30% residential and related and 70% commercial premises. Our aim is to reach €200 million by 2020, maintaining the same distribution between the different territories, but balancing it out between residential and commercial property.

The main axes for our strategy are to concentrate on projects that are technical and complex because of their size, with a mixture of offices and accommodation. Similarly, we aim not just to maintain a position in the new-build market but also on the refurbishment market, through a promotion-refurbishment model, placing a specific accent on energy with assets that are virtuous in terms of energy consumption and production. Finally, we recently started facilities management, through our Legendre XP subsidiary, which will operate the assets that we build.

EXAMPLES OF REAL ESTATE PROJECTS

GREENWICH : OFFICE BLOCK PERFORMED FOR DISNEY

Location: Val d'Europe (Seine et Marne- 77)
Client: Legendre Real Estate
Architect: DTACC Architecture
Client: Eurodisney Associés SCA
Project length: 2 years

11,300 m² of offices
2,200 m² of shops



Built in a period of two years by Legendre Real Estate, in association with architectural firm DTACC, Greenwich expands the commercial area of Val d'Europe by 11,300 m² of office space, an example of the growth and development in the territory. This building is currently 70% occupied by the Disney teams.

Displaying an Art Deco architectural style, the building stands out because of its rotunda corner. Located at the heart of the town centre, Greenwich is close to the station and benefits from close proximity to the Val d'Europe infrastructure. The shopping centre and place d'Ariane, with its shops and services, including the RER station, are within close walking distance. This makes it easy to access from Paris or from the Marne-la-Vallée Chessy TGV hub. It has a car park with 275 spaces for users, covered with a garden terrace to provide the complex with an extra touch of green. Finally, it has 2,200 m² of flexible units on the ground floor for shops and services.

WHOO RENNES PONTCHAILLOU: NEW GENERATION STUDENT RESIDENCES

Location: Rennes /35
Architect: Alain Janiaud
Client: Legendre Immobilier and CHU Pontchaillou
Project length: 26 months
Date for commencing work: April 2016



With Whoo, Legendre Group has invested in the dynamic market of mixed student accommodation! The first student complex of the future is based in Rennes, on the Pontchaillou university hospital complex. It has been built by Legendre Real Estate and is managed by the Group's operations subsidiary Legendre XP. Legendre Group wants to provide a comprehensive offer to cover new residential trends among young working adults and students. This pilot residential service fits with the norms and codes of a new generation of young adults, 20-30 years old, from contemporary decorations to the inclusion of common areas and other associated services, such as the presence of a guard, maintenance services, the inclusion of a launderette, a breakfast area, etc.

WHOO Rennes Pontchaillou is innovating with a new concept for students, but also for anyone else that wants to benefit from a short-term stay close to the university hospital complex.

The establishment will include a dental clinic on the first two floors; the Whoo accommodation will occupy the other 6 floors.

This pilot residential service is due to open in September of 2018.

Our Divisions



ENERGY

ENERGY ASSOCIATED WITH CONSTRUCTION,
THE ADDED VALUE OF A GROUP

Since 2007, the energy sector has formed an important part within the Group, supporting the other sectors it works in. Serving France and also with an international presence, the expertises of Legendre Energy are organised as follows:

The production of renewable energy via:

ARMORGREEN, the Group's energy subsidiary, prepares for the future by complying with permanent regulatory constraints that will change the energy market shifting us towards a new economic model, based around producing and expanding green energy for on-site use in modern buildings.

Energy efficiency through EFFINSIDE, a joint venture between Legendre Energy and DELTADORE, which offers turnkey energy efficiency solutions and energy result guarantees to professional clients. These results are in turn associated with management services, to ensure that clients have perfect control over their energy usage. As part of this activity, Legendre Energy can also offer technical engineering and financial services (design, assistance with finance packages, investment, etc.)

Energy infrastructure maintenance through ENER24, which gathers all skills associated with operating and maintaining renewable energy plants, including multi-technical management of buildings. This demonstrates the synergy that has been built with the Real Estate and Construction activities performed by Legendre Group.



Commentary - Why is Legendre building synergy between energy and construction?

Focus with Pascal Martin, General Manager

Legendre and Energy: a clear vision of tomorrow's challenges

Completely convinced that a good construction company, which doubles up as a good developer, needs to develop a mastery of energy production, the Group has placed more emphasis than ever on the synergy between Energy and Construction. The Group is in no doubt: Construction and Energy Production are two industries that are merging ever closer to the point where they will surely be one in the future.

The reason is simple: energy production is set to become increasingly local and this will be reflected in new neighbourhoods and buildings.

The French market, which has lagged behind so far, is finally catching up with the market outlook and the volumes of work required, with public authorities intervening to encourage this shift. We intend to work in this direction and take on what, for us, will be major challenges for the 4 or 5 years ahead.

International markets are also opening up and we are currently particularly active in Africa: Maghreb and West Africa.

EXAMPLES OF ENERGY PROJECTS

ROUEN METROPOLE HANGAR 108 LEGENDRE ENERGY HAS INSTALLED THE LARGEST PHOTOVOLTAIC POWER SYSTEM FOR ON-SITE USE IN WESTERN FRANCE AT THE HEAD OFFICES OF ROUEN METROPOLE



Location: Rouen (76)

Order placed by: Sogéa (subsidiary of Vinci)

Client: CREA

Project manager: Armorgreen / Legendre Energy

Project length: 12 months

Power: 354 kW for on-site use

Production: 330,000 kWh/year, equivalent to the energy consumed by 122 homes (based on the Ademe figure for non-heating electricity consumption of 2,700 kWh/year per French home).

The solar system at the offices of the CREA – head offices of Rouen Métropole – is the largest such system in West France, and is one of the best examples of this kind of system throughout France. Armorgreen / Legendre Energy worked as a sub-contractor with Sogéa for the "Enveloppe Active" batch, which involved installing photovoltaic panels on the roof and façades. This energy-plus building designed by Jacques Ferrier Architectures forms part of the plan for renovating the docks on the Seine in Rouen. The building integrated photovoltaic (BIPV) blends effortlessly into the building's stunning architecture, including active glass panels on the façade and roof with a dichroic coating. The electricity produced will be used on-site for the energy requirements of the building, with the surplus being supplied to the grid.

Legendre Construction (through OMS) was also involved with the project, installing the system used for fitting the solar modules.

This is the first BIPV project of this scale that Legendre Energy has worked on.

DELTAGREEN: PHOTOVOLTAIC INSTALLATION

Location: Saint-Herblain (44)

Client: Galéo

Project manager: Armorgreen / Legendre Energy

Project length: 4 months

Number of photovoltaic panels: 638

Power supplied to the grid: 117kW

Power for on-site use: 54kW

Annual production: 60,000 kWh/year, equivalent to the energy consumed by 24 homes (based on the Ademe figure for non-heating electricity consumption of 2,700 kWh/year per French home).



Given that the majority of office buildings consume a significant amount of energy, Galéo decided it would be suitable to design a self-sufficient building. In the design of this building, 3 objectives needed to be achieved:

-Design a building with low energy requirements (Passivhaus certificate achieved for this project)

-Produce energy with photovoltaic solar panels

-Store part of the energy produced

Armorgreen supported the client for the full length of the project so as to provide an optimal solar solution. From the 170 kWc produced, 117 are directly supplied to the electricity grid, while 54 are for on-site use to meet the building's energy requirements. The solar power system uses panels on the terraced roof, acroteria and canopy. The decision was made to use double-glass modules to optimise mechanical resistance and the visual appreciation from the base of the building. The project required three types of panel depending on their location as well as three types of system for fitting them. The autonomy of the Deltagreen building will be smoothed out over the year, with the energy sold providing finance for the energy consumed in winter.

SHARED SKILLS AND VALUES

Legendre Group has now surpassed the threshold of 1,600 employees. While this is a symbolic figure, it also underlines how important it is for the Group to manage this growth without losing any of its core identity: preserving its traditional strengths while ensuring that it can continue growing.

To this effect, it can use three key aspects that keep the group "anchored" while making it attractive:

- **the family aspect**, which provides stability, a long term vision and independence
- **Entrepreneurship to support the individual**: everyone needs to be in charge of their journey
- **The ability to offer a crossover between sectors**: nothing is set in stone and the Group is there so that the people that form it can grow.

A CONSIDERED HUMAN RESOURCE POLICY

THE RECRUITMENT OF YOUNG GRADUATES

Legendre Group has always had a policy of employing young graduates, and then continuing their professional training on the job. Until recently, the Group mainly recruited people with two-year tertiary education diplomas.

Currently, however, because of larger more complex projects that require more refined technical knowledge, the Group is increasingly employing people with a more diverse educational background: since the start of this year, people with 2 years of tertiary education represent around 20% of new starts, while those with 5 years have increased to 50%, mainly having studied engineering.

The Group ensures that it has close ties with educational establishments. The well established partnership with the Rennes IUT Civil Engineering department is a good example of this. A number of former students have joined the Group, with some of them having developed solid careers.

While the Group has a large captive audience at the IUT and an excellent image in the West of France - in the St-Malo/Rennes/Nantes area - it is also working hard to improve its position in Paris, where the recruitment market is very different.

In order to stand out from competition and increase awareness among students, the Group is aiming to offer aspects that students look for these days, specifically a strategy that is not purely guided by number crunching...

Since employees need to be able to flourish and develop, Legendre Group pays a lot of attention to the initial months when they integrate to their new job. Every level of employee is offered a personalised integration period that covers the trial period. Both milestones and guidance meetings are set up for the worker, who can use their mentor and environment (agency and Group, support services, design team, etc.) to quickly become operational with a comprehensive understanding of the Group's activities.

TRAINING, IN SUPPORT OF PERSONAL INTEGRATION

With close to 13,000 hours of training provided per year, spread equally between workers, administrative staff and management, Legendre Group actively encourages its employees to continue learning. This is applied through personal training plans.

Another key aspect of how the Group supports its workers is management training, which is provided to agency managers and site management in particular. The aim is to develop skills in leading teams...

This is an approach the Legendre Group is committed to: "Supporting the personal development of our employees is extremely important. To this effect, training is a method for implementing our values and ensuring these values remain strong, while continuing to deliver our message ... Our human values give us our strength. And that's what will continue to make us stand out! "



INTEGRATION, WE'VE ALWAYS DONE IT

For Legendre Group, integrating employees is at the heart of construction, with a real ability to welcome people from all levels, educational backgrounds and walks of life. As an example, the site for the Rennes Metro, where Legendre Group was selected for three batches of work, involved 46,000 hours of workplace integration.

In order to correctly implement this Group policy, Legendre works in close collaboration with the metropolises and their dedicated bodies, but also with all social institutions, local missions, the job centre and even intermediary companies. All these stakeholders play an important role in the correct implementation of this policy, which is part of the constant desire to expand the skill base of people joining the teams and integrate them into the production teams. In return, the Group expects them to demonstrate their commitment and personal responsibility (respect timetables, guidelines, production speed, etc.)

QUALITY – SAFETY – ENVIRONMENT

Since safety is of essential importance in the sectors Legendre works in, the Group has implemented a rigorous training system through establishing a Quality-Safety-Environment team. This has been central to the comprehensive company policy of emphasising safety, which has seen a significant reduction in workplace accidents.

Since everyone is responsible for their own safety, the Group uses training in combination with a bonus agreement that includes Safety indicators: "Every employee, every worker, knows that their behaviour will have an impact on their final bonus. This is a Safety bonus for the benefit of the company as well as the employee".

Salary savings policy: become a shareholder by joining an investment fund within the Group.

The Group offers its employees the opportunity to become shareholders in Leginvest, a structure that invests in real-estate activities it performs and offers an interesting rate of returns combined with a withdrawal policy. Currently there are 600 shareholders - 40% of employees!



Commentary: Human aspects are at the heart of all we do! *Focus with Bertrand Ruaux, General Manager*

Legendre Group is adopting a structure that is increasingly decentralised when it comes to sales and production teams, but increasingly centralised for the services that support the rest of the teams. The outcome of this is a strong company culture, a committed approach of everyone involved, respect of all employees, attention to what each manager contributes to their teams... in other words: human values! If we have a strong HR policy, if we take so much care in "processing" how we operate, to ensure the safety of our actions and our employees on-site, it's with a single aim: placing human values at the heart of our considerations!

THE CHÂTEAU DES PÈRES

THE EMBODIMENT OF THE GROUP'S VALUES

THE REBIRTH OF A SPACE DEDICATED TO CREATION AND TRANSMISSION

"Fun! Creativity! Learning! Enjoyment! " ...

Left in the Château des Pères guest book by visitors, these words demonstrate the enthusiasm that this place evokes in the public. The site is going through a genuine artistic renaissance, directly driven by Jean-Paul Legendre who already had an understanding of the site when it was acquired in 2011: some of his ancestors worked there and Jean-Paul Legendre went to play there as a young boy.



After the purchase in 2011 of what was a multi-disciplinary training centre, Jean-Paul Legendre has one single wish: to restore it, while also giving it a purpose, a meaning...

The castle currently hosts a permanent collection of sculptures that are displayed and enjoyed along a walkway of 2 km. The artists, on-site, provide artistic workshops in the use of wood, stone and metal.

Open to all, it hosts seminars, weddings, showrooms and a range of different cultural projects and events.

Valuing art in all its forms, the Château des Pères underlines the importance of manual work. It is the emblem of the Group's know-how and values.

In charge of the castle's activities, Julien Legendre, Jean-Paul Legendre's son, confirms: *"We cultivate an open sharing spirit. That's what we are often told by people that come here for workshops, seminars or just for a walk. They must feel it from the place. There are also seminars for companies, associations and local authorities. "*



Website: www.chateaudesperes.fr

SPONSORSHIP

Since the ecosystem of a company is not just the product of its sectors or its worksites, and since the Legendre Group believes in supporting the territory it works in, the company has a targeted sponsorship system that impacts many sectors, such as:

- medical innovation, with its support of the Nominoë research fund
- artistic and musical culture, through its partnerships with the Tombées de la Nuit and Transmusicales festivals in Rennes
- sport, through its support of various local initiatives and specific sporting initiatives of employees (running, trails, etc.)

With reference to the medical and artistic excellence supported by Legendre Group in all the projects that it backs, it is worth mentioning its involvement with:

THE NOMINOË RESEARCH FUND

Implemented by the Rennes University Hospital Complex in 2014, the Nominoë fund acts as a lever for accelerating innovation and developing new therapies. The people benefiting from this are patients suffering from major pathological conditions that cannot be supported by standard health system resources.

Legendre Group opted to foster "medical excellence" by starting to support the Fund in 2015 and undertaking to co-finance the creation of a biobank.

"By choosing to support the Nominoë fund, the company is displaying its human values and underlines its solidarity with the medical teams", explains Jean-Paul Legendre, President of the charity group:

"The patrons' commitment to excellence in medicine is a huge asset for the university hospital", confirms Marie Louis, a fund representative. This creates a virtuous circle for the residents. It was Jean-Paul Legendre that first opened the path, by making a financial and human investment in the Fund. This kind of commitment is key to funding major projects. "

The Nominoë fund has collected €2 million so far.

LES TOMBÉES DE LA NUIT

Also careful to support local initiatives, Legendre Group has supported Les Tombées de la Nuit for the last two years, a cultural festival held at the start of the year in Rennes.

With the stated aim of "breaking down barriers between genres and disciplines", this street festival celebrating performance art is motivated by a desire to seek out new ways of using public space and develop a new relationship with the spectator, intentionally combining genres, "blowing predictable street performances out of the water, and mixing up traditions to increase meeting points and inventiveness! "

This is a festival that innovates, and is "far removed any elitism", fitting well with the Group's support for the cultural world through the Château des Pères.



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