

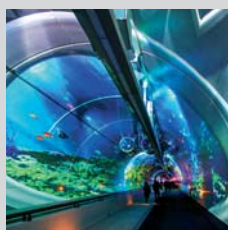
CONNECTING OUR ENERGIES



VINCI  
ENERGIES  
2013

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The new Croix-Rousse tunnel in Lyon is dedicated to sustainable transport modes (bus, bicycle, pedestrian). VINCI Energies implemented the safety and monitoring systems as well as an animation projection system.

**WORLD ENERGY DEMAND** IS EXPECTED TO MORE THAN DOUBLE BETWEEN NOW AND 2050

*Electricity will play a crucial role in coping with the inexorable increase in energy demand. Substantial investments will be made to adapt generation, transmission and distribution infrastructure. Smart grids, created to efficiently and effectively manage energy flows, could alone account for several tens of billions of euros in investments over the coming decade.*

# BUILDINGS ACCOUNT FOR MORE THAN 40% OF WORLD ENERGY CONSUMPTION

*Current legislation and regulations call for the construction of "virtuous" buildings and the refurbishment of existing buildings that consume large amounts of energy. This is in keeping with the requirements of the Kyoto Protocol and the European Climate Plan, which has the clearly stated objective of reducing energy demand in order to combat the greenhouse gas emissions responsible for climate change.*

# THE EUROPEAN UNION CALLS FOR A 50% REDUCTION IN GHG EMISSIONS FROM TRANSPORT SYSTEMS BY 2030

*The transport sector is one of the largest contributors to global warming since it is highly dependent on oil and gas. Energy efficiency in this sector can be increased by such measures as deploying equipment to smooth traffic flows, developing innovative technologies, creating so-called "smart" transport systems and increasing the use of electric vehicles.*



## ONE INDUSTRY DECISION-MAKER IN TWO PRIORITISES INVESTMENTS **AIMED AT INCREASING PRODUCTIVITY AND ENERGY PERFORMANCE**

*Company competitiveness is primarily predicated on modernising and optimising production processes and increasing their reliability. However, with oil, gas and electricity prices steadily increasing, the energy efficiency of plant and equipment has become a major focus of attention. By boosting efficiency, companies are able to cope with competition while meeting the increasing call for sustainability commitments.*



## TWO-THIRDS OF THE WORLD'S POPULATION WILL HAVE **ACCESS TO 4G BY 2018**

*The digital strategy that prevails all over the world is universal access to broadband. To meet constantly increasing bandwidth requirements, telephone operators are banking on the rollout of fourth-generation – “4G” – networks. The latter meet the expectations of businesses, local authorities and individuals, for whom mobility has become an important need. The technology can be used to exchange documents, images and videos from a simple mobile IT terminal and to store all these documents in the cloud.*

# THE GROUP

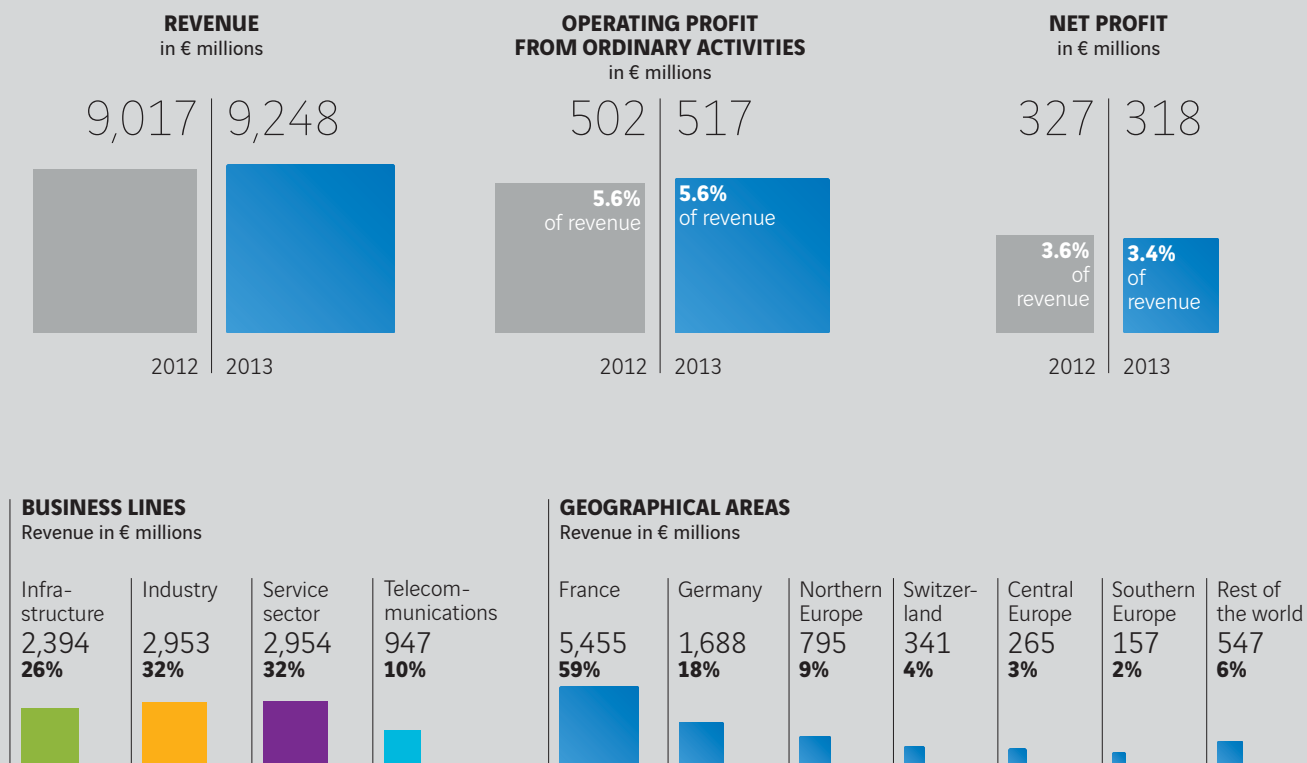


**IN A CHANGING  
WORLD,** VINCI  
ENERGIES OPERATES  
AT THE INTERSECTION  
OF THE MAJOR  
CONCERNS OF TODAY  
AND TOMORROW.

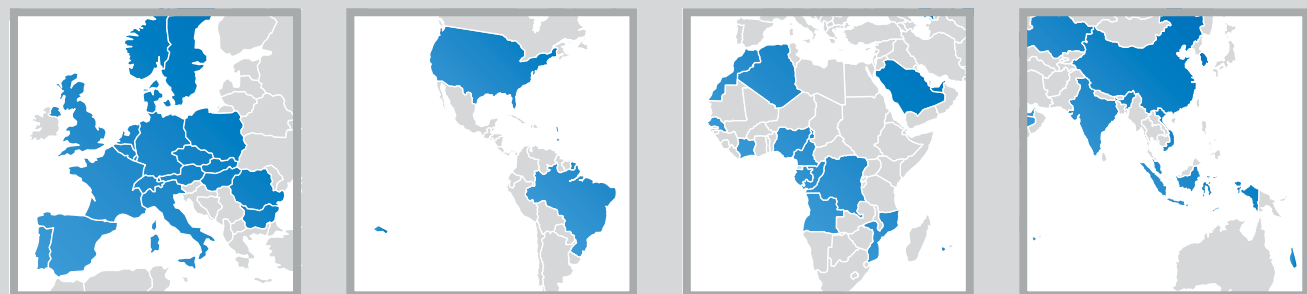
Demand for energy and transport is increasing. Industrial processes need to be optimised. Energy performance must be improved and telecommunications capabilities upgraded. In all these areas, the Group leverages its expertise to deliver solutions that meet market expectations.

THE GROUP

## KEY FIGURES



### VINCI ENERGIES LOCATIONS WORLDWIDE



|          |                              |                   |               |                       |              |                      |
|----------|------------------------------|-------------------|---------------|-----------------------|--------------|----------------------|
| Algeria  | China                        | France & Overseas | Italy         | Netherlands           | Romania      | Switzerland          |
| Angola   | Côte d'Ivoire                | France            | Kazakhstan    | Nigeria               | Saudi Arabia | United Arab Emirates |
| Austria  | Czech Republic               | Gabon             | Liechtenstein | Norway                | Senegal      | United Kingdom       |
| Bahrain  | Democratic Republic of Congo | Germany           | Luxembourg    | Poland                | Singapore    | United States        |
| Belgium  | Denmark                      | Hungary           | Malaysia      | Portugal              | Slovakia     | Vietnam              |
| Brazil   |                              | India             | Mauritius     | Qatar                 | South Korea  |                      |
| Bulgaria |                              | Indonesia         | Morocco       | Republic of the Congo | Spain        |                      |
| Cameroon |                              |                   | Mozambique    |                       | Sweden       |                      |

THE GROUP

## PROFILE

VINCI Energies serves public authorities and business customers, helping them to deploy, equip, operate and optimise their energy, transport and communication infrastructure, industrial facilities and buildings.

VINCI Energies combines expertise in its own technology areas – electrical power, heating, ventilation and air conditioning (HVAC), mechanical engineering, information and communications technologies – with expert knowledge of its customers’ businesses. It leverages these capabilities to develop high value-added solutions to address customers’ efficiency, reliability and safety requirements.

As a key provider of energy efficiency and renewable energy solutions, VINCI Energies’ capacity to integrate complex systems is a key component of VINCI’s overall offer.

63,000  
EMPLOYEES

1,500  
BUSINESS UNITS

46  
COUNTRIES, INCLUDING  
25 OUTSIDE EUROPE



## LEADING BRANDS IN THEIR MARKETS SUPPORTED BY NETWORKS OF BUSINESS UNITS

**Yves MEIGNIÉ**

Chairman and Chief Executive Officer of VINCI Energies

### **In the sluggish economy, how did VINCI Energies fare in 2013?**

This last year once again demonstrated the Group's strength in all our business lines – infrastructure, industry, telecommunications and the service sector. The market remained flat in Europe and yet our revenue grew 2.6% and our operating income remained very high at 5.6%. It is also worth noting that the share of business that we generate outside France grew steadily as a result of our strategy of making VINCI Energies a multi-local network operating in five continents.

### **How do you account for this achievement?**

We undoubtedly owe it to the strength of our model based on business unit networking. Our network is so extensive that we are able to offer our customers local and global solutions based on thorough knowledge of their processes, and to support them over the long term. Our customers call on us because they appreciate our professionalism, the quality of our work and our constant attention to safety on VINCI Energies worksites. Part of our success is also due to the agility of our decentralised model, which enables us to rapidly adapt to changing markets, to weather market downturns and then to rapidly take advantage of opportunities when markets pick up. These two aspects of our model supported our very good performance.

### **During the year, VINCI Energies strengthened its emphasis on its brands. Why this focus?**

We introduced the brand policy 15 years ago. It consists in clearly identifying our offerings, which are supported by networks of business units that are leaders in their markets. This policy is well suited to customers seeking a provider that can meet their global needs while offering a strong local presence. We stepped up this strategy in 2013. Actemium is the brand that covers our business units specialising in industry and Omexom covers those that handle power generation, transmission and distribution. But VINCI Energies is more than its brands – Actemium, Axians, Citeos, Graniou, Omexom and VINCI Facilities – even though they will soon account for 60% of our volume. Our expansion is also based on our traditional local brands with roots in their geographical areas.

### **Energy, mobility, industrial productivity and telecommunications – VINCI Energies operates at the intersection of the main issues of our time. How do you address them?**

We have segmented our business activities in line with these markets. In infrastructure, we operate in the transport and public lighting sectors and also in the entire electricity chain, where we support operators in rolling out smart grids.

In industry, we offer the full range of capabilities required to optimise our customers' production processes. In the service sector, where there is constant demand for energy efficiency, comfort, safety and security in buildings, we operate throughout the life cycle and across all the changes made to the structures. Lastly, no one needs to be told about the exponential growth of demand for telecommunications on the part of businesses, public authorities and individuals. In each of these markets we deliver solutions that are geared to these issues.

### **What growth drivers are you basing your expansion on?**

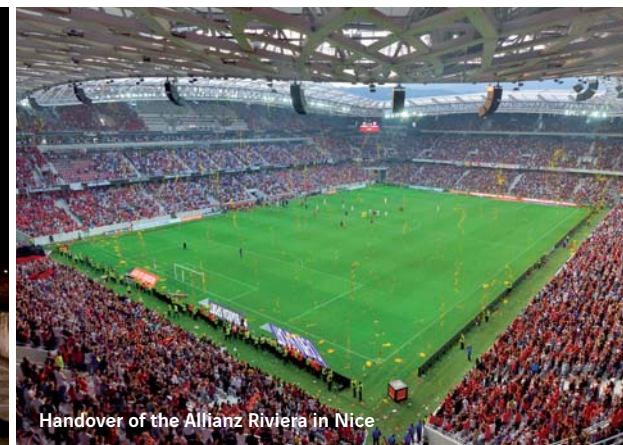
With our track record in acquisitions, we will continue to expand our network and our range of services and expertise. VINCI Energies has doubled in size since 2010 and our strength lies in the fact that we are able to build new commercial synergies as we go. Outside Europe we have gained a foothold in countries with strong growth and a wealth of opportunities and we are prepared to follow our partners as they engage in projects all over the world. Our familiarity with our customers' processes also gives us a major competitive advantage. It enables us to adapt to their needs and to build long-term relationships with them. But we will continue to give priority to expanding our margins.

### **That strategy is in step with the VINCI Group's strategy.**

An increasing number of integrated bids are bringing together the various capabilities of the VINCI Group. Our expertise complements that of the other VINCI business lines. Through VINCI Energies, VINCI operates in the high-potential fields of telecommunications, industry and energy.

### **How do you see 2014 shaping up?**

Clearly there is no sign of appreciable growth right now in Europe and the effects of the downturn that has lasted for several years now will continue to be felt. However, against that difficult backdrop, we have every reason to remain calm. The markets in which we are positioned are buoyant in the long term and this tells us that our volume and our income are likely to hold steady in the coming year. Our business units have a good order backlog. As we have always done, we will be fast on our feet to hold our own in the difficult areas and expand in the buoyant ones.



#### JANUARY 2013 OPENING OF THE FINAL SECTION OF THE A89

The Balbigny-La Tour de Salvagny section of the A89 was opened to traffic in January 2013, completing the motorway that crosses France east to west from Lyon to Bordeaux. This 50 km section comprises three dual-tube tunnels. Cegelec Mobility and GTIE Transport installed the equipment (electrical, lighting, fire protection, signalling, ventilation, video surveillance, radio communication and automatic incident detection systems) and designed and implemented the tunnel operating system. Axians Marseille rolled out the 10 Giga Ethernet IP multiservice communication networks along the section and is responsible for maintaining and operating them. VINCI Construction and Eurovia also took part in the construction of the final section of the A89, which took four years to complete.

#### FEBRUARY 2013 G+H ISOLIERUNG RECOGNISED FOR ITS FIRE PROTECTION PRODUCT

At FeuerTRUTZ 2013, the leading German fire protection trade fair held on 20 and 21 February, G+H Isolierung received the award recognising the "year's best fire protection product" for its electrical installation channel (I-Kanal), which prevents a fire from propagating. The product, called Pyroment IK 90 TYP BD, is approved for I 30 to I 120 fire resistance classes. It has been sold for the past five years and has received other awards, including a VINCI Innovation Award in November 2013.

#### JUNE 2013 ACTEMIUM SUPPORTS MARS AROUND THE WORLD

On the strength of the customer relationship going back 25 years and its knowledge of Mars production processes, Actemium C&E Veghel won a contract at the Mars plant in Stupino, Russia, in June 2013. The contract covers the comprehensive automation of an M&Ms production line. The Dutch business unit is currently working closely with Mars to provide automation as part of its expansion projects around the world. Mars is expanding its production capacity in response to the increasing need for chocolate products.

#### JUNE 2013 MUSEOGRAPHIC DEVELOPMENT AND INDOOR MOBILE COVERAGE AT THE MUCEM

Following more than three years of works carried out by VINCI Construction companies, the Museum of European and Mediterranean Civilisations (MuCEM) was officially opened in Marseille, France, on 4 June 2013. Inside the museum, several Axians business units installed the full range of video and sound broadcasting equipment as well as five 15 to 20 m<sup>2</sup> high definition LED screens, a first in a French museum. Meanwhile, Graniou Marseille rolled out 3G and 4G coverage for Orange in the 3,700 m<sup>2</sup> exhibition spaces and the 400-seat auditorium. The MuCEM is the first large national museum focused on the civilisations of the Mediterranean.

#### JUNE 2013 NEW LIGHTING FOR CERGY-PONTOISE

On 28 June 2013, the urban community of Cergy-Pontoise, France, signed an 18-year partnership contract to renovate and manage its public lighting system with the Cinergy SAS company, made up primarily of Citeos (VINCI Energies) and Spie. The Citeos business units in the Greater Paris area are responsible for renovating more than 16,000 lighting points over a period of five years while maintaining and managing the 27,000 existing lighting points. Another VINCI Energies business unit, Actemium Paris Transport, rolled out its real-time supervision and operation support solution. The implementation of efficient smart equipment should make it possible to achieve the stated objective of reducing energy consumption by 47% over a period of 10 years.

#### SEPTEMBER 2013 A NEW STADIUM IN NICE

Officially opened on 22 September 2013, the Allianz Riviera in Nice, France, is the first of three stadiums built by VINCI for UEFA Euro 2016. Several VINCI Energies business units, headed by consortium leader Jean Graniou, worked on the project to implement electrical works (high and low current and lighting), plumbing, HVAC (heating, ventilation and air conditioning) and fire protection systems. They also rolled out 3G and 4G mobile coverage for operator SFR, Ethernet and WiFi network components and telephony over IP. In addition, VINCI Facilities will be responsible for maintenance, major repairs and site services for a period of 27 years.

#### DECEMBER 2013 A TUNNEL FOR SUSTAINABLE TRANSPORT UNDER THE CROIX-ROUSSE

The Croix-Rousse tunnel in Lyon, France, has been comprehensively upgraded to bring it into compliance with the new underground structure safety standards. Working within a VINCI consortium, Cegelec Mobility, GTIE Transport, Cegelec Paris Ventilation and Citeos renovated the tunnel equipment. A new tube was also built parallel to the existing tunnel to carry public and sustainable (walking, cycling) transport modes. Officially opened on 5 December 2013, the tunnel has a system of animations projected onto its walls, which was installed by Axians VP with support from Cegelec Mobility. Inaugurated in 1952 and used by 47,000 vehicles per day, the Croix-Rousse tunnel is a crucial traffic artery.

#### DECEMBER 2013 VINCI ENERGIES CONTINUES ITS EXTERNAL GROWTH

VINCI Energies made several acquisitions at the end of 2013, including two major international companies, Mentor IMC Ltd and Powerteam Electrical Services Ltd. Mentor specialises in oil and gas infrastructure programme management support. Its employees work mainly in Australia, North America and Southeast Asia. The acquisition broadens VINCI Energies' customer base in the oil & gas sector in countries with high growth potential. Powerteam designs, builds and refurbishes high-voltage electrical infrastructure. The acquisition strengthens the Omexom brand's operations in the United Kingdom and Ireland.



## THE GROUP

# AMBITION AND BUSINESS APPROACH TECHNOLOGY AND HIGH SERVICE CONTENT

VINCI Energies operates at the intersection of major societal concerns such as energy, transport and communication needs. In these areas the Group offers its customers global solutions with high technology and service content. It positions itself as a long-term partner for its customers all over the world and builds on its dense network of business units and their practice of sharing expertise to deliver integrated solutions.

## AN INTEGRATED APPROACH

VINCI Energies is a benchmark player in each of its business lines – infrastructure, industry, the service sector and telecommunications. Its 63,000 employees are all highly skilled professionals working in its 1,500 business units spread across 46 countries. The Group supports its customers throughout the life cycle of their projects, providing services and value-creating solutions. It operates as an integrator able to deliver engineering, works, operation, maintenance and facility management services. On the strength of its high-tech capabilities, VINCI Energies is involved in an increasing number of projects in synergy with VINCI's Concessions, Construction, Motorways, Property and Roads business lines, notably under public-private partnerships.

## STRONG INTERNATIONAL GROWTH

In line with the growth strategy it defined several years ago, VINCI Energies continued its international expansion in 2013. The move reflects the Group's commitment to support its customers, especially industrial companies, throughout the world. To pursue this goal, VINCI Energies set up permanent locations in new countries. Already operating in all the continents, the Group reinforced its presence in Russia (automotive sector), China (nuclear) and Kazakhstan (mining). Meanwhile, it opened locations in high-potential countries such as Mozambique and the Democratic Republic of Congo (hydroelectric generation) as well as in Asia, for example in Vietnam (marine works). VINCI Energies is also pursuing acquisitions to strengthen its international operations, as two British companies demonstrate. The first, Mentor, will boost VINCI Energies' position with oil & gas sector customers based primarily in Australia, North America and Southeast Asia. The second, Powerteam Electrical Services, is a well-known company operating in electricity transmission and distribution infrastructure in Ireland and the United Kingdom.

## BRAND STRATEGY

VINCI Energies deploys its service offering by building on both its traditional local brands rooted in their respective geographical areas and on network brands that are familiar to the market and correspond to the Group's various areas of expertise. The business units specialising in industrial processes are brought together under the Actemium banner. Omexom, for its part, delivers turnkey solutions for electrical infrastructure from the generating plant to the user's meter. Graniou rolls out fixed-line and mobile networks for telecommunications operators and Axians installs and operates company communication systems. Public lighting, illumination and smart equipment for cities are provided by Citeos. Meanwhile, VINCI Facilities covers multi-technical and multi-service maintenance and facility management in service-sector buildings.

## A LOCAL AND GLOBAL PLAYER

VINCI Energies' dense network of business units and their networking process give each BU the benefit of the full range of Group capabilities and enable it to

meet the needs of contracting authorities and customers. This organisational structure supports VINCI Energies' position as a simultaneously global and local player able to serve as a single interface for its customers in rolling out their equipment and optimising its operation. The Group has been able to retain the local focus and responsiveness of a company operating within a local setting that is constantly attentive to the needs of its customers.



## THE GROUP

# RESPONSIBILITY AND COMMITMENTS MAKING THE MOST OF TALENTS

VINCI Energies seeks to create a working environment that will enable each of its 63,000 employees to make the most of his or her talent. This is reflected in the Group's management system, which is based on trust, autonomy, empowerment, entrepreneurship and solidarity. These values underpin the VINCI Energies family. They bring together the Group's men and women from all geographical areas, business activities and backgrounds.



## A CUSTOMISED CAREER PLAN

Every customised career plan is aimed at growth and progress. Skills development is a major priority at VINCI Energies. Beyond the ongoing special training provided by our business units, the *Académie VINCI Energies*, which has expanded outside France to countries such as Belgium, Brazil, Indonesia, Morocco, the Netherlands and the United Kingdom, provided training for 10,000 people in such subjects as management, marketing, sales and project management.

Functional and geographical mobility is encouraged and this too enables employees to further their careers within the Group. Nearly 2,000 employees took advantage of mobility opportunities in 2013. To this should be added the exchange of employees between business units and countries. Such exchanges enable BUs to offset fluctuations in their workloads and reflect the solidarity that is a hallmark of our operations.

## PUTTING OUR FAITH IN NEW TALENT

VINCI Energies offers each employee an opportunity to draw up a long-term career plan. This key focus on human resource development is a major strength when it comes to attracting and retaining top talent and to delivering solutions that meet the expectations of our customers. In 2013, more than 6,500

unlimited-term contracts were signed and a strong push was made in work-study and apprenticeship programmes. No fewer than 2,200 young people of all educational levels – from vocational to engineering degree – were recruited under the best possible conditions. There is no better way to prepare – and secure – the Group's future than to train young people and put our faith in new potential.

## SAFETY, A COMMITMENT FOR EVERYONE

Workplace health and safety are a recurring focus at VINCI Energies. In addition to the 15-minute Safety Session on risk perception held on 6 June 2013 at all Group worksites and offices, each BU has its own ongoing training and awareness-raising programme for its teams. As a result, nearly 75% of our business units suffered no lost-time accidents in 2013. For the Group as a whole, that figure translates into a lost-time accident frequency rate of 7.50 and a severity rate of 0.40. These two rates have been declining steadily for several years.

## A RESPONSIBLE COMPANY

The primary emphasis on the human aspects of our business is evident in the Group's strong tangible CSR commitments. Examples are gender equality, openness to diversity of background, focus on seniors and action to support the induction of disabled employees – as in the new agreement signed with

the Agefiph in France on 16 April 2013. Similarly, the Group pursues a policy of responsible purchasing, which consists in setting up long-term partnerships with its suppliers and subcontractors.

## A SHARED APPROACH TO LABOUR-MANAGEMENT DIALOGUE

VINCI Energies' success is also grounded in its high-quality, sincere and fair labour-management dialogue. The dialogue takes place on the ground; a new major agreement on employee representation was signed in France on 11 July 2013 to strengthen it, above and beyond our legal and regulatory obligations, in line with the Group's organisational structure. These ongoing discussions help VINCI Energies to make progress on important issues such as health and safety. They culminated in 2013 in the signature of a large number of company agreements on the organisation of work, social protection, wages and profit-sharing.

## ENVIRONMENTAL RESPONSIBILITY

VINCI Energies develops effective solutions to manage and reduce energy consumption while promoting the use of renewable energies such as wind, solar, cogeneration and biomass. Environmental certification procedures are proceeding apace and the Group is carrying out more and more "green" projects, such as the two initiatives that were recognised at the VINCI 2013 Innovation Awards. One is the Greenfloor low-carbon heating and air conditioning system and the other is a lighting solution that has low consumption and maintenance costs. Also noteworthy is the proposal put forward by a Citeos business unit to offset the CO<sub>2</sub> emissions it generates by planting trees in the cities where its projects are implemented.



# BUSINESS LINES

## FOUR BUSINESS LINES SUPPORTING

VINCI Energies offers local authorities and businesses to optimise their energy, transport and communication units can provide local and global high value-

## LOCAL AND GLOBAL SOLUTIONS

a diversified and complementary range of expertise designed infrastructure, industrial sites and buildings. VINCI Energies business added solutions to meet the needs of their customers.

### INFRASTRUCTURE

VINCI Energies delivers comprehensive power generation, transformation, transmission and distribution solutions. The Group also operates in public lighting, urban equipment and transport:

- Generation, transmission, transformation and distribution of electricity;
- Equipment for urban lighting, architectural lighting, festive illuminations and dynamic urban equipment;
- Urban and transport infrastructure (roads, public transport, airports, ports).

With the **Omexom** brand, VINCI Energies offers a comprehensive integrated range of services for the Power & Grid sector. Similarly, the **Citeos** brand supports the Group's lighting and dynamic urban equipment offering for local authorities.



### INDUSTRY

From engineering to implementation, commissioning and maintenance, VINCI Energies designs integrated solutions and services for its customers:

- Distribution of electrical energy, industrial monitoring and control, automation, mechanical engineering, pipe systems, air treatment, ventilation, insulation;
- Industrial maintenance and related services, multi-technical and multi-site contracts.

**Actemium**, the VINCI Energies brand entirely dedicated to industry, offers solutions and services focused on energy efficiency, optimisation and traceability of plant and equipment.



### SERVICE SECTOR

From new installation to refurbishment, VINCI Energies business units implement the full range of interior equipment that enable service sector buildings to meet the most demanding energy efficiency requirements:

- Energy and communication networks, heating, air conditioning and commercial cooling, plumbing, safety and security, building automation systems, fire detection and protection;
- Energy efficiency (new and old buildings);
- Facility management.

**VINCI Facilities** offers facility management solutions that combine multi-technical maintenance, operation and end-user services.



### TELECOMMUNICATIONS

VINCI Energies delivers integrated solutions and services:

- Telecommunications infrastructure;
- Company communications.

**Graniou** designs and rolls out fixed line and mobile networks and handles operation and maintenance for telephone system operators, equipment suppliers, local authorities and infrastructure managers.

**Axians** provides a comprehensive set of IT solutions and services for companies and public agencies.





## BUSINESS LINES INFRASTRUCTURE

To meet growing energy and mobility demand, operators are increasing the capacity of their power generation, transmission and distribution equipment and transport infrastructure is being expanded. VINCI Energies meets all these needs and holds a central position in these markets.

Following the banks of the Ill, Citeos illuminated the Place du Château in Strasbourg, France, using low-energy equipment. Surrounding the square adjacent to the southern flank of the cathedral are a number of emblematic buildings dating back to different eras.



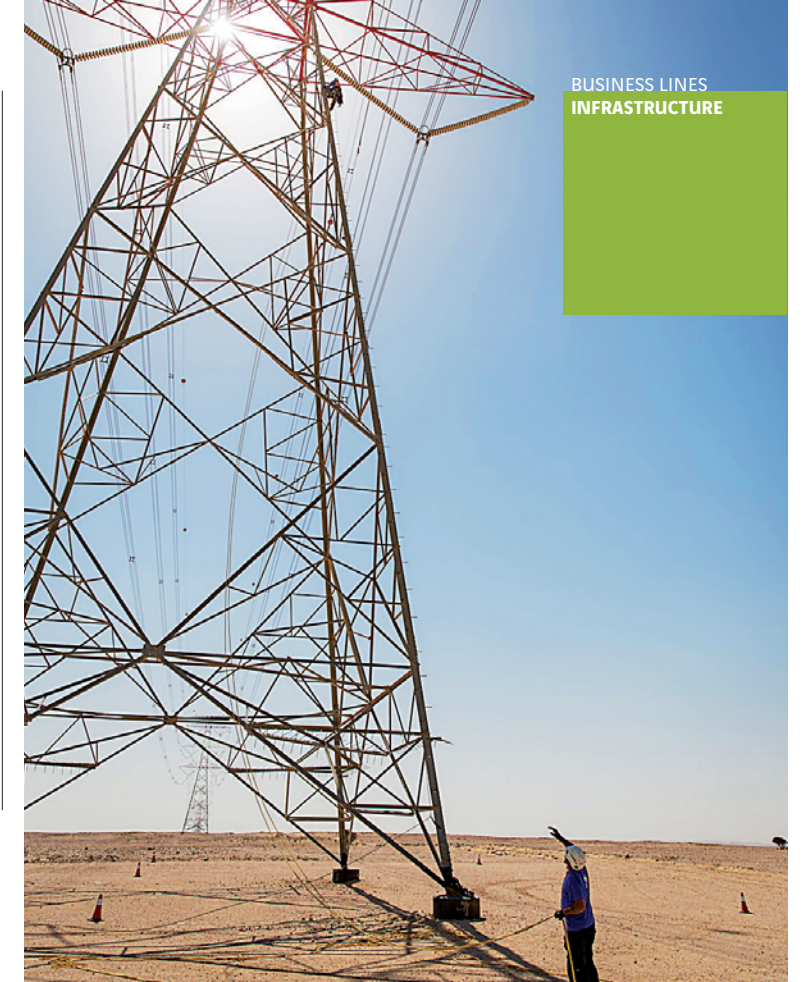
### MARKET CONTEXT

Year after year, world energy consumption has been rising steadily and it is expected to increase a further 40% between now and 2030. The growing demand makes it necessary to expand generation, transmission and distribution equipment and to reinforce cross-border interconnections and roll out smart grids that can optimise the use of existing infrastructure to match demand. VINCI Energies' Omexom network, which comprises 250 business units in 15 countries, positions the Group close to operators and offers comprehensive services across the entire high, medium and low voltage electricity system "before the meter".

The Group has a position of leadership in the transport infrastructure (roads and tunnels, airports, public transport systems, ports) and public lighting markets. To support mobility, structural needs are substantial. This is due to changes in population patterns, accelerated urbanisation in a large number of countries and the goal of reducing the environmental impact of human activities. Against this backdrop, existing infrastructure is being steadily upgraded and new facilities are being created, notably in the airport and port sectors to accommodate growing traffic.

### VINCI ENERGIES WORKS FOR GCCIA

Five projects are currently under way in the Arabian/Persian Gulf for GCCIA (Gulf Cooperation Council Interconnection Authority). GCCIA operates the interconnected power grid that spans a number of Gulf Cooperation Council members – Saudi Arabia, Bahrain, the United Arab Emirates, Kuwait and Qatar. In 2013, **Cegelec Saudi**, with the support of **Omexom Nîmes**, won the contract to maintain 900 km of 400 kV high-voltage lines. They had previously won the contract to deliver safety infrastructure for eight substations and maintain nine 400 kV metal-protected transformer stations.



BUSINESS LINES  
INFRASTRUCTURE

### 2013 ACTIVITY

VINCI Energies worked on a large number of electricity infrastructure projects, notably in Africa, Asia and Europe.

#### Power generation and grids

Highlights of the year included the turnkey handover of the final unit of the thermal power station in Abidjan, Côte d'Ivoire, to Ciprel; the start of refurbishment work on three hydroelectric power plants in Mozambique and the Democratic Republic of Congo; and the commissioning of the 12 MWp Estézargues photovoltaic power plant in France.

The most significant power transmission projects were the handover of the Cotentin-Maine line; the renewal of the contract covering construction of HV lines for RTE in France; and the creation of a 90 km high-voltage DC link to transmit energy from an offshore wind farm in northern Germany. In addition, very high voltage substations were built in Morocco, where a large number of rural electrification projects were carried out.

### EXPERT VIEWS: THE SUSTAINABLE CITY MUST SUPPORT FUTURE GENERATIONS

*The sustainable city must meet present needs and ensure that those of future generations can be met. In other words, if must foster quality of life and at the same time protect the environment and human health by conserving resources and ecosystems. Some municipalities have for example built eco-neighbourhoods that meet ecological*

*criteria in the fields of water, pollution and low-energy equipment.*

**Bruno Peuportier**  
Senior Researcher,  
Paris Ecole des Mines  
Energy and Processes  
Centre



*The sustainable city holds out opportunities for Citeos. We are more and more frequently working under energy performance contracts in which we make a commitment to long-term results and offer guarantees to public authorities. Public lighting accounts for 41% of a city's energy consumption. We are helping to make cities more sustainable and safer.*

**Xavier Albouy**  
Director of the Citeos brand





## RUNWAY AT DOHA INTERNATIONAL AIRPORT

Cegelec Qatar and Cegelec Infra installed the full complement of beacon lights at Doha International Airport in Qatar along two 4,850 metre long runways. The equipment was designed to meet very stringent international civil aviation standards. The project was carried out with ADB Airfield Solutions, which designed the beacon systems and supplied the equipment.

## ESTEZARGUES: THE LARGEST PHOTOVOLTAIC PLANT EVER IMPLEMENTED BY VINCI ENERGIES

In July 2013, Omexom Energies Renouvelables commissioned the Estézargues photovoltaic power plant in France for German engineering

firm Sybac. The business unit brought in the capabilities of other VINCI Energies BUs: SDEL Câbles et Autoroutes for trenching and cable

pulling, Cegelec Languedoc Tertiaire for panel wiring and cable connections and Graniou Fibre Azur for optical fibre connections.

The 12 MWp photovoltaic facility covers an area of some 27 hectares and is the Group's largest such project.

BUSINESS LINES  
INFRASTRUCTURE



In maintenance, VINCI Energies renovated a section of the 400 kV network for National Grid in the United Kingdom and the Group consolidated its partnership with GCCIA in the Middle East. Following a first contract covering safety upgrades in eight substations and maintenance of nine transformer stations in Saudi Arabia, Bahrain, the United Arab Emirates and Qatar, the Group won a contract to maintain 900 km of HV lines across the Arabian Peninsula for the operator. VINCI Energies' expertise in nuclear facilities enabled it to support EDF in plant operations and safety upgrades. The Group's teams continued to work on the EPR project in Flamanville. In China, VINCI Energies will be providing services with high technical content at three nuclear plants for CGNPC.

### Transport

VINCI Energies confirmed its foothold in the airport sector. In addition to starting the operational phase of the maintenance contract covering one of the baggage sorting facilities at CDG Roissy Airport, its teams rolled out the network to supply electricity to planes at Marseille airport, the runway beacons and lights at the Doha airport in Qatar and the refuelling equipment at the Oman airport. On Reunion Island, in the marine works sector, VINCI Energies completed the renovation of three container gantry cranes in the island's port for the local chamber of commerce and industry. Lastly, in road infrastructure, the year's outstanding events

were the opening of the final section of the A89 motorway, the Croix-Rousse tunnel in Lyon with its dedicated tube for sustainable transport modes and the Prado Sud tunnel in Marseille and the continuing tunnel renovation work in the Greater Paris area.

In 2013, several public transport projects involving VINCI Energies business units were completed in France. Examples are the Tours light rail system, the bus rapid transit (BRT) system in Metz and the extension of Line B of the Lyon metro. Meanwhile, the Group was selected to implement systems for two BRT lines in Marseille and a light rail system in Aubagne. In railways, business was brisk with peak production on the East HSL, the ramp-up of design studies for the SEA HSL and ongoing upgrades of the catenaries for the French Railways. In Morocco, the Group won the contract to implement the traction system for the Tangier-Kenitra HSL, which is under construction.

### Public Lighting

Citeos, the VINCI Energies lighting and urban equipment brand, expanded internationally in 2013, setting up a location near Vienna, Austria, and consolidating its position in Bilbao, Spain, while strengthening its leadership in the French public lighting market. Its teams won the contract (the largest urban lighting PPP ever signed in mainland France) awarded by the Cergy-Pontoise urban community to manage 27,000 lighting points for 18 years and to reduce their electricity

consumption by 47%. In addition to this major project, Citeos signed some 15 energy performance contracts with French cities, including Aubagne, Abbeville, Lille and the East Tours urban community, as well as a large works and maintenance contract with the Brest urban community. Two high-profile architectural lighting contracts were implemented during the year. One involved the Pharo Palace in Marseille and the other the illumination of the banks of the Ill and the Place du Château in Strasbourg. Lastly, GA Gruppe installed about 12,000 LED streetlights in the Frankfurt region in Germany.

## OUTLOOK

The development of smart grids is an increasing focus of attention. VINCI Energies is already preparing to support the ramp-up of these systems by working with French grid operator RTE to develop a digital substation. In the urban transport and public lighting sectors, 2014 is shaping up to be a transition year, especially in France due to local elections. In railway works, VINCI Energies will be fully involved in the ramp-up of work on the SEA HSL and will continue operations to upgrade catenaries for RFF. In addition, the infrastructure needs of the emerging countries will represent a growth driver for VINCI Energies business units. The airport market will remain buoyant worldwide, as will the port activity, in which investments will be scaled up in coming years.



BUSINESS LINES

## INDUSTRY

Production process optimisation and energy efficiency are two key ways to increase industrial competitiveness. VINCI Energies provides its customers with a global solution comprising engineering, works and maintenance. The Group is positioned throughout the life cycle of their local and international projects.



After installing the nosecone assembly lines for the Airbus A350 in 2009, Actemium Trappes began a new project in September 2013 at the Aerolia site in Méaulte, France, aimed at speeding up the assembly line from seven to thirteen planes per month.

### HÄAGEN DAZS IN ARRAS: ACTEMIUM OPTIMISES ENERGY CONSUMPTION

Häagen Dazs, which produces and markets ice cream the world over, has a production site in Arras. Industrial refrigeration is a substantial cost item, accounting for more than 65% of the energy consumed by the site. To produce the refrigeration, 20 compressors are needed. In partnership with Häagen Dazs, Actemium Arras carried out a centralised

compressor management project. Information is reported enabling each compressor to be controlled by a single PLC connected to a general supervision system. Variable speed drives installed on the compressors round out the project. Refrigeration can now be produced according to need, and energy consumption has been optimised and cut by about 20%.

BUSINESS LINES  
INDUSTRY



### 2013 ACTIVITY

In 2013 it was announced that VINCI Energies' specialised industrial process activities – provided by about 300 business units in 35 countries – would be brought together under the Actemium brand. The move helped clarify the Group's range of engineering, new construction and maintenance services. It was also a response to the expectations of major accounts wishing to broaden their contracts to cover global

(multi-technical, multi-service, multi-site) services and to set up worldwide framework agreements. This was applied, during the year, at Air Liquide, ArcelorMittal and Arkema. The move to support customers at every stage of their projects also drove the acquisition of the British company Mentor IMC, which specialises in oil and gas infrastructure programme and project management support. The acquisition, finalised at

### MARKET CONTEXT

The development of export contracts, the growth of maintenance and service provision and the success of the strategy focused on integrated global solutions have enabled VINCI Energies to hold its own in the industrial sector. Despite the market downturn in a number of European countries, the Group was able to take advantage of its networking system, the local roots of its business units and its longstanding support for customers moving into countries with rapidly expanding economies and buoyant business

sectors such as oil, gas, chemicals, food processing and pharmaceuticals. Operating across all major industrial sectors, VINCI Energies strives to bring real added value to its customers in all its areas of expertise (process operation and control, electrical, mechanical and thermal engineering, etc.). Its teams make a long-term commitment to customers in order to improve their industrial performance and meet increasingly stringent traceability and process safety standards.

### EXPERT VIEWS: ENERGY OPTIMISATION, A MAJOR SOURCE OF COMPETITIVENESS

*Energy is one of the largest cost items in industry but it also offers the greatest potential for optimisation. Savings can easily amount to 30% of expenses and the payback period is only two or three years. This is an area that industry must leverage in order to cope with the constant need to boost competitiveness.*

**Jean-Pierre Riche**  
Chairman and CEO,  
Okavango Energy



*Actemium's expertise in industrial process measurement and monitoring enables the brand to support customers wishing to improve the energy efficiency of their plant and equipment. The Actemium offering enables them to gain an understanding of the way they are consuming energy and determine whether the*

*consumption is truly useful. It is also in line with the energy audits that will become compulsory in 2015.*

**Jean-Laurent Schaub**  
Director of Maintenance  
& Services, Actemium



## NEW CONTRACTS FOR ICHTHYS

With the work it is doing for the Ichthys liquefied natural gas project, VINCI Energies is demonstrating its ability to support the oil and gas majors in the various phases of their projects. Ichthys, carried out by Total and the Japanese Inpex company, comprises construction in South Korea of a gas central processing facility (CPF) and a floating

production storage and offloading facility (FPSO), which will be located off the coast of Australia. After winning two commissioning contracts at the end of 2012, **Actemium** was awarded the contract to engineer and integrate the various elements of the HIPS (High Integrity Protection System) in April 2013. The HIPS safeguards

the integrity of the CPF installations in the event of overpressure. The company will also carry out two functional analysis contracts. In addition, **Mentor IMC** is providing programme management support for the various companies involved in the project. The total value of these operations is nearly \$100 million.



## ACTEMIUM SUPPORTS RENAULT'S EXPANSION

The Russian joint venture AvtoVAZ, part of the Renault-Nissan Alliance, called on **Actemium Trappes** to support its expansion project in Russia. In May 2013, the business unit won the contract to implement a new BIW assembly line at the Togliatti site. The new line will assemble the wheelbase and BIW of two new Lada models and should begin operating in the second quarter of 2014. In 2012, the business unit was selected for Renault's "world" programme to support the new Logan facilities in Morocco, Brazil and Russia.



the end of the year, adds a further dimension to VINCI Energies' unrivalled array of products and services for industry.

### From Europe to the world

The aerospace, food processing, cosmetics, logistics (handling, warehouse mechanical systems, etc.) and environmental (incineration, biomass, water treatment, etc.) sectors essentially drove business activity in Western Europe. In France, Actemium business units' responsiveness and understanding of industrial processes made it the partner of choice to support scheduled production unit shutdowns by chemical manufacturers Arkema in Lacq and Marseille and Perstorp in Grenoble. In the nuclear sector, Actemium business units worked on the Jules Horowitz and Tokamak (IteR) reactors in Cadarache, the GB II plant in Le Tricastin and the radioactive waste storage projects in the Meuse and Ain regions. As a result of their locations close to customers, Actemium teams in the Netherlands were able to support food processing giant Mars in some ten countries spread across five continents and brand employees in Austria were able to equip one of the world's largest kraft paper manufacturing plants in Pöls for their customer Starkraft. In Germany, the industrial market's momentum was driven by the launch of a large number of small oper-

ations and two large projects, the construction of a belt conveyor for the Reichwalde open-pit lignite mine and the scheduled upgrade of the BASF facilities in Ludwigshafen. Outside Europe, significant contracts were also signed in the oil & gas sector with ADGAS to replace gas turbines in Abu Dhabi and Total to commission the Egina offshore platform under construction in Nigeria. In South Korea, VINCI Energies continues its active participation in the construction of oil installations for the Ichthys project in Australia. Lastly, Actemium confirmed locations in two new countries – Russia, to support Renault, and Kazakhstan, where the mining sector is undergoing rapid growth.

### Maintenance, a strong development driver

VINCI Energies increased its revenue from industrial maintenance activities by 6% in 2013, notably as a result of contract globalisation. Actemium, which has been supporting Airbus for the past 15 years by taking overall responsibility for production lines, renewed several major contracts for Total (refineries), Solvay (chemicals) and Alstom (energy and transport). The brand's business units won significant competitive tenders for Saipol (renewable chemicals), ArcelorMittal (steel) and Arkema (chemicals), a customer for which partnerships have been expanding for the past three years (30%), particularly in China. In the oil & gas sector,

maintenance activity continues apace, one example being the contract for Total's Moho Nord platform in the Republic of the Congo. In each case, the assignment involves high technical content and in some cases, such as the contract for GE Energy in Belfort, France, the contract was won based on synergies established with VINCI Facilities.

## OUTLOOK

VINCI Energies is more than ever positioned as a simultaneously local and global partner for customers' production units and as a provider that can follow them in their expansion projects around the world. In terms of growth, positive signs are appearing in Europe, such as the vast oil product storage project launched by VINCI Energies customers Total and Exxon in the port of Antwerp, Belgium. Moreover, the Group's industry specialists will be brought together effectively under the Actemium banner in 2014 and this should help boost the momentum of the business units belonging to the Actemium network.

## BUSINESS LINES

### SERVICE SECTOR

Property owners and managers are increasingly giving priority to energy performance. From design to construction, thermal renovation, operation of technical equipment, maintenance and facility management, VINCI Energies delivers global solutions that meet regulatory requirements and make buildings economical, comfortable and safe.

In Brussels, Belgium, renovation work continues on the Résidence Palace building. Cegelec Belgique is implementing all electrical, climate control and plumbing works in the complex that will become the headquarters of the Council of the European Union and the European Council.



#### MAROC TELECOM CALLS ON VINCI FACILITIES

Exprom Facilities (a subsidiary of VINCI Facilities) has been providing multi-technical maintenance at the new head office of Maroc Telecom, Morocco's leading telephone operator, since September 2013. The high-rise building in Rabat accommodates 1,200 people. Exprom Facilities is in charge of sensitive installations including production and distribution of cooling, high current electrical systems, sprinklers and the fire safety system as well as two telescopic work platforms. The 27,400 m<sup>2</sup> building also has a 600-seat auditorium and a 400-space car park.

#### 2013 ACTIVITY

In a particularly difficult economy, VINCI Energies maintained its positions in the service sector. In the Greater Paris area, the market was driven by several projects designed to regroup and relocate the head offices of large companies. For example, VINCI Energies delivered the first phase of the SFR headquarters in Saint-Denis in October, and then moved on immediately to work on phase 2. In Montrouge, the Eole building worksite on the Crédit Agricole campus

(electricity, heating, climate control, ventilation, smoke extraction, plumbing) is currently under way. Again in the Paris region, the contract was signed at the end of the year to build Arena 92, a sports facility project carried out with VINCI Construction France in which VINCI Energies is responsible for all technical works packages, which will generate €50 million in revenue. Elsewhere in France, the Group completed work on the new Allianz Riviera stadium in Nice and began

#### MARKET CONTEXT

Buildings account for 40% of all greenhouse gas emissions in Europe and are central to major energy and environmental challenges. Property managers are keen to optimise energy consumption while improving comfort and safety for end users. Along with these priorities, there is a growing focus on technical equipment – installed during new construction or as part of renovation works – to meet the various legislative requirements applying to both energy efficiency and safety.

From energy networks to lighting, heating, climate control, plumbing, ventilation, safety, fire detection and protection and building management systems, VINCI

Energies offers the full range of expertise required to implement "virtuous" structures that comply with the most exacting energy certifications and labels. The Group thus helps increase the "green value" of service sector buildings, which in turn increases the asset value for property owners. But VINCI Energies doesn't stop at construction and renovation. VINCI Facilities, the VINCI Energies specialist in building and end-user services, also offers its customers multi-technical maintenance and facility management services. VINCI Energies thus extends its expertise to cover detailed knowledge of the way the building is used and its performance in operation.

#### EXPERT VIEWS: BUILDINGS, A SOURCE OF ENERGY EFFICIENCY

*The Energy Efficiency Directive adopted in October 2012 is a turning point in European energy policy. There is, for example, major untapped potential in buildings, where a multi-technical approach combined with electrical engineering, climate parameters and information technologies are more and more*

*necessary. This combination of know-how and smart energy management is particularly relevant in the service sector.*

**Anne Valachs**  
General Director,  
Syndicat Français  
des Entreprises de Génie  
Electrique et Climatique  
(SERCE - French association of electrical engineering and HVAC companies)



*It is technically possible to build positive-energy structures but property owners are also focused on energy upgrades to existing buildings. Similarly, the way the building is operated is crucially important because it can account for a variation of up to 15% in consumption. For VINCI Energies, the market potential lies in three areas: new*

*construction, renovation and ongoing operation of buildings.*

**Fabrice Montesi**

Director,  
VINCI Energies Belgium





## ETONNANTS VOYAGEURS, THE CULTURAL CENTRE IN SAINT-MALO

In front of the train station in Saint-Malo, France, the Etonnants Voyageurs cultural centre is taking shape. It will house a media library, three screening rooms, a heritage consultation room and an exhibition room. Working with VINCI Construction and others, Cegelec Clim Ouest and Cegelec Rennes Projets won the contracts for the five technical works packages. Meanwhile, STE Ile-et-Vilaine will be installing the outdoor lighting. The flagship project in Brittany will be NF HQE Bâtiments Tertiaires certified and have the THPE ENR (high energy performance and renewable energies) label thanks to the use of geothermal energy and solar panels on the building's roof.

## ELECTRICAL EQUIPMENT IN SWITZERLAND'S TALLEST BUILDING

The country's tallest building, at 178 metres, is currently under construction in Basel, Switzerland. It will be home to the Hoffmann-La Roche AG pharmaceuticals company starting in 2015. Etavis Kriegel+Schaffner AG began work in February 2013 to design and install the full complement of high and low current electrical equipment. The new building will bring together employees currently scattered over several sites.



BUSINESS LINES  
SERVICE SECTOR

managing maintenance, repairs and services at the site. The Group is also working on the hospital in Chambéry and the cultural centre in Saint-Malo, two projects that will be completed in 2014.

VINCI Energies is also very active in Belgium, with the construction of the headquarters of the European Union and the NATO headquarters in Brussels. In Switzerland, the Group is supporting industry, in the pharmaceutical sector (such as Roche) and in the watchmaking sector, for which it is building head offices. It also worked on a 40,000 m<sup>2</sup> building on the campus of the University of Bern. Elsewhere in Europe, its teams helped roll out the electrical systems at the European Central Bank in Frankfurt, Germany, the judicial police building in Lisbon, Portugal, and the Väla shopping centre in Helsingborg, Sweden.

### Maintenance and facility management

The slight contraction in revenue that affected multi-technical maintenance and facility management is due to VINCI Facilities' decision to maintain its margins by concentrating its activity on added-value contracts. Under this strategy, the company targets

contracts with high technical content that make the most of solutions based on fine-tuned real-time coordination of utilities to improve the energy efficiency of buildings. Similarly, VINCI Facilities networks with VINCI Energies business units to propose all types of thermal renovation works to its customers. VINCI Facilities has acquired acknowledged expertise in managing high-energy-performance structures. In France, 32 buildings totalling 750,000 m<sup>2</sup> will be operated according to the French NF HQE Bâtiments Tertiaires guidelines. In Germany, which accounts for 30% of VINCI Facilities' revenue, it notably manages positive-energy school and sports facilities, one example being the 20-year PPP in Poing, Bavaria. Its teams also took on maintenance (climate control, ventilation) of 200 Douglas perfume stores and that company's manufacturing plant in the northern Rhineland.

Several significant contracts were signed in France in the course of the year. Nexity, for example, called on VINCI Facilities to maintain 48 buildings belonging to La Française (147,000 m<sup>2</sup>) and the Crédit Coopératif awarded to it the contract to provide comprehen-

sive multitechnical maintenance at 86 branch offices throughout France. At its Chilly-Mazarin site, Sanofi broadened the scope of an electricity maintenance contract to cover all technical works packages and trades. Meanwhile, Airbus Group upgraded its technical management contract to a comprehensive facility management contract for the Suresnes site. Lastly, in a demonstration of the long-term partnership relationships that VINCI Facilities strives to establish with its customers, the framework agreement with the Société Générale was extended to cover additional services, additional buildings and several subsidiaries in Germany, Italy and the United Kingdom.

## OUTLOOK

The need to upgrade the building stock and reduce building energy consumption against a backdrop of increasingly stringent standards will drive service sector activity in the coming years. VINCI Energies attaches special importance to these activity segments. Its teams work in close synergy with those of VINCI's Construction and Property business lines in order to meet customer expectations. The objective is to devise integrated turnkey offerings for sustained energy performance.

## BUSINESS LINES TELECOMMUNICATIONS

The telecommunications market was driven by the 4G network, optical fibre and indoor mobile coverage in 2013. Similarly, the explosive growth of cloud computing and growing demand for high-performance networks supported business activity for businesses and public authorities. VINCI Energies was able to consolidate its operations in all these areas, and thus give everyone access to high and very high speed broadband.



### MARKET CONTEXT

Demand for mobility, communication and data exchange on the part of individuals, businesses and public authorities continued to grow exponentially in 2013. The strong trend enabled VINCI Energies' Graniou and Axians brands to maintain their respective positions in the implementation of fixed-line and mobile infrastructure and the integration of company communication systems.

The past year saw an acceleration of investments by telephone system operators in all European countries to roll out 4G. In parallel, a major increase in optical fibre activity was observed. It related primarily to the connection of radio sites to replace existing

microwave links, replacement of copper networks, creation of backbones and connection of businesses and individual customers. Meanwhile, the company communication market continued its transformation. The "traditional" telephone sector is declining, but the decline has been offset by the ramp-up of cloud computing (which grew 20%) and information technologies.

### SFR CAMPUS: AN ULTRA-CONNECTED SPACE

The first phase of the SFR campus was inaugurated in Saint-Denis, France, on 13 February 2014. After rolling out high and low current systems, HVAC, VDI equipment, generators and plumbing, VINCI Energies' Graniou A2R business unit implemented indoor and outdoor coverage to support the use of state-of-the-art digital technologies.

The 4G and NFC (Near Field Compatible) smartphones given to 4,000 employees enable them to enter and leave the site, pay at the company canteen and control the lighting and the temperature in their offices from their mobile device. The buildings are compliant with the BBC label and are NF HQE Bâtiments Tertiaires and BREEAM certified.

Axians VP installed a wall of very high-definition images with a record length of 16 metres in the new reception area of the L'Oréal head office in Clichy, France. The dynamic display solution is spectacular and unparalleled in France.

### 2013 ACTIVITY

As a longstanding partner of operators in many European countries, VINCI Energies made the most of its expertise as mobile telephone operators moved to 4G. The trend was particularly noticeable in Germany, France and Switzerland, where Graniou brand business units had an excellent year. Despite price pressures from their customers following the arrival of "low cost" operators, especially in France and Poland, they were able to take full advantage of the market momentum

spurred by the evolution of mobile technologies. In Poland, activity was driven by contracts signed to build optical fibre backbones.

The rollout of indoor radio networks to provide GSM coverage inside buildings and enclosed areas used by the public was an additional source of growth for Graniou in 2013.

The brand doubled its revenue to nearly €30 million in this activity sector. Significant projects included

### EXPERT VIEWS: A NEW WAY TO CONSUME MOBILE INTERNET

*3G networks will soon be saturated and users are beginning to express frustration or even disappointment. 4G will offer sufficient capacity until 2020 and will remove all the barriers to mobile multimedia access. It will be rapidly adopted because it meets user expectations with its perceived speed. We believe that 50%*

*of the European population will be equipped by 2016.*

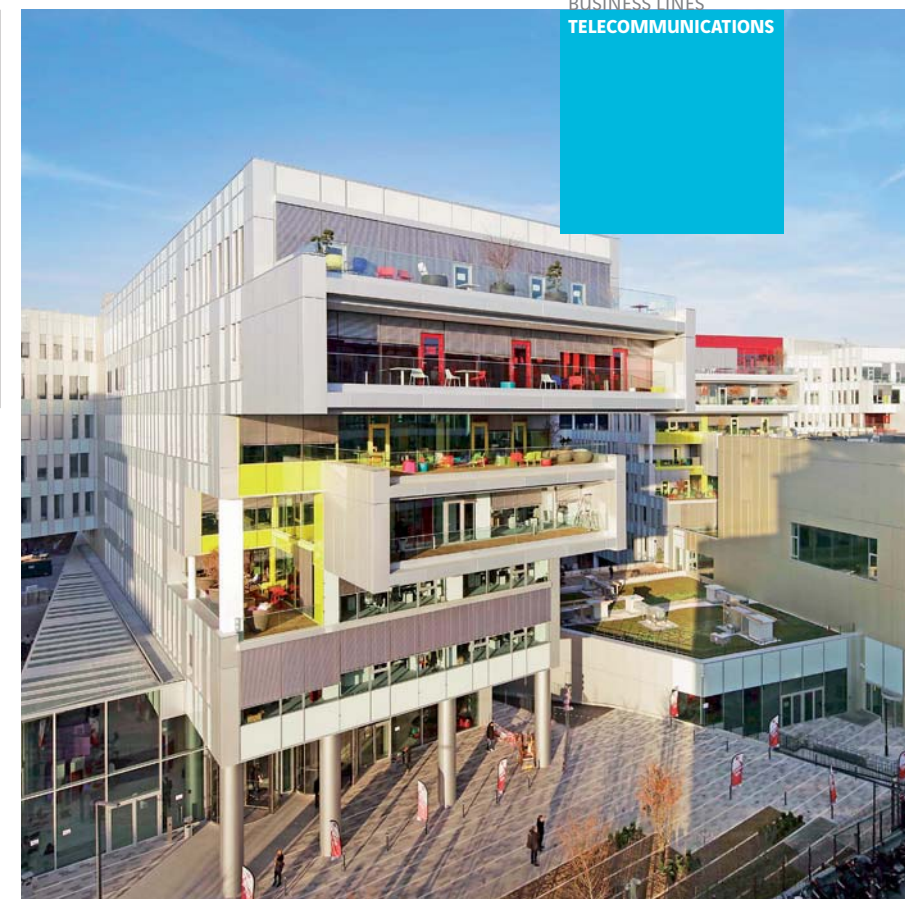
**Bertrand Grau**  
Principal at Arthur D. Little



*The new generation of mobile telephones represents a genuine technical revolution. The goal is to upgrade existing networks to make them 4G compatible. This migration will have to happen fairly quickly since operators want to massively roll out the technology as soon as possible. Graniou has a solid track record in this field, having already implemented*

*4G in a number of European countries.*

**Christian Glade**  
Director of the Graniou brand



## WINNING TWINNING OPERATION FOR MOHAMMED VI UNIVERSITY

Thanks to twinning of Axians network business units, the IT Network Infrastructure project at the Mohammed VI University campus currently under construction at Benguerir, Morocco, was

successfully completed. This was Axians' first major project in Morocco and it included design studies as well as supply and installation of network infrastructure. The three business units carrying out the project,

one local and two based in Marseille, contributed their respective technical and major project management expertise to meet the challenges of this technically complex project.



## AN INNOVATIVE CLOUD ARCHITECTURE FOR THE PSV EINDHOVEN STADIUM

The PSV Eindhoven stadium in the Netherlands selected Axians' secure cloud architecture to host all its applications. The solution offered had a number of advantages: high availability, virtualisation, security, scalability and ease of operation for the PSV Eindhoven IT teams. In addition to installing the architecture, Axians Eindhoven will be managing the solution for a period of five years.



BUSINESS LINES  
TELECOMMUNICATIONS

installation of radio coverage in the Nice stadium in France, the Bern stadium in Switzerland, the Düsseldorf metro in Germany and the SFR head office in Saint-Denis, France.

### Operation and maintenance

Operation and maintenance of communication networks are strategic activities for VINCI Energies. The Group expanded its positions in these activity segments in 2013. The contracts won by Graniou in 2012 for operators SFR and Orange – maintenance of fixed-line and radio equipment in the northern part of France for the former and the southeastern part of France for the latter – entered the full execution phase in 2013. In addition, during the year, the brand's business units began to take on the operation and maintenance of the GSM-R network in the western half of France under the public private partnership signed with Réseau Ferré de France (RFF) and the Synerail company, in which VINCI Energies is an important stakeholder.

### Company communications

As a specialist in the integration of solutions for communication and related high added-value services (outsourcing, equipment security, etc.) for companies and public authorities, Axians increased its revenue by 9.8% in 2013. This excellent result is mainly due to organic growth, especially in Germany and France, where business activity was particularly brisk. As a rule, the market was driven by information technology evolution and by the increasing need for bandwidth to meet mobility demand. These trends made it necessary to implement infrastructure of sufficient dimension to handle constantly increasing data (image, video) flows. In addition to emblematic projects such as the multimedia terminals installed in the MuCEM (Museum of European and Mediterranean Civilisations) in Marseille and the creation of a 16 metre long wall of images at the L'Oréal head office in Clichy, Axians endeavoured to expand the brand internationally in 2013. As a result of these efforts, Axians won the contract covering network infrastructure for the Mohammed VI

University in Morocco, implemented the information system at the PSV Eindhoven stadium in the Netherlands and reinvigorated the network of companies belonging to the Service One Alliance association led by Axians, which operates in 80 countries. This work on the ground has already come to fruition with the development of work with Philips in several countries.


### OUTLOOK

In France, local authorities are expected to issue large calls for tender – amounting to several hundred million euros in investments – to build FTTH networks in areas where population density is insufficient to attract operators. This activity sector is a buoyant one for Graniou, especially since it is also growing in Germany and Poland. In company communication networks, the market is expected to undergo strong growth in 2014, with a switch to innovative technologies, reinforcement of service offerings, and resource sharing. Axians will build on twinning and on the expertise of its business units to meet the equipment needs of its customers and ensure steady long-term growth.


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