



# Annual Report

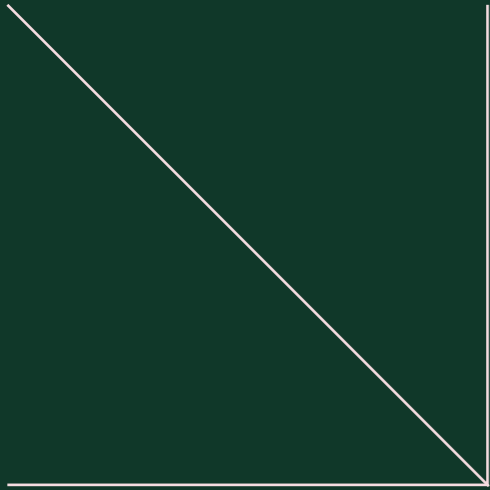


## Summary

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# Key Highlights

# 01



# edito1

**Across the world, architecture only has value if it is built and inhabited.**

Because a project only finds its meaning in the life it hosts, in the uses it enables, in the territory it engages with; at Patriarche, we design architecture that is grounded in reality. An architecture that does not seek the object, but the use; that does not impose itself, but adapts; that recognizes the uniqueness of places, cultures, and environments.

We strive to ensure that the buildings we imagine outlive us. This responsibility commits us to the long term: anticipating future uses, preserving resources, designing without compromising the future. This awareness guides our aesthetic: restrained, ethical, capable.

**In 2025, both our projects and our teams expanded into new territories and strengthened our international presence.**

Being present across multiple territories does not scatter us; it enriches us. Each place conveys a language to us: that of its materials, its landscapes, its challenges. Each context broadens our perspective, nurtures our practice, and transforms our convictions.

Across the world, uses are evolving, expectations are shifting, environments call for attentive listening. We respond with care, rigor, and respect to create places that are meaningful, necessary, and sustainable. In 2025, we continued along this path: developing impactful projects with strong functional capacity, rooted in their territories and open to the world.

**This conviction knows no borders: architecture truly comes into being only when it becomes a place that is inhabited.**

## Augmented architecture

**In a constantly changing world, architecture alone is no longer sufficient:** the growing complexity of today's challenges calls for a collective approach, capable of mobilizing multiple areas of expertise to deliver relevant responses with a positive impact on our societies.

Augmented architecture is our way of addressing these challenges: this multidisciplinary platform brings together architects, engineers, urban planners, landscape architects, interior designers, graphic designers, real estate operators, and experts in corporate services, in order to mobilize all the technical knowledge required for design.

It takes shape as a coherent ecosystem of complementary professions, active across the entire project value chain and represented by our different entities: Patriarche for architecture, engineering, and design; Bart for project ownership; Autumn and Myah as general contractors, respectively for construction and interior fit-out; and Walter for operations, services, and space activation.

Within this agile operating model, each area of expertise can be activated according to the specific needs of a project, ensuring that the right skills are engaged at the right moment. Designed as an open platform, this organization can be strengthened through partnerships with a wide range of players in real estate, architecture, and planning. It ensures a precise, tailored, and continuous response, from design to operation, and embodies a renewed, more collective and flexible way of thinking about and practicing architecture: augmented architecture.

# Timeline 2025

## January

### AGENCY

Opening of a new office in La Réunion

## April

### AWARDS

Notre-Dame de Paris medals award ceremony

### PRESS

Damien Patriarche records the Impact Maker podcast for Schneider Electric

## May

### PROJECT

Inauguration of the grEEn-campus project

### AGENCY

Opening of an office in Abu Dhabi

## June

### PROJECT

Completion of the Sartorius project

### CSR

Patriarche retains its Ecovadis gold medal

### PROJECT

Completion of Airbus' Internal Development and Sustainable Planning Plan (PIADD)

### PROJECT

Inauguration of the Bromont Barracks, Québec, Canada

## August

### PROJECT

Completion of the Lab 116 project

### PROJECT

Completion of Burgundy School of Business in Lyon

## September

### PROJECT

Completion of the Ecla rehabilitation project

## October

### PROJECT

Completion of the konect space project in Bromont, Québec, Canada

### PROJECT

Inauguration of the Aivancity school in Villejuif

### WEB

Launch of Open – Mind: the augmented architecture media platform

### PROJECT

Completion of the second phase of the EQWATER project

### AWARDS

The CentraleSupélec project ranked 2nd in France in the Renovation category for 2025

## November

### PROJECT

Inauguration of the Orange Conakry project

### PROJECT

Completion of the Valence Prefecture

## December

### AWARDS

The grEEn-campus project wins the Jury's Special Prize at SIMI

### OFFER

Launch of the new Walter Science offering and opening of the first site in Basel

### PROJECT

Completion of the Kadans project

# 2026

Key figures  
**2025**

**13** offices  
worldwide

**50%**  
of projects  
in renovation

**500**  
employees

**27**  
nationalities

We have  
worked in **11** countries

**46%**  
women

**54%**  
men

**100**  
areas of expertise

**345,000+** sqm  
of completed projects

**46**  
competitions won

**42**  
projects completed

**2<sup>nd</sup>** architecture firm in the ranking of  
architecture agencies in France

**172,1 M€** total company  
revenue

**1,716.9 tCO<sub>2</sub>e** (total greenhouse gas emissions),  
a -20% decrease (-432 tCO<sub>2</sub>e)  
compared to 2024

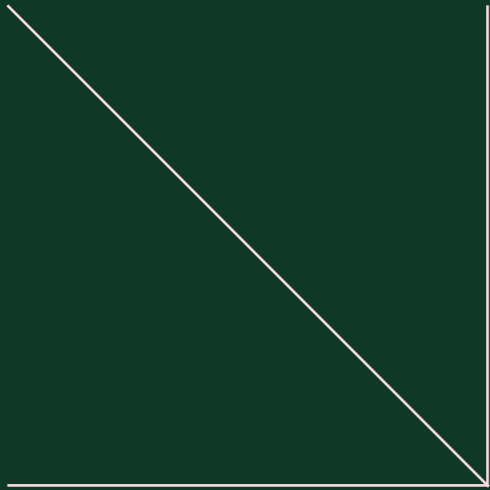
# Organization chart

## Skateboard



# Drive

# 2022



## At the origin of a project, there is a founding impulse.

**A primary movement that precedes form, drawing, or material. To initiate is that moment when everything begins:**

when we capture the subtle signals of a territory, identify an emerging need, sense the potential of a site, a district, an ecosystem.

It is the moment when we choose to open new paths, to create the conditions for a possible future. Within Patriarche, this founding impulse takes shape through Bart, our project ownership entity.

Bart is the catalyst that transforms a vision into a project. It initiates, activates, brings people together, and secures. It sets in motion what will become tomorrow a built, inhabited, and useful place.



## 01



### To drive a commitment to territories

means, first and foremost, to engage. Bart moves forward alongside territories even before a project takes shape: by understanding their dynamics, identifying opportunities, and building a relationship of trust grounded in legal, economic, and operational transparency.

This approach is rooted in the long term: supporting transformations, strengthening local strategies, and contributing to the development of ecosystems that help territories grow.

Bart takes on a share of risk, because to initiate is to recognize an emerging need, to detect the potential of a site, and to bring forth shared visions with public and private partners.

### Use case: SULLY Santenov, a project born from a shared territorial vision

The SULLY Santenov project originated from a commitment alongside Dijon Métropole and the Santenov Dijon Bourgogne association, which shared the ambition of creating a unifying healthcare campus capable of structuring and accelerating the local ecosystem.

Bart positioned itself from the earliest stages of reflection, helping to define the needs of the territory, consolidate a shared vision, and transform this intention into a credible project.

## 02



### To drive innovative and secure frameworks

is to give a project the foundations it needs to exist. To that end, Bart designs flexible, responsive, and context-adapted legal, financial, and operational structures.

Through tools such as flexible leases, hybrid models, thematic real estate vehicles, and performance-based contracts, along with open governance modes and strong performance traceability, Bart delivers tailored solutions that go beyond standard models.

These rely on a rigorous legal framework to stabilize the project and mitigate risks: protection of invested capital, regulatory compliance, and transparency of commitments.

### A collaborative, ambitious, controlled, and scalable structure

The SULLY Santenov building, co-developed with Léon Grosse Immobilier, is a complex operation bringing together public stakeholders, investors, industrial partners, banking institutions, and academic organizations.

The project was carried by the dedicated company Santenov SULLY 4A, bringing together Bart, Batifranc, Banque des Territoires, D3B, and Actif'Invest, a configuration that ensures the security of financing, governance, and long-term risk management.

This private structure, implemented in partnership with Dijon Métropole and Santenov Dijon Bourgogne, also results in a shared collaboration capable of integrating the project's evolution.

## 03

**To drive reprogrammable and adaptable projects**

is also to think beyond today's uses.

The projects initiated by Bart are designed as truly evolving platforms: capable of accommodating multiple functions, adapting over time, and responding to constantly changing ways of living, learning, and working.

Thanks to programmable and transformable mechanisms, Bart can evolve uses, floor areas, timelines, and financing models without calling into question the original structure. This approach ensures genuinely reversible projects, designed to continue evolving long after their delivery.

**An ultra-capable building, designed to evolve over time**

Conceived as a hybrid third place, SULLY Santenov accommodates an exceptional mix of uses: higher education, L1 to L3 laboratories, technological platforms, flexible offices, scientific coworking, restaurant, event spaces, and Plug&Work

Its large modular floor plates, its "lab-ready" laboratories, its circulation spaces designed to accommodate different types of uses simultaneously, as well as its scenographable spaces, allow the site to evolve in step with innovations, training programs, scientific activities, and the companies that settle there.

SULLY Santenov is designed as a living tool: a building that structures the healthcare ecosystem today while remaining capable of meeting the needs of tomorrow.



## 04

**To drive responsible real estate**

is to commit to a sustainable approach. Bart promotes low-carbon real estate, attentive to user well-being and designed to last. Each project aims to minimize its impact, optimize its performance, integrate sustainable materials, and encourage responsible energy management.

This approach requires commitment throughout the entire project lifecycle, from design to operation.

This ambition is part of the augmented architecture model: the architectural and technical expertise of Patriarche, combined with the operational know-how of its entity Walter, responsible for energy maintenance, operations, services, and space activation.

**An exemplary low-carbon project, committed to sustainable performance**

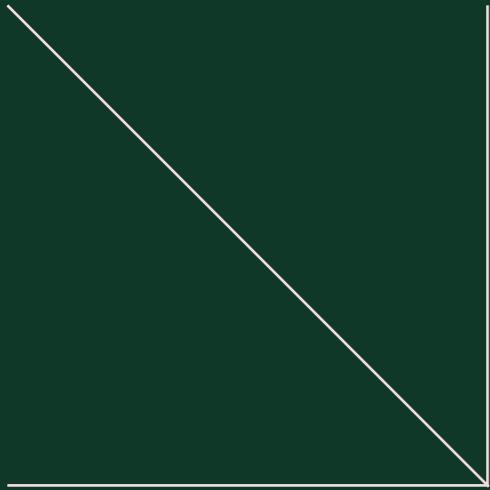
The project demonstrates strong environmental ambition, with targets including BBCA Performance, BREEAM Very Good, and R2S certification. Designed by Patriarche, it combines a low-carbon concrete structure, timber-frame façades, green façades, bioclimatic solar protection, and photovoltaic panels, reflecting a sustainable and restrained long-term design approach.

Adapted ventilation systems, optimized natural light, and thermal regulation devices make SULLY Santenov a responsible building, ensuring comfort, air quality, and energy performance.



# Design

03





## Designing requires grasping the growing complexity of projects and territories.

**It involves orchestrating a set of skills that make it possible to understand, transform, and anticipate multiple challenges.**

**This conviction underpins our model of augmented architecture.**

Over the years, we have built a unique multidisciplinary platform, bringing together a wide range of expertise: architecture, urban planning, programming, engineering, landscape, interior design, economics, environment, ergonomics, BIM, storytelling, wayfinding, construction, operations, and more.

This diversity forms an integrated ecosystem, capable of connecting complementary areas of expertise to imagine, secure, and deliver complex, innovative, and responsible projects. Our international presence, at the heart of different cultures, climates, uses, and economic contexts, continuously enriches our perspective.

It fuels collective intelligence, stimulates creativity, and enables us to approach each project with a deep understanding of local specificities while maintaining a global vision.

## This multi-disciplinary platform is a strategic lever for our clients:

**It ensures** a broad vision and stronger control, from the very first scenario through to building operation;

**It streamlines** processes and strengthens architectural, technical, and economic coherence;

**It makes** it possible to anticipate risks, optimize performance, and create places truly designed for their users, their territory, and their future;

**It responds** with precision and agility to contemporary challenges: low-carbon design, reversibility, intensity of use, quality of life, attractiveness, resilience, innovation.

**At the heart of this collective approach, three design principles guide our six studios in each of our projects:**

### Design

an ethical aesthetic for an architecture that is sensitive, legible, and expressive.

### Use

to design spaces that are inhabited, functional, rooted in real-life practices, in the diversity of needs, and in evolving social and professional contexts.

### Environment

to embed each project within a sustainable trajectory, by reducing its footprint, optimizing its performance, and enhancing natural and local resources.

These three pillars, enriched by the diversity of our expertise and the strength of our collective intelligence, enable us to deliver impactful projects that are useful, responsible, and desirable.



La Timone - Marseille (FR) - © Rennaud Nicolas

## Expertise

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**Architecture:** designing and orchestrating projects rooted in their context, sustainable and evolving, placing design, use, and environment at the core of every decision.

**BIM:** structuring and coordinating the project around a collaborative digital model to ensure reliability in design, optimize costs, and facilitate building operations.

**Clean concept:** designing highly technical, safe, and adaptable laboratories and cleanrooms through integrated engineering and scientific expertise capable of meeting the most stringent requirements.

**Communication:** enhancing the visibility of projects through editorial and communication strategies that convey their vision and strengthen user engagement with the spaces.

**Construction:** managing and securing project delivery by coordinating stakeholders, resources, and requirements to ensure controlled, high-quality, and environmentally responsible execution.

**CSR:** integrating environmental, social, and ethical responsibility at every stage of projects to create sustainable, inclusive, and positive-impact places

**Economics:** ensuring cost control at every stage of the project by estimating, optimizing, and securing the budget through technical, financial, and operational expertise.

**Electrical engineering:** designing and coordinating high-performance and integrated electrical systems (power, low voltage, lighting, and security) to ensure safety, efficiency, and architectural coherence

**Environmental engineering:** designing low-impact and sustainable buildings through multi-criteria environmental engineering aimed at reducing carbon, optimizing performance, considering lifecycle impacts, and supporting certifications and labels

**Ergonomics:** designing healthy, comfortable, and use-adapted work environments to preserve health, support performance, and improve user well-being

**Furniture:** selecting and integrating ergonomic, durable furniture aligned with the identity of the place to optimize uses and complement the architecture

**General contractor:** ensuring controlled and integrated execution, from structural works to interior fit-out, by managing design and construction with agility, quality, and environmental performance

**Graphic design:** supporting project deployment with a distinctive visual identity and tailor-made materials that enhance its value.

**HVAC engineering:** designing and coordinating efficient and safe heating, ventilation, and air-conditioning systems, suited to both standard environments and the most demanding technical sites.

**Interior architecture:** designing functional, aesthetic, and sensitive interior spaces, conceived around uses and user experience while revealing the identity of the place.

**Landscape:** composing living outdoor spaces that enhance the natural environment, improve daily life, and strengthen the identity of places

**Models:** giving form to the project through models conceived as immersive and evolving tools, enabling understanding, testing, and revealing architecture at all scales.

**Narrative design:** shaping the project through storytelling to inform its design, revealing its sensitive, cultural, and contextual intentions and providing a framework that supports and enlightens the architecture.

**Operations and maintenance:** ensuring long-term performance, continuity, and quality of spaces by managing all operations, technical maintenance, and facilitation services in support of user well-being.

**Prefiguration:** anticipating territorial transformations by analyzing, testing, and projecting forward-looking scenarios to inform and guide project strategy from the outset.

**Programming:** defining and structuring user needs to establish the project roadmap and ensure a clear, shared, and actionable brief.

**Project ownership:** delivering responsible and evolving real estate projects by taking on risk and orchestrating agile structures to develop sustainable, innovative places rooted in their territories.

**Real estate master planning:** defining and steering a medium- to long-term real estate trajectory by structuring needs, prioritizing actions, and building a shared roadmap to align assets, uses, and strategy.

**Signage:** harmonizing spaces by creating wayfinding systems adapted to uses, combining contextualization, visual identity, and user experience.

**Space planning:** organizing and optimizing workspaces to provide fluid, functional layouts adapted to present and future uses.

**Structural engineering:** designing, dimensioning, and securing timber, concrete, steel, or hybrid structures to ensure stability, safety, and constructive coherence across projects.

**Thermal engineering:** optimizing building energy performance through detailed analysis of building physics and advanced thermal simulations to deliver efficient, comfortable, and regulation-compliant structures.

**Urban planning:** imagining and organizing the evolution of cities and territories to create functional, inclusive, and sustainable environments.



2

Delivered in June 2025, the Sartorius campus in Aubagne transforms a former industrial brownfield into a 65,000 sqm biotechnology site, designed to support the company's growth, modernize its production tools, and respond to evolving uses as well as regulatory requirements in the sector. Organized into three functional entities, the project combines cleanroom production areas (ISO 7), an automated logistics warehouse, and new office spaces, brought together within a coherent ensemble that complements the existing infrastructure. Building P17, recognizable by its double-skin glazed volume, stands as the emblem of the project.

The campus is driven by strong environmental ambition: sustainable materials, HQE Bâtiment Durable and BiodiverCity certifications, as well as 2,200 photovoltaic panels.

It combines technical expertise with landscape integration to offer a pleasant, stimulating, and high-performance working environment.

**Skills: architecture, interior architecture, multidisciplinary engineering (TCE), environmental engineering (QEB), economics, BIM, urban planning, landscape, prefiguration.**



Sartorius - Aubagne (FR) - © Romuald Nicolas

Delivering in July 2025, the grEEn-campus of Stellantis in Poissy transforms a historic 15.5-hectare industrial site into a 72,000 sqm mixed-use campus combining offices, R&D, and industrial activities, designed to anticipate new ways of working and support the group's energy and industrial transitions.

The project is based on a virtuous rehabilitation strategy, including in particular the conversion of Building B5 and a reduction in built footprint, enabling the restoration of 20,000 sqm of permeable ground.

The choice of a horizontal architecture, structured around atriums and connected by covered streets, naturally encourages interaction and encounters. At the heart of the grEEn-campus, Cassiopeia serves as the true nerve center of the site, designed as a village square.

Designed to accommodate up to 8,200 employees, the campus achieves high environmental performance through bioclimatic architecture, timber façades, the use of low-carbon concrete, extensive off-site construction, and on-site solar energy production aimed at achieving operational carbon neutrality.

**"Jury's Favourite Award" at SIMI 2025.**

**Skills: architecture, interior architecture, space planning, multidisciplinary engineering (TCE), environmental engineering (QEB), economics, BIM, urban planning, landscape, signage, graphic design.**



grEEn-campus - Poissy (FR) - © Pétion Média

Awarded the competition in 2024, Patriarche is supporting the modernization and preservation of the Montreal Biosphere, an architectural icon inherited from Expo 67. Led in partnership with the City of Montreal and Environment Canada, the project enters its operational phase in 2025.

The intervention focuses on several key aspects: the rehabilitation of the original roofs and metal platforms, the addition of a sanitary block at the belvedere, and the transformation of the museum spaces, all in respect of Buckminster Fuller's visionary architecture.

The overall ambition is to extend the museum's environmental mission by enriching the visitor experience and integrating contemporary interventions that reinterpret the original project, while ensuring the long-term preservation of the site.

**Skills : architecture.**



Biosphere - Montreal (CA) - © Joseph Walker

Located at the heart of the Technum Québec innovation zone, the konect space is the first building in an ecosystem dedicated to digital technologies.

Designed as a founding gesture on a still-untouched natural site, it combines innovation, biophilia, and quality of life at work to accommodate up to 25 high-tech startups.

The building, delivered in October 2025, is anchored in the landscape through a large-scale ecological redevelopment: more than 3,000 plants, a structuring pond, pathways, and relaxation areas. The project stages a close dialogue between architecture, nature, and performance.

This 2,367 sqm building, commissioned by SODEB, lays the foundation for an evolving campus where technology is embedded in a calming environment that fosters creativity and exchange.

**Skills: architecture, interior architecture.**



espace konect - Bromont (CA) - © Maxime Brouillet

**Following the 2019 fire, Patriarche joined the project management team led by the chief architects of historic monuments to support the identical reconstruction of the cathedral.**



Notre-Dame de Paris (FR) - © Nicolas Grosmond

After the reopening of the doors in 2024, the mission continues in 2025 with new phases of studies and coordination. The firm is pursuing its role in organizing and managing site logistics, a major challenge at the heart of Île de la Cité: design and supervision of construction site installations, coordination of contractors, management of flows, site facilities, networks, and the delivery of materials within a particularly constrained heritage site.

In 2025, these tasks are complemented by a full basic mission covering site installations, works on the apse, and the undergrounding of technical equipment, as well as a dedicated study mission for the sacristy and the presbytery. This tailor-made commitment, initiated during the securing phases and extended well beyond the reopening, contributes to enabling the progress of an exceptional project, emblematic of collective expertise and a unique level of heritage excellence.

**Skills: construction works supervision for site installation packages.**

Located in the heart of the Koloma business district in Conakry, the new headquarters of Orange Guinea is an 18,000 sqm building designed to become both an urban landmark and a tool for internal transformation for the telecom operator.

Organized into two wings connected by a central volume and a network of walkways, the project offers fully flexible office floorplates, complemented by a reception hall, a conference room, a staff restaurant, and well-being spaces.

Designed for tropical conditions, the building prioritizes bioclimatic architecture and generous landscaping, where shaded patios, vegetation, and outdoor circulation foster comfort, coolness, and conviviality.

**Patriarche had the pleasure of celebrating the building's inauguration in November 2025.**

**Skills: architecture, economics, environmental engineering (QEB), signage, landscape, models.**



Orange Conakry - Guinée (AF) - © Patriarche

The new Lyon campus of Burgundy School of Business offers 8,233 sqm of learning spaces designed to provide a flexible, welcoming, and creative student experience.

The interior design brings together a wide variety of layouts (agora, auditorium, acoustic pods, collaborative and creative rooms, incubator, cafés, patios, terraces) organized around a central street animated by micro-architectures dedicated to individual and collective work.

Designed to reflect the school's values, it transforms every space, from circulation areas to the main hall, into a place for expression, interaction, and informal learning, adapted to new ways of studying and a high intensity of use.



Respite care home - Boulogne-Billancourt (FR) - © Patriarche

Awarded in 2025, following a first successful collaboration on the Respite Care Home in Tassin-la-Demi-Lune, the Boulogne-Billancourt project transforms a highly urbanized site into a peaceful environment dedicated to the well-being of patients and their caregivers. It combines the renovation and extension of an existing building with the creation of a large landscaped garden, offering light, openness, and conviviality.

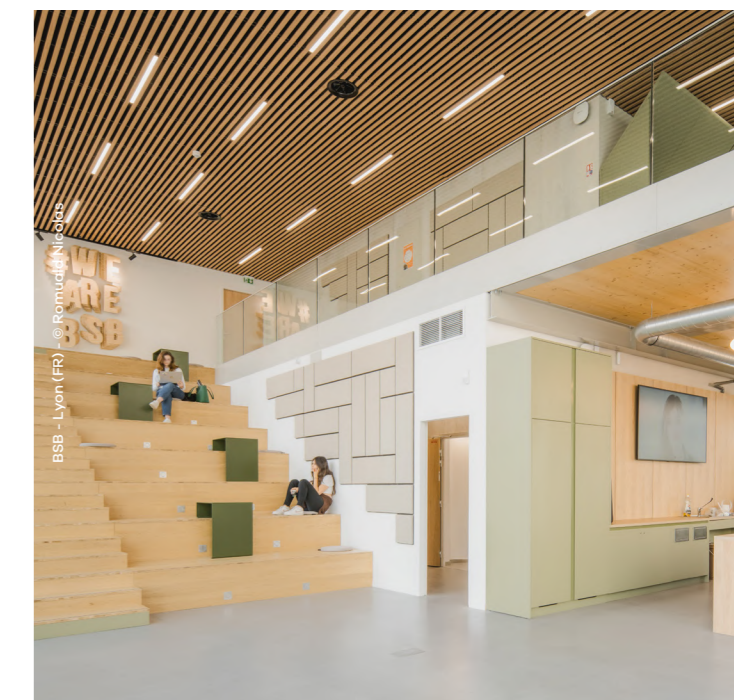
Designed as a place to live rather than a healthcare facility, the architectural approach emphasizes simplicity, quality of use, and bright, flexible spaces, including 30 rooms and 4 apartments.

The project is based on strong environmental principles, integrating bio-based materials, natural ventilation, optimized summer comfort, and photovoltaic panels.

**Skills: architecture, interior architecture, landscape, environmental engineering (QEB), BIM, narrative design, models.**

Delivered in August 2025, the Lyon campus welcomed its first academic term shortly thereafter.

**Skills: interior architecture, narrative design, space planning, signage, furniture.**



BSB - Lyon (FR) - © Romuald Nizolas

The Nanterre Judicial Court, an emblematic work by André Wogensky built in the 1970s, is undergoing a major energy renovation aimed at extending its lifespan, improving user comfort, and meeting current standards.

Patriarche's intervention preserves the building's original aesthetic while replacing and optimizing façades, insulation, thermal performance, and technical systems, as part of the France Relance program.

The project also transforms the inner courtyard into a landscaped garden inspired by Burle Marx, visible from offices and circulation areas, bringing light, calm, and quality of use.

Delivered in April 2025, the project was carried out on an occupied site, ensuring the continuity of public service while placing the courthouse on a sustainable trajectory for the next 20 years.

**Skills: architecture, multidisciplinary engineering (TCE), economics, environmental engineering (QEB), BIM.**



TGI of Nanterre (FR) - © Nicolas Grosmond

The project focuses on the design and planning of a building dedicated to ultra-fresh food production, incorporating both positive and negative cold storage rooms, as well as several production areas for hot and cold products. It includes the coordination of technical interfaces with production machinery and systems (CFC 3).



Migros Industry - Vouvry (CH) - © Patriarche

The energy used for refrigeration and cooking processes is recovered and reused for other project needs, with the integration of renewable energy sources and maximum coverage through photovoltaic panels.

The building is designed to limit energy consumption and food waste, while ensuring high hygiene standards through strict criteria integrated from the earliest planning stages. The façades combine solar shading with enhanced thermal insulation.

**Skills: prefiguration, architecture, BIM, economics, landscape.**

**Internal Master Plan for Development and Sustainable Planning (PIADD) of the Airbus Helicopters industrial site**

The project involved supporting Airbus Helicopters in the development of a 15-year strategic master plan to structure development guidelines and ensure the sustainable and coherent growth of this industrial site spanning more than 80 hectares.



PIADD Airbus Helicopters - Marignane (FR) - © Patriarche

The first establishment of a concept intended for international rollout, Knead Bakery is located at the heart of the Abu Dhabi Royal Equestrian Arts on Jubail Island. Conceived as a destination blending artisanal bakery and restaurant, the project draws inspiration from hacienda architecture and the equestrian world to create warm, evolving atmospheres. Plaster arches, travertine, marble, solid wood, and a Mediterranean palette shape a fluid space that adapts to uses from morning to evening, while terraces naturally open the venue onto the riding arena. The ensemble creates a strong and refined identity, designed to become the signature of an emerging brand.

**Skills: interior architecture, graphic design, models, signage.**



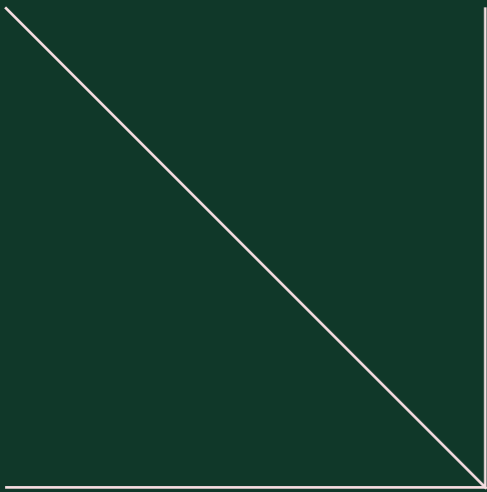
Knead Bakery - Abu Dhabi (UAE) - © Shuga Film

**This prefiguration mission was structured around three pillars: analysis, vision, and recommendations.**

Our holistic approach was based on a 360° vision integrating prefiguration, environmental engineering (QEB), civil engineering and networks (VRD), landscape, graphic design, BIM, and interior architecture.

It was supported by cross-functional and multidisciplinary governance from the outset of each operation, by a standardized matrix of indicators complementing the SBR framework to monitor and evaluate projects, and by rigorous tracking tools (3D GIS, indicators, spreadsheets) with clearly defined responsibilities.

**Skills: prefiguration, landscape, graphic design, interior architecture, BIM, environmental engineering (QEB).**



# Build

# 04

**At Patriarche, we are driven by the conviction that construction is not a secondary phase: it is an architectural act in its own right, the one that engages our most concrete responsibility.**

**Paying attention to built architecture means acknowledging that each project takes shape in materials, in gestures, in the craftsmanship of builders.**

It means affirming that intention only has meaning if it is transformed into a work that is accurate, faithful to the design, and durable.

At Patriarche, the construction phase, considered from the very first stages of design, ensures that what has been imagined, drawn, discussed, and optimized takes form with the same level of rigor throughout the project. It means being present alongside those who make the transition from concept to reality possible, and defending quality of use, safety, comfort, and longevity.

Building is about forming alliances: alliances with the site, with techniques, with contractors, and with the people who carry projects on their shoulders and in their hands. Without them, architecture would not exist. With them, it becomes a place.



### **Construction project management (execution phase)**

As architects, construction project management during the execution phase is the mission through which we ensure that the project is built as it was designed.

Present alongside site teams, we guarantee architectural consistency, quality of execution, respect for intended uses, and construction site safety. Acting as the interface between all project stakeholders, we orchestrate a decisive phase where precision, coordination, and the long-term durability of the building are at stake.

Our augmented architecture platform provides a solid framework to address complex technical challenges and ensure seamless coordination between all parties involved.

### **Nantes University Hospital: a major healthcare construction project**

On the New Nantes University Hospital, our teams are continuing their role in construction project management for what is currently the largest hospital project under construction in Europe. Alongside engineers, cost consultants, specialist architects, and a large consortium of companies, Patriarche supports the client through to the delivery of the facility, ensuring technical rigor, architectural quality, and overall coherence.

This continuous on-site presence fosters a relationship of trust with contractors and enables us to act as a proactive force in addressing the functional, operational, and regulatory requirements of a flagship hospital focused on care, research, and education.

More than 700 people are mobilized daily on site, rising to 1,200 at peak activity, all brought together within a structured, collective organization.

### **Notre-Dame de Paris: an exceptional heritage site**

At the same time, the firm is contributing to the restoration of Notre-Dame de Paris by overseeing the execution of construction site installations.

Alongside the project management team led by Philippe Villeneuve, Chief Architect of Historic Monuments, Patriarche manages the overall organization of the site and logistical coordination within an extremely constrained historic setting.

The mission includes the design of specific installations, the setup of site facilities, and the management of temporary networks and material flows.



It is continuing today in the post-reopening phase, with the management of construction site installations related to the apse works, the undergrounding of technical equipment, as well as interventions carried out on the sacristy and the presbytery. An ongoing commitment in service of the revival of a major national heritage monument.



From intent



To construction

## Building with our integrated entities: Autumn & Myah

Building is an architectural act for which we rely on two complementary entities integrated within the Patriarche agency: Autumn and Myah. Both stem from the same observation: to ensure architecture that is faithful, sustainable, and truly inhabited, it is essential to control how it is built and how its spaces take shape.

## Autumn operates at the scale of the building...

Autumn takes charge of the project as a whole: management, coordination, risk control, organization of the construction process, and support for decision-making throughout the works. It maintains constant attention to safety, architectural quality, technical control, and environmental performance.

Its project culture is based on collective intelligence, transparency, and dialogue, with recognized expertise in complex environments: industrial, scientific, healthcare, or those with high environmental requirements.

**In 2025, the projects led by Autumn demonstrated a shared commitment in demanding site conditions, particularly in occupied environments.** The France Rénov operations carried out in educational facilities, such as the Val des Roses school in Albertville and the Mounier high school in Châtenay-Malabry, required highly precise phasing to maintain activities while securing circulation and adapting to heterogeneous structures dating from the 1950s to the 1990s.

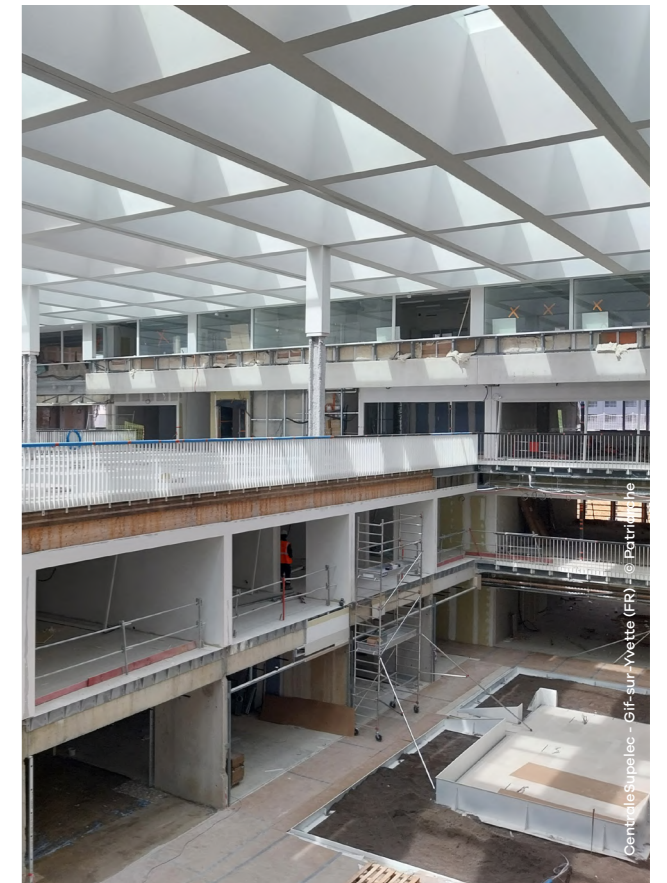
This expertise in working in active environments was also evident in large-scale projects such as the launch of CHOR 2 in La Réunion, where the vertical extension of an operational hospital building demands exemplary planning and reinforced safety measures to protect teams, patients, and healthcare flows.



Autumn is also involved in highly technical industrial operations, such as the renovation of the Test Cars building for Stellantis. The redevelopment of the site combined partial deconstruction, preservation of the existing structures, and millimetric structural adjustments to integrate dedicated testing and charging areas.

Finally, on the CentraleSupélec construction site, the year was marked by key structural phases of the project: timber framework, glazed roof, and building envelope.

All of this took place within a complex logistical context involving material reuse, flow management, storage, and the coordination of multiple trades, under a high level of technical requirement.



## ... and Myah across interior spaces

Myah is a general contractor specializing in turnkey interior fit-out. From design to delivery, it manages all stages of the project: studies, space planning, scheduling, coordination of trades, site supervision, and the supply and installation of office and technical furniture. Its methodology combines design, engineering, and innovation to create flexible,

evolving, and user-centered environments across a variety of contexts: science, workplace, education, industry, and hospitality.



Lab 116 - Villejuif (FR) - © Nicolas Grosmond

**In 2025, the projects delivered by Myah demonstrate a particular expertise in technical and occupied environments.**

Within the LAB116 building in Villejuif, on behalf of Edmond de Rothschild Real Estate Investment Management, Myah delivered several tenant fit-outs for scientific spaces requiring a high level of expertise. In close collaboration with Patriarche's Clean Concept division, it handled the design and execution of technical installations (HVAC, specialty gases, BMS, cold storage rooms, cleanrooms), as well as interior fit-out and laboratory and office

furniture, to deliver tailor-made, fully operational spaces within tight deadlines.

In the field of higher education, Myah also managed the interior fit-out of the new Aivancity campus in Villejuif (1,900 sqm), combining modular classrooms, flexible furniture, collaborative spaces, advanced audiovisual equipment, and an arena dedicated to conferences and interactive learning.

The project was carried out in close coordination with design and signage teams to deliver a complete, ready-to-use environment that supports new learning methods.

Myah was also involved in several office projects in occupied settings with strong institutional stakes, notably for DEKA Investment within the Eqwater building in Issy-les-Moulineaux, housing strategic public entities, as well as for the complete renovation of the headquarters of the French National Authority for Health in Saint-Denis.

These projects required highly refined site organization to transform spaces, improve comfort and technical performance, while ensuring business continuity. They provided an opportunity to rethink working environments—ergonomics, acoustic quality, collaboration—while taking into account the constraints of existing buildings and everyday uses.



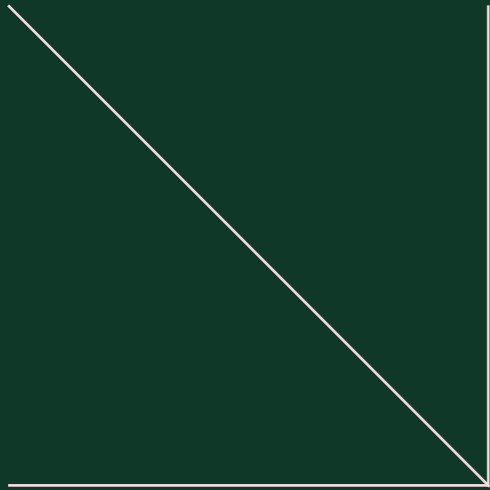
Aivancity - Villejuif (FR) - © Nicolas Grosmond



Aivancity - Villejuif (FR) - © Nicolas Grosmond

# Develop

# 05



## Patriarche is present in 5 countries, with 13 offices located at the heart of the regions in which it operates.

**This international presence has not been built through theoretical expansion, but through projects, collaborations, and local partnerships.**

**The year 2025 was marked by the opening of offices in La Réunion, Abu Dhabi, and Morocco, as well as the development of liaison offices in Africa.**

With each new location, we choose a genuine local anchoring: understanding practices, collaborating with local stakeholders, sharing expertise, and developing responses tailored to the specificities of each place.

We are an international agency, yet our approach remains fundamentally local and contextual. This positioning enables us to support territories over the long term, regardless of their scale, culture, resources, or expectations.

This dynamic, rooted in our augmented architecture model, fosters a high level of agility and allows us to address major growth sectors worldwide—whether thematic (technology, healthcare, laboratories, defense, higher education...) or geographic (Africa, the Middle East, the Americas, Europe).

It is this dual approach—global reach and local presence—that enables us today to operate across diverse and evolving markets, and to respond with precision to contemporary challenges around the world.

### ● Defense & Aeronautics

Patriarche designs operational and resilient military environments, tailored to the technical, logistical, and security requirements of armed forces. Our approach combines functional rigor, flow management, and architectural restraint to deliver reliable, adaptable environments perfectly aligned with unit uses. We also incorporate a true campus logic, blending daily life, training, and talent attractiveness, to create spaces that are not only high-performing but also welcoming and conducive to cohesion.

### ● Technologies (AI)

Patriarche designs cutting-edge infrastructures for supercomputers, data centers, and AI ecosystems, integrating the highest technical and energy requirements. Our approach combines technological sovereignty and sustainability to create resilient, scalable, and strategic environments for digital stakeholders. We design attractive AI campuses in close collaboration with local territories.

### ● Healthcare

Patriarche develops human-centered healthcare architecture, combining quality of care pathways, calming environments, and medical performance. Our projects foster therapeutic, flexible, and sustainable environments, where patients, caregivers, and healthcare professionals benefit from comfort, intuitive navigation, and well-being.

### ● Higher Education

Patriarche envisions campuses and schools as living, open, and hybrid environments that promote active learning, cross-functional uses, and student well-being. They offer high spatial flexibility, integrated digital tools, and learning environments adapted to new forms of teaching and collaboration.

### ● Refurbishment & Change of Use

Patriarche refurbishes buildings by enhancing existing assets to improve performance, usability, and sustainability. Our interventions—whether renovation, restoration, or restructuring—prioritize resource conservation, energy optimization, flexibility, and reuse. We support the transformation of office spaces by rethinking layouts and uses to adapt them to new ways of working and extend building lifespans.

### ● Industry, R&D and Laboratories

Patriarche designs high-precision, flexible, and scalable industrial, scientific, and technological environments capable of supporting the entire value chain—from research to production. Through a deep understanding of processes, flows, and regulatory requirements, we develop spaces adapted to rapidly evolving activities: factories, innovation platforms, laboratories, workshops, or hybrid campuses combining production, R&D, and office uses. Our projects integrate contemporary industrial challenges (environmental performance, decarbonization, digitalization, and attractiveness) while fostering collaboration between stakeholders and strong territorial anchoring. By combining flexibility, reversibility, and innovation, we create sustainable ecosystems capable of evolving over time and supporting business transformation.

### ● Hospitality & Food services

Patriarche designs hotels that offer a true sense of place: architectures rooted in their territory, shaped by the cultural, landscape, or historical identity of the site. Our approach aims to create unique atmospheres within spaces that combine accommodation, work, leisure, and social interaction.

### ● Office

Patriarche transforms the workplace into a platform for services and collaboration, capable of evolving with new ways of working. We design clear, adaptable, and high-performance spaces, where user experience, flow efficiency, and sustainability guide every decision.

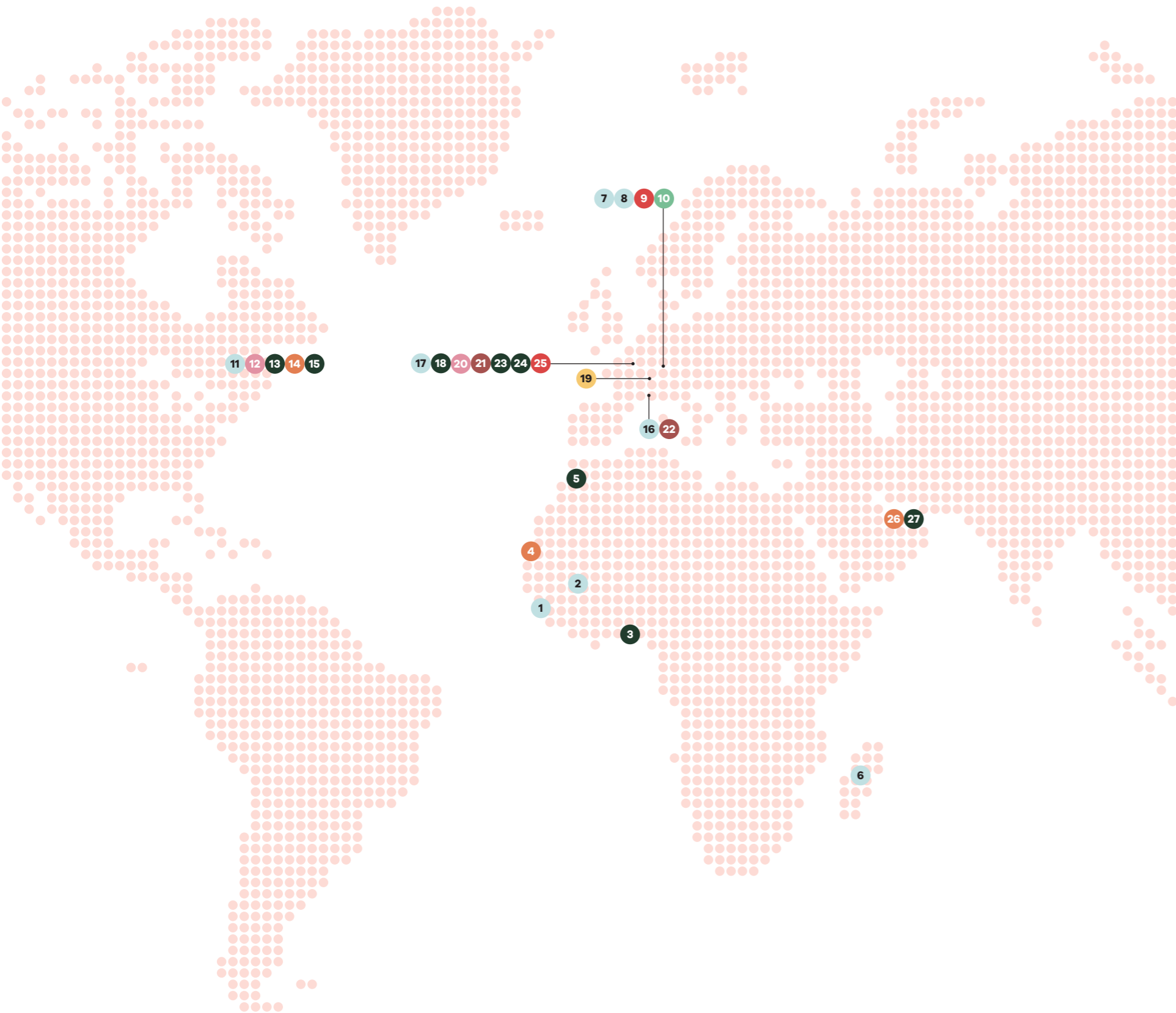
### ● Major facilities

Patriarche designs facilities capable of accommodating complex uses and diverse audiences while asserting a clear and unifying identity. We prioritize restrained, adaptable, and high-performance architectures that facilitate user journeys and strengthen a sense of ownership.

### ● Residential

Patriarche designs residential projects rooted in their context, driven by a restrained and reversible construction approach, integrating refurbishment as a lever for transformation to strengthen climate resilience and ensure a high quality of life over time.





## A selection of projects

### Africa

Patriarche has been supporting its clients in Africa for many years on headquarters, public facilities, and hospitality projects. The firm is now continuing its development, particularly in Morocco, through major infrastructure projects. Our approach is based on strong partnerships, working closely with local firms to ensure a deep understanding of cultural, technical, and regulatory contexts.

- 1 • Orange Guinea Headquarters - Conakry, Guinea
- 2 • Orange Bamako - Bamako, Mali
- 3 • Spiritual Center - Pedakondji Vogan, Togo
- 4 • Terrou-Bi Hotel - Dakar, Senegal
- 5 • Cultural Infrastructure - Rabat, Morocco
- 6 • The Bureau - Antananarivo, Madagascar

### Switzerland

Located at the heart of Basel's life sciences ecosystem and the Greater Geneva area, our Swiss offices develop high value-added projects, particularly in laboratory, industrial, and residential sectors.

- 7 • Klybeck K-25 - Basel
- 8 • Migros Industry - Vouvry
- 9 • Domaine du Blanchet - Avry
- 10 • Biotech Development Center - Corsier-sur-Vevey

### Canada

From Montréal and Québec City, our teams operate across North America on a wide range of projects, including office, public facilities, and multi-residential developments.

- 11 • Espace Konect - Bromont
- 12 • Utile Saint-Sacrement - Québec City
- 13 • Fire Station - Bromont
- 14 • Water Hub (Carrefour de l'eau) - Québec City
- 15 • Biosphere - Montréal

### France

Building on its six offices in mainland France (Paris, Nantes, Bordeaux, Lyon, Le Bourget-du-Lac, Marseille), Patriarche has expanded its network with a new office in La Réunion.

This new presence aims to support major local projects, particularly in the healthcare sector.

- 16 • Sartorius - Aubagne
- 17 • grEEn-campus - Poissy
- 18 • Notre-Dame de Paris
- 19 • Burgundy School of Business - Lyon
- 20 • Maison de Répit - Boulogne-Billancourt
- 21 • High Court - Nanterre
- 22 • La Timone - Marseille
- 23 • Fire and Rescue Center - Rueil-Malmaison
- 24 • Omega Aquatic Center - Gif-sur-Yvette
- 25 • Ecla - Archamps

### Middle East

In the Middle East, our work in hospitality, heritage, cultural, and sports facilities has naturally led to the opening of an office in Abu Dhabi in 2025. This milestone marks a strategic step in a region offering strong urban, cultural, and economic development opportunities.

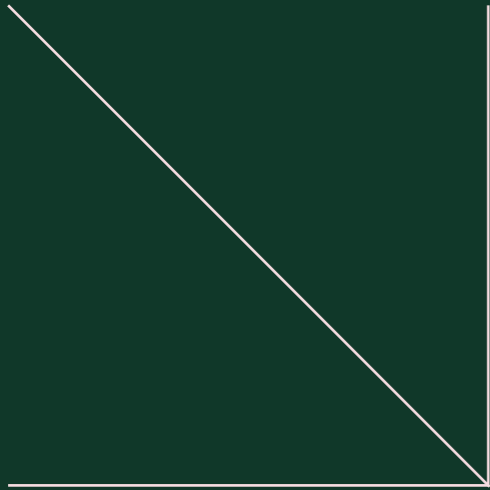
- 26 • Knead Bakery - Abu Dhabi
- 27 • Projets confidentiels patrimoniaux, culturels et équipements — Abu Dhabi

#### Legend

- |                                  |                                 |
|----------------------------------|---------------------------------|
| ● Defense & Aeronautics          | ● Refurbishment & Change of use |
| ● Technologies (AI)              | ● Hospitality & Catering        |
| ● Industry, R&D and Laboratories | ● Office                        |
| ● Healthcare                     | ● Facilities                    |
| ● Higher Education               | ● Residential                   |

# Transform

06



# Transforming to decarbonize: towards carbon neutrality

The carbon impact has become a structuring criterion guiding all our decisions, whether related to our company's footprint, that of the buildings we design for our clients, or that of their occupants and visitors.

In 2025, Patriarche's carbon footprint recorded a second consecutive year of decline compared to 2023 and 2024, confirming the gradual effectiveness of the actions implemented.

Decarbonization is not limited to reducing CO<sub>2</sub> emissions; it also involves integrating sobriety and efficiency as core competencies capable of guiding our choices, methods, and priorities, both in our projects and within our organization.

## Reducing our carbon footprint: embracing our responsibility as a company

In 2025, Patriarche's emissions amount to 1,718 tCO<sub>2</sub>e, across all three scopes. Their annual monitoring, based on the Bilan Carbone® and GHG Protocol methodologies, serves as a structuring management tool, enabling us to distinguish short-term fluctuations from long-term progress.

This trajectory relies on targeted actions across the main emission sources: mobility, energy, and digital. Measuring, managing, and adjusting over the long term allows us to contribute concretely to the emergence of a post-carbon society.

## From footprint to climate shadow: amplifying our impact through projects

Responsibility goes beyond the company's own footprint. As architects and designers, we also act on our climate shadow—that is, the carbon impact generated by our design choices throughout the building lifecycle.

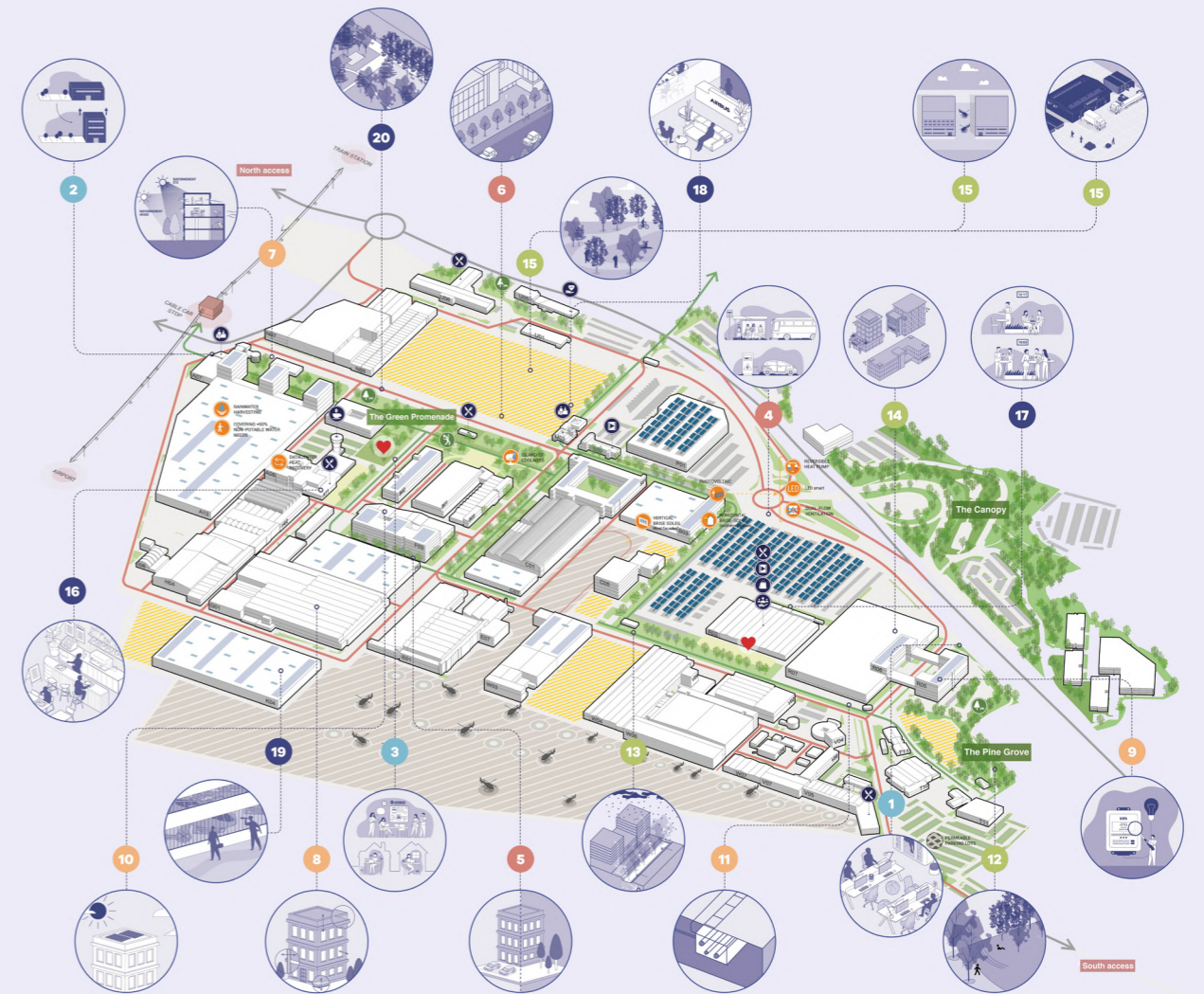
Life Cycle Assessment (LCA), used in conjunction with Whole Life Cost analysis, has become a central decision-making tool. It helps inform trade-offs, prioritize action levers, and design in a more resource-efficient way, without compromising architectural quality or user experience.

## Airbus Marignane use case

### Transforming at every scale

The Airbus site in Marignane-Vitrolles illustrates this approach at the territorial level. Spanning more than 400,000 sqm of built surface and 120 buildings, Patriarche supported Airbus in developing an Internal Master Plan for Development and Sustainable Planning (PIADD), defining a progressive environmental and energy transformation trajectory over approximately ten years.

Renovation of existing buildings, bioclimatic constructions, development of renewable energy, low-carbon mobility, and soil de-sealing are all part of a systemic approach aimed at aligning industrial ambitions with a long-term environmental trajectory.



## Heading toward 2035

The site is being reinvented to create a more efficient and responsible industry. A strategic plan, structured around 20 key actions, paves the way for a sustainable future, combining competitiveness with a strong commitment to environmental requirements.

### TERTIARY

- 1 Establish a development charter.
- 2 Improve efficiency and compactness.
- 3 Define the site's maximum capacity.

### MOBILITY

- 4 Validate mobility targets for 2035 and their trajectory.
- 5 Limit internal parking capacity.
- 6 Optimize circulation flows and establish a clear hierarchy of the road network.

### ENVIRONMENT & ENERGY

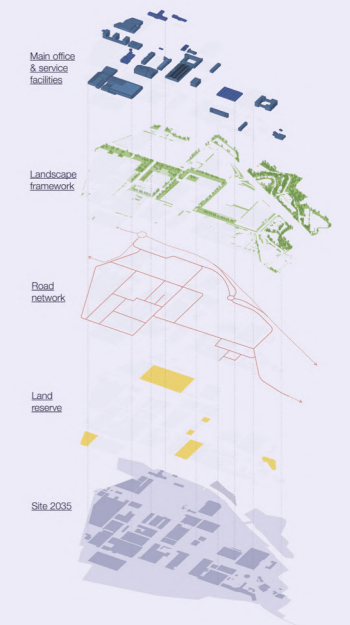
- 7 Integrate a bioclimatic approach to minimize energy consumption.
- 8 Improve the thermal performance of building envelopes.
- 9 Install high-performance, intelligent, and controlled energy systems.
- 10 Deploy on-site renewable energy solutions.
- 11 Pool renewable heat production.

### ARCHITECTURE & LANDSCAPE

- 12 Define vegetation and de-artificialization targets and their trajectory.
- 13 Ensure responsible water and site hydrology management.
- 14 Establish an architectural and signage charter.
- 15 Upgrade underused spaces for appropriate uses.

### EXPERIENCE & ATTRACTIVENESS

- 16 Improve the distribution of food service offerings.
- 17 Design collaborative spaces that encourage interaction and synergy.
- 18 Create a more efficient and welcoming environment for external visitors.
- 19 Implement a clear, high-quality VIP customer journey.
- 20 Activate outdoor spaces to support new uses and activities.



## Transform to Preserve and Regenerate Life

The preservation and regeneration of living systems are now at the heart of our decisions, both in the way we design our projects and in the way our agencies operate.

Understanding the impact of our choices on ecosystems, on water, on soils, and on the natural services they provide, requires accepting that projects must adapt to their territories, and not the other way around.

While our carbon-related actions are now highly structured, our focus on living systems represents another field of commitment in which we are progressively expanding our efforts.

### From preservation to regeneration

Access to water—an essential resource and a shared common good—is one of the major challenges ahead.

Preserving this resource requires a restrained and forward-looking approach, integrated upstream in project development to better manage its uses and dependencies.

Beyond reducing impacts, this mindset opens a new horizon: that of projects capable of repairing, enriching, and restoring natural environments.

### Case Study: Sartorius Campus

#### Regenerating an industrial brownfield into a landscaped campus

The Sartorius Campus in Aubagne is one such example. Located on a 51,000 m<sup>2</sup> plot that was originally fully artificialized, the project made it possible to recreate 27% of open, planted ground surfaces, supplemented by green roofs and local soil regeneration.

A fauna-flora assessment guided the creation of habitats favorable to local species. Certified BiodiverCity and HQE Sustainable Building, the site becomes both a support for biodiversity and a place of work.

Designing with living systems means embedding architecture in a logic of coexistence, capable of generating lasting positive externalities for territories as well as for users.



## Transforming for the long term: adapting to future uses and climates

Designing and renovating for the decades ahead entails a strong sense of responsibility. A project's long-term relevance lies in its ability to adapt over time through flexible spaces, hybrid uses, and streamlined technical systems.

Anticipating future climate conditions has become a central parameter in the design process. Through simulation tools, bioclimatic principles, and passive solutions, it is possible to deliver high-performing, comfortable, and resource-efficient buildings, limiting reliance on energy-intensive systems.

From the earliest design stages, we integrate bioclimatic and adaptable strategies to address an uncertain future shaped by climate change and the emergence of new, still unknown uses.

We assess thermal performance and occupant comfort under projected climate conditions for 2050–2100, taking into account a range of scenarios and user behaviours.

This approach results in resilient, comfortable, and sustainable buildings over the long term, while maintaining controlled dependence on energy systems.

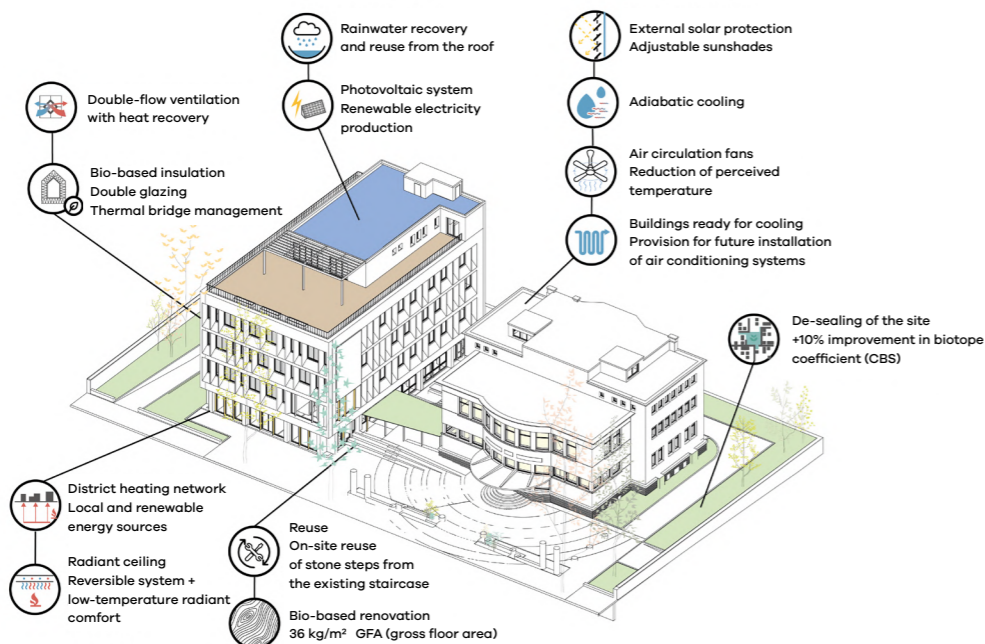
### Case study: CAVBS headquarters

#### Dialoguing with existing structures

The renovation project for the future headquarters of the Communauté d'Agglomération Villefranche Beaujolais Saône (CAVBS) embodies this approach. The transformation of two former Chamber of Commerce buildings combines heritage enhancement, user comfort, and environmental ambition.

Targeting BBC Effinergie Rénovation and BBCA Rénovation certifications, the project anticipates the objectives of the French Tertiary Decree for 2050. The design looks ahead to 2050 based on the IPCC's RCP 8.5 scenario, ensuring summer comfort through passive solutions, without relying on air conditioning.

Transforming over the long term means using architecture as a lever for resilience, serving both territories and their users.



### Favouring human ingenuity over embodied energy

Transforming also means questioning the very act of building.

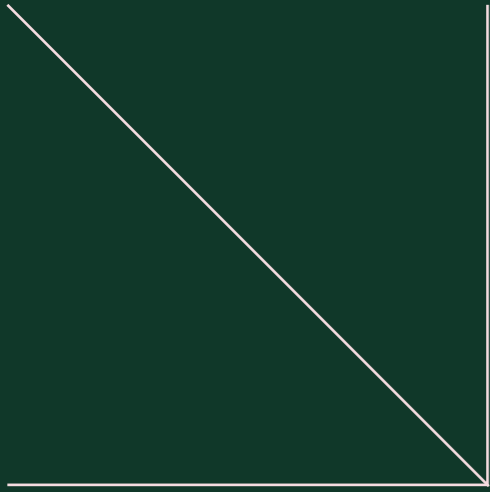
By refocusing projects on their actual uses, it sometimes becomes possible to meet needs without building more, by increasing the intensity of use and improving spatial efficiency, thereby reducing surface areas, carbon impact, and embodied energy.

This approach, grounded in collective intelligence and a long-term perspective, calls on us to rely more on our intellectual capital—through our augmented, multidisciplinary architecture platform—than on natural resources, in order to deliver projects that are more relevant, more efficient, and more sustainable.



Live

07



# 01

## Users at the heart of the project

Architecture is not a fixed concept; it comes into its own when users take shape within it, when people move through it, interact, work, and live.

To achieve this ambition, Patriarche co-designs with clients and users (through programming, user workshops, BIM tools, etc.) to anticipate real, evolving, and multiple uses. Users become active stakeholders, engaging with adaptable spaces, notably through digital tools.

Use is a driver of design, on a par with aesthetics and environmental considerations..



**Transforming spaces into vibrant, high-performing, and sustainable places, a vision driven by Walter | Patriarche**



# 02

## Walter: bringing architecture to life

Walter acts as operator, facilitator, and service provider, ensuring that spaces are truly user-focused, sustainable, and adaptable. Beyond simply activating them, the team contributes to their design from the very outset.



## Work

Walter addresses the evolving needs of organisations and creates stimulating, adaptable work environments that foster collaboration. Offices, science, hospitality... Walter operates across a wide range of sectors, delivering tailored, turnkey solutions that combine a broad spectrum of services with diverse spatial typologies.

The year 2025 marked the launch of the Walter Science offering, providing flexible scientific workspaces (research laboratories, technology platforms, production spaces), embedded within ecosystems that foster innovation..



This offering complements Walter's existing office and event spaces, already rolled out across eight coworking sites.

**in France, Canada and Switzerland.**



**Live**

Walter enhances programmes by creating places that bring people together: restaurants, cafés, third places...

**Living together is not a slogan, but a service-based offering...**



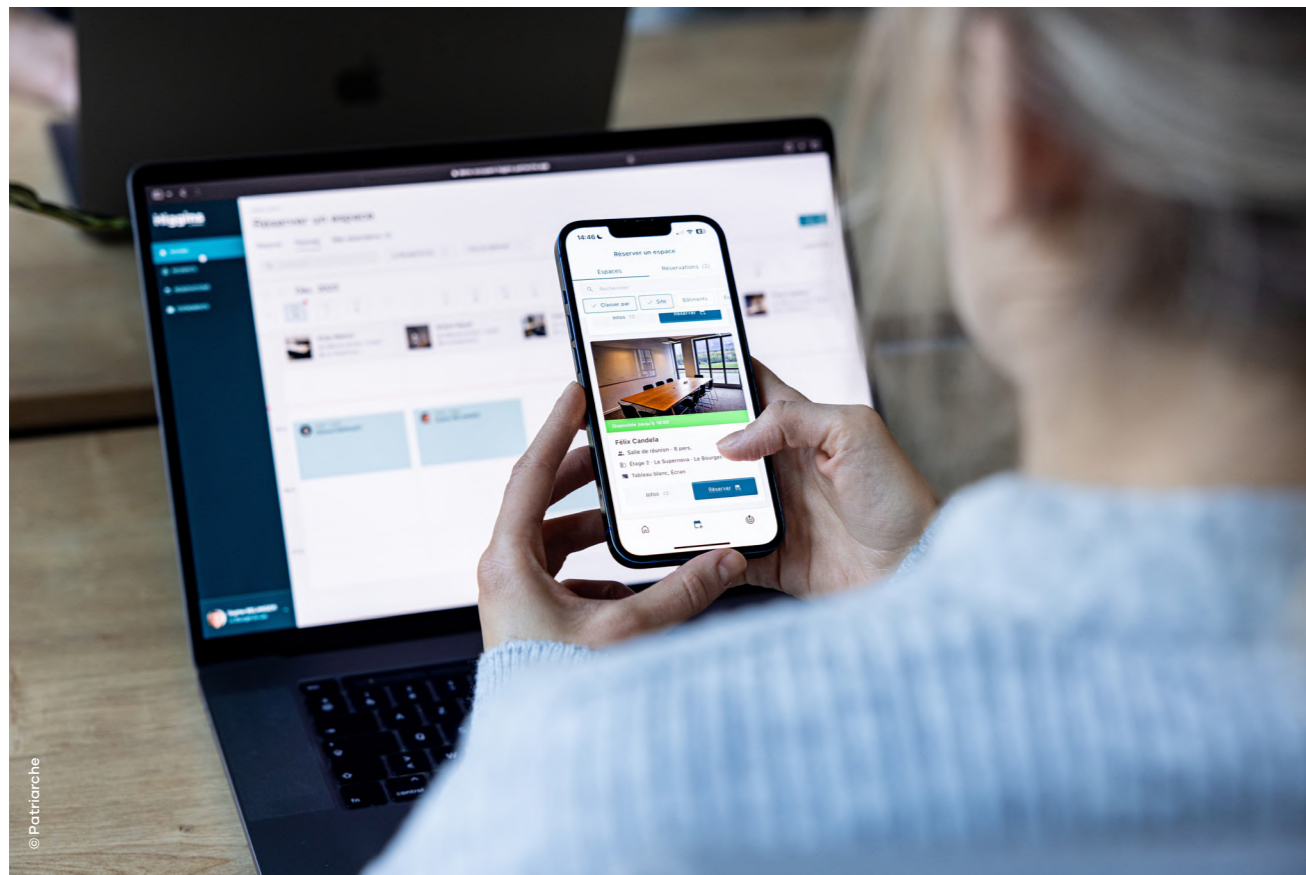
## Optimize

Occupying a building also means ensuring its technical, energy, regulatory, and financial performance over time.

In 2025, Walter reached a new milestone with the award of the maintenance contract for the Centre Hospitalier Ouest Réunion, a demanding healthcare facility that reflects the trust placed in its technical expertise and long-term commitment.



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Operating models

**Walter** adapts to each client's needs by offering a variety of tailored and flexible operating models.

### Contract management

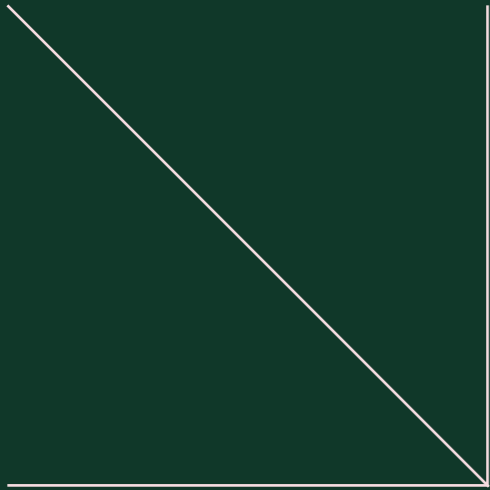
Walter offers a range of standard arrangements, including leases, temporary occupancy agreements, subleases, and substitutions, as well as more agile contract management structures operated on behalf of third parties.

The latter enables the deployment of attractive services without the need for a lease.

This model enhances the appeal of spaces for tenants and accelerates commercialization, while providing security for owners through Walter's operational expertise.

Share

08



## Behind every project, a human ecosystem

**Architecture finds its meaning through the people who bring it to life. It emerges from a network of human dynamics: those that connect a client to a vision, talents to a shared ambition, and partners to common challenges.**

Synergies that inspire, guide, challenge, question, and elevate. This human ecosystem transforms an objective into a project, a project into a building, and a building into a fully inhabited place. Our clients, our talents, our partners: three complementary forces that, together, give meaning to what we create.

## 01

### Our clients: relationships of trust that shape our projects

At the origin of every project lies a meeting, a shared vision, a stated intention. Our clients provide the initial impulse: the one that opens the way, defines needs, questions uses, and sets a direction. Without them, there is no project.

It is their convictions, their early attention to users, their challenges, and their ambitions that give rise to the places we design. Their trust fuels our responsibility and our collaborative approach.

#### Attentive and consistent listening

Our listening posture guides the entire duration of the project, adapts to its evolution, and ensures a tailored, operational, and sustainable response. Vision, constraints, uses, processes... it is this rigorous attention to our clients' needs that underpins the quality of our collaborations.

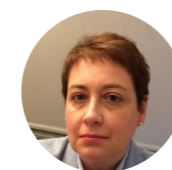


#### A nuanced understanding of challenges

We immerse ourselves in each client's world to gain a deep understanding of their core business, challenges, and expectations. And because no one can fully anticipate future developments, we design solutions that are flexible enough to evolve within an ever-changing environment.

#### Active and tangible co-creation

We move forward together through continuous dialogue, built on workshops, models, testing, simulations, and exchanges. Decisions are shaped through discussion, iterations, the confrontation of ideas, and a shared vision of the outcome.



### Marie-Alba Ternisien

Senior Vice president Real Estate -  
Stellantis

« Listening is at the core of Patriarche's approach: the teams take the time to understand our business, our uses, and our ways of working in order to deliver truly tailored solutions. Each project is developed in close collaboration with our teams. Proposals are discussed, refined, and enriched together.

This collaborative approach, far removed from the stance of the "architect as artist," enables a faithful

co-creation process and fully integrates us into the design development.

Managing budget constraints is also a key aspect of the relationship: commitments are upheld, with no drift during the project.

This rigor, combined with a strong understanding of local challenges, allows Patriarche to establish a lasting presence within territories, fostering constructive dialogue with authorities and stakeholders, in service of robust and shared projects.. »

## 02

**Our talents: internal relationships that foster collective intelligence**

We move forward with the belief that designing inhabited places begins with caring for the people who imagine them.

Everything we value in our projects—accuracy, precision, collaboration, and attention to use—is first applied to those who make up the agency.

To bring this to life, we rely on several key levers.

**Multidisciplinarity as part of our DNA**

Augmented architecture is expressed through an ecosystem of complementary disciplines, conceived as a space for experimentation and the continuous sharing of knowledge. This dynamic is driven by a spirit of independence that encourages everyone to question, explore, and propose.

It takes shape notably through September, our internal training platform launched in 2025, which promotes knowledge sharing and collaboration between teams. This is further strengthened by Batitalk (internal online conferences), feedback sessions, and dedicated knowledge-sharing moments.

**Career paths that grow and evolve**

Talent moves across disciplines, between offices and countries, driven by aspirations and opportunities. Our talent frameworks—updated every six months in collaboration with department leads and accessible to everyone—offer a clear, transparent, and equitable foundation to grow, plan ahead, and reinvent oneself.

**Augmented humans, not replaced**

Our tools enhance capabilities, foster collaboration, and amplify expertise—never replacing human intelligence.

We promote a vision where technology supports, secures, and improves work, while maintaining teams' freedom to analyse, create, and decide. This rigorous approach ensures that people always remain at the core.

**A learning and agile organisation that never stops evolving**

In an architecture firm, agility is essential: each project reshuffles the deck, creating new learning opportunities and prompting us to question what we think we know.



Organised around project-based teams, we operate in a model that fosters both collective progress and individual development.

This agility is part of our DNA. It compels us to challenge our assumptions, revisit our methods, and continuously enhance our practices.

**A culture of care and respect**

The attention we devote to users in our projects is rooted in the attention we give to our people—their health, safety, and well-being. Respect, inclusion, and equality underpin our commitment to our teams and sustainably shape our internal practices.

We foster a culture where mutual support comes naturally, where listening is genuine, and where everyone can find their place, their path, and their pace.

It is through this that we build a collective capable of moving forward together, while giving each individual the freedom to find their own meaning.

## 03

**Our partners: expert relationships that extend our know-how**

Architecture is a complex, demanding, and ever-evolving discipline.

To respond appropriately to each project, we collaborate with partners chosen for their expertise, reliability, and their capacity to enhance our approach.

**Bernard Carteran**

**Director of Castel Alu, Castel & Fromaget**

« Our collaboration with Patriarche has been built over time around a genuine spirit of partnership. On a major project such as CentraleSupélec, we were able to work from a very early stage, in a co-design approach where listening, transparency, and the search for shared solutions have always been at the heart of our exchanges.

We particularly value their professionalism, technical expertise, and above all their ability to foster a constant and constructive dialogue. Everyone clearly understands their role, the points of contact are well identified, and decisions are made in a climate of trust and mutual respect.

For Castel Alu as well as Castel & Fromaget, this relationship—rooted in communication and mutual support—is essential.

It allows us to move forward with confidence, even on complex matters, and ensures the delivery of successful projects. »

**Our partnerships are built on:**

- long-term trust,
- complementary technical and intellectual expertise,
- shared rigor,
- high standards,
- a common ambition: to deliver the most relevant responses.

**Stéphane Lepetit**

**Project Director, Cancé (Metal Construction Contractor)**

« As Project Director at Cancé SAS, in charge of major projects, I have been collaborating with Patriarche for five years on several large-scale operations, including the rehabilitation of part of the Stellantis plant in Poissy, the construction of Building J in Mérignac for the Dassault Group, and more recently the refurbishment of the CentraleSupélec campus.

Over the course of these projects, the quality and fluidity of exchanges between our teams have been decisive. The consistent and genuine commitment of Patriarche's teams has helped establish a climate of trust and a strong sense of confidence in the management of operations, reinforcing our desire to build a long-term partnership.

This collaboration brings us back to the essential values of our profession: honesty, simplicity, and a sense of responsibility—fundamental principles that give full meaning to the act of building.. »

**Antoine Branca**

**Phibor Linky CEO - Vinci Energies**

« The relationship we maintain with Patriarche is above all built on genuine collaboration and shared trust. When we respond to a call for tenders together, we know the commitment is mutual—we have the confidence that it will then be carried through in the same spirit of cooperation.

Our exchanges are transparent, direct, and honest. On both sides, we are able to recognize more challenging moments, listen carefully, and adapt when necessary. This ability to question ourselves and adjust our organisation is essential to moving projects forward under the right conditions.

In our field of expertise, electrical works, we often intervene at the end of the construction phase, sometimes in constrained contexts. Patriarche fully understands this, and we find solutions together.

Whether for large-scale projects or smaller fit-out operations, the method remains the same: a smooth, pragmatic collaboration focused on collective success. »

**The central role of people shapes the way we work.**

Our projects are the result of a rich, demanding, and dynamic system of relationships—relationships that reflect who we are and bring us together.

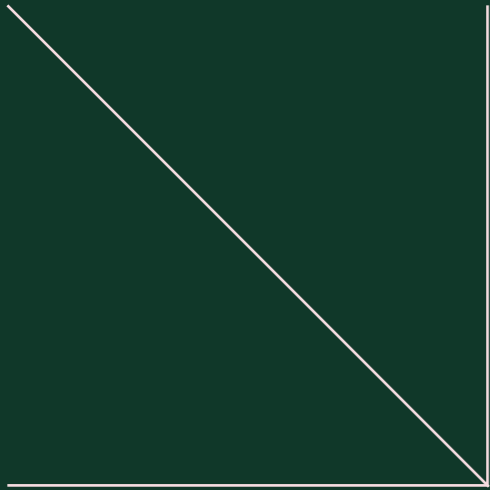
Relationships that give each project its depth, its relevance, and its ability to be truly inhabited.

At Patriarche, sharing means recognising the importance of this human fabric that runs through all our activities.

It means bringing to light what is often invisible, yet essential: the women and men who bring architecture to life.

# Results

09



## 2025 Performance Review and 2026 Outlook: a confirmed growth trajectory

**The Patriarche agency closes a highly encouraging 2025, driven by strong growth in its activity and the effects of a strategic recalibration.**

This momentum confirms the robustness of its model and paves the way for a promising 2026, already well underway, marked by double-digit growth and favourable prospects, particularly at the international level.

### 2025 Review: strong and sustainable growth momentum

The year 2025 was particularly encouraging for Patriarche and confirms the relevance of the strategic choices implemented in previous years. The Patriarche entity generated over €42 million in revenue, marking a clear rebound, while the agency reached €150 million in turnover (+20%) and EBITDA exceeding €8 million.

These results reflect the impact of a more selective approach, a renewed focus on core expertise, and the structuring efforts carried out last year, which have strengthened operational efficiency and sustainably reinforced the agency's overall performance.

### A strengthened organisation and confirmed fundamentals

The transformations initiated last year have helped consolidate a more agile organisation, structured around strengthened and better-coordinated core business units.

#### This new internal dynamic is reflected in:

stronger technical and financial control of projects,  
more rigorous selection of opportunities,  
greater capacity to absorb market pressures,  
more efficient operational management.

Order books are reaching high levels, driven by the quality of responses to tenders and by sector diversification, which continues to play a key role in the agency's resilience.

**2026: a year already well underway with growing international prospects**

## The 2026 financial year starts under very favourable conditions.

**The first months confirm a return to strong growth, driven by sustained activity across all markets.**

International markets stand out as a particularly dynamic growth driver, with global operations significantly contributing to performance and offering strong prospects in Europe, North America, Africa, and the Middle East.

This momentum confirms the relevance of Patriarche's augmented architecture model, capable of addressing complex and global challenges..

#### Design:

Recent crises have provided an opportunity to refocus projects strategically. This results in even stronger technical and financial control for our clients.

#### Construction:

Bart, Autumn, and Myah, our delegated project management and general contracting entities, focus on technical or complex projects, whether public or private, where close collaboration with design teams is a key asset in ensuring both technical and financial quality control.

#### Space activation and operations:

In a turbulent context with limited visibility on workspace occupancy, outlook remains solid.

The activity driven by our subsidiary Walter initiated in 2025 the development of new services for third parties, as well as the creation of technical and scientific spaces aimed at improving profitability.

**This strategy fully reflects our conviction that, wherever in the world, architecture only has value when it is built and inhabited.**



# Global

**CA global: 172 103 M**  
**EBE global: 10 670 M**

## **.Bart**

Patriarche.

### **Drive**

CA Bart: 24 924 M  
EBE Bart: 1 704 M

## **Autumn**

Patriarche.

### **Build**

CA Autumn: 79 510 M  
EBE Autumn: 4 260 M

## **Patriarche.**

### **Design**

CA Patriarche: 52 295 M  
EBE Patriarche: 3 482 M

## **Walter**

Patriarche.

### **Live**

CA Walter: 15 374 M  
EBE Walter: 1 224 M



## CSR results

### 1. Environment and Climate

#### Agency carbon footprint

- Total GHG emissions 2025: 1,716.9 tCO<sub>2</sub>e
- 2nd consecutive year of decreasing emissions
- Emissions per FTE: 2.95 tCO<sub>2</sub>e / FTE
- Scopes covered
  - Scope 1: 254 tCO<sub>2</sub>e
  - Scope 2: 106 tCO<sub>2</sub>e
  - Scope 3: 1 356,9 tCO<sub>2</sub>e

#### Mobility

- 101 tCO<sub>2</sub>e reduced in 2025 through mobility measures
- 57% of the fleet is hybrid or electric
- 2.1 million km traveled by vehicles (91% between 200 and 1,000 km)
- 1.9 million km driven by fleet vehicles
- Breakdown of employees' transportation modes
- 43% use a car on a daily basis
- 28% use public transport (fully covered at 100%)
- 29% mainly use bicycles (e-bike fleet available)
- 1,829 tCO<sub>2</sub>e avoided (June–December, incentive schemes)

#### Energy

- Total electricity consumption: 1,532 MWh, including 929 MWh from renewable sources
- 40% of sites powered by renewable energy, with a target of >50% by 2026

### 2. Social

#### Gender Equality

- 46% women in the workforce
- 30% women in management positions
- 33% at the highest executive level
- 29% on the Board of Directors
- Gender Equality Index (France): 85/100

#### Training and Skills Development

- 96 training courses available on the internal platform
- Share of employees trained: 75.5%
- Average: 10.2 hours of training per trained employee

#### Health, Safety and Well-being at Work

- 0.07% workplace accident frequency rate
- 7.5/10 score in the quality of work life survey (June 2025)

### 3. Governance and External Commitments

- B Corp certification: 115.6 points (valid until December 2027)
- EcoVadis 2025: 76/100 – Gold
- Top 2% in the sector
- Top 5% across all industries
- Member of the UN Global Compact since 2024
- Signatory of the RFAR Charter (Responsible Purchasing)
- 92% of Tier 1 suppliers committed to ethical and social standards

### 4. Societal Commitments and Biodiversity

- 1,000 trees per year for 10 years supported through ONF sponsorship
- 97 heritage fruit trees planted (Envol Vert association)
- 128 employees engaged in the Sustainable Development Challenge
- 1,238 educational modules completed
- 203 hours of awareness-raising activities

## Cultural and Brand Image Results

- 2nd architecture firm in the D'a agency ranking
- 180 media mentions in France and internationally
- LinkedIn performance in 2025
  - 40,024 followers
  - 799,407 impressions
  - 15,356 reactions
  - 286 comments
  - 104 reposts
  - 6 620 new followers
- 58,600 visits to the agency's websites

### **Patriarche**

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Le Bourget-du-Lac (France) · +33 (0)4 79 25 37 30  
· Simplified joint-stock company with a capital of  
€224,440 · Chambéry Trade and Companies Register  
385 106 372 · <https://www.patriarche.fr/en>

### **Printing**

An initial print run of 50 copies was produced  
in our graphic design studio based in France.  
Additional copies will be printed on demand,  
depending on needs and relevance.  
Distribution of a digital version will be prioritized.

### **Design and content**

Patriarche – Communications Department  
and Graphic Design Studio.

### **Photo credits**

All images include captions directly integrated  
into the visuals.

### **Digital version**

The digital version of this document is available  
at [www.patriarche.fr/en](http://www.patriarche.fr/en).

### **Inside paper stock**

Environmental Features:



